

# **Council**

## **SUMMONS AND AGENDA**

**DATE:** **Thursday 16 January 2020**

**TIME:** **7.30 pm**

**VENUE:** **Council Chamber, Harrow Civic Centre,  
Station Road, Harrow, HA1 2XY**

**All Councillors are hereby summoned to attend the Council Meeting for the transaction of the business set out.**

A handwritten signature in black ink, appearing to read "HP", located to the right of the typed name.

Hugh Peart  
Director of Legal and Governance Services

**Despatch Date:** [Wednesday 8 January 2020]

## **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.

**Summons publication date: Wednesday 8 January 2020**

## **PRAYERS**

His Holiness Shri Rajrajeshwar Guruji, Founder and Spiritual Leader of the International Siddhashram Shakti Centre, will open the meeting with Prayers.

### **1. COUNCIL MINUTES (Pages 7 - 24)**

That the minutes of the meeting held on 18 July 2019 be taken as read and signed as a correct record.

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

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from all Members of the Council.

### **3. PROCEDURAL MOTIONS**

To receive and consider any procedural motions by Members of the Council in relation to the conduct of this Meeting. Notice of such procedural motions, received after the issuing of this Summons, will be tabled.

### **4. PETITIONS**

To receive any petitions to be presented:

- (i) by a representative of the petitioners;
- (ii) by a Councillor, on behalf of petitioners;
- (iii) by the Mayor, on behalf of petitioners.

### **5. PUBLIC QUESTIONS \***

A period of up to 15 minutes is allowed for members of the public to ask questions of members of the Executive, Portfolio Holders and Chairs of Committees, of which notice has been received no later than 3.00 pm two clear working days prior to the day of this Meeting. Any such questions received will be tabled.

### **6. LEADER AND PORTFOLIO HOLDERS' ANNOUNCEMENTS**

To receive a presentation from the Leader of the Council and Portfolio Holders on business since the last ordinary meeting, followed by a question and answer session. The item is allotted 20 minutes.

### **7. LONG SERVICE AWARDS**

Further to the decision of Annual Council on 16 May 2019, to make a presentation to Councillors Jean Lammiman, Christopher Mote and Phillip O'Dell marking 25 years' service on Harrow Council which they completed in May 2019.

**8. GOVERNANCE, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE ANNUAL REPORT (Pages 25 - 46)**

RECOMMENDATION I: Governance, Audit, Risk Management and Standards Committee  
(16 September 2019)

**9. PENSION BOARD ANNUAL REPORT 2018/19 (Pages 47 - 50)**

RECOMMENDATION I: Pension Board  
(31 October 2019)

**10. STRATEGIC PERFORMANCE REPORT (Pages 51 - 54)**

RECOMMENDATION I: Cabinet  
(12 September 2019)

**11. CORPORATE PARENTING PANEL (Pages 55 - 74)**

Recommendation I: Cabinet  
(14 November 2019)

**12. CHANGES TO THE COUNCIL TAX SUPPORT SCHEME (CTS) FOR 2020-21 (To Follow)**

Recommendation I: Cabinet  
(9 January 2020)

**13. MEMBERSHIPS OF NEW COMMITTEES (To Follow)**

**14. HEALTH AND WELLBEING BOARD CHANGES TO TERMS OF REFERENCE (To Follow)**

Recommendation I: Health and Wellbeing Board  
(14 January 2020)

**15. INFORMATION REPORT: DECISIONS TAKEN UNDER THE URGENT ACTION PROCEDURE - COUNCIL (Pages 75 - 78)**

**16. INFORMATION REPORT - DECISIONS TAKEN UNDER URGENCY PROCEDURE - EXECUTIVE (Pages 79 - 82)**

**17. QUESTIONS WITH NOTICE \***

A period of up to 15 minutes is allowed for asking written questions by Members of Council of a member of the Executive or the Chair of any Committee:-

- (i) of which notice has been received at least two clear working days prior to the day of this Meeting; or
- (ii) which relate to urgent matters, and the consent of the Executive Member or Committee Chair to whom the question is to be put has been obtained and the content has been advised to the Director of Legal and Governance Services by 12 noon on the day of the Council Meeting.

Any such questions received will be tabled.

## **18. MOTIONS**

The following Motion has been notified in accordance with the requirements of Council Procedure Rule 15, to be moved and seconded by the Members indicated:

### **(1) Supporting Residents Impacted by Universal Credit Motion**

To be moved by Councillor Adam Swersky and seconded by Councillor Dan Anderson:

“Harrow Council notes that:

- The roll-out of Universal Credit (UC) represents the largest overhaul of the welfare system for working age people in a generation.
- If and when it is fully implemented, there will be in the region of 15,000 families in Harrow claiming the benefit, including nearly 28,000 children.
- The roll-out of UC has been riddled with issues that have impoverished families, driven our residents to use food banks, and made families homeless
- The National Audit Office says UC is “not value for money now and ... it’s future value for money unproven”. Child Poverty Action Group believes it simply “isn’t working for working people”.
- In Harrow, UC has already pushed many tenants into rent arrears. For example 26% of Council tenants who claim Housing Benefit are in arrears compared to 73% of those claiming UC.
- The UC application process is digital by design. Claimants are expected to have an email address and a bank account to complete an application. Yet there are 1.5 million unbanked adults in the UK and 38% of people on low incomes have limited access to the internet.

Harrow Council launched a cross-Party Commission on the Implementation of Universal Credit in Harrow in late 2018 to identify a set of practical actions the Council could take to support our residents.

Harrow Council resolves:

- To adopt the final report of the Commission, including its

action plan. This includes supporting residents to access digital services, improving links between Council officers and Jobcentre Plus staff, and making provision within the Council Tax Support scheme to help people migrating onto Universal Credit.

- To continue to develop new ways of supporting people impacted by the roll-out of Universal Credit.
- To incorporate the findings of the Commission into the development of the Borough Plan as part of the Council's drive to tackle poverty and inequality.”

## 19. EXCLUSION OF THE PRESS AND PUBLIC

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

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
20.	Information Report – Severance Packages of £100,000 or Greater	Information under paragraph 1 (contains information relating to any individuals).

## 20. INFORMATION REPORT - SEVERANCE PACKAGES OF £100,000 OR GREATER (Pages 83 - 88)

### \* Data Protection Act Notice

The Council will audio record items 5 and 17 (Questions with Notice) 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.]

# **COUNCIL 16 JANUARY 2020**

## **MINUTES**

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# COUNCIL MINUTES

## 18 JULY 2019

- Present:**
- \* Councillor Nitin Parekh (The Worshipful the Mayor)
  - \* Councillor Ghazanfar Ali (The Deputy Mayor)
- Councillors:**
- |                          |                           |
|--------------------------|---------------------------|
| * Richard Almond         | * Ajay Maru               |
| * Dan Anderson           | * Jerry Miles             |
| * Jeff Anderson          | * Vina Mithani            |
| * Sue Anderson           | * Amir Moshenson          |
| * Marilyn Ashton         | * Chris Mote              |
| * Peymana Assad          | * Janet Mote              |
| * Camilla Bath           | * Angella Murphy-Strachan |
| * Christopher Baxter     | * Phillip O'Dell          |
| * Philip Benjamin        | * Paul Osborn             |
| * Michael Borio          | * Mina Parmar             |
| * Simon Brown            | * Varsha Parmar           |
| * Sarah Butterworth      | * Anjana Patel            |
| * Kam Chana              | * Primesh Patel           |
| * Ramji Chauhan          | * Pritesh Patel           |
| * Niraj Dattani          | * David Perry             |
| † Keith Ferry            | * Natasha Proctor         |
| * Pamela Fitzpatrick     | * Kanti Rabadia           |
| * Dean Gilligan          | * Kiran Ramchandani       |
| * Stephen Greek          | * Christine Robson        |
| * Chetna Halai           | * Lynda Seymour           |
| * Susan Hall             | * Mrs Rekha Shah          |
| * Graham Henson          | * Sachin Shah             |
| * Maxine Henson          | * Chloe Smith             |
| * John Hinkley           | * Norman Stevenson        |
| * Nitesh Hirani          | * Krishna Suresh          |
| * Honey Jamie            | * Sasi Suresh             |
| * Ameet Jogia            | * Adam Swersky            |
| * Jean Lammiman          | * Bharat Thakker          |
| * James Lee              | * Antonio Weiss           |
| † Dr Lesline Lewinson    | † Stephen Wright          |
| * Kairul Kareema Marikar |                           |

- \* Denotes Member present
- † Denotes apologies received

## PRAYERS

The meeting opened with Prayers offered by His Holiness Shri Rajrajeshwar Guruji, Founder and Spiritual Leader of the International Siddhashram Shakti Centre

### 90. COUNCIL MINUTES

**RESOLVED:** That the minutes of the meeting held on 16 May 2019 be taken as read and signed as a correct record.

### 91. DECLARATIONS OF INTEREST

Councillor Susan Hall declared an interest in that she was a Greater London Authority (GLA) Assembly Member and the Mayor of London may get mentioned during the course of the meeting.

#### Motion 2 – Declaring a Climate Emergency

Councillor Sue Anderson declared a non-pecuniary interest in that she was a member of the Royal Society for the Protection of Birds (RSPB) and the Natural History Society.

Councillor Kam Chana declared a non-pecuniary interest in that he worked for a car company.

Councillor Norman Stevenson declared a non-pecuniary interest in that he was a member of Friends of the Earth and Marine Conservation.

#### Motion 3 – Proper Funding for Public Services

Councillor Michael Borio declared a non-pecuniary interest in that he worked for the Department for Education.

Councillor Stephen Greek declared a non-pecuniary interest in that he was employed by the London Assembly.

#### Motion 4 – High Stakes Testing in Primary Schools

Councillor Michael Borio declared a pecuniary interest in that he worked for the Department for Education and would leave the Chamber for the discussion and voting on this item

Councillor Sarah Butterworth declared a pecuniary interest in that she was a teacher and a member of the NEU and would leave the Chamber for the discussion and voting on this item.

Councillor Ajay Maru declared an interest in that his wife was a teacher in Harrow.

Councillor Janet Mote declared a non-pecuniary interest in that she was a member of the NEU.

Councillor Angella Murphy-Strachan declared a pecuniary interest in that she was a teacher and a member of the NEU and would leave the Chamber for the discussion and voting on this item.

Councillor Antonio Weiss declared a pecuniary interest and would leave the Chamber for the discussion and voting on this item.

## **92. PROCEDURAL MOTIONS**

The Mayor drew Council's attention to the procedural Motion set out on the supplemental Summons in relation to Local Implementation Plan 3 and also to the tabled amendments to Motion 2 (Declaring a Climate Emergency) and Motion 3 (Proper Funding for Public Services).

The Leader of the Council moved a procedural Motion that Motion 2, Declaring a Climate Emergency, not stand referred to the Executive and be debated in accordance with Council Procedure Rule 15.7.1.

Upon being put to the vote, the procedural Motions were carried.

## **93. PETITIONS**

In accordance with Rule 10, the following petitions were presented:

- (i) Petition submitted by Councillor Nitesh Hirani containing 224 signatures concerning the alleyway/footpath linking Paulhan Road and Westfield Lane.

[The Petition stood referred to the Portfolio Holder for Environment].

- (ii) Petition submitted by Councillor Marilyn Ashton containing five signatures of residents of Spring Lake, Stanmore concerning traffic and parking issues.

[The Petition stood referred to the Portfolio Holder for Environment].

## **94. PUBLIC QUESTIONS**

To note that no questions had been received.

## **95. LEADER AND PORTFOLIO HOLDERS' ANNOUNCEMENTS**

- (i) The Leader of the Council, Councillor Graham Henson, introduced the item highlighting the achievements, challenges and proposals since the last ordinary meeting.
- (ii) Other Members of Council spoke and/or asked questions of the Leader of the Council which were duly responded to.

**96. STATEMENT BY THE CHAIR OF THE GOVERNANCE, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE**

Councillor David Perry, in his role as Chair of the Governance, Audit, Risk Management and Standards Committee read a statement to Council in relation to a Standards matter.

