

Cabinet AGENDA

DATE: Thursday 18 June 2020

TIME: 6.00 pm

VENUE: Virtual Meeting - Online

MEMBERSHIP

Chair: Councillor Graham Henson (Leader of the Council, Portfolio Holder for Strategy, Partnerships, Devolution and Customer Services)

Portfolio Holders:

Councillor Sue Anderson	Community Engagement and Accessibility
Councillor Simon Brown	Adults and Public Health
Councillor Keith Ferry	Deputy Leader, Regeneration, Planning and Employment
Councillor Phillip O'Dell	Housing
Councillor Varsha Parmar	Environment
Councillor Christine Robson	Young People and Schools
Councillor Krishna Suresh	Community Cohesion and Crime
Councillor Adam Swersky	Finance and Resources
Councillor Antonio Weiss	Non-Executive Cabinet Member
John Higgins	Non-Executive Voluntary Sector Representative

(Quorum 3, including the Leader and/or Deputy Leader)

Contact: Nikoleta Nikolova, Senior Democratic & Electoral Services Officer
Tel: 020 8416 8284 E-mail: nikoleta.nikolova@harrow.gov.uk

Useful Information

Meeting details:

This meeting is open to the press and public and can be viewed on www.harrow.gov.uk/virtualmeeting

Filming / recording of meetings

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

The recording will be made available on the Council website following the meeting.

Agenda publication date: Wednesday 10 June 2020

AGENDA - PART I

1. APOLOGIES FOR ABSENCE

To receive apologies for absence (if any).

2. DECLARATIONS OF INTEREST

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

- (a) all Members of the Committee, Sub-Committee or Panel;
- (b) all other Members present in any part of the room or chamber.

3. PETITIONS

To receive any petitions submitted by members of the public or Councillors.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with paragraph 16 of the Executive Procedure Rules.

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, 15 June 2020. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. COUNCILLOR QUESTIONS *

To receive any Councillor questions received in accordance with paragraph 17 of the Executive Procedure Rules.

Questions will be asked in the order agreed with the relevant Group Leader by the deadline for submission and there be a time limit of 15 minutes.

[The deadline for receipt of Councillor questions is 3.00 pm, 15 June 2020].

6. KEY DECISION SCHEDULE JUNE - AUGUST 2020 (Pages 5 - 12)

7. PROGRESS ON SCRUTINY PROJECTS (Pages 13 - 14)

For consideration

8. THE COUNCIL'S RESPONSE TO COVID-19 - UPDATE REPORT (Pages 15 - 86)

Report of the Chief Executive

COMMUNITY

- KEY 9. SPECIAL NEEDS TRANSPORT (SNT) TAXI FRAMEWORK** (Pages 87 - 94)

Report of the Corporate Director, Community

- KEY 10. HEADSTONE MANOR PARK FLOOD ALLEVIATION SCHEME** (Pages 95 - 154)

Report of the Corporate Director, Community

RESOURCES AND COMMERCIAL

- 11. APPOINTMENT OF CABINET ADVISORY PANELS, CONSULTATIVE FORUMS AND APPOINTMENT OF CHAIRS** (Pages 155 - 164)

Report of the Director of Legal and Governance Services

- 12. APPOINTMENT OF PORTFOLIO HOLDER ASSISTANTS** (Pages 165 - 170)

Report of the Director of Legal and Governance Services

- 13. ANY OTHER URGENT BUSINESS**

Which cannot otherwise be dealt with.

AGENDA - PART II

Nil

*** DATA PROTECTION ACT NOTICE**

The Council will audio record items 4 and 5 (Public and Councillor Questions) and will place the audio recording on the Council's website, which will be accessible to all.

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

Deadline for questions	3.00 pm on 15 June 2020
Publication of decisions	19 June 2020
Deadline for Call in	5.00 pm on 26 June 2020
Decisions implemented if not Called in	27 June 2020

London Borough of Harrow

KEY DECISION SCHEDULE (JUNE 2020 - AUGUST 2020)

MONTH: June

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting. The list may change over the next few weeks. A further notice, by way of the Cabinet agenda, will be published no less than 5 clear days before the date of the Cabinet meeting, showing the final list of Key Decisions to be considered at that meeting.

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A Key Decision is a decision by the Executive which is likely to:

- (i) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effects on communities living or working in an area of two or more wards or electoral divisions of the Borough.

A decision is significant for the purposes of (i) above if it involves expenditure or the making of savings of an amount in excess of £1m for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question.

Decisions which the Cabinet intends to make in private

The Cabinet hereby gives notice that it may meet in private after its public meeting to consider reports which contain confidential information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below with the reasons for the decision being made in private where appropriate. The Schedule also contains non-Key Decisions which involve Cabinet having to meet in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations please contact Democratic & Electoral Services. You will then be sent a response in reply to your representations. Both your representations and the Cabinet's/Leader's response will be published on the Council's website <http://www.harrow.gov.uk/www2/mgListPlans.aspx?RPId=249&RD=0&bcr=1> at least 5 clear days before the Cabinet meeting.

The Cabinet/Leader will be considering a report prepared by the relevant Directorate. The report together with any other documents (unless they contain exempt information) will be available for inspection 5 clear days before the decision is taken by Cabinet/Leader from Democratic Services, on 020 8424 1055 or by contacting democratic.services@harrow.gov.uk or by writing to Democratic & Electoral Services, Harrow Council, Civic Centre PO Box 2, Station Road, Harrow, HA1 2UH or on the Council's website. Copies may be requested but a fee will be payable. Reports to be considered at the Cabinet's public meeting will be available on the Council's website 5 clear days before the meeting.

The KDS looks 3 meetings ahead and will be published 28 clear days before the Decision Date / Period of Decision.

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
JUNE 2020						
Headstone Manor Park Flood Alleviation Scheme	Approval for the procurement of the delivery phase for the Headstone Manor Park Flood Alleviation Scheme.	Cabinet	18 June 2020	Councillor Varsha Parmar Divisional Director of Commissioning & Commercial Services Michael.Bradshaw@harrow.gov.uk, tel. 020 8424 1586	Open	Agenda report and any related appendices Both Leader of the Council Graham Henson, Environment Portfolio Holder Varsha Parmar, Business, Planning & Regeneration Portfolio Holder Keith Ferry and Ward Councillors for Headstone North and South, and the Friends of Headstone Manor Park and Sports Clubs.

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Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
Special Needs Transport (SNT) Taxi Framework	To continue using the current SNT supplier (Drake International) until contract expiry and increase the contract spend for the contract and in turn increase contract Spend on the Taxi framework until we go out to tender for both services	Cabinet	18 June 2020	Councillor Varsha Parmar Divisional Director of Commissioning & Commercial Services Hanif.Islam@harrow.gov.uk	Open	Agenda report and any related appendices
Dry Mixed Recyclables	To continue using the current Dry Mixed Recyclables (DMR) service provider (Viridor) for a period of 6 months to allow the current paused tender to be completed in due course.	Cabinet	18 June 2020	Councillor Varsha Parmar Divisional Director of Commissioning & Commercial Services Alan.Whiting@harrow.gov.uk	Open	Agenda report and any related appendices

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Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
JULY 2020						
Revenue and Capital Outturn 2019/20	<ol style="list-style-type: none"> 1. To note the Revenue and Capital outturn position reported as at 31st March 2020 2. To note recommended carry forwards 3. To approve recommended carry forwards 	Cabinet	9 July 2020	Councillor Adam Swersky Corporate Director, Resources Dawn.Calvert@harrow.gov.uk, tel. 0208 420 9269	Open	Agenda Report and any related appendices
2020-21 Savings Update	To note progress on achieving the 2020/21 saving	Cabinet	9 July 2020	Councillor Adam Swersky	Part exempt	Agenda Report and any related appendices

Subject	Nature of Decision	Decision Maker	Decision date / Period of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
	and to approve the proposed addition to the Capital Programme.			Corporate Director, Resources Dawn.Calvert@harrow.gov.uk, tel. 0208 420 9269		
AUGUST 2020						

HARROW COUNCIL CABINET 2019/20

CONTACT DETAILS OF PORTFOLIO HOLDERS

Portfolio	Councillor	Address	Telephone no.	Email
Leader, Strategy, Partnerships, Devolution & Customer Services	Graham Henson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07721 509916 Group Office: (020) 8424 1897	Email: graham.henson@harrow.gov.uk
Deputy Leader, Regeneration, Planning & Employment	Keith Ferry	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07922 227147 Group Office: (020) 8424 1897	Email: keith.ferry@harrow.gov.uk
Adults & Public Health	Simon Brown	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: simon.brown@harrow.gov.uk
Community Cohesion & Crime	Krishna Suresh	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07967 565477 Group Office: (020) 8424 1897	Email: krishna.suresh@harrow.gov.uk