**97. COMMUNITY SAFETY PLAN**

**RESOLVED:** That the Community Safety, Violence, Vulnerability and Exploitation Strategy 2019/20 be endorsed and adopted.

**98. YOUTH JUSTICE PLAN**

**RESOLVED:** That the Youth Justice Plan 2019/20 be endorsed and adopted.

**99. 2 YEAR BUDGET STRATEGY 2020/21 TO 2021/22**

**RESOLVED:** That the addition of £100m to the Capital Programme, for long term commercial investment, be approved.

[Note: The Conservative Group wished to be recorded as having voted against the above resolution].

**100. LOCAL IMPLEMENTATION PLAN 3**

**RESOLVED:** That

- (1) the revised Transport Local Implementation Plan (LIP3) set out at Appendix A to the officer report be adopted; and**
- (2) the Corporate Director, Community be authorised to make minor changes and updates to the planned programme of investment, subject to additional information on funding being provided following approval of the LIP3 by Council.**

**101. APPOINTMENT OF CO-OPTEE TO THE PENSION FUND COMMITTEE**

**RESOLVED:** That Howard Bluston be re-appointed as a non-voting co-optee to the Pension Fund Committee for the Municipal Year 2019/20 under the working arrangements described in paragraphs 2 and 3 of the officer report.

**102. CONSTITUTION UPDATE**

**RESOLVED:** That

- (1) the additions to the terms of reference for the Chief Officers' Employment Panel as set out in Appendix 1 to the officer report be agreed;**

- (2) an Independent Panel, under Section 102(4) of the Local Government Act 1972, be appointed with membership and terms of reference as set out in Appendix 2 to the officer report;
- (3) an Appeals Committee be appointed, with membership and terms of reference as set out in Appendix 3 to the officer report;
- (4) the functions of full Council be amended to include 'To confirm the dismissal of the Head of Paid Service, Chief Finance Officer or Monitoring Officer, to impose a lesser sanction or to refer the matter back to the Chief Officers' Employment Panel';
- (5) the Statutory Chief Officers Disciplinary Panel be removed from the constitution;
- (6) the changes to the Officer Employment Rules as set out in Appendix 4 to the officer report be agreed;
- (7) the Head of Human Resources be instructed to:
  - (a) draw up a disciplinary procedure to apply to the Head of Paid Service, Monitoring Officer and Chief Finance Officer taking into account the model procedure in the JNC for Chief Executives ('the JNC procedure') and the decisions of Council;
  - (b) make any consequential changes necessary to other Council HR procedures and Employee Handbooks;
- (8) the Monitoring Officer, following consultation with the Leader of the Council and the Leader of the Opposition, be authorised to:
  - (c) suspend the Head of Paid Service in cases of emergency as defined in the JNC procedure; and
  - (d) refer matters of discipline (as defined in the disciplinary procedure) in respect of the Head of Paid Service to the Chief Officers' Employment Panel;
- (9) the Head of Paid Service, following consultation with the Leader of the Council and the Leader of the Opposition, be authorised to:
  - (e) suspend the Monitoring Officer or Chief Finance Officer in cases of emergency as defined in the JNC procedure; and
  - (f) refer matters of discipline (as defined in the disciplinary procedure) in respect of the Monitoring Officer or Chief Finance Officer to the Chief Officers' Employment Panel;
- (10) the amendments to Article 4 of the constitution, as set out in Appendix 5 to the officer report, be agreed;

- (11) the amendments to Article 13 of the constitution, as set out in Appendix 6 to the officer report, be agreed;
- (12) subject to agreement by the Governance, Audit, Risk Management and Standards Committee on 16 July 2019, the amendments to the Code of Conduct for Councillors, as set out in Appendix 7 to the officer report, be agreed; and
- (13) the amendments to Part 3B of the constitution, as set out in Appendix 8 to the officer report, be agreed.

**103. INFORMATION REPORT - DECISIONS TAKEN UNDER THE URGENT ACTION PROCEDURE - COUNCIL**

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

**104. INFORMATION REPORT - DECISIONS TAKEN UNDER THE URGENCY PROCEDURE - EXECUTIVE**

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

**105. QUESTIONS WITH NOTICE**

To note that two questions were received and the recording of the questions and the answers given had been placed on the Council's website.

**106. MOTIONS**

- (i) Motion in the names of Councillor Peymana Assad and Councillor Kiran Ramchandani.

**“Harrow Council recognises working definition of Islamophobia Motion**

While the drive to tackle hate and discrimination in all its forms continues, there has been a disappointing normalisation in the media and in politics of some forms of hate in recent times, Islamophobia being one of them. As a diverse and vibrant borough where Muslims make up over 12% of the population, it is important that the Council signals its seriousness in tackling all forms of hate and discrimination against residents, and members of wider society. Following an extensive consultation, the All Party Parliamentary Group (APPG) for British Muslims has formulated a working definition of Islamophobia as:

- *Islamophobia is rooted in racism and is a type of racism that targets expressions of Muslimness or perceived Muslimness*

Contemporary examples of Islamophobia in public life, the media, schools, the workplace, and in encounters between religions and non-religions in the public sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, instigating or justifying the killing or harming of Muslims in the name of a racist fascist ideology, or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Muslims as such, or of Muslims as a collective group, such as, especially but not exclusively, conspiracies about Muslim entryism in politics, government or other societal institutions; the myth of Muslim identity having a unique propensity for terrorism, and claims of a demographic ‘threat’ posed by Muslims or of a ‘Muslim takeover’.
- Accusing Muslims as a group of being responsible for real or imagined wrongdoing committed by a single Muslim person or group of Muslim individuals, or even for acts committed by non-Muslims.
- Accusing Muslims as a group, or Muslim majority states, of inventing or exaggerating Islamophobia, ethnic cleansing or genocide perpetrated against Muslims.
- Accusing Muslim citizens of being more loyal to the ‘Ummah’ (transnational Muslim community) or to their countries of origin, or to the alleged priorities of Muslims worldwide, than to the interests of their own nations.
- Denying Muslim populations the right to self-determination.
- Applying double standards by requiring of Muslims behaviours that are not expected or demanded of any other groups in society, e.g. loyalty tests.
- Using the symbols and images associated with classic Islamophobia (e.g. Muhammed being a paedophile, claims of Muslims spreading Islam by the sword or subjugating minority groups under their rule) to characterize Muslims as being ‘sex groomers’, inherently violent or incapable of living harmoniously in plural societies.
- Holding Muslims collectively responsible for the actions of any Muslim majority state, whether secular or constitutionally Islamic.

This list is not exhaustive but forms guidelines to recognise markers of Islamophobia in today’s context.

Harrow Council resolves:

1. To formally adopt the working definition of Islamophobia as formulated by the APPG for British Muslims.

2. That the Council Leader and the Chief Executive write to Rt Hon James Brokenshire MP, the Secretary of State for Housing, Communities and Local Government, to request that HM government also supports the adoption of this definition of Islamophobia.”

**RESOLVED: That the Motion set out at (i) above be adopted.**

- (ii) Motion in the names of Councillor Sue Anderson and Councillor Kareema Marikar.

**“Declaring a Climate Emergency motion**

Council notes that:

- Humans have already caused irreversible climate change, the impacts of which are being felt around the world. Global temperatures have already increased by 1°C from pre-industrial levels. Atmospheric CO2 levels are above 400 parts per million (ppm), exceeding the 350 ppm deemed to be a safe level for humanity;
- In Harrow, the high level of vehicle usage is a major contributor to poorer air quality and a detrimental effect on our residents’ health;
- The 2018 IPCC report states that we have just 12 years to act on climate change if global temperature rises are to be kept within the recommended 1.5°C;
- All governments (national, regional and local) have a duty to limit the negative impacts of climate breakdown, and local governments that recognise this should not wait for their national governments to change their policies. UK local authorities need to commit to aggressive reduction targets and carbon neutrality as quickly as possible;
- Urban areas like Harrow are well placed to lead the world in reducing carbon emissions, as their higher density opens up a range of sustainable transport, buildings and energy opportunities;
- We need to continue to improve air quality, protect against flooding, and ensure our buildings, transport, waste and energy policies are environmentally sustainable.
- Harrow Council has already taken significant steps to reduce carbon emissions in the borough. For example, the council is currently installing electric vehicle charging points at key sites; has recently purchased a new fleet, the majority of which are zero emission electric vehicles; has rolled out food waste



recycling to all flats in the borough; advanced a programme of LED street lighting; supported schools to become more energy efficient.

In light of the above, the Council resolves to:

1. Join other councils in declaring a Climate Emergency;
2. Call on the UK Government to provide the necessary powers and resources to make local action on climate change easier;
3. Aim to make London borough of Harrow carbon neutral by 2030, taking into account both production and consumption of emissions;
4. Create a working group of officers and members to urgently review and make recommendations to Council for actions that the local authority can take in order to achieve this target;
5. Continue to work with across London and through the LGA to deliver widespread carbon reductions.”

A tabled amendment was received. Upon being put to the vote it was lost.

**RESOLVED: That the Motion set out at (ii) above be adopted.**

[In accordance with Council Procedure Rule 15.7.1, the Motion stands referred to the Executive].

- (iii) Motion in the names of Councillor Graham Henson and Councillor Adam Swersky.

**“Proper funding for public services motion**

Austerity has caused huge damage to communities up and down the UK, with devastating effects on key public services that protect the most defenceless in society – children at risk, disabled adults and vulnerable older people – and the services we all rely on, like clean streets, libraries, and community centres.

The idea that austerity was necessary has been disproved and its architects discredited, not least due to the soaring inequality and divisions they have let fester in the last decade. David Cameron said “we’re all in this together” but spent his time in office forcing cuts on the many while giving handouts to the privileged few. His predecessor Theresa May had to declare that “austerity is over”, despite planning a further £1.3bn of cuts to council budgets over the following year. Chancellor Philip Hammond’s callous remarks: “I reject that there are vast numbers of people facing dire poverty in this country,” show just how blind the Conservatives are to the havoc they have wreaked upon the country. The race to succeed Theresa May has shown just what a

con austerity was, with candidates making fast and loose promises of tax breaks for the richest members of our society, while saying nothing about the impact of cuts to the welfare state and education.

In Harrow, the impact of austerity has been shocking. Already one of the lowest funded councils in London, this government's reckless policies continue to put an unacceptable strain on our finances and cause damage to our residents.

This council notes:

- Over 30% of children in Harrow live in poverty and the inequalities within the borough are staggering, with child poverty rising to 40% in some wards.
- Last year, the Harrow food bank fed over 2617 people, including over 1041 children. Additionally, we have witnessed an increasing number of charities and voluntary groups and places of worship are providing free meals on a more regular basis.
- Since 2010, inequalities in life expectancy have increased in Harrow – men now live seven years longer and women five years longer in the richest parts of the borough compared to the poorest.
- The government has cut the budget of the Metropolitan police drastically, forcing a reduction in officer numbers with fewer 3,000 police officers and 3,000 fewer community support officers now operating in the capital compared to 2010.
- This has led to an explosion in violent crime – last year there were 135 violent murders in the capital, the highest number for 10 years.
- Harrow has also seen an increase in violent crime with knife crime becoming a more frequent occurrence.
- In order to put 1,000 officers back on the streets, the Mayor of London has increased council tax – shifting the burden for policing the capital away from general taxation and onto hard-pressed Londoners.
- The Young Harrow Foundation's Needs Analysis found that 20% of Harrow's young people need mental health support while 17% need help with suicidal thoughts or know someone who needs this help.
- Funding for youth services has been cut by a national average of 34% between 2010/11 – 2017/18, with London suffering the worst cuts in the country.

- This year, a report from the All-Party Parliamentary Group on Knife Crime has found a link between these cuts and the rise in youth violence which we have also witnessed in Harrow.
- The NHS continues to struggle under the financial pressures – in January 2017 the Red Cross warned of a ‘humanitarian crisis’ in the health service and currently patients are experiencing record waiting times for non-urgent care.
- School funding has fallen by 6.5% per pupil to the year 2019-20.
- Harrow council’s government grant has been cut by 97% (£50 million) over the last six years.
- The council is facing further funding gap of £26 million in the next two years.
- On top of these cuts, the council has increased its adult social care spend by 55%, leaving less and less money available for other vital services that our residents rely on.
- Inevitably, it is our residents who suffer these strains, whether it be through reduced services or increased council tax.

This council resolves:

- To call on the incoming leader of the Conservative Party and de facto new prime minister to take responsibility for the terrible human cost of their party’s austerity programme and make the necessary investment to properly fund public services.”

A tabled amendment was received. Upon being put to the vote it was lost.

**RESOLVED:** That the Motion set out at (iii) above be adopted.

- (iv) Motion in the names of Councillor Pamela Fitzpatrick and Councillor Maxine Henson.

**“Motion on high stakes testing in Primary Schools**

Harrow Council welcomes the Labour Party commitment to abolish SATs and other high-stakes testing in primary schools.

It notes that:

- 1) Statutory testing in primary schools has increased since 2010 and is increasing further: by 2020, children will be tested in Reception (the Baseline Assessment), Year 1 (the Phonics Screening Check), Year 2 (SATs), Year 4 (the Multiplication Tables Check) and Year 6 (SATs).

- 2) The pressures of statutory assessment contribute to the crisis of teacher morale, workload, recruitment and retention.
- 3) Tests are focussed on the requirements of school accountability rather than on support for children's learning.
- 4) The pressures of testing in primary schools have a detrimental effect on children's mental health.
- 5) Educational research has demonstrated repeatedly that teaching to the test narrows the curriculum and the educational experience of children, focussing on labelling not learning.
- 6) The National Education Union has agreed to carry out an indicative ballot of its members to ask for their views about the campaign to abolish high-stakes primary testing and whether they would be prepared to boycott statutory high-stakes tests in primary schools.

This Council believes that the groundswell of support from those who work in primary schools, parents and academics, supported by the More Than A Score campaign, clearly shows that there is major concern across the education sector with the increased testing of primary school pupils.

Harrow Council resolves:

- 1) To express its support for campaigns against the current system of primary assessment, including those organised by teacher unions and More Than A Score.
- 2) To facilitate a meeting of parents, school governors and trade unions to discuss the council's position on these matters and to coordinate a response.
- 3) To lobby the Secretary of State for Education to listen to the growing number of voices who are calling for the abolition of high-stakes testing in primary schools."

**RESOLVED: That the Motion set out at (iv) above be adopted.**

- (v) Motion in the names of Councillor Paul Osborn and Councillor Marilyn Ashton.

**"No Confidence in Councillor Keith Ferry Motion**

This Council Notes

- Councillor Keith Ferry has been Deputy Leader of the Council and Portfolio Holder responsible for Regeneration since 2014.

- The Red Assurance Report from Internal Audit on the Regeneration Programme on 04/01/19.
- The Report by External Consultants on the Harrow Regeneration Programme issued in November 2018.
- That the External Consultants found
  - “The overall regeneration objectives set were not sufficiently clear and were not weighted or prioritised. This has resulted in a lack of clarity of the objectives for each project.”
  - “a robust overall business plan for the regeneration programme was not in place. In addition summary business cases were not in place for each project and therefore the schemes were not being progressed against a clearly defined set of approved objectives or guidelines.”
  - “The lack of up to date and robust financial models for each project has resulted in decisions on design, procurement and phasing of development to be taken without knowledge of the financial implications. This has resulted in projects not adequately reflecting the regeneration objectives in particular the delivery of sufficient funding to cover the cost of the HNC and Byron Leisure element.”
  - A number of the projects had they continued would have lost millions of pounds for the Council.
  - “The Council has not had or applied an appropriate governance regime for a programme of this size, complexity and risk.”
- That the Internal Audit Report found
  - Whilst the Draft Strategy was agreed by Cabinet for public consultation, the Final Regeneration Strategy was never approved either by Cabinet or an Officer under delegated authority.
  - The Council’s mandatory project management framework was not used.
  - There was no evidence the overall programme was approved by Cabinet of CSB other than as part of the Capital Programme.
  - “The level and extent of financial reporting against individual business cases/projects and the programme overall prior to

2017/18 was as inadequate as it was infrequent, not based on SAP data or reconciled to SAP, did not cover capital and revenue expenditure, did not cover expected return and was not linked to project progress.”

- The decision “Harrow Strategic Development Partnership” taken by Cabinet on 30<sup>th</sup> May 2019 was called-in and was unanimously referred back to Cabinet by the cross-party Call-in sub-committee due to “the absence of adequate evidence on which to base a decision.”
- Cllr Ferry’s comments that he had a “closed mind” on this subject and the location of the new Civic Centre and had so since 2015 at the Cabinet Meeting that was to reconsider the “Harrow Strategic Development Partnership” decision.
- The Council has failed in its objective to move into a new Civic Centre by 2019 as set out in the “Harrow Ambition Plan 2020” approved by Council in 2016.
- The efforts of the Opposition Party to engage constructively in this programme.

#### This Council Believes

- That Councillor Ferry is ultimately responsible for the many failings of the Council’s Regeneration Programme.
- That the Council’s Regeneration Programme has cost millions of pounds and has failed to deliver on any significant Council project.

#### The Council Resolves

- That it has no confidence in Councillor Keith Ferry as Deputy Leader or Portfolio Holder responsible for Regeneration.”

Upon the meeting moving to a vote, ten Members rose and requested a Roll Call vote. The Motion was lost. The voting on the Motion was as follows:

#### **Roll Call Vote:**

**In Favour:** Councillors Almond, Ashton, Bath, Baxter, Benjamin, Chana, Chauhan, Greek, Halai, Hall, Hinkley, Hirani, Jogia, Lammiman, Mithani, Moshenson, Chris Mote, Janet Mote, Osborn, Mina Parmar, Anjana Patel, Pritesh, Patel, Rabadia, Seymour, Stevenson and Thakker.

**Against:** Councillors Ali, Dan Anderson, Jeff Anderson, Sue Anderson, Assad, Borio, Brown, Butterworth, Dattani, Fitzpatrick,

Gilligan, Graham Henson, Maxine Henson, Jamie, Lee, Marikar, Maru, Miles, Murphy-Strachan, O'Dell, Varsha Parmar, Primesh Patel, Perry, Proctor, Ramchandani, Robson, Rekha Shah, Sachin Shah, Smith, Krishna Suresh, Sasi Suresh, Swersky and Weiss.

**Abstain:** The Worshipful the Mayor Councillor Nitin Parekh.

**(CLOSE OF MEETING:** All business having been completed, the Mayor declared the meeting closed at 10.30 pm).

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**COUNCIL**  
**16 JANUARY 2020**

**GOVERNANCE, AUDIT, RISK MANAGEMENT  
AND STANDARDS COMMITTEE  
RECOMMENDATION  
(16 SEPTEMBER 2019)**

**RECOMMENDATION I**

**GOVERNANCE, AUDIT, RISK  
MANAGEMENT AND STANDARDS  
COMMITTEE ANNUAL REPORT**

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# **GOVERNANCE, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE MINUTES**

## **16 SEPTEMBER 2019**

**Chair:** \* Councillor David Perry

**Councillors:** \* Ghazanfar Ali \* Kairul Kareema Marikar (1)  
\* Peymana Assad \* Amir Moshenson  
\* Philip Benjamin \* Kanti Rabadia

\* Denotes Member present

(1) Denotes category of Reserve Member

### **77. Draft GARMS Committee Annual Report**

The Committee received a report which set out the draft GARMS Committee Annual Report in compliance with the requirements of the GARMS Committee's Terms of Reference.

The Head of Internal Audit and Corporate Anti-Fraud introduced the report, highlighting that it followed a template based on the minutes of the Committee. As it was the first annual report there would be the opportunity to review the layout and content for future years, for example appending the terms of reference.

The Committee was of the view that the new process was helpful in explaining the role of the committee. The comments on the length of the contents were noted by the officer.

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

That the GARMS Committee Annual Report be received and noted.

**RESOLVED:** That the Head of Internal Audit, in consultation with the Chair, be delegated to produce a foreword to be added to the report.

**Annual Report of Harrow Council's Governance Audit, Risk  
Management & Standards Committee**

**2018/19**

## **Chair's Foreword**

I am very pleased to present this Governance, Audit, Risk Management and Standards Committee Annual Report for 2018/19 to Full Council.

The report shows that the GARMS Committee has undertaken its role effectively; covering a wide range of topics and ensuring that appropriate governance and control arrangements are in place to protect the interests of the Council. The Committee considered and reviewed a number of policy areas throughout the past year and this can be seen within the programme of works appendix in the report.

The Committee has ensured that best practice has been followed throughout our workings and where issues need to be raised, they have been discussed at length at Committee meetings and the right level of scrutiny and challenge has occurred.

As the Chair of the Committee I would like to express my appreciations to the Council officers for their robust work throughout the year along with our external auditors. I also express my thanks to the Committee members for their contributions this year in carrying out the vital and important responsibilities the Committee oversees.

Cllr. David Perry

Chairman - Governance, Audit, Risk Management & Standards Committee

## **Introduction**

1. The purpose of the Governance, Audit, Risk Management and Standards (GARMS) committee is to provide independent assurance to the members of the adequacy of Harrow Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. It also acts as the Standards Committee.

## **Terms of Reference and Membership**

2. The Committee's Terms of Reference were reviewed and updated during 2018/19 as part of the Internal Audit review of the Committee against the CIPFA guidance 'Audit Committees – Practical Guidance for Local Authorities & Police 2018'. The changes to the Terms of Reference were recommended to Council by the GARMS Committee at the December meeting and were approved by Council on 28/02/19.
3. The updated Terms of Reference requires the Committee:
  - To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and

effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

- To report to full Council on an annual basis on the committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.
- To publish an annual report on the work of the committee.

4. The membership of the Committee for 2018/19 consisted of the following:

- Councillor David Perry (Chair)
- Councillor Ghazanfar Ali
- Councillor Peymana Assad
- Councillor Maxine Henson
- Councillor Philip Benjamin
- Councillor Amir Moshenson
- Councillor Kanti Rabadia (Vice-Chair)

5. The Committees membership rules state that:

- An Elected Mayor, the Leader or a member of the Executive may not be Members;
- The Chair of the Committee must not be a Member of the Executive;

These rules were complied with during 2018/19.

6. The Committee usually meets 5 times a year (April, July, September, November/December and January) however during 2018/19 the April meeting was cancelled due to the local elections.

### **The Committee's Programme of Work**

7. The Committee has a broad remit that includes:

- Governance
- Risk Management
- Countering Fraud and Corruption
- Internal audit
- External audit
- Financial reporting
- Treasury Management
- Health & Safety
- Standards

8. There is comprehensive programme of work and the table below shows the reports that were considered by the Committee during the year and

decisions/resolutions made. The following sections provide further detail on each area.

## Governance

9. The role of the GARMS Committee in relation to governance is:
- To review the Council's corporate governance arrangements against the good governance framework, including the ethical framework and consider the local code of governance.
  - To review the Annual Governance Statement (AGS) prior to approval and consider whether it properly reflects the risk environment and supporting assurances and legal and financial advice, taking into account internal audit's opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control.
  - To monitor the progress of agreed actions to close significant governance gaps.
  - To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
  - To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the Council.
  - To review the governance and assurance arrangements for significant partnerships.
10. To achieve this in 2018/19 the committee received a report on the 2017/18 Annual Governance Statement that included an Evidence Table detailing the assurances obtained to support the statement. This included assurances from the Council's Legal and Finance teams, assurance on arrangements to secure vfm, assurance on how the Council's framework of assurance addresses the risks and priorities of the Council and assurances on arrangements for the Council's significant partnerships.
11. The Head of Internal Audit's opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control and the rationale behind it was reported to the committee at the same meeting as part of the Internal Audit Year-end report and was also included in the Annual Governance Statement. The opinion stated that:

*The adequacy and effectiveness of organisation's control environment for the 2017/18 financial year has been assessed as "good".*

The statement itself detailed progress on the significant gaps identified as part of the 2016/17 Annual Governance Statement.