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Portfolio	Councillor	Address	Telephone no.	Email
Community Engagement & Accessibility	Sue Anderson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07875 094900 Group Office: (020) 8424 1897	Email: sue.anderson@harrow.gov.uk
Environment	Varsha Parmar	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07764 681987 Group Office: (020) 8424 1897	Email: varsha.parmar@harrow.gov.uk
Finance & Resources	Adam Swersky	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Mobile: 07904 466987 Group Office: (020) 8424 1897	Email: adam.swersky@harrow.gov.uk
Housing	Phillip O'Dell	64 Marlborough Hill HARROW HA1 1TY	Tel: (020) 8861 0090 Group Office: (020) 8424 1897	Email: phillip.odell@harrow.gov.uk
Young People & Schools	Christine Robson	Labour Group Office Room 102, PO Box 2, Civic Centre Station Road HARROW HA1 2UH	Group Office: (020) 8424 1897	Email: christine.robson@harrow.gov.uk

PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
<p>Joint Overview & Scrutiny Committee (JHOSC) for Shaping a Healthier Future Programme</p>	<p>Joint Committee</p>	<p>Update reports will be provided for O&S/ Health and Social Care sub committee and Cabinet (for information)</p>	<p>As required</p>	<p>The JHOSC last met on 9 March in Richmond. Cllr Rekha Shah attended as Harrow’s representative and can provide an update to Health Sub on 24 June 2020.</p> <p>The date of the next JHOSC meeting is yet to be confirmed and is likely to be in the autumn, given the ongoing Covid pandemic and its demands on NHS and Councils.</p>
<p>Shared Services – Lessons learnt, other councils’ experiences, impact on savings and improving quality</p>	<p>Review</p>	<p>Report to Cabinet</p>	<p>TBC</p>	<p>The scope was agreed by O&S on 16 September. The first meeting with the group took place on 23 September. The challenge panel took place on 2 March, with a view to reporting back to O&S in April. However as council capacity and resources were diverted to deal with the Covid pandemic, this has been delayed.</p>

Contact: Rachel Gapp, Head of Policy. **Tel:** 020 8416 8774

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REPORT FOR: CABINET

Date of Meeting:	18 June 2020
Subject:	The Council's Response to COVID 19 - Update
Key Decision:	No
Responsible Officer:	Sean Harriss, Chief Executive
Portfolio Holder:	Councillor Graham Henson, Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Letter to Minister of State for Care - Harrow Council COVID-19: Care Home Support Package Appendix 2 – COVID Management Plan Appendix 3 – Business Support Grant Briefing

Summary and Recommendations

On 21 May 2020 Cabinet considered a report on the Council's response to COVID 19. Given the fast-changing nature of this crisis, this update provides Members with the latest situation and advice.

Recommendations: That the updates be noted and a further update be submitted to Cabinet in July 2020, if appropriate.

Reason: (For recommendation)

To ensure that Members have the most up to date advice and information in relation to the Council's response to the COVID 19 emergency.

Strategic Context

This report to Cabinet provides an update on the ongoing strategic response that the Council is making to the Covid-19 emergency. While since the report to Cabinet last month there has remained a focus on ensuring that our critical services continue to be delivered to our residents, especially those who are most vulnerable, there has also been a requirement to respond to the changes to "lockdown." This has involved "restarting" a number of services as varied as schools, garden waste and housing and also beginning to widen the number of democratic meetings that the Council is holding. This phase of the emergency is set to increase in pace and complexity with the reopening of non-essential retail on 15 June, a widening of the cohort of children set to attend school and the gradual reopening of some of the Council's own buildings.

As well as dealing with the emergency and beginning to restart services after lockdown, the Council has continued to be focussed on delivering "new services" as part of our strategic response. Firstly, there has continued to be a significant focus on the Community Hub which has provided services both to the Shielded Cohort and to other vulnerable residents who are in need of support. This activity has continued to be delivered in partnership with the voluntary sector.

The second major area of focus has been the delivery of Business Grants. This has proved to be particularly challenging due to both a highly complex business base and challenges with council capacity and IT. Through a very strong focus and very high levels of commitment from the staff working on the Grants the position has improved significantly over the past month with circa 95% of grants paid out to eligible businesses. This has meant that the Council is in the top quartile of London Boroughs.

A further key area that the Council has been engaged in responding to since the last report has been the local element of Test, Track, Trace and Isolate which is a vital component of the strategy for lifting lockdown and suppressing the spread of Covid-19. The development of our local capacity to support the delivery of this key task has been a major focus and local outbreak management plans are being put in place.

During the past month there has also been a strong focus on our work to support our Care Homes in conjunction with NHS colleagues both in North West London and Harrow Clinical Commissioning Group and this significant

and vitally important work was subject to a return made to Government on 29 May. The importance of the strategic and operational relationship with the NHS has been a particular focus both in respect of restoring services and preparing for future waves of Covid-19. This community based “out of hospital” work is a key priority for the Council going forward.

The financial pressure that the Council faces from Covid-19 remains of the highest strategic concern. Although emergency Government funding of £13.1m has been made available to date this will fall a long way short of the estimated additional costs and loss of income that the Council will face. It is hoped that the next few weeks will bring much needed clarity in respect of the Council’s finances both for the current financial year and the medium term given the long lasting impact of Covid-19 on the Council’s finances.

The final area of increased focus and priority since the last report to Cabinet has been planning for medium to long-term recovery. It is clear that there will be a significant economic downturn that will impact on both local residents and businesses and that services and our broader community leadership role will need to adapt to the “new normal” of a Covid-19 world. This work has started both with local authority partners across the West London Alliance and with our key partners in all sectors in Harrow. The vehicle for driving this work will be the draft borough plan which will need to be developed and engaged on in the context of Covid-19 recovery. It is anticipated that the first phase of this work will be reported through to Cabinet at its meeting in July.

It is important to recognise the ongoing excellent work that Council staff at all levels are playing in response to both the emergency and the work to restore services as lockdown is eased. Many staff continue to work extended hours over an six or seven day period and it is through their dedication and commitment that the Council’s response has been so effective. It is also important to be aware that this level of activity is likely to be the norm for an extended period and as such it is important for this to be recognised by Cabinet and CSB.

The remainder of this report updates Members in terms of the activities of service areas as follows:-

- Schools and School Admission Appeals;
- Children’s Social Care;
- Adults Social Care;
- Town Centre reopening plan and parks management;
- Housing;
- Harrow Strategic Development Partner;
- Household Waste and Recycling Centre;
- Parking Enforcement;
- Special Needs Transport;
- Community Hub;
- Registration Services
- Grants to Small Businesses;
- Discretionary Business Grants;

The report also details the preparations for both Test, Track and Trace and the reopening of the Civic Centre, and advises on the current budget position and the plans for recovery.

UPDATE ON SERVICES

People Services Directorate

Schools

Following the Government's announcement that nursery, Reception, Year 1 and Year 6 children should return to school from 1 June 2020, the Council has supported School Governing bodies and School Leadership teams to ensure that they are COVID ready in terms of social distancing and compliance with Department of Education [DfE] and Public Health [PHE] Guidance. This builds on the work that schools have already done in maintaining safe daily schooling for the children of critical workers and vulnerable children since the pandemic took hold in mid-March 2020.

On 4 June 2020, Directors from the Council held a virtual meeting with Head Teachers to facilitate a Question and Answer session with the Director of Public Health to explain and help apply the Government Guidance in schools and early years settings; including outlining the local outbreak plans that are being established to strengthen test, track and trace in the Borough. This support and advice was well received and is indicative of the strong partnership that is in place between Harrow's community of schools and the Council.

Regular weekly returns are being made to the Department for Education to monitor the progress of the wider opening of schools in the borough. Early indications suggest that there has been a definite increase in the numbers of children coming to school in these year groups. The figures produced by the DfE on 9 June for Harrow showed **3,073** children attending all settings, which is a threefold increase on numbers prior to 1 June, when wider opening was requested by the Government.

The table below shows the percentage of schools that have opened by year group each week since the 1st June.

Schools	Total	Week beginning					
		1st June		8th June		15th June	
		#	%	#	%	#	%
Nurseries	29	7	24%	11	38%	14	48%
Reception	40	16	40%	25	63%	32	80%
Year 1	40	13	33%	29	73%	36	90%
Year 6	39	21	54%	26	67%	35	90%

It is anticipated that a large majority [97%] of all primary schools in the Borough [inclusive of academies and community maintained schools] will have widened their opening to children by the end of June 2020.

Irrespective of whether schools will open even wider over the next two months, the Council will continue to work with schools to support vulnerable children and learners through the summer months, in preparation for the new school term in September 2020. The early support offer for families includes a variety of school readiness programmes, which are already planned for the summer months; delivered via Children Centres both virtual and bespoke, in line with social distancing requirements.

Due to the Covid emergency, it was not possible to present the Schools Standards and Effectiveness report to Cabinet in March 2020, which summarises the results of Harrow schools in the last academic year, ending in the summer of 2019. This information report does demonstrate the consistent quality of education across Harrow schools.

In the academic year 2018- 2019, the proportion of schools in Harrow that are at least good or outstanding on Ofsted criteria is 93%. This includes all four special schools (100% outstanding) and secondary schools (92% good or outstanding). The proportion of good and outstanding schools in Harrow remains well above the national average (86%) in England with 23 Harrow schools (43%) currently outstanding.

The trend of strong performance in relation to key national benchmarks was improved upon again in 2018-19.

Against this backdrop, it is clear that our families in Harrow do value our schools, and for this reason, the Local Authority has continued to support schools to open more widely, so that the access to good education can continue to be maximised.

School Admission Appeals

At present, School Admission Appeals cannot safely be held in person, due to the ongoing Covid-19 pandemic and the social distancing measures put in place by the Government. The newly implemented 2020 Regulations recognise that (in light of the Covid-19 pandemic) the arrangements for school admission appeals had to change, and the new legislation introduces some flexibility to help facilitate that. However, it should be noted that the new Regulations are temporary and are currently due to expire in February 2021.

Harrow has an ongoing obligation to ensure appeals continue to be heard despite school and workplace closures. As such, the options for Harrow Council in holding these appeals are:

- 1) By virtual hearings (e.g. carrying out the appeal through video or telephone conferencing);
- 2) Where virtual hearings are not possible, by written submission only; or
- 3) A combination of the above.

Admission authorities should clearly set out to all parties to an appeal how the appeals process will be carried out, including how appeals will be conducted and the expected timescales for each part of the process.

Officers are proceeding on the model set out in option 3 but will keep this under review. School admission appeals will be heard using a combination of written submissions and the use of telephone (rather than video) conferencing.

Children's Social Care

Staffing levels have been sustained at 80-90% of the workforce, whilst continuing to deliver a seven day a week service. There has been a steady increase in the type of referrals that are normally associated with child protection and child-in need services, such as exposure to parental domestic abuse, parental substance abuse and parental mental ill-health.

As lockdown restrictions are relaxed, and schools open more widely, it is anticipated that the hidden harms of abusive family life, not easily observed during the pandemic will now emerge. Children's services are ready to mobilise further as that occurs.

For looked after children, placements have remained generally stable due to the excellent work of our foster carers and social work teams; similarly with our care leavers. During the pandemic, there have been far fewer unaccompanied asylum seeking children arriving through the pan London rota. This may change once travel restrictions begin to be lifted later in the summer, but for now we have sufficient capacity to cope with placement demands.

The Youth Offending Team has remained proactive in visiting young people subject to court orders or on the cusp of entering the youth justice system. The Youth Offending Partnership Board has continued to oversee local youth activity trends and has seen a small increase of serious incidents of youth violence as lockdown is relaxed.

Adults Social Care

On 14 May 2020, the Council received a letter from the Minister of State for Care Helen Whately MP in relation to the Care Home Support Package. The Council's response is published on the Harrow website.

www.harrow.gov.uk/carehomesupport

Harrow has 56 registered care homes within its boundary, with well over a 1,000 beds. Though many of these homes are not commissioned by the Council, we have been given a responsibility [with partners] , to support these providers to deal comprehensively with the Covid pandemic and control future infection, to minimise the impact on our vulnerable residents and support the courageous staff working in this sector.

In developing this response to the Minister, Harrow Council has engaged with primary care networks, the Clinical Commissioning Group (CCG), local care providers, the Health and Wellbeing Board and the Local Resilience Forum chairs, as well as Healthwatch, other statutory partners and local VCS/Advocacy services. This demonstrates the need for an ongoing,

integrated approach to this Support Plan which is reflected in the submission to the Minister.

At the heart of this submission is a recognition that our social care teams, and the care provider sector as a whole, deserves parity of esteem with our NHS Health providers; a point emphasised by our Chief Executive, in his covering letter to the Minister (Appendix 1).

The Care Home Support Plan for Harrow now in place has made use of comprehensive local testing facilities for all care home staff and residents, and will give us a firm foundation for dealing with any further spikes or local outbreaks of the virus until such time as a vaccine is found.

Out of Hospital Recovery Plan

Prior to the pandemic, the Harrow Health and Care Partnership had embarked on a programme of integration with statutory providers, based on close alignment with the newly formed primary care networks [GP networks] and the voluntary sector, at a local level.

The collaboration required across the Health and care system in North West London to respond to the Covid pandemic has quickened the progress towards an integrated care partnership; which is Borough based. The Borough recovery from the pandemic is now being led by the Harrow Health and Care Executive but linked to the work across North West London.

An Out of Hospital [OOH] plan has been developed which captures the priority actions needed to address any second wave of the virus; with a particular focus on mitigating the impact on the BAME community.

The plan also recognises that there are likely to be “waves of need” which emerge within the local community as a result of lockdown; particularly in relation to the mental health of our citizens, both in Children and Adult services. This integrated approach will be required to ensure that the pathways out of hospital for Health and social care are seamless for our vulnerable citizens.

Community Directorate

Town Centre reopening plan and parks management

Around 60% of premises in the District Centres and Harrow Town Centre will be able to open from 15 June 2020. Harrow Council has been awarded £221,203 from the Reopening High Streets Safely Fund to support the reopening of those places. A series of measures have been planned and costed to utilise this fund to enable social distancing and the movement of shoppers within those centres. In tandem with this, a capital programme has been developed to improve walking and cycle routes into those centres to shift people from public transport and cars.

An application for Streetspace funds has been submitted to Transport for London (TFL). That capital programme will be enhanced by funds from Harrow's High Street Fund to increase the number of people walking and cycling to those centres. Communications will be through HA1BID, Harrow Council Business Newsletter, with local traders groups and the Commonplace website.

The Public and Community Protection team is assessing options to widen pavements. They are working with Business Improvement District (BID), Estates and Highways to set up a system in the town centre to ensure public safety. They are also reviewing restrictions on off sales for licensing in place under Government guidance.

Appendix 2 (Covid Management Plan) contains the town centre re-opening briefing document. This includes the Harrow Town Centre action plan.

Parks

With the relaxation of lockdown restrictions, all the boroughs parks are open apart from outdoor gyms and playgrounds which remain prohibited under law. Basketball courts have remained shut but all tennis courts are now open apart from Pinner Village as this would mean opening the playground.

Appendix 2 (Covid Management Plan) details the parks plan and the business opening plan.

Housing

Asset Management arrangements are being discussed with Access Harrow around resourcing in the contact centre for reporting repairs and requests for maintenance and also making greater use of the Housing Portal for non-urgent repairs. We will then formally return the service to near normal levels. Some non-urgent repairs that residents reported have already been delivered.

With the exception of one, all planned investment works contracts have now returned to site with appropriate risk assessments etc. Programme planning, procurement and mobilisation are continuing.

In terms of aids and adaptations, both DGFs and Council Adaptations programmes have resumed. Timeframes are understandably longer to ensure that the appropriate safety measures to protect our customers, staff and contractors are in place.

The Housing Needs service continues to house everyone who is homeless on the day, regardless of vulnerability. Currently 22 rough sleepers are being housed in emergency accommodation and officers are working towards offering them better longer term housing solutions. All families with children have been moved out of shared emergency accommodation.

The advertising of social housing vacancies has started with both virtual viewings and most property sign-ups being dealt with on line.

The Estate Services team is operating at reduced capacity, 50-60% at the moment and although that percentage did increase it has now reduced again. All other staff are operational from home.

Rent arrears have increased by £113k since the lockdown (+18%). We will not be able to assess the full impact of arrears on the Housing Revenue Account (HRA) until all the Universal Credit applications are processed which takes 5 - 6 weeks. We will have a clearer understanding by August 2020. The Government has recently suspended court evictions until 23 August 2020.

In terms of vulnerable residents, we currently have 15 tenants who have asked for further regular calls, and 207 calls allocated to officers where the outcome has not yet been recorded. Every week we receive new information about the shielding list; this week the changes to the shielding list has generated 239 new general needs tenants that need a call. Other housing volunteers are entering the personal data onto Northgate. It is anticipated that locally the food parcels from the Harrow Community Hub might be needed until Christmas.

Housing Regeneration is operating a normal service with all contractors now back on site and projects being progressed. However, Covid-19 has resulted in projects being delayed with many uncertainties about submission of planning applications due to needing a different approach to consultation that respects social distancing etc, as well as future project build costs. As a result we do not anticipate many new schemes getting on site in 2020/21.

The asbestos soft strip of Grange Farm Phase 1 is complete and the Health and Safety Executive (HSE) have been notified of the final works to remove the remaining asbestos. Once the HSE has approved the works, this will commence in preparation for demolition. The discovery of the additional asbestos has delayed the project.

The Property Acquisition programme has now resumed with viewings and offers being made on ex council properties.

Fire Risk Assessments and Asbestos surveys of our existing housing stock are now back to normal service.

Harrow Strategic Development Partner Update (HSDP)

The procurement of the HSDP was paused due to the London move to delivering priority services only in light of the Covid-19 and the need for resources to focus on the emergency response.

The current position is that the HSDP procurement process has recommenced and is currently in the evaluation and moderation of tenders stage.

Household Waste & Recycling Centre (HWRC)

Following the reopening of the Centre on 18 May 2020, vehicles are allowed to use the upper level. We introduced a postcode system to stagger the usage.