## **Risk Management**

12. The role of the committee in risk management is:
- To review the Council's risk management strategy.
  - To monitor the effective development and operation of risk management in the Council via the review of the Council's Corporate Risk Register on a regular basis.
  - To monitor progress in addressing risk-related issues reported to the committee.
13. During 2018/19 the committee received two reports on risk management, one covering the annual refresh process of the Corporate Risk Register and the agreed Quarter 1 register and the other covering the Quarter 2 and Quarter 3 updates of the register. The Quarter 4 updated register was presented to the committee's April 2019 meeting. These reports enabled the committee to monitor progress of risk-related issues facing the Council.
14. The Council's risk management strategy was not presented to the committee during 2018/19, although it was previously approved by the committee, as it was not reviewed/updated during this time. The strategy is however currently under review by officers and will be presented to the committee for review during 2019/20.

## **Countering Fraud and Corruption**

15. The role of the GARMS Committee in relation to countering fraud and corruption is:
- To monitor the counter-fraud strategy, actions and resources and the Council's approach to tackling fraud and corruption and promote an anti-fraud culture.
  - To review and approve the annual Corporate Anti-Fraud Team Plan.
  - To consider reports from the Head of Internal Audit/ Corporate Anti-Fraud Manager on the Corporate Anti-Fraud Team's performance at mid-year and at year-end.
16. During 2018/19 the committee received reports on the corporate anti-fraud plan of work for 2018/19, the year-end report covering the output and performance of the Corporate Anti-Fraud Team for 2017/18 as well as an outline of fraud referrals made during the year, a summary of the fraud risk register and progress against the fraud strategy. A mid-year report on progress against the 2018/19 agreed plan of work was also considered.

## Internal Audit

17. The role of the committee in relation to internal audit is:

- To approve the internal audit charter and support the independence of Internal Audit.
- To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.
- To approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- To approve significant interim changes to the risk-based internal audit plan and resource requirements.
- To make appropriate enquiries of both management and the Head of Internal Audit to determine if there are any inappropriate scope or resource limitations.
- To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Head of Internal Audit.
- To approve and periodically review safeguards to limit such impairments.
- To consider reports from the Head of Internal Audit on internal audit's performance at mid-year and year-end, including the performance of external providers of internal audit services.
- To consider Red and Red/Amber assurance reports and summaries of specific internal audit reports as requested.
- To contribute to the Quality Assurance Improvement Programme and in particular, to the external quality assessment of internal audit that takes place at least once every five years.
- To consider the report on the effectiveness of internal audit contained within the AGS.
- To provide free and unfettered access to the GARMS Committee Chair for the Head of Internal Audit, including the opportunity for a private meeting with the committee.

18. The internal audit charter is presented and approved by the GARMS Committee on an annual basis, in 2018/19 this went to the July meeting along with the internal audit plan of work for 2018/19 for approval. (This report would normally be presented to the April meeting of the GARMS Committee i.e. at the beginning of the financial year; however the April 2018 meeting was cancelled due to the local elections.) This report also covered the independence of internal audit outlining the additional roles and responsibilities of the Head of Internal Audit e.g. for the Corporate Anti-Fraud Team, Risk Management and the annual governance process and how the impact on objectivity is being mitigated. In addition the report covered internal audit's resource requirements and the approach to using other sources of assurance.

19. A mid-year report on the performance of internal audit against the agreed plan was provided in January 2019 along with proposed changes to the agreed 2018/19 plan:
  - to create capacity to deal with emerging risks;
  - to reflect the reduction in overall internal audit resources as a result of a vacant post;
  - as a result of a planned action in another part of the Council not being completed on which the review was reliant.
20. The committee considered 5 red or red/amber assurance internal audit reports and 1 follow-up of a red assurance report from the 2017/18 internal audit plan at its meeting in September 2018 as well as 2 such reports in December and 1 report in January 2019 from the 2018/19 plan.
21. The Annual Governance Statement that includes a report on the effectiveness of internal audit was considered and approved by the committee in July 2018 (as above).
22. The Head of Internal Audit is provided with free and unfettered access to the GARMS Committee Chair and met once privately with him during 2018/19.
23. During 2018/19 there were no new proposals made in relation to the appointment of external providers of internal audit services and no external providers were used during the year.

## **External Audit**

24. The committee's role in relation to external audit is:
  - To support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues raised by Public Sector Audit Appointments (PSAA).
  - To consider the external auditor's annual letter, relevant reports and the report to those charged with governance.
  - To consider specific reports as agreed with the external auditor.
  - To comment on the scope and depth of external audit work and to ensure it gives value for money.
  - To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.
  - To scrutinise/comment on the External Audit plan and fees.
  - To monitor progress against the External Audit plan and receive summaries of audit work completed and key recommendations.
  - To review the management response to external audit recommendations and progress on implementation of recommendations.

- To recommend action where external audit recommendations are not being implemented.
25. The external auditor's assessment of their independence was included in KPMG's External Audit Report 2017/18 presented to the committee in July 2018 however no issues were raised by the PSAA. This report provided information on the progress of the external auditor's work on the financial statements and the value for money conclusion. The draft Management Letter for 2017/18 prepared by the external auditors was also provided at this meeting.
26. The Annual Audit Letter for 2017/18 was presented to the September meeting of the committee providing an unqualified opinion on the Authority's financial statements for 2017/18 and an unqualified conclusion on the Authority's arrangements to secure value for money (VFM conclusion) for 2017/18. No recommendations were made for 2017/18.
27. New external auditors (Mazars) were appointed for the new financial year (2018/19) by the PSAA and their first report covering plans for 2018/19 and their fees was presented to the committee in January 2019.

## **Financial Reporting**

28. The role of the committee in relation to financial reporting is:
- To review the annual statement of accounts prior to approval and satisfy themselves that appropriate steps have been taken to meet statutory and recommended professional practices. Specifically to:-
    - review the narrative report to ensure consistency with the statements and the financial challenges and risks facing the authority in the future;
    - review whether the narrative report is readable and understandable by a lay person;
    - review the key messages from each of the financial statements and evaluating what that means for the authority in future years;
    - monitor trends and review for consistency with what is known about financial performance over the course of the year;
    - review the suitability of accounting policies and treatments;
    - seek explanations for changes in accounting policies and treatments;
    - review major judgemental areas, e.g. provisions or reserves;
    - seek assurances that preparations are in place to facilitate the external audit.
  - To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

29. The committee received one report on financial reporting during 2018/19 on the statement of accounts including the narrative report. In previous years the committee had received two reports, a draft statement of accounts for review and comments and a final statement of accounts for approval however the deadline for publishing the statement of accounts was brought forward from September to July in 2018. The new earlier deadline meant that GARMS Members did not have a scheduled meeting to review and ask questions on the draft Statement of Accounts. To enable Members to have the same opportunity of discussing the draft Statement of Accounts, all Members were offered a training session with the technical finance team and also provided with the opportunity to ask further questions before they were formally presented to the committee.
30. The publishing of the Statement of Accounts makes public the Council's financial performance for the year of account. They provide public information on the Council's financial performance, and are a substantial part of the process by which the Council is held accountable to the public for the proper management and stewardship of the Council's resources.
31. The external audit report on the accounts was appended to this report as described in the section on external audit above.

## **Treasury Management**

32. The committee's role in treasury management is:
- To review the Treasury Management strategy and monitor progress on treasury management in accordance with CIPFA codes of practice.
33. The committee considered three reports on Treasury Management during the year, the 2017/18 outturn report in July, the strategy statement and annual investment strategy mid-year review 2018/19 in December and the treasury management strategy in January 2019.

## **Health & Safety**

34. In relation to Health & Safety the committee are required by their terms of reference:
- To review the Council's Health and Safety arrangements and oversee progress on Health and Safety.
35. During the year the committee was asked to approve the Health & Safety policy and received the Annual Health & Safety report summarised the Council's health

and safety performance for 2017/18 and providing an update of activities together with statistics on training, audits and accidents, including schools.

## Standards

36. The committee's role in promoting and maintaining high standards of conduct by Councillors and an overview of Standards items considered during the year.
- Promoting and maintaining high standards of conduct by Councillors, co-opted members and "church" and parent governor representatives.
  - Assisting Councillors, co-opted members and "church" and parent governor representatives to observe the Members' Code of Conduct.
  - Advising the Council on the adoption or revision of the Members' Code of Conduct.
  - Monitoring the operation of the Members' Code of Conduct.
  - Developing and recommending local protocols to the Council to supplement the Members' Code of Conduct.
  - Enforcing local protocols and applying sanctions in respect of breaches as appropriate.
  - Advising, training or arranging to train Councillors, co-opted members and "church" and parent governor representatives on matters relating to the Members' Code of Conduct.
  - Granting dispensations to Councillors, co-opted members and "church" and parent governor representatives from requirements relating to interests set out in the Members' Code of Conduct.
  - To keep under review and amend, as appropriate, the Protocol on Councillor/Officer Relations.
  - To keep under review the Officer Code of Conduct and, after consultation with unions representing staff, make recommendations to Council for amendment or addition.
  - To receive reports and keep a general overview of probity matters arising from ombudsman investigations, Monitoring Officer reports, reports of the Chief Financial Officer and Audit Commission.
  - To have oversight of the Council's Whistleblowing Policy.
  - To agree the policy for decisions on payments to those adversely affected by Council maladministration (under section 92 Local Government Act 2000).
  - To establish sub-committees and working groups to deal with complaints that a member or a co-opted member has failed to comply with the Council's Code of Conduct.
  - To consider any application received from any officer of the Authority for exemption from political restriction under Sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and may direct the Authority that the post shall not be considered

to be a politically restricted post and that the post be removed from the list maintained by the Authority under Section 2(2) of that Act.

- Upon the application of any person or otherwise, consider whether a post should be included in the list maintained by the Authority under Section 2(2) of the 1989 Act, and may direct the Authority to include a post in that list.
- On referral from the Monitoring Officer, to decide whether to take action against a member for breach of the Code of Conduct and if so, to decide what action should be taken.

37. No reports on standards were submitted to the committee during 2018/19.

## **Conclusion**

38. The Committee has successfully fulfilled its purpose/roles and responsibilities as outlined in its agreed Terms of Reference.

### Programme of Work 2018/19

Meeting	Report subject	Reports Considered	Description of Reports/Decisions
17/04/18		Meeting cancelled due to the local elections	
17/07/18	HS	Health & Safety Policy	<p>The Committee considered a report of the Corporate Director Community which sought approval for a refreshed health and safety policy for the Council.</p> <p>RESOLVED: That the Health and Safety Policy be approved.</p>
	HS	Health & Safety Annual Report (Information Report)	<p>The Committee considered a report which summarised the Council's health and safety performance for the year 1 April 2017 to 31 March 2018. It provided an update of activities together with statistics on training, audits and accidents, including schools.</p> <p>RESOLVED: That the report be noted.</p>
	TM	Treasury Management Outturn (Information Report)	<p>The Committee received a report which summarised treasury management activities in the 2017-18 financial year. It was noted that at its meeting on 21 June 2018 Cabinet had noted the outturn position for treasury management and had referred it to this Committee for review.</p> <p>RESOLVED: That the report be noted.</p>
	FR/EA	Statement of Accounts 2017-18 <ul style="list-style-type: none"> <li>• SOA 2017-18 Draft</li> </ul>	<p>The Committee received a report which set out the Council's draft financial accounts for 2017-18, together with the Pension Fund</p>