Due to social distancing we are only using 9 out of the 13 bays available, and all waste is placed through the opening behind the car to maintain social distancing.

From 15 June 2020 the plan is to return to Business as Usual and separate the waste (e.g. for recycling materials). In order to maintain social distancing, only 6 cars will be allowed on the upper level for separation of the waste to take place.

Currently, due to the volume of traffic and the amount of waste being brought to the site, trade waste is not accepted but we will look to introduce over the next month.

Parking Enforcement

As part of both focusing staff resources on priority tasks and recognising the impact of lockdown on residents, a revised temporary strategy for parking enforcement was adopted. With the relaxation of lockdown and the re-opening of schools and residents returning to work we are now moving parking to the next phase.

We will continue to monitor moving traffic offences and bus lane enforcement from our CCTV control room. The number of Civil Enforcement Officers on street patrols is being stepped up to cover the increase in traffic to monitor waiting/loading restrictions, Pay & Display parking and dropped kerb obstructions.

CCTV cars are being redeployed on a rota basis to monitor school keep clear markings at primary schools. The agreement not to enforce controlled parking zones will remain under review.

Special Needs Transport (SNT)

We have around 2,000 clients between Harrow and Brent. Social distancing guidance means we can currently only accommodate 2 clients per bus and 1 per MPV and hence current capacity is around 20%. We also have around 40 operatives isolating.

However, SNT demand remains low with less than 5% clients requiring transport so this is being accommodated. We expect this to significantly increase in September by which time, if the social distancing and isolating rules have not been relaxed, we will be unable to accommodate demand.

The MOT service is currently closed, initially due to lockdown and currently due to the planned relocation of MOT equipment to a new depot building.

Resources Directorate

Community Hub

The Community Hub was set up in conjunction with the Voluntary Sector primarily to support the 13,000 shielded residents within Harrow then expanded to assist all vulnerable residents who are affected by Coronavirus and need urgent help. The aim of the service is to provide assistance in arranging food, essentials and medication, give financial advice to those facing hardship, offer emotional support and reassurance where required and to signpost those in medical need.

Throughout April and May, the Service was open seven days a week and the team called out to 9,737 residents and responded to 4,587 inbound calls. Further advice and guidance is available in a dedicated section of our website which received 140,580 visits throughout the same period.

Registration Services

Guidance has been received from the General Register Office that Registration Services in England are now permitted to open for registration purposes, which includes birth registration and giving of notice of marriage. As a result of this recent guidance, appropriate arrangements are now being put in place and advice has been sought from the Director of Public Health with a view to the service re-opening at the beginning of July 2020. No guidance has been issued regarding the conduct of marriages, civil partnership and citizenship ceremonies.

Officers are working to implement safe ways of working whilst observing social distancing including the use of PPE, screens, timetabling of appointments/attendance and it is hoped that the team will be ready to take routine notices by the end of the month. The plans to re-open the Registrars' Office will need to take account of the use of the entrance by staff generally to access the Civic Centre as this will be the route into the building. Clients may be asked to stay in their car until one of the team call them to come straight to the office to ensure that there is no queuing /bunching in the reception/ entrance area. The current plans are designed to work at other locations within the Civic Centre, such as the Committee Rooms, or in other (Council) buildings. Another option would be to move Registrars to Headstone Manor.

Officers are currently planning for the possibility of restarting of marriage ceremonies when permitted by the Government.

Grants to Small Business

Officers across various teams in the Council continue to work long-hours and weekends to process and distribute the Small Business and Retail, Hospitality & Leisure grants. The Government has allocated £42.2m to the Council to implement its Grants to Small Business Scheme. All qualifying small businesses within the borough, dependent upon their rateable value, are entitled to a grant of either £10k or £25k. As at 5 June 2020, the Council has received 2,332 applications (after duplications and rejections) of which 1,986

have been paid totalling £30.5m. The Council is estimating to pay 2,050 eligible applications therefore payments are 96.8% of estimated eligibility. There is a balance of 346 grants at 5 June and the current estimate is that these will be resolved (paid or classed as not eligible) by the third week of June.

The brief at Appendix 3 was recently sent out to Councillors and local MPs to provide background to the challenges Harrow Council has encountered in distributing the grants and the approach the Council is taking. In summary, we have had a slow start due to the relatively small size of our team, the proportionally large number of eligible businesses and the lack of good data (and technology). We have made great strides and, with the hard work of the team, are now making good progress. It was good to see that in the latest Government League table on the amount of grant that had been distributed, Harrow Council are now near the top of the table for London Boroughs and almost in the top quartile for all Councils. Our slow start has now turned into a fast finish.

Discretionary Business Grants

The Local Authority Discretionary Grants Fund was launched by the government to support small businesses and charities that did not qualify for the Small Business Grant Fund and the Retail, Leisure and Hospitality Fund. The discretionary fund allocation to Harrow was sufficient to support only a small number of businesses. Harrow Council's funding criteria was developed to maximise economic impact and be in line with government guidance. In this respect it prioritises the following type of business

- Small business in shared offices or other flexible workspaces,
- Regular market traders with fixed building costs, such as rent, who do not have their own business rates assessment;
- Charity with a property in receipt of charitable business rates relief which would otherwise have been eligible for Small Business Rates Relief or Rural Rate Relief.

In order to maximise the impact of the grant, £10,000 is being awarded to the above if they are a Micro business, employ between two and nine people at the time of application, were trading for 12 months prior to 1 June 2020, have a Harrow trading address, have experienced a 50% loss of income as a result of Covid 19, and occupy non-residential property, or part of a property, with a rateable value or annual rent or have annual mortgage payments below £51,000.

Emergency Funding

To date the Government have announced two tranches of emergency funding to support Councils with additional expenditure incurred and the loss of income as a result of the emergency.

In late March, Central Government announced a sum of £1.6 billion available nationally. London's share was £254m of which Harrow received £6.3m.

On 28 April, the Government announced a second national sum of £1.6 billion. London's share slightly reduced to £245m of which Harrow received an increased amount of £6.8m. Therefore to date the Council has received £13.1m of emergency funding.

The Council are required to regularly report to the Ministry for Housing, Communities and Local Government (MHCLG) the estimated impact of the emergency for 2020/21. To date the Council has reported twice to MHCLG and the submissions are summarised below:

	Submission 1 – April	Submission 2 - May
	£m	£m
Estimated additional expenditure -2020/21	11.291	14.157
Estimated loss of income – 2020/21	23.662	40.663
Total estimated impact - 2020/21	34.953	54.82
Less NNDR Rate Relief		(17)
Total estimated impact – 2020/21	34.953	37.82

Estimated additional expenditure has increased by £2.8m. This is largely due to more clarity around the cost of PPE (£750K) and temporary additional payments to care providers (£1.030m for tranches 1 & 2).

The estimated loss of income has largely remained the same at £23m after the adjustment of £17m for rate relief which will be funded by central government. Within the figure of £23m for submission 2, the position on the collection of Council Tax and Business Rates has improved by £6m with the Council estimating that collection rates will reduce by a relatively low 2%. The Council has stressed the importance of continuing to pay Council Tax to ensure vital services are maintained alongside offering support to those residents who need it. The position on sales, fees and charges has worsened by a similar sum which highlights the challenges around income collection during the pandemic and the ongoing impact into future years.

The next submission to Government is estimated to be around 19 June 2020.

Preparation for Test, Track and Trace

Contact tracing is a well-established method for controlling the transmission of conditions – for instance, it is used with sexually transmitted diseases, including HIV infections. The process involves a person who is infected recounting their movements and activities to build up a picture of who else might have been exposed.

This is crucial with Covid-19. The virus is highly infectious, symptoms can take several days to first appear and people may also be asymptomatic, passing the virus on without knowing they are carrying it.

The Government is developing both conventional contact tracing (using contact centres and professional staff) and a NHS Covid-19 app. The manual contact tracing scheme started on 28 May 2020, while the app has been delayed until June.

Public Health England is running the contact tracing system and is recruiting 15,000 call handlers (Tier 3) who will communicate with and give advice to contacts according to Standard Operating Procedures and scripts. Most of these people are non-clinical staff, but there will also be around 3,000 people who have medical backgrounds (Tier 2).

There is also a Tier 1 of the contact tracing service which is sub-categorised into:

a. Tier 1a – this is the national co-ordinating function and will lead on quality assurance, data science, guidelines and protocols and clinical governance.

b. Tier 1b - Health Protection Teams (HPT) and PHE Field Service Teams (FST) who will manage complex outbreaks and situations in conjunction with local authority environmental health and public health support (as they currently do). A further cohort of Tier 1b call handlers and team leaders are being recruited to the national programme. These will be qualified professionals with previous experience of public health practice at an intermediate or more senior level. They will provide surge capacity to HPT/FPTs and be responsible for managing a caseload and dealing with issues escalated up from the lower tiers. There will be an additional local authority component to Tier 1b which will address issues such as shielding, supporting vulnerable individuals/households to self-isolate and impacts on inequalities, the local economy, essential services and workforce.

A regionalised network will have an overview of the programme, review regional performance and assess wider impacts across the region. It will link into the national programme and LRFs and local authorities. For us, this will be the London Covid response Centre (LCRC) who will also take on the Tier 1b support.

Although the Tier system may seem complex, the way the contact tracing system works is fairly straightforward.

Once someone has tested positive for coronavirus, the NHS test and trace service will send them a text or email alert or call you with instructions of how to share details of people with whom they have had close, recent contact and places they have visited. For those who have been in close enough contact to warrant follow-up, the NHS test and trace service will alert them by text, email or phone call. They will be asked to log on to the NHS test and trace website, but if they can't a call handler will talk them through what they must do. They will be told to self-isolation for 14 days from their last contact with the person who has tested positive. If they develop symptoms of coronavirus, they must book a test.

Close contact means:

- having face-to-face contact with someone (less than 1 metre away)
- spending more than 15 minutes within 2 metres of someone
- travelling in a car or other small vehicle with someone (even on a short journey) or close to them on a plane

The case may be referred to local public health experts if it is complex, for example, if the person works in or have recently visited:

- a health or care setting, such as a hospital or care home
- a prison or other secure setting
- a school for people with special needs
- critical national infrastructure or areas vital for national security

Local public health experts are Public Health England staff and teams employed by LCRC. There will also be a link to us at Borough level for very complex cases.

They will also direct the isolating person to us if they need the following during the period of self-isolation:

- practical (delivering food or medicine) or social support
- support for someone they care for
- financial support

Employers are asked to support workers who are told to self-isolate and must not ask them to attend work.

Our Response

We are pulling together our plans and support to the national and regional system along with all other Boroughs. The key aspects are:

Governance

We have set up a Steering Group of Council officers and the Clinical Commissioning Group (CCG) and, through the Borough Gold, are engaging with the Police. One of our first tasks has to been to build mutual understanding of the Test & Trace system and our required response.

We do need to consider how we set up the Local Outbreak Engagement Board which brings Member oversight. It is suggested that this is done through the Health & Wellbeing Board as it has cross partner participation.

Provide political ownership and public-facing engagement and communication for outbreak response.

Engagement

A key to the success of the test & trace programme is buy-in from the public so that they willingly participate in the procedures. We do have powers we could bring to bear to enforce some of the required aspects, but it is far better to have willing resident and businesses.

Developing understanding through good engagement with communities and individuals is therefore critical. We have begun to identify the key groups of people (especially those who will be 'hard to reach') and discuss with community (through initial talks with HASVO) and voluntary sector. These 'channels' are also important as they are more likely to be successful in convincing people and communities that the test & trace system is not a 'big-brother watching you' initiative as well as explaining what can be seen as a complex process.

We are also planning a more general communications campaign but are awaiting further guidance from Government.

It is hoped Members will play a key role in community engagement, spreading messages and getting feedback.

Outbreak management plans

Our first key task has been to develop local outbreak management plans for different scenarios (care homes and schools, other high-risk places, sheltered housing, dormitories for migrant workers, transport access points, detained settings, rough sleepers etc. We are hoping to be able to align these plans to a national (or regional) template so that response is better coordinated. Care home outbreak management plans are already well established.

Data

The data we are receiving is very limited (mainly age and postcode of a tested individual), but more is promised. We are currently linking up our Business Intelligence team with that of the CCG in order to coordinate data reviews to support LCRC and to identify vulnerable people and groups.

Community Hub

The Community Hub is already set-up to provide the type of support we may have to provide to people isolating under this system. Discussions with the voluntary sector have started

Grant

The Government have granted funding to support Council's efforts. We are hoping to receive between £500 - £750k.

London Focus

A Good Practice Network for Test, Track and Trace has been set up. This is 4 Boroughs who are focusing on specific aspects of the system (Camden, Barnet, Hackney and Newham) leading on high-risk locations, vulnerable people and governance. This specifically includes:

1. Transport Hubs
2. Supporting diverse communities

3. BAME engagement

They may also be focusing on in future data integration and public communications.

Personal Protective Equipment

The Council has continued to source PPE in support of care homes, domestic care providers and for operational use. Predominantly sourced through the West London Alliance, stocks have been good with the exception of certain highly specialised items. They remain high and the Alliance is now moving to consider future order levels and the optimal approach to private care supply.

Reopening the Civic Centre

One of our first responses to the Covid-19 situation was to send most staff home so as to help ensure their health and safety. Only those in critical services who had an essential reason were allowed to come into the offices. We have had approximately 120 staff a day, not including partners and other people in the building for very short periods of time (possibly up to 80 a day), coming into the Civic Centre plus a few 'office' staff working out of Forward Drive (the Depot). Many of these staff are only in for a few hours of the day and several are partners, such as the Police. This number (120) has been rising slightly since the relaxation of lockdown.

The relaxation of lockdown was supported by guidance from Government on how offices should be laid out to ensure health and safety, including social distancing. With an eye on the need to re-start various services that reduced or closed as a result of Covid-19, and therefore potentially bring more people back into the Civic Centre, work is on-going to develop risk assessed plans to re-occupy the buildings. Although the focus has been on the Civic Centre, each council building we wish to re-open will need a similar plan and risk assessment. All plans and risk assessments are being discussed with the Unions. Current estimations are that we can only get up to 250 people back in the Civic Centre; more than that and the current possible mitigations will not be sufficient to reduce the risk to an acceptable level. Even at this low level, the cost of re-occupation will be high; in the region of £100k revenue per month and up to £400k capital costs. Additionally, there is an inherent risk in people coming back to work, especially those who have to travel by public transport. Therefore, we have to seriously consider who and why people need to re-occupy our Civic Centre and perhaps look at other options than having people staff coming into the Civic Centre.

Only those in a critical service or a service that is to re-start should be considered as candidates for coming back into the buildings. However, even these people should only be returning to the Civic Centre if they have essential tasks that cannot be done from home. These tasks relate to the need to access specific items (technology, equipment, materials, documents), or interface with residents. Over time, we will be able to bring in technology to remove the need to access these items (some of this is already in the pipeline) and, together with using other space, we could also remove the need

for people to interface with residents at the Civic Centre. By reducing the need for staff to come into the buildings, we may have another option to re-occupying the Civic Centre.

However, it should be noted that the strain of working at home, especially when not fully prepared mentally or with an adequate workspace, is starting to be raised by staff. Reasons for not being prepared include not having the right equipment (technology, chair, desk etc), not having adequate work space and competing family commitments (such as children at home). Additionally, isolation from work colleagues and the feeling of not being able to 'do a good job' weigh heavily on many. Many teams report that although they can run the service with staff working from home, efficiency is curtailed. Therefore we also need to develop our staff's ability to work from home and in other 'remote' locations. We will need to consider providing equipment to equip workspaces and support people and Teams with ways in which to interact to reduce isolation and support wellbeing.

Council Meetings

Following the virtual meetings of Planning Committee, Cabinet and Overview and Scrutiny Committee further virtual meetings using Microsoft Teams have been scheduled throughout June and July including Full Council on 16 July 2020. Despite some initial technical issues all the scheduled business was dealt with.

Regional Context

West London Alliance

Work is progressing with the West London Alliance to develop a co-ordinated response from the 7 local authorities to Economic recovery. Oxford Economics have been commissioned to provide a report on the Impact of Coronavirus on the West London economy. Thematic themes are being developed on Town Centres, Skills and Employment, Micro-businesses & Self Employed, Growth sectors, Housing & Infrastructure, Entrepreneurship and Business Start Up Support, Heathrow & the Supply Chain

Lessons Learnt

As reported to Cabinet in May, Harrow's Corporate Board is committed to capturing lessons learnt from the last few months. There will be an initial assessment of the lessons learnt which will be reported to Cabinet in July. This exercise will be informed in part by the recent staff survey 'How are you?' circulated to all staff.

RECOVERY

Although the predominant focus of the work of the Council has been on continuing to respond to the emergency and to begin the process of restoring services over the past month there has begun to be an increased focus on more medium term recovery activity.

The Council has decided that the right vehicle for recovery is the development of the Borough Plan. The Draft Borough Plan was approved by Council in February and set out the three key areas that the Borough should ensure were retained (sustaining quality education and training, celebrating communities and cohesion, maintaining low crime levels and improving community safety) and the five areas (Improving the environment and addressing climate change, tackling poverty and inequality, building homes and infrastructure, addressing health and social care inequality, thriving economy) where improvements in outcomes were required. The plan for 2020/1 was to engage extensively with partners and residents which has not been possible as a result of the Covid-19 emergency.

Discussions on recovery and the link with the development of the Borough Plan have commenced with an assumption that while the key priorities are unlikely to change, the Council and Borough's response will be heavily influenced by Covid-19. In particular, given the likelihood of a very sharp economic downturn, there will be a need to develop actions to support local residents and businesses that are adversely affected. In addition, the spotlight thrown on health inequalities as a result of the emergency will accelerate our plans in this area. Given the ongoing emergency and challenge of finding sufficient capacity to undertake detailed engagement and the challenge of doing so in a virtual world, the current intention is to start the engagement process in the Autumn with the priority for the next few months being on immediate action on issues such as the economy, climate change and health integration.