41	Gov	<ul style="list-style-type: none"> <li>• Draft Pension Fund Final Accounts 2017-18</li> <li>• Appendix 1 Governance Compliance Statement March 2018</li> <li>• Appendix 2 Communication Policy March 2018</li> <li>• Appendix 3 LGPS Brief Guide April 2018</li> <li>• Appendix 4 Investment Strategy Statement March 2018</li> <li>• Appendix 5 Funding Strategy Statement March 2018</li> <li>• Appendix 6 Summary Statement of Accounts 2017-18 Draft</li> <li>• Appendix 7 LB Harrow 2017-18 LG ISA260-Draft</li> <li>• LBH Draft Management Letter 2017-18</li> </ul> <p>Annual Governance Statement 2017-18</p> <ul style="list-style-type: none"> <li>• AGS 2017-18</li> <li>• Governance review Evidence Table 2017-18</li> </ul>	<p>annual report.</p> <p>RESOLVED: To</p> <p>(1) note the reports of the External Auditor on matters arising from the audit of the Statement of Accounts 2017-18 and the Pension Fund Annual Report 2017-18;</p> <p>(2) approve the audited Statement of Accounts 2017-18 and note the Pension Fund Annual Report 2017-18 and authorise the signing thereof by the Chair;</p> <p>(3) authorise the Director of Finance, following consultation with the Chair, to make any final amendments to the Accounts and Pension Fund Annual Report arising from the external audit prior to the signing of the accounts by the auditor; and</p> <p>(4) note the Summary Statement of Accounts 2017-18.</p> <p>The Committee received the Council’s Annual Governance Statement (AGS) for 2017-18 which had been produced in accordance with the Accounts and Audit Regulations 2015.</p> <p>Members noted that whilst the Audit Committee broadly complied with CIPFA’s best practice it had not been specifically reviewed against CIPFA best practice for several years so was included in the internal audit 2018/19 plan.</p> <p>RESOLVED: That the Annual Governance Statement for 2017/18 be approved.</p>
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42	IA/CFC	<p>Internal Audit and Corporate Anti-fraud Annual Plan 2018-19</p> <ul style="list-style-type: none"> <li>• IA-CAFT Plan 2018-19</li> <li>• Harrow Internal Audit Charter March 2018</li> <li>• IA Peer Review final report</li> </ul>	<p>The Committee received the Internal Audit and Corporate Anti-Fraud Plans for 2018/19.</p> <p>RESOLVED: That the Internal Audit and Corporate Anti-Fraud Plans for 2018/19 and the Internal Audit charter be approved in accordance with the Public Sector Internal Audit Standard 2020 Communication and Approval.</p>
	IA/CFC	<p>Internal Audit and Corporate Anti-fraud Year-end report 2017/18 (Information Report)</p> <ul style="list-style-type: none"> <li>• Appendix 1 - IA Year-end report</li> <li>• Appendix 2 - IA Output against plan</li> <li>• Appendix 3 - CAFT Year End Report 17-18</li> <li>• Appendix 4 - 2017-18 CAFT fraud referrals year end</li> <li>• Appendix 5 - Fraud Risk Register Summary</li> <li>• Appendix 6 - 2016-19 Strategy progress report</li> </ul>	<p>The Committee received the 2017/18 year end Internal Audit and Corporate Anti-Fraud Plans which included the Head of Audit's overall annual audit opinion on the control environment.</p> <p>RESOLVED: That the report be noted.</p>
	RM	<p>2018-19 Refreshed Corporate Risk Register Quarter 1 (Part II Information Report)</p> <ul style="list-style-type: none"> <li>• CSB approved Refreshed Corporate Risk Register Q1 ,</li> <li>• Corporate Risk Register Refresh</li> </ul>	<p>The Committee considered a report which set out the Council's 2018/19 Refreshed Corporate Risk Register for quarter 1 of the financial year in order to monitor progress on risk management.</p> <p>RESOLVED: That the report be noted.</p>
04/09/18	IA	<p>Audit Committee Review (Information Report)</p> <ul style="list-style-type: none"> <li>• Audit Committee Review Terms of Reference</li> <li>• CIPFA Audit Committees – Practical Guidance</li> </ul>	<p>The Committee received a report which outlined the approach to be taken to the Internal Audit review of the Audit Committee agreed as part of the 2018/19 Internal Audit Plan.</p>

		<p>for Local Authorities &amp; Police 2018</p>	<p>It was noted that, as part of the review, the Committee would undertake a self-assessment against the CIPFA guidance facilitated by the Head of Internal Audit and Corporate Anti-Fraud. The results would be reported to the next Committee meeting together with a proposed action plan. In addition, a review of the Terms of Reference would be undertaken by the Head of Internal Audit and Corporate Anti-Fraud and the results and any suggested improvements would be submitted to the next meeting.</p> <p>RESOLVED: That the report be noted.</p> <p>The Committee received a report on the Annual Audit Letter from the Council's external auditors.</p> <p>RESOLVED: That the report be noted.</p> <p>The Committee received a report on the final red or red/amber assurance reports undertaken by Internal Audit as part of the 2017/18 Internal Audit Plan and reported at a high level in the Year End Report presented at the last GARMS meeting in July.</p> <p>The Committee requested the attendance of officers from the reviewed departments at future meetings.</p> <p>The Committee scrutinised the review reports and made comments and asked questions which were responded to by the officers</p>
	EA	<p>Annual Audit Letter</p> <ul style="list-style-type: none"> <li>• LBH Annual Audit Letter 2017-18</li> </ul>	
	IA	<p>Internal Audit Red Assurance Reports (Part II Information Report)</p> <ul style="list-style-type: none"> <li>• Adult Residential Final Report</li> <li>• Cash Personal Budgets Final Report</li> <li>• Cash Personal Budgets Follow Up Report</li> <li>• Welldon Park Primary Gov and Financial Controls Final Report</li> <li>• Welldon Park Teaching Assistants Final Audit Report</li> <li>• Regeneration Programme Final Report</li> </ul>	

			RESOLVED: That the report be noted.
05/12/18	IA	<p>Audit Committee Review</p> <ul style="list-style-type: none"> <li>• Appendix 1 Audit Committee Review – Draft Internal Audit report</li> <li>• Appendix B Audit Committee Self-assessment</li> <li>• Appendix C – Current GARMS Committee ToR</li> <li>• Appendix D Proposed GARMS Committee ToR</li> </ul>	<p>The Committee received a report which outlined the draft findings and recommendations of the Internal Audit review of the Audit Committee as agreed as part of the 2018/19 Internal Audit Plan.</p> <p>Resolved to RECOMMEND: (to Council)</p> <p>That the revised Terms of Reference as attached be approved.</p> <p>RESOLVED: That the recommendations in the draft Internal Audit report be agreed.</p>
44	TM	Treasury Management Strategy Statement and Annual Investment Strategy: Mid-year Review 2018/19	<p>The Committee received a report on the mid-year review of treasury management activities for 2018/19.</p> <p>RESOLVED: That</p> <p>(1) the report be noted;</p> <p>(2) the Director of Finance verbally report to Cabinet on the reason for the discrepancy between tables 4 and 5 HRA capital expenditure estimate of £2.739k against a forecast of £10380k in table 4.</p>
	IA	<p>Internal Audit Red Assurance Reports (Part II Information Report)</p> <ul style="list-style-type: none"> <li>• Appendix 1 Final Report - Waste</li> <li>• Appendix 2 Final report - SNT</li> </ul>	<p>The Committee received a report on two final red or red/amber assurance reports undertaken by Internal Audit as part of the 2017/18 Internal Audit Plan and reported at a high level in the Year End Report presented to CSB and GARMS in July.</p> <p>The Committee scrutinised the review reports and made comments</p>

			and asked questions which were responded to by the officers.  RESOLVED: That the report be noted.
29/01/19	EA	External Audit Plans 2018-19 (Information Report) <ul style="list-style-type: none"> <li>• LB Harrow Main ASM 2018-19 Final</li> <li>• LBHarrow Pension Fund ASM 2018-19 Final</li> </ul>	The Committee received a report on the External Audit Plans for 2018/19. The report summarised how the external audit of the Council's accounts and Pension Funds for 2018/19 would be conducted and the key aspects of the audit plan.  The Chair informed the Committee that he had met with the Auditors and that there would be opportunities for them to meet with Members of the Committee at an appropriate time.  RESOLVED: That the report be noted.
45	EA	External Audit Report on Returns and Certifications 2017/18 <ul style="list-style-type: none"> <li>• LB Harrow Grants Annual Report 2017-18 Final</li> </ul>	The Committee received the annual report on grants and returns 2017/18 which included a summary of the outcome of returns with regard to Teachers' Pension Return, the Pooling of Housing Capital Receipts return, and the Housing benefits Grant claim.  RESOLVED: That the Audit report on Grant and Returns Certifications 2017/18 be noted.
	TM	Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement, Annual Investment Strategy for 2019/20 and Corporate Strategy	The Committee received a report which set out the Council's Treasury Management Strategy Statement which included the Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2019/20 and the Annual Capital Strategy.

	<p>IA/CFC</p>	<ul style="list-style-type: none"> <li>Final GARMS TMSS Appendix H Draft Capital strategy 19-20</li> </ul> <p>Internal Audit and Corporate Anti-Fraud Mid -Year Report and Plan Update 2018-19 (Information Report)</p> <ul style="list-style-type: none"> <li>Appendix 1 - 18-19 Mid- Year Report</li> <li>Appendix 2 CAFT Mid- Year Report 18-19</li> <li>Appendix 3 2018-19 CAFT fraud referrals mid-year</li> </ul>	<p>RESOLVED: That the report be noted. (this is not right – it is a decision report!)</p> <p>The Committee considered a report that set out progress against the 2018/19 Internal Audit and Corporate Anti-fraud plans. The report also covered progress in Quarters 3 and 4 and an update on the Internal Audit annual plan.</p> <p>RESOLVED: That the report be noted.</p> <p>The Committee received a confidential report which set out the Council’s 2018/19 Corporate Risk Register for quarter 3 of the financial year to enable progress on risk management to be monitored in accordance with the Committee terms of reference.</p> <p>RESOLVED: That the report be noted.</p> <p>The Committee considered a red final red assurance report undertaken by Internal Audit as part of the 2018/19 Internal Audit Plan and two follow-ups of red or red/amber reports issued as part of the 2017/18 Internal Audit Plan to help fulfil the Committee’s purpose to provide assurance to the Members of the adequacy of the Council’s governance, risk management and control framework.</p> <p>RESOLVED: That the report be noted.</p>
	<p>RM</p>	<p>2018-19 Corporate Risk Register Q3 (Part II Information Report)</p> <ul style="list-style-type: none"> <li>GARMS Updated Q3 18-19 Corporate Risk Register</li> </ul>	
	<p>IA</p>	<p>Internal Audit Red Assurance Reports (Part II Information Report)</p> <ul style="list-style-type: none"> <li>Appendix 1 Internal Audit Assurance Ratings</li> <li>Appendix 2 Regeneration Final Report</li> <li>Appendix 3 Distinction between Compliance and Audit</li> </ul>	

**COUNCIL**  
**16 JANUARY 2020**

**PENSION BOARD**  
**RECOMMENDATION**  
**(31 OCTOBER 2019)**

**RECOMMENDATION I**

**PENSION BOARD ANNUAL REPORT**  
**2018/19**

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# **PENSION BOARD**

## **MINUTES**

### **31 OCTOBER 2019**

**Chair:** \* Mr R Harbord

**Board Members:** \* Councillor James Lee Harrow Council, Employer Representative  
\* Gerald Balabanoff (VC) Scheme Members' Representative - Pensioners

**In attendance: (Officers)** Iain Millar Treasury and Pensions Manager

\* Denotes Member present

### **RECOMMENDED ITEMS**

#### **53. Pension Board Draft Annual Report 2018-19**

The Board received a draft from the Director of Finance on the Pension Board's Annual Report, setting out actions taken by the Board in the year to 31 March 2019.

Following comments from Board members, an officer undertook to make changes to the wording on meeting frequency (pp.45/46 of the report), following consultation with the Chair. It was agreed that the amended draft Annual Report be circulated for comments to Board members before referring to Full Council for approval.

**Resolved to RECOMMEND:** That the report be recommended to Council, subject to agreed changes to the wording of the content.

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**COUNCIL**  
**16 JANUARY 2020**

**CABINET**  
**RECOMMENDATION**  
**(12 SEPTEMBER 2019)**

**RECOMMENDATION I**

**STRATEGIC PERFORMANCE REPORT**

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# CABINET

## 12 SEPTEMBER 2019

Record of decisions taken at the meeting held on Thursday 12 September 2019.