A further update on the work on recovery will be brought to the Cabinet in July.

Legal Implications

None.

Financial Implications

It is very clear that the Emergency Funding received to date of £13.1m will not cover the estimated financial impact to the Council of £38m. Council Officers and Members are linked into numerous lobbying forums to ensure the Government fully understands the financial impact of the emergency on Harrow Council, not only in the current year but over the three years of the MTFS as current events will carry legacy issues into future years.

Full Council approved the Medium Term Financial Strategy (2020/21 to 2022/23) in February 2020. The financial impact of the COVID 19 emergency is being considered alongside the published MTFS. This is a very important piece of work and it would not be prudent to make any assumptions about financial sustainability until the work is complete and there is further understanding on how the Government intend to fully compensate Local

Equalities Implications/ Public Sector Equality Duty

At a national level there has been a significant focus on the disproportional impact of Covid-19 on BAME communities. This is a vitally important issue for Harrow given the diversity of our population and the high number of cases and deaths in the Borough. At this stage the granular detail of the ethnicity and other demographic characteristics of Harrow's cases is not available but it is highly likely that this will highlight disproportionate impacts on certain communities. As soon as statistics are available locally this will be an important focus of the Director of Public Health and has been identified as a priority by the Health and Social Care Scrutiny Sub-Committee. Future reports will provide updates on this key area and will inform our recovery work

Procurement Implications

Procurement are fully involved in responding to the Covid-19 response. Purchasing decisions as a direct consequence of Covid-19 have been responded to consistent with the Government's Procurement Policy Notes that have been issued. To that end there is compliance in all Covid-19 related procurement activity.

Council Priorities

The Council's priorities are set out below:-

Improving the environment and addressing climate change
Tackling poverty and inequality
Building homes and infrastructure
Addressing health and social care inequality
Thriving economy

The decisions taken sought to support those most in need, protect services and support local businesses.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert Chief Financial Officer

Date: 10 June 2020

Name: Hugh Peart Monitoring Officer

Date: 10 June 2020

Name: Nimesh Mehta



Head of Procurement

Date: 4 June 2020

Name: Sean Harriss



Chief Executive

Date: 10 June 2020

Section 4 - Contact Details and Background Papers

Contact: Alison Atherton, Senior Professional Democratic Services email:alison.atherton@harrow.gov.uk tel:020 8424 1266

Background Papers: None

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Sean Harriss
Chief Executive

Helen Whately MP

Minister of State for Care

28th May 2020

Our ref:SH2020/HW

Dear Minister,

Harrow Council COVID-19: Care Home Support Package

This is Harrow Council's response to your letter of 14th May 2020 and details the Covid-19 care home support package. As an outer London Borough, our support package has been developed in the context of the responses from the London Region, North West London (NWL) CCGs and borough based need. The responses are complementary and referenced accordingly in this letter and the associated Annexes A-E.

London Region

The Covid-19 challenge has been significant in London due to early and rapid spread of the virus, local patterns of deprivation, high levels of air pollution and the high proportion of ethnic minority populations in most London boroughs.

Across the capital, London local authorities responded to the challenge and our responsibilities under the Civil Contingencies Act by working together as London ADASS and Chief Executives, alongside NHS partners to identify issues, galvanise responses and lead several pan-London initiatives. We brought our co-ordinated response together through the Strategic Co-ordination Group (SCG) and joint governance with NHS London.

Using data and evidence we developed a comprehensive understanding of the London adult social care markets (care homes and home care agencies) during the spread of COVID-19. Our commissioners used this as a key part of their daily interaction to support providers. It has underpinned and strengthened relationships with providers locally and provided information on care homes across borough boundaries, which has streamlined the work and reduced the burden on providers. Since mid-March this has supported local operational responses: prioritising active delivery of personal protective equipment (PPE), ensuring appropriate staffing levels and providing Public Health infection control advice and support.

Being alert to emerging issues in system which led to care home challenges and our early response (we started reporting care home deaths and Covid cases from 23rd March) allowed action to be taken to respond in London and provided early warning nationally via the SCG of issues that would develop across the country.

A summary of the work across London and issues for the future are captured at 'Annexe A: London Region Response'.

North West London

We have worked with NWL CCGs and our local Harrow CCG to support the care home and provider market. The details of these complementary programmes, including roles and responsibilities for NWL, Harrow CCG and Harrow Council are provided in Annexes B and C are outlined as follows.

Joint work to ensure care market resilience locally

Harrow Council and Harrow CCG are working in close partnership to support care homes in Harrow. The information gathered from daily calls to care homes is shared between both organisations and the Local Resilience Forum (LRF), which is routinely used to inform targeted interventions and ensure that the appropriate level of clinical support needed is identified and promptly made available.

The NWL approach to supporting care homes is detailed at 'Annexe B: NWL Care Home Programme Summary'. We are confident that the support has been offered to all our care homes with a high percentage of delivery, particularly to those of highest priority. When a comprehensive intervention is required the Care Home Support Team is called upon by the LRF to assist the home either through direct support or facilitating access to specialist support or resources.

Harrow CCG has established a range of enhanced services to support care homes, including 24/7 access to medical support, minimum once-weekly pro-active calls to care homes by lead GPs, pro-active calls to high risk homes on the weekends and in-hours access to a centrally co-ordinated community support service to general practice, including access to geriatric and palliative care support.

As part of the local response there is a nominated single clinical lead for all 56 residential and care homes. The CCG has an agreed approach for the completion of outstanding care plans prioritising those at risk and with complex needs. Training and education is being regularly provided to support with the use of PPE, adherence to guidance and the implementation of infection control measures through NWL quality visits and on-going local authority support.

In addition to this Harrow CCG is providing a local testing service to support with rapid access to testing in response to outbreaks and wider testing services to all type of homes for Harrow residents including, sheltered, supported, domiciliary, care and residential homes that are yet to be tested.

The details of the delivery of these functions by Harrow CCG and Harrow Council are provided at 'Annexe C: Care Homes Frailty Response Team'.

Financial Arrangements

Harrow Council has undertaken the following measures to support providers during the Covid period to date in accordance with the Government's COVID-19 Funding, ADASS framework, Government's Policy Procurement Notice (PPN) 02/20 and Harrow Procurement Team's advice:

- i. Accelerated payment terms for social care providers implemented. Payment of invoices brought forward from the Council's default 30 days to 14 days (some social care providers already on immediate payment terms).
- ii. Payments to day care / home care providers are now paid on a scheduler basis (reducing the administrative burden of raising invoices) for planned care for the period 23rd March 20 to 30th June 20 (subject to review), regardless of

whether the service user has cancelled the package or the provider has closed the service or provided an alternative. The cost of this is estimated at just under £500k.

- iii. Recipients of Direct Payments have been advised to continue paying their providers regardless of whether the service has been cancelled, ceased or an alternative service is being provided.
- iv. An enhanced Covid home care rate has been agreed for a three week period following hospital discharge
- v. Training on the use of PPE has been delivered and PPE has been provided as requested by providers.

Additional temporary funding of 5% to care home, extra care and supported housing and MH providers for all placements commissioned by Harrow was agreed by the Leader on Friday 15th May. This covers the period 23rd March to the end of June. The purpose of this payment is to provide financial support to enable the providers to continue their services, pay staff and suppliers, meet additional Covid related costs and contribute to their resilience to continue operation throughout the Covid period and the recovery phase thereafter. This currently equates to approx. £600k of funding.

Harrow Council was allocated £1.736m from the Government's Infection Control Funding. In accordance with the guidance, 75% £1.302m will be allocated to care homes in accordance with the grant conditions. The remaining 25% funding (£0.434m) will be allocated according to specific care home needs as included in the action plan but also to support home care providers to ensure that provider market within the community is resilient.

In accordance with the discharge guidance published on 19th March and the April 2020 further guidance, work continues across the NWL region to agree the discharge funding between the council and the CCG.

Whilst not directly related to external care home providers, the Council have engaged additional staffing to support the discharge pathway and social care operations, including additional support to our in-house residential provision. The Council have also purchased a small number of block beds to ensure adequate supply within the local area. These costs will be funded from the Council's allocation from the £3.2bn Covid Funding and have been included in the MHCLG return.

Approach agreed locally to provide alternative accommodation

The borough had witnessed approximately 134 average daily void beds during COVID-19 period to date, due to the number of outbreaks seen. This has been approx 11% of the total bed capacity in the borough. However, I can confirm that the Council and CCG have jointly identified capacity to ensure residents continued to receive support at alternative care home placements, where we opened transitional beds for quarantine purposes.

As part of Harrow's strategic approach to securing a range of providers in Harrow, the Council has also agreed an enhanced home care hourly rate to support home care providers caring for Covid residents for two weeks after discharge.

Local co-ordination for placing returning clinical staff or volunteers into care homes

NWL has a strong focus on staff testing to support the safety of workers and residents, whilst the various national options are available to staff, we have also sign posted them to local access either at a primary care hub or through testing at their place of work.

I confirm the current level of the support offer covers all the areas below

- Infection prevention and control
- Testing
- PPE and equipment supply
- Workforce support
- Clinical support

These are outlined in the NWL Care Home Support Programme at Annexe B and Harrow CCG's local plans for the Care Homes Rapid Frailty Team (RFT) which are well established as detailed at Annexe C. The RFT support plan extends to home care and other providers acknowledging the need to ensure that all residents and staff providing care for vulnerable people are protected from Covid regardless of their residential setting. In addition Harrow CCG has plans for all care homes to be offered testing by 29th May and these are provided at Annexe C.

Harrow's Care Home Support Plan

Harrow has a broad range of care homes and care providers including national chains and small local charitable organisations meeting the diverse needs of Harrow residents. The CQC currently has 56 care homes registered in Harrow and the impact of Covid and the individual provider's response has been different. This is the context that Harrow Local Authority, CCG and NWL have developed the care home support plan.

There are weekly forums for care home, home care and Mental Health/Learning Disability providers to update on Covid matters and representatives include Public Health, ASC Officers, CCG colleagues, including clinical staff. This has provided a good forum for communication and feedback to assist the local response to Covid. There has been a high response rate by providers to the Capacity Tracker. This information and the analysis by LSE has been used to develop the Harrow Care Home Support Action Plan.

The Capacity Tracker Implementation Status Template is provided at Annexe D and the Harrow Care Home Support Action Plan at Annexe E. A small number of care home providers have been identified for specific support, but in general, a number of the actions are included in the CCG RFT Plan and are on-going to ensure that practice on infection control is embedded.

In developing this response, Harrow has engaged with care providers, Health and Wellbeing Board and Local Resilience Forum chairs, Healthwatch, care provider forum and local VCS/Advocacy provide and will work on their comments responses to refine and develop further our offer. The response will be published on Friday 29th May on the Harrow Council website

While we are pleased to be able to outline the comprehensive and generally effective nature of the work that Harrow Council has undertaken with NHS partners across London, NWL and Harrow in support of Care Homes it is important that we raise the nature and extent of the challenge we have faced in doing so in respect of this is that in many instances the support and approach taken has been locally and regionally driven "in spite of" rather than "because of" an effective national system and approach. In particular:

- The absence of a comprehensive and effective national strategy and focus on care homes from the start of the pandemic has led to many potentially avoidable problems and outbreaks

- The long-term and acute challenges faced by social care as a result of an underfunded system which does not fund or regard social care on a similar basis to the NHS has led to specific weaknesses in the care home sector
- The lack of an effective national supply of PPE has required innovative and effective local solutions in order to ensure infection control rather than this being in place on a national basis
- The difficulty in ensuring testing was available for care home staff and residents at the earliest stages in the pandemic has created many problems meaning that some of our most vulnerable residents and staff came onto the testing programme much later than NHS colleagues which undoubtedly lead to many issues in care homes
- The remaining lack of clarity about the systematic testing and retesting of care homes
- The care home support packages need to be expanded accordingly to the wider care market including home care, sheltered housing to avoid community infection spread and acknowledge to range of providers for services to vulnerable people

Harrow has worked within the London, NWL and local place based context to develop robust packages of support for care homes specifically and has extended this across the care market to include home care providers, sheltered and extra care providers. The Covid response has galvanised the system across NWL to develop an integrated approach, building on established foundations at NWL and local levels. Sustaining and managing the response to Covid will be a long term function across the health and care system. There will be financial and organisational challenges but there is a commitment to build on levels of integration and collaboration achieved.

The situation is dynamic both in respect of Covid, but also the Government's health and care integration agenda and the NHS Covid Recovery Plans. Harrow is committed to working with its partners across health, voluntary and community sector and local communities to ensure that there is resilience for future waves, that developments align with the recovery at all levels. The plans for securing resilience in the care market will be reviewed in this context and amended accordingly.

Yours sincerely,



Sean Harriss
Chief Executive

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COVID MANAGEMENT PLAN – BUSINESSES AND OPEN SPACES (JUNE 2020)

Introduction

Government has announced that from 1st June, groups of 6 people from different households can gather (2m social distancing) including in parks and gardens. With the previous lifting of restrictions around exercise (including some sports, sunbathing and picnics allowed) and all but outside gyms and playgrounds allowed to be open, a new approach is to be taken. This also takes into account the opening of some businesses on the 1st June and the majority of non-essential retail from 15th June, and more businesses pushing these restrictions now.

Parks Plan

Harrow has 84 open parks and spaces, as well 33 allotment areas. Of these:

- 17 have courts, playgrounds and outdoor gyms
- 10 have playgrounds and outdoor gyms
- 9 have playgrounds

With the lifting of most social gathering rules, the teams will concentrate on the following actions only with regards parks and open spaces:

- Parks team Monday to Friday will do checks on the courts, playgrounds and outdoor gyms
- Enforcement will, from 1st June, assist in putting harder hitting signage and security on the gyms and play areas
- Only the top 6 parks, based on intelligence and issues, will receive proactive visits mainly from the volunteers who will ensure playgrounds and gyms are secured and ok, and these current hot spot parks are:
 - Harrow Rec
 - Alexander Park
 - Pinner Memorial
 - West Harrow
 - Chandos Rec
 - Bentley Priory
- These will be reviewed as part of Bronze Conference calls each morning to ensure are the top areas / issues
- For all issues of gatherings / ASB, the matters shall be passed to the local Police via 101 or Bronze calls
- Council Enforcement will not intervene with gatherings in parks or open spaces going forward
- Tennis courts will remain open, apart from where access means opening a playground / unauthorised area. Basketball courts will remain shut for now
- All car parks associated with parks and open spaces will remain shut to control the areas re gatherings, stop ASB in these areas and to encourage the push towards walking and cycling.

Business Plan (see also Appendix 1)

From 1st June, car showrooms and open markets can open. From 15th June, non-essential businesses can open. Already, teams are seeing attempts by businesses to open early, especially in high risk areas such as tattooists and massage places. This has included taking bookings through social media, and operating behind closed shutters.

The Coronavirus Restrictions Regulations puts the powers around businesses on Environmental Health and Trading Standards, so resources will move from the parks / open spaces to the high streets to ensure compliance in these areas. This includes preparing such areas for more businesses to open in line with the district centre opening plan.

A list of the main district centres is being produced and the plan requires the following to receive daily checks:

- **North West:** Pinner, Hatch End, North Harrow
- **North East:** Stanmore, Mollison Way, Belmont Circle
- **South West:** Northolt Road, Rayners Lane, Shaftesbury Circle
- **South East:** Burnt Oak, Whitchurch Lane, Kenton Road
- **Central:** Harrow Wealdstone, Harrow Weald

Other shopping areas will be checked on way to other areas, but not specifically targeted unless intelligence is received

Residential

Community and Public Protection is seeking to put in place an out of hours noise service going forward to mitigate the likelihood of increased noise complaints arising from the allowance for gatherings and bbqs in gardens from 1st June. The service will be limited in time, likely 7pm to 10pm, and respond to noise complaints. This service will be limited in resource, due to other commitments around enforcement, but have a presence and also enable checks on areas where intelligence suggests businesses are opening in the evening when they shouldn't

Schools

27 Primary Schools have opened in Harrow as of 1st June, taking reception, 1st and 6th year students in addition to key workers children. A further 7 are aiming to open on 8th June, 4 on 15th June and 5 are undeclared. Guidance has been issued to assist them (<https://www.gov.uk/government/collections/coronavirus-covid-19-guidance-for-schools-and-other-educational-settings>) and the involvement of this management plan is to provide advice where it is needed and engage where social distancing issues are found. Education has informed us that details about staggered times, days closed for cleaning, entrances and exits used or any plans for social distancing is not known for each school, only days Schools will start to function (Appendix 2). Therefore Officers will monitor schools when passing in the morning / afternoon, but will not intervene unless intelligence shows an issue or contacted with issues. Police will be the primary enforcement body for social distancing as per the law, but the approach by all will be engage and educate as the enforcement around gatherings is not feasible and no law in place re the 2m rule still.

Resources

Resources are allocated on a daily rota, with a week done in advance including the weekend. This rota also includes details of issues arising from parks and other spaces, and is provided as part of the Bronze update every morning by 9am

Officers will be proactively target business areas as well as spot checks on hot spot parks (in line with the parks plan above) Additionally Police will continue with resources on Borough both normal (Safer Neighbourhood Teams) and extra bronze patrols.. The Bronze Group dial (Harrow, Barnet, Brent, Police and LFB) in will continue each morning (except Sundays) and will allow intel to be shared amongst the Police and Council, and tasking to vary dependant on need

Officers from Community & Public Protection, Kingdom and CEOs will be present every day, monitoring all parks and concentrating on main sites. This will be supported by:

- ✓ Park User Groups and Allotment Leads –have presence in the relevant parks
- ✓ Council staff (CEO and parks officers etc) that will be on standby in case of any closure.
- ✓ 9 volunteers from the Council volunteer hub in place and helping with eyes and ears across Borough

Communications

All teams will feed into a central whatsapp group to collate, triage and task resources as needed. Any large gatherings or immediate problems will be directed to the Police to attend (101 or, in case of large gatherings, bronze command). All of this is co-ordinated by a designated Manager for the day who Gold will be informed of for the weekends (Head of Community & Public Protection will cover Monday to Friday and also Bronze calls Monday to Saturday)

Communications provide proactive messaging over social media in the lead up to, and continuing over, weekends. They also form part of the whatsapp group so can feed in intel from social media, as well as get real time messaging back out to residents

MPS will lead on “action based” communications and we will share, retweet and update our website on a required basis.