**Present:**

**Chair:** \* Councillor Graham Henson

**Councillors:**

* Sue Anderson	* Varsha Parmar
* Simon Brown	† Christine Robson
† Keith Ferry	* Krishna Suresh
† Phillip O'Dell	* Adam Swersky

**Non-Executive Cabinet Member:** \* Antonio Weiss

**Non-Executive Voluntary Sector Representative:** † John Higgins

<b>In attendance:</b>	Ghazanfar Ali	Minute 226
	Richard Almond	Minute 220
	Marilyn Ashton	Minutes 217 and 220
	Stephen Greek	Minutes 218 and 220
	Jean Lammiman	Minute 226
	Vina Mithani	Minutes 220

\* Denotes Member present

† Denotes apologies received

## RECOMMENDED ITEMS

### 223. Strategic Performance Report - Quarter 1 2019/20

#### Resolved to RECOMMEND: (to Council)

That the suggested adjustments in wording for the purpose of reporting against the Harrow Ambition Plan, for consideration by full Council (Appendix 1 to the officer report) be agreed.

*[Call-in does not apply to the decision above as it was reserved to full Council.]*

#### RESOLVED: That

- (1) the changes in corporate performance reporting processes be noted;
- (2) the Corporate Scorecard measures be approved and Portfolio Holders continue to work with officers to achieve improvement against identified key challenges (Appendix 2 to the officer report refers).

#### Reasons for Decision:

1. To enable Cabinet to be informed of changes in how Members will be briefed on performance each quarter;
2. To permit clearer reporting of progress against the Council's priorities;
3. To enable Cabinet to be informed of performance against key measures and to identify and assign corrective action where necessary.

**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.

**COUNCIL**  
**16 JANUARY 2020**

**CABINET**  
**RECOMMENDATION**  
**(14 NOVEMBER 2019)**

**RECOMMENDATION I**

**CORPORATE PARENTING STRATEGY**

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# CABINET

## 14 NOVEMBER 2019

Record of decisions taken at the meeting held on Thursday 14 November 2019.

**Present:**

**Chair:** \* Councillor Graham Henson

**Councillors:**

* Sue Anderson	* Varsha Parmar
* Simon Brown	* Christine Robson
* Keith Ferry	* Krishna Suresh
* Phillip O'Dell	* Adam Swersky

**Non-Executive Cabinet Member:** † Antonio Weiss

**Non-Executive Voluntary Sector Representative:** \* John Higgins

<b>In attendance:</b>	Richard Almond	Minute 254
	Marilyn Ashton	Minute 254
	Stephen Greek	Minute 254
	Paul Osborn	Minute 254

\* Denotes Member present

† Denotes apologies received

### RECOMMENDED ITEMS

**257. Corporate Parenting Strategy**

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

That the Corporate Parenting Strategy be approved.

**Reason for Recommendation:** All Councillors were Corporate Parents and needed to understand and confirm how these responsibilities were being carried out to adhere to the requirements of the terms of reference of the Corporate Parenting Panel.

*[Call-in does not apply to the decision above as it was reserved to full Council.]*

**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.

# Corporate Parenting Strategy 2019 to 2021

## CONTENTS

1. Introduction
2. Our Vision
3. Achievements to date and examples of good practice
4. Corporate parenting:-
  - 4.1 Corporate Parenting Panel
  - 4.2 Key reference documents
  - 4.3 Management performance reports
5. What makes a difference
  - 5.1. Education
  - 5.2. Placements
  - 5.3. Interests and talents
  - 5.4. Health
  - 5.5. Jobs, apprenticeships and work experience
  - 5.6. Offending
  - 5.7. Celebration of achievements
6. Key priorities
  - 6.1 Education, attainment and school attendance; narrow the gap
  - 6.2 Participation of young people in decision making
  - 6.3 LAC will be happy and healthy, safe and protected from harm and sexual exploitation; physical, emotional and social health and well-being
  - 6.4 Safe and stable placements; placement quality, choice and stability
  - 6.5 Identity; valued and respected and individual needs understood and met
  - 6.6 Smooth move to adulthood and independence; focussed support to narrow the gap

**Appendix** The corporate parenting pledge

**‘Elected Members of the Corporate Parenting panel demonstrate a clear commitment to improving the life chances of children looked after. They have oversight of detailed performance information and analysis, with a range of professionals presenting reports. This helps them to clarify, challenge and question activity. Mandatory training enhances their understanding. The corporate parenting strategy is detailed and it sets clear priorities and the areas for improvement’**

## **1. “Introduction**

Harrow Council is committed to ensure that all directorates offer support and commitment to Looked After Children and Care Leavers and understands that all councillors and officers are corporate parents

Corporate Parenting is the term used to describe the duties and responsibilities of a Local Authority in respect of the children looked after by the authority. Parental responsibility for looked after children is the responsibility of the whole council, not just children services. In addition the Local Authority ensures it enrolls the support of its partner agencies in helping them to fulfil their obligations in respect of their corporate parenting responsibilities for children looked after.

Corporate parenting relates to all children looked after by the authority, wherever they are placed, including young people receiving leaving care services up to 25 years of age.

As Corporate Parents the Council is committed to the same standards of care as would a ‘reasonable parent’.. The outcomes for children who have been looked after can be poor with the reasons which brought them into care such as abuse, neglect, separation, loss and rejection significantly affecting their subsequent life experiences. As adults; they can do less well educationally; they are over represented in the criminal justice system; have poorer health outcomes including an increased risk of suffering from mental health difficulties; have an increased likelihood of becoming homeless and experience economic and relationships difficulties in their own families.

It is important that being looked after responds effectively to this disadvantage.

The thrust of corporate parenting is about improving the life chances of children looked after – protecting their welfare, promoting their wellbeing, enhancing their lives and helping them reach their full potential. Everyone should have high aspirations for, and expectations of, children who are looked after

A key strand of corporate parenting is that it should be undertaken in consultation with children and young people who should have a say about how services for them are provided on both an individual and collective basis.

In addition to enrolling the support of all chief officers within the local authority and partner agencies such as police, probation, youth justice, connexions, health and schools, the local authority should harness the support and resources of local communities, sport and leisure facilities, business and faith groups.

The Children and Social Work Act 2017 outlines 7 Corporate Parenting principles

- a) To act in the best interests, and promote the physical and mental health and wellbeing of Looked After Children and Care Leavers
- b) To encourage those children and young people to express their views, wishes and feelings

- c) To take into account the views wishes and feelings of those young people
- d) To help those children and young people gain access to , and make the best use of, services provided by the local authority and its relevant partners
- e) To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- f) For those children and young people to be safe , and for stability in their home lives, relationships and education or work
- g) To prepare those children and young people for adulthood and Independent living

## 2. Our Vision

As corporate parents we are committed to ensuring that every child looked after has the best possible start in life, is given help to achieve their potential and experience safe and positive parenting.

- We want our children and young people to be happy and healthy, to be safe and protected from harm and sexual exploitation and be supported into adulthood.
- We want our children to have everything that good parents want for their children.
- We want our looked after children and young people to work with us, along with their parents and carers, in shaping how we manage and organise the planning, resources and services that support and care for them.
- We want them to achieve their potential especially in education, to make the most of the opportunities offered and to participate in the decisions affecting their care and their lives.
- We want our looked after children to be in placements that are as close as possible to their homes where they feel safe, happy and taken care of.
- We want our looked after children and young people to be supported in maintaining their culture, ethnicity and religion and to be supported to maximise the opportunities available to them.
- We want young people leaving care to be prepared for independent living, and supported to participate fully as active citizens into adulthood.

## 3. Achievements to date and examples of good practice

- Looked after children are offered, as a priority, places in their preferred schools in the borough
- Annual achievement celebration for looked after children, organised by children and young people which has provided a celebration for achievements ,progress and activities
- Annual foster carer celebration and awards evening which acknowledges the positive contribution that foster carers make to the lives and outcomes for children looked after
- All children are given extra tuition according to their need
- The Staying Put scheme enables care leavers to remain with their foster carers after their 18<sup>th</sup> birthday
- Care Leavers claim their entitlement to Housing Benefit and are provided council tax relief
- A Care Leavers Charter and local Offer has been developed with young people to ensure appropriate support is available as they transition into adulthood.
- Full engagement with 2 year old, and 3 and 4 year old nursery offers
- Virtual School promotion of pupil premium funding use and monitoring for impact
- Increase in the number of care leavers at university

- Improved exam results and education achievement

## 4. The Corporate Parenting Strategy

### 4.1 Corporate Parenting Panel

This strategy outlines our aspirations for looked after children and young people and sets out the actions we intend to take to achieve them.

Harrow Council is ambitious for looked after children and young people and our priority is to secure the very best care and opportunities for them. To achieve this we work in partnership with children, young people, their families and partner agencies to ensure that children and young people enjoy their childhood and succeed in adult life. This commitment includes those care leavers for whom we have responsibility to support their transition into adulthood. This means that “children in care are cared about, not just cared for”.

The Corporate Parenting Panel<sup>1</sup>, a Council Committee, made up from elected members, provides strategic leadership to ensure the council is delivering its corporate parenting duties. It has responsibility to advise officers about actions to improve outcomes and life chances for all its Looked After Children and Care Leavers and comment on reviewing and developing policy in key areas such as the review process. The Corporate parenting panel can recommend that a strategy is referred to cabinet for further recommendation and then approval by Council. Agendas, reports and minutes are published on the council website.

**All councillors are corporate parents. Members’ induction is mandatory with training provided for all councillors at least annually.**

4.2 Key reference documents used to hold officers and providers to account for CLA life outcomes include:

#### **Management Performance reports**

Quarterly performance activity reports  
Children & Families Complaints Annual Report

#### **Placement and planning – quality and timeliness:**

Statement of Purpose for the Adoption Service – for annual CPP approval  
Statement of Purpose for the Fostering Service – for annual CPP approval  
Placement Sufficiency Strategy<sup>2</sup>  
Independent Reviewing Officer Annual Report –  
Adoption and Fostering Panel Annual report  
Case Tracking Annual Report

#### **Education, employment and training specific – attainment and achievement of potential:**

Virtual Head teacher Annual Report  
Virtual School Development Plan  
Not in employment, education or training [NEETs] Care Leavers - twice yearly reports

#### **Health including dental checks**

<sup>1</sup><http://www.harrow.gov.uk/www2/mgCommitteeDetails.aspx?ID=788> Purpose, role & membership

<sup>2</sup> See priority 6.4

Regular Provider reports

**Participation**

Children and young people's engagement and feedback – twice yearly reports  
Participation Annual report

**Crime: youth offending/re-offending**

**Housing and Children Services Protocol for homeless 16 to 17 year olds**

**Violence, Vulnerability and Exploitation Strategy**

**Youth Justice Plan**

**4.3** Management performance information is required by the corporate parenting panel to enable robust scrutiny of performance, to inform priorities and determine what action needs to be taken.

To inform the work of the corporate parenting board and to enable it to set priorities performance management information is necessary. This information relates to the life chances of children looked after, supported by research and evidence as to where activity can be directed which makes a difference. This focuses on the areas where children looked after historically do not do well and which, if improved, make a difference as to how they will fare as adults. This includes:-

- Improving their educational achievement, school attendance and attainment,
- Getting a job and living in a good standard of accommodation on becoming a care leaver
- Promoting their health (both physical and emotional),
- Having stable placements
- Supporting offenders to reintegrate into work, education and establish positive relationships
- Mitigating the negative impact of young people who go missing
- Supporting care leavers who are parents to successfully care for their children

## **5. What makes a difference?**

The following are a range of activities which can act as protective factors and can help militate against some of the disadvantage which may have been experienced by looked after children. They are also actions undertaken by a good parent to give their children a good start in life. Because of their experiences, some children may need extra support to take advantage of opportunities offered.

### **5.1 Education**

Education is probably the single most influential factor in ensuring that children welfare and success as adults. Things which support educational achievement and attainment of looked after children are that they are:-

- offered, as priority, places in the schools that are best for them
- not excluded from school
- provided with extra help and tuition, particularly at test and examination times
- encouraged and supported to go on to further and higher education

### **5.2 Placements**

Harrow has developed a robust Placement Sufficiency Strategy which outlines the range of

placement options and interventions including fostering, family and friends care, residential care and a range of semi-independent provisions.

Harrow is also working with other boroughs within the West London Alliance to ensure greater placement choice and value for money across West London. This includes a framework for semi Independent provision.

### **5.3 Interests and talents**

Having an interest or a talent is a very significant factor in improving children's life chances and hence when a child has an interest or a talent whatever this is it should be nurtured and developed improving self-esteem and achievement which often result in much better outcomes in adult life.

Supporting children's interests and talents can be achieved in the following ways, by:-

- Identifying a mentor within the Council who can coach, encourage and develop these skills and talents
- Making available resources to purchase any special equipment, clothing or materials to enable the child to participate on an equal footing with other children

### **5.4 Health**

Improving children's health and wellbeing involves ensuring regular medical, dental checks and eye tests and being concerned and alert to children's wellbeing both physical and emotional and responding in a timely and appropriately manner. There is a strong commissioned CLA Health service with a lead nurse professional and designated doctor which has ensured the promotion and support of the health needs of Children Looked After and Care Leavers.

### **5.5 Jobs, apprenticeships and work experience**

Harrow and its partner agencies are major employers in the borough and in respect of looked after children they are the 'family businesses'.

As 'family businesses' the following opportunities will be made available to looked after young people in when they leave school:-

- Work experience opportunities particularly in preparation for higher or further education
- Priority access to apprenticeships within the Council
- Priority access to employment with the LBH or its partner agencies
- Making available LBH employees to help prepare/equip young people for world of work, higher or further education

### **5.6 Offending**

Young people's lives can be blighted by offending behaviour. It affects their ability to obtain and keep jobs, maintain stable relationships and somewhere decent to live. Diverting young people from and reducing offending is critical to their life experiences as adults.

The Youth Offending Service has a key role in working with looked after children who offend which is outlined and evidenced in the Youth Justice and VVE strategies..

### **5.7 Celebration of achievements**

As well as focusing on activities to improve their life chances it is important to recognise and celebrate the achievements and successes of looked after children.



## 6. Key Priorities

### 6.1 Improve the education attainment and school attendance of looked after children; narrow the gap with other children

The role of Harrow Virtual School<sup>3</sup> is to raise the attainment and outcomes of Harrow's Children Looked After<sup>4</sup>(CLA). The Virtual School do this by challenging and supporting the schools, as well as providing a support service to a number of stakeholders in order to ensure that all Harrow CLA and Care Leavers receive a high standard of education and are involved in appropriate educational activities. The Virtual School focus their work on raising the aspirations of young people and relevant professionals so that they can reach their potential and move forward into further and higher education and gainful employment. The Virtual Headteacher Annual Report informs the corporate parenting agenda regarding CLA educational attainment, school attendance, employment and training, to accelerate progress to narrow the gap.

#### Designated Teachers network

Training and support is provided through the designated teachers from schools in Harrow.

#### Alternative education provision

- Personal Education Plans (PEPs) and Pathway plans more outcome focused and specific.
- Raise attainment outcomes – target for each child or young person to match national standards
- Improve attendance % of all CLA and reduce exclusions
- Increase liaison and support to reduce time students are not registered at school, especially where placed out of borough and attending
- Further raise awareness and understanding of all placement staff and allocated social workers regarding the significance of PEPS and Pathway plans
- Evaluate and report the impact of the Pupil Premium for CLA.

### 6.2 Improve the involvement and participation of young people in all services for children looked after and care leavers

#### Participation

Children and young people looked after will be treated with respect by all who are involved with them, and have access to a range of activities to facilitate their participation in service development.

Ofsted January 2017 'Harrow Children looked after benefit from an impressive range of creative and innovative participation and engagement opportunities, and an active Children in Care Council, Beyond Limits'

Harrow's **Participation Strategy**<sup>5</sup> sets out our vision for involving children and young people in influencing the services which we provide. Their views will be listened to and they will be involved in making decisions about their lives. They will be involved in the planning, provision and evaluation of the services they need. They will know how to get information and support as well as how to raise a concern.

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<sup>4</sup>  
<sup>5</sup>

The child's voice will be at the centre of all decision making and we will take time to talk to children on their own and can tell the child's journey.

Our aim is that participation is a routine element of practice for all practitioners and managers, keeping the voice of the child at the heart of decision making :That there is a culture that changes things for children and young people and that we work together and we improve the quality of case work and managing risk to the child. We hold the child's perspective and we develop effective systems that keep children safe using the ideas they offer us.

### **The Children in Care Council “Beyond Limits<sup>6</sup>”**

The Beyond Limits group is for all children and young people who are looked after aged 11-25 years, separated into an older and younger group for age appropriate activities.

Meeting monthly, the group aims to listen to the opinions of children and young people and to be the voice for all children looked after. It liaises with a range of professionals to resolve the difficulties young people may encounter.

All councillors in the Corporate Parenting Panel are regularly invited to these meetings and activities.

### **Child's Voice Monthly newsletter**

A monthly newsletter has been developed to promote the child's voice, celebrate good practice and to encourage staff to listen to children and young people, taking action when appropriate. An editorial team, including children and young people, is being developed.

### **Pre LAC Review consultation**

The Independent Reviewing Officer consults with children looked after two weeks prior to their statutory review. Young people are supported by their placements, carers, social worker, advocates or the Children's Participation Co-ordinator if required. Online and printed feedback sheets are provided, and work to refresh the content and improve response rates is in progress.

### **Celebration of achievement awards – annual event**

An annual event is held to celebrate the achievements and attainment of children and young people who are looked after. This event is organised in consultation with young people who co-host the event, and perform. The event on 23rd October 2019 was a huge success with Children Looked After and Care Leavers enjoying the recognition of their progress and challenges

### **Leaving Care Charter –**

The Leaving Care Charter was reviewed and re- launched, following consultation with young people.

### **The Care Leavers Local Offer**

The 2017 Children and Social Work Act outlined a duty for each local authority to publish a local offer for Care Leavers. Harrows local offer is on the council website and has been consulted on and promoted with our Care Leavers.

### **Leaving Care Forum**

The Leaving Care Forum meets quarterly, as a well attended forum which offers young people the opportunity to have direct contact with senior managers. Further work is being undertaken to enable young people to lead and develop the forum for themselves.

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<sup>6</sup>

The young people have been very engaged in these sessions and offer valuable feedback and input into service development e.g. refreshing the charter, developing 'what a good placement looks like' highlighting what's important to young people in placement matching and clarifying what support is required in order for us to ensure as many young care leavers as possible are able to go to the university of their choice.

### **6.3 Children looked after will be happy and healthy, safe and protected from harm and sexual exploitation: improve the physical, emotional and social health and wellbeing of children looked after and care leavers**

Children Looked After are the responsibility of the local authority in the same way as we are responsible for our own children. We therefore require the same standard of health and wellbeing, but often these children enter the care system with worse levels of health due to poor parenting, chaotic lifestyles, poverty, neglect and abuse. Therefore it is the role and the responsibility of the Provider of these services, to ensure health and wellbeing needs are addressed and outcomes improve to the same standard as peers in Harrow.

Specific outcomes we are aiming for all Children Looked After to Achieve:

- Reach their developmental milestones at appropriate age
- Good physical health including attaining a healthy weight, taking regular exercise and eating a balanced and nutritious diet
- Improved levels of oral health and fewer dental cavities
- Immunised against preventable diseases
- A wider and more positive social and healthy lifestyle including strong self-esteem, positive image of self (including body image), free from bullying and free from violence and abuse
- Good mental, emotional and behavioural health and a strong sense of personal and emotional wellbeing.
- Harrow and the CCG have jointly commissioned the CLA Health service from CNWL which has seen a positive increase in the health outcomes for Looked After Childrens. This service has been extended for a further 2 years
- Harrow and the CCG have also commissioned Barnardos to provide services for the emotional needs of children and young people with Looked After children being a priority group.
- Educational attainment and attendance improved as a result of better health and well-being
- Less harmful use of substances including alcohol, drugs and tobacco
- Healthy and appropriate relationships and awareness of good sexual health
- Reduction in the number of CLA becoming teenage parents
- CLA placements are stable as a result of having health and wider needs met
- CLA know where to go for health and wellbeing support, and are able to self-manage their health needs when they leave care (including physical health, sexual health, mental, emotional and behavioural health, oral health, diet, exercise, substances, sun safety, parenting skills, medicines and minor ailments, accident prevention, etc).
- Harrow Council has a strong commitment to addressing recent challenges of increased knife crime and gang violence. Through Safer Harrow, the Violence, Vulnerability and Exploitation and Youth Justice Strategies it has developed a comprehensive and robust approach in partnership with other key agencies in the local area.

### **6.4 Safe and stable placements: provide a choice of good quality placements that provide security, stability, safety and high standards of care**

As corporate parents it is imperative that we commission the right accommodation and supporting services available so that outcomes for each child and young person are the best possible. Harrow's Placement Sufficiency Strategy forms part of the commissioning strategy that we are in the process of developing for our Children Looked After.

Harrow Ofsted report January 2017 'The sufficiency Strategy is clear and coherent with relevant priorities linked to present and future need. Appropriate commissioning arrangements are in place to ensure that there is a range of placements to meet the needs of children looked after.'

In the strategy we set out the supporting legislation, needs of children looked after, and the resources at our disposal, and set out resulting actions for changing the internal and external market of services that we rely on.

Based on feedback from children and young people looked after, care leavers, and primary and secondary legislation, we have the following aims for our CLA services:

1. All children looked after are placed in appropriate placements with access to the support that they need, as identified in their care plan
2. Resources are available to respond to predicted demand for a range of needs and emergencies
3. Services are provided within the local authority area as far as possible or within the West London Alliance boundaries, except where this is not consistent with the welfare of a child, or is a specialist placement that it is not possible to commission locally
4. Children and Housing services have robust joint working protocols to meet the needs of those who are at risk of becoming looked after at the age of 16 and 17 as a result of homelessness
5. A sufficient range of accommodation and support packages are available to care leavers to facilitate their pathway plans and to ensure all transitions are undertaken in a planned and supportive manner. This includes a clear staying put policy to enable care leavers to remain with their foster carers up to the age of 25 if desired and appropriate
6. Services are of a high quality and deliver the specific outcomes identified in the care plans of children looked after
7. A range of placement choices are developed to meet the needs of the diverse Looked after children population in Harrow
8. Systems are in place to ensure careful matching of placements and to prevent disruption and to ensure placement stability

Placement stability is an incredibly important indicator of performance, as stability can be linked to permanence and better outcomes. Stability is therefore a good proxy-indicator for the positive outcomes we want to achieve.

### **Access to Resources Team**

We have established an Access to Resources Team which commissions external placements and we aim to use only those providers who have an OFSTED judgement of good or outstanding. We are members of the West London Alliance project looking at shared commissioning of placements for children who are looked after. The Access to Resources Team has a responsibility to ensure careful matching of the placement to best meet the assessed needs of the child or young person. Strengths and difficulties questionnaires are completed and help identify where additional support may be required.

### **Fostering**

We recognise that children do best in local placements where they can remain close to family, friends and their community, We have a robust targeted recruitment strategy to ensure we have a diverse range of foster carers to meet the needs of children looked after. Foster carers have access to a comprehensive training programme to ensure they have the skills to meet the needs of the young people they care for, and they are supported by the fostering social worker through robust supervision.

Children and young people receive information about their placement in advance and are listened to if they have concerns at any time.

### **Residential Care**

Harrow has low use of residential care and only considers this after alternatives have been tried or assessed as unviable. We aim to use only those providers who have an OFSTED judgement of good or outstanding.

The decision for a child or young person's placement is based on their need and tends to end with one of the following accommodation options and additional services for specific needs. Accommodation options include:

- Internal foster care
- External foster care
- Internal residential care
- External residential care
- Parent and child assessment
- Semi-independent and care leavers

### **Adoption**

Harrow is the lead local authority in the Regional Adoption Agency – Ambitious for Adoption. This builds on the success of our long standing adoption partnership with Coram, a voluntary adoption agency. Three members of Coram staff will continue to be co-located with Children and Families social workers to ensure our good practice and strong adoption outcomes continue

## **6.5 Identity: looked after children know who they are and why they are looked after; feel valued and respected by others and their individual needs arising from gender, race, culture, disability, sexuality and religion are understood and met**

Our staff and managers are committed to the following

- Continue to recruit foster carers that reflect the diversity of the local community
- Ensure all young people permanently fostered and adopted have lifestory books and later life letters
- Ensure young people develop a positive identity, emotional resilience and self esteem
- Ensure the work force reflects the diversity of the local community

## **6.6 Smooth transition to adulthood and independence: ensure children looked after and care leavers receive focused support at key transition points in their lives**

The Leaving Care and Unaccompanied Asylum Children Team are responsible for those young people leaving care. They have developed a range of opportunities with partner agencies to support young people as they make the transition to adulthood.

### **Independent Skills**

The Catch 22 Programme was introduced 2 years ago as a follow on from the Lifeskills Folder. Catch 22 Folder was put together to give young people who are in or leaving care information and advice to help prepare them for adult life.

The experience of leaving care and starting life as an adult is different for everyone. It can be a time of joy, discovery, worry, excitement and many other emotions but one thing that applies to everyone is the fact that the more you know, the better prepared you are for whatever comes your way. The Catch 22 provides information around, health, EET, money management, accommodation, having you say, lifeskills and family relationships. Social Workers and carers work jointly with the young people to complete the folder which is introduced when the young people turn 18.

### **Life skills Workshop**

The Lifeskills Workshop was introduced 6 years ago and has been running successfully with a group of 20 young people attending annually.

The Lifeskills Workshop brings together professionals from health looking at sexual health, drug and alcohol and mental health, housing and benefits and EET all providing information as well as young people undertaking practical skills such as cooking, budgeting, writing CV's and interview skills.

### **MyBank - Money works**

MyBank is an independent training organisation focusing on money management. Mybank run a course for Harrow young people looked after. Twice a year the course runs over 2 days and the young people receive a Level 1 - Personal Money Management certificate. Money Works provides survival money management skills to young people in need.

### **Education, Employment and Training**

The Leaving Care and Unaccompanied Asylum Children Team has a careers advisor based within the service. Their primary role is to work with those young people who are not in employment, education or training and to support other workers in engaging with this group of young people.

### **Not in Employment, Education or Training Panel [NEET]**

The NEET Panel meets monthly and targets those young people not engaged in EET. It consists of a range of professionals from different disciplines to offer advice and guidance around engagement and access to a range of services. A robust action plan is then developed to actively engage with the young person.

### **Housing sub group**

This has now run successfully for 12 months, to ensure maximum benefit for meeting quarterly, with representatives from Housing, LCT & UASC, Housing Benefit, Council Tax, and more recently Supporting People (Council Adults' Team). The housing department will continue to attend the Corporate Parenting Panel on a regular basis.

All young people that have been put forward have successfully claimed housing benefit and there have been no issues to date. This can be seen as an important improvement towards independence.

### **Leaving Care Charter**

The Leaving Care Charter was recently re-launched and outlines the Local Authority's commitment to Care leavers and specific areas of support, financial, practical and emotional.

### **PAFT (Parents as first Teachers) Programme**

The Family Centre PAFT programme, designed to work with teenage parents, has developed a dedicated course for care leavers. The aims of the course are to increase parent knowledge of early childhood development, improve parenting practice, provide early detection of developmental delays and health issues and prevent child abuse and neglect and to increase children's school readiness and school success.

### **Sexual Health Outreach service**

- The new Young People's Outreach Service (delivered by LNWHT and subcontracted to Brook) commenced in September 2017 and has prioritised schools and community groups in wards with the lowest wellbeing indicators and high school absences - key indicators for poor sexual health outcomes. The Service offer includes:
  - education and training for health professionals i.e. confidence and resources needed to delivery high quality, holistic sex and relationships education to young people
  - 'Traffic Light' training for Harrow Social Workers
  - educational work in schools and colleges (including college fairs) with a consistent approach to assessment, pathways and messages promoting aged appropriate education.
  - virtual tour of local sexual health clinic i.e. for use in PSHE lessons or assemblies or in community workshops about healthy relationships and reducing risk taking behaviours
  - specific outreach and group/1:1 engagement programmes to reach vulnerable and high risk young people e.g.
    - Looked after Children
    - young people's excluded from mainstream education
    - young people with a learning disability

Harrow's Sexual Health Clinic [Caryl Thomas Clinic Harrow](#) has an allocated afternoon each week for 'Walk-in' and appointments for people age 25 and under only

L.B.. Harrow is also signed up to the 'C-Card Scheme' (aimed at 13-24 year olds) which is made up of a collection of London Boroughs who are working in partnership to provide a consistent approach to condom distribution across London. The C-Card is a small card that fits into a pocket, wallet or purse and enables the young person to access a free supply of condoms on a weekly basis from any outlet within the scheme. These locations display a window sticker of the Come Correct logo. A system called Therapy Audit (TACCARD) is used to register the young person and then to record subsequent visits. Users require Unique login credentials and training to provide this service.

## Appendix A: Corporate Parenting Pledge<sup>7</sup> to Looked After Children

### For a better future

Harrow Council provides care and support to those children and young people who, for whatever reason, cannot live with their birth family. For some this may be a short time and for others it may be longer. However long or whether you live with foster carers, residential care, adoptive parents or another member of your family we are committed to giving you the best start in life possible - helping you to be the best that you can be.

The Local Authority is your corporate parent - which simply means trying to do everything that a good parent does throughout your time in our care. Our commitment to you is made by the politicians, who represent the community in the running of the council, all directors and senior managers and our staff, who provide care and support for you.

Children and young people who are in our care or who have been in our care in the recent past have told us what kind of good care and support they need to be the best they can be. We have listened to this and the commitments we make in this children's pledge reflect this.

### Our pledge

We pledge to work together to provide you the best possible care and support to help you be the best you can be in your life - now and in the future. To do this we will:

1. **Provide you with a safe home to live where you feel happy and taken care of.** This means that wherever possible you will have a choice about where you live and that you will not be moved from a settled home unless absolutely necessary, or if it is deemed to be in your best interests.
2. **Provide you with the support you need to do well in education.** This means that we will make sure you have the opportunity to go to a school where you can flourish, get the support outside of school to do well in exams and have access to college and university.
3. **Listen to you about things in your own life and about the care that you receive from us.** This means that we will always make sure that you are involved in decisions that are made about your own life and that we find ways to help you tell us your views if you find this difficult. We will also make sure that there are opportunities to tell us what you think about the care that you receive and that if you have a complaint you get the help to get heard.
4. **Be honest with you about things that have happened in your life and the decisions that are made about your care.** We know that at times it is difficult to understand what has happened to you and why certain decisions are made about your care. We can't promise that you will always agree with these decisions. But, we will always be honest with you about the reasons for these decisions and, where possible, what has happened in your life.
5. **Help you to develop good relationships with the people that you care for and the people in your life that are most important to you.** This means that, as far as possible, we will provide you with opportunities to see those people that are important to you in your life. We will help you to develop and maintain relationships and friendships with the people that provide care and support for you and other children and young people.
6. **Provide you with support and opportunities to enjoy your life and have interests and hobbies of your own.** This means that we will make sure you have information and access to opportunities and activities outside of education that you enjoy.

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<sup>7</sup> <http://www.harrow.gov.uk/info/200161/children-looked-after/487/harrow-pledge/2>



- 7. Provide you with the support you need when you leave care to become independent and be the best you can be in adult life.** This means that we will make sure that you have choices about how and when you leave care and that we will make sure we support you to be prepared for independence and have the help you will need to make independence work when you leave care.

We make these pledges to you and will do our best to always fulfil each one. There are many teams involved in helping make these pledges happen - from Children's Services to Housing and Health. We will make sure that we work together to do this.

#### **Harrow Council - Corporate Parenting Panel**

The Harrow Pledge is endorsed by the Corporate Parenting panel on behalf of the Council.

All policy and procedures relating to children looked after are overseen by the Corporate Parenting panel.

Members and senior officers from the Council meet to discuss the performance, service delivery and aspirations for the Council in respect of Children Looked After and young people leaving care. Beyond Limits representatives also attend the Corporate Parenting panel.

This panel is lead by members to challenge, scrutinise and support the services for children looked after.

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**COUNCIL**  
**16 JANUARY 2020**

**INFORMATION REPORT – DECISION TAKEN**  
**UNDER THE URGENCY PROCEDURE -**  
**COUNCIL**

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**REPORT FOR: COUNCIL**

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<b>Date of Meeting:</b>	16 January 2020
<b>Subject:</b>	<b>DECISIONS TAKEN UNDER THE URGENCY PROCEDURE - COUNCIL</b>
<b>Responsible Officer:</b>	Hugh Peart – Director of Legal and Governance Services
<b>Exempt:</b>	No
<b>Enclosures:</b>	None

In accordance with the delegations to Chief Officers, the Leaders of each of the Political Groups on the Council were consulted on the following urgent decision, which was approved on behalf of the Council, on the date below as it required action prior to this meeting.

**22 August 2019 - Appointments to Outside Bodies**

Following a resignation, an appointment to an Outside Body of the Council was agreed as follows:

West House and Heath Robinson Museum Trust – Councillor Paul Osborn

This appointment was agreed as a matter of urgency to ensure continuing Council representation on this body at the earliest opportunity.

**4 December 2019 – Attendance at Council meetings**

It was agreed that the calling of the Parliamentary General Election on 12 December 2019 be a valid reason under Section 85 (1) of the Local Government Act 1972 why any Councillor may not be able to meet the requirement to attend a meeting within a six month period ending on 31 January 2020.

## **FOR INFORMATION**

**Contact:**

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**Background Papers:** Urgent Decision Forms.

**COUNCIL**  
**16 JANUARY 2020**

**INFORMATION REPORT - DECISIONS TAKEN**  
**UNDER URGENCY PROCEDURE - EXECUTIVE**

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**REPORT FOR: Council**

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**Date of Meeting:** 16 January 2020

**Subject:** **Information Report - Decisions taken under the Urgency Procedure - Executive**

**Responsible Officer:** Hugh Peart – Monitoring Officer

**Exempt:** No

**Summary and Recommendations**

This report sets out details of decisions taken under the Urgency procedure by the Leader of the Council and Portfolio Holders since the meeting of the Council on 18 July 2019.

**FOR INFORMATION**

**Report**

In accordance with Committee Procedure Rule 47.6 set out in Part 4 of the Council’s Constitution, any Executive decisions taken as a matter of urgency are reported to the next available meeting of the Council.

Two such decisions have been taken since the Council meeting on 18 July 2019, the details of which are below:

<b>Subject</b>	<b>Decision Maker</b>	<b>Reason for Urgency</b>
Property Disposal – Land at Masons Avenue and Palmerston Road,	Leader	The GLA have offered an enhanced grant in respect of the Palmerston

Wealdstone, Harrow		Road development of which this property forms part. The condition of this grant is that Origin Housing needs to commence on site by the end of 2019 and so the sale of this property needed to be completed as soon as possible. The next meeting of Cabinet was scheduled for 9 January 2020.
Proposed Closure Of Vaughan Road Pay and Display Car Park	Portfolio Holder for Environment	The Council had contracted to sell the car park and in order to implement the decision to dispose of the car park taken by Cabinet in September 2019 needed to publish the Notice of closure as soon as possible to meet its contractual obligations in relation to the sale. The principle of closing the car park was determined by the planning application Ref P/3468/17 and was granted in 2017.

Ward Councillors, outside organisations and interested parties were consulted on the report considered the Leader.

As the decisions were deemed urgent, the agreement of the Chair of the Overview and Scrutiny Committee was obtained that the decisions would not be subject to the call-in procedure.

## **Contact Details and Background Papers**

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### **Background Papers:**

Council's Constitution  
 Reports – 17 December 2019 and 6 January 2020

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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