A status report will be provided to Harrow Gold Command every morning at 09:00(BCU normally meet at 08:30) and will only contact Gold during the day if there is a serious incident or the RAG Status for the Borough has changed (either by the co-ordinator or Police)

Facility closures

While the intention is to avoid any park, tennis court or allotment closure, contingencies are in place to close if needed. This is not likely to be a blanket closure, but those that go beyond the control of officers and Police to ensure safety. To this end, the following is in place:

- all parks and tennis courts that can be closed have been identified and relevant locks / chains made available, as well as signage.
- For those that have no gates / fencing, contingency plans are being put in place with Trimlock and relevant companies to step in and put temporary fencing and secure sites. This includes if only certain aspects (e.g. gym equipment etc) needs securing
- Officers on site will be tasked to that park to assist in clearing it and securing it temporarily until more permanent measures are put in place.
- In addition to deployed team and on call team of officers is being put in place for the weekend in to come and assist, and will remain on standby but not attend site unless needed.
- Closures will be based on risk / evidence for each park, and any closures will take place based on this RAG status to ensure the highest risk parks are made safe quickly. Only 4 high risk parks cannot be shut through conventional means, and of those that have shown potential issues in the last 2 weeks only 1 has no lockable gates.

This plan has been tested with the closing of Chandos Rec on Easter Weekend, and works.

In terms of businesses, a clear process for compliance has been put in place, again being engage, explain, encourage and then enforce. This includes use of prohibition notices under covid regulations, as well as use of existing health and safety powers

APPENDIX 1– BUSINESS OPENING DECISIONS

IF CONDUCTING ONE OF **GREEN** AREAS CAN OPEN BUT CANNOT RETAIL OR HIRE ANYTHING ELSE APART FROM ESSENTIAL ELEMENT

E.g.

M&S can sell food but not clothes
Café can sell takeaway but not sell mugs etc

IF CONDUCTING ONE OF **RED** AREAS CANNOT OPEN

IF CONDUCTING ONE OF **AMBER** AREAS CAN TRADE BUT WITH RESTRICTIONS

E.g.

Car washes (with social distancing and no internal cleaning)

Phone repair shop but no selling retail items

OPEN

- food retailers, including food markets, supermarkets, convenience stores and corner shops
- off licences and licensed shops selling alcohol (including breweries)
- pharmacies (including nondispensing pharmacies) and chemists
- newsagents
- homeware, building supplies and hardware stores
- petrol stations
- car repair and MOT services
- bicycle shops
- taxi or vehicle hire businesses
- banks, building societies, credit unions, short term loan providers, savings clubs, cash points and undertakings which by way of business operate currency exchange offices, transmit money by any means or cash cheques which are made payable to the customer
- post offices
- funeral directors
- laundrettes and dry cleaners
- dental services, opticians, audiology services, chiropody, chiropractors, osteopaths and other medical or health services, including services relating to mental health
- veterinary surgeons and pet shops
- agricultural supplies shops
- storage and distribution facilities, including delivery drop off or collection points, where the facilities are in the premises of a business included in this part
- car parks and public
- Outdoor Courts
- Garden Centres and Open Air Markets
- Car Showrooms

CLOSED

- Any premise selling food & drink for consumption on premise (except hospital, work, care home, school, homeless premise or prison)
- Restaurant, Bars and public houses (unless doing takeaway only, preferably delivery)
- Cinemas, Theatres, Nightclubs
- Bingo halls, Concert Halls, Casinos
- Museums, Galleries, Auction Houses
- Betting Shops
- Spas, Nail, Beauty, Hair salons and Barbers
- Massage Parlours, Tattoo and Piercing Parlours
- Skating Rinks, Indoor Fitness, Studios, Gyms, Swimming Pools, Bowling Alleys, Amusement Arcades or soft play areas or other indoor leisure centres / facilities
- Indoor and outdoor funfairs
- Playground, indoor sports courts and outdoor gyms
- Outdoor markets (except for stalls selling food)
- Car Showrooms

ALSO:

- Any tables and chairs adjacent to food business (even if not provided by the business) is to be treated as part of the premise and not used

ALLOWED

- Any service not listed under Closed, but cannot offer any retail aspect unless meets green criteria
- Retail premises not allowing customers in premise but taking remote orders and arranging deliveries / collections (e.g. Argos)
- Estate Agents and Letting Agents can now be open, and house viewing and house moves
- A practical approach is being taken where if a shop sells essential and non-essential items and no way of separating (e.g. pound shop) then leave; if can separate (e.g.M&S) then impose regulation if needed

RULES

- MUST ENSURE SOCIAL DISTANCING
- MUST HAVE RISK ASSESSMENT
- STAFF TO BE PROTECTED
- HAND WASHING AND CLEANING

APPENDIX 2 – SCHOOL OPENINGS

School	re-opening week beginning
Avanti House Primary School	15-Jun
Aylward Primary School	01-Jun
Belmont School	TBC
Camrose Primary School with Nursery	01-Jun
Cannon Lane Primary School	01-Jun
Cedars Manor Primary School	15-Jun
Earlsmead Primary School	01-Jun
Elmgrove Primary School	01-Jun
Glebe Primary School	08-Jun
Grange Primary School	01-Jun
Grimsdyke Primary School	01-Jun
Heathland School	01-Jun
Kenmore Park Infant and Nursery School	08-Jun
Kenmore Park Junior School	08-Jun
Krishna Avanti Primary School	15-Jun
Longfield Primary School	01-Jun
Marlbrough Primary School	01-Jun
Moriah Jewish Day School	TBC
Newton Farm Infant and Nursery School	01-Jun
Norbury School	08-Jun
Pinner Park Primary School	01-Jun
Pinner Wood School	01-Jun
Priestmead Primary School and Nursery School	01-Jun
Roxbourne Primary School	01-Jun
Roxeth Primary School	01-Jun
St Anselms Catholic Primary School	01-Jun
St Berndette's Catholic Primary School	01-Jun
St Georges Catholic Primary School	01-Jun
St Jerome Bilingual School	01-Jun
St John Fisher Catholic Primary School	01-Jun
St Johns CofE School Stanmore	15-Jun
St Josephs Catholic Primary School	01-Jun
St Teresa's Roman Catholic First and Middle School	08-Jun
Stag Lane Primary School	08-Jun
Stanburn Primary School	01-Jun
Vaughan Primary School	01-Jun
Weald Rise Primary School	08-Jun
Welldon Park Primary Academy	01-Jun
West Lodge Primary School	08-Jun
Whitchurch Primary School	01-Jun
Whitefriars School	01-Jun

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TOWN CENTRE RE-OPENINGS:

UPDATE BRIEFING JUNE 2020

Description: To put in plans to allow lifting of restrictions from 1st June, and further ones from 15th June

INTRODUCTION

Government is predicting to allow a lot more businesses to open from 15th June, mainly around the non-essential retail aspects. In addition, there seems to be a push to get restaurants, cafes and pubs open before the predicted 1st July with some suggestion of allowing tables and chairs on the street to permit them to open.

Advice has been provided to Urban Areas to plan re controls, and this can be found at:

<https://www.gov.uk/guidance/safer-public-places-urban-centres-and-green-spaces-covid-19>

This includes issues for maintaining social distancing in urban centres that include:

- High footfall and areas of dense population, particularly at peak times.
- Multiple queues due to restricted entry and exit points into different areas or shops.
- Pedestrian movement flows varying as different people move to different shops and facilities.
- Constraints on pedestrian movement from unnecessary obstacles such as planters, transport stops, landscape features, and bins.
- Need to provide space for regular, safe, formal and informal road crossing points.
- Need to accommodate people entering and exiting spaces from different types of transport e.g. cars, bikes, foot, bus, train and metro in the same area.
- Higher levels of traffic congestion and increased need for vehicle access.
- Multiple landowners and stakeholders operating in the same areas requiring a coordinated approach.
- Ability to wash hands or hand sanitation.
- People with disabilities and other groups who may have additional needs to be kept under consideration.

In line with the above the Government has announced a number of funding streams to assist in:

- Emergency and immediate works to enable safe opening of districts in line with the above
- Funding to change street scene in line with push towards walking and cycling

As a result, a number of initial actions have taken place to progress this:

- Meeting in Town Centre with BID, Police and Environmental Health to understand main issues to re-opening
- Working group formation between Mark Billington, Mike Butler, David Eaglesham and Richard Le-Brun around the opening of districts
- Funding bid with details how to widen a lot of pavement areas in district areas around Borough gone in to TfL
- Enquiries to set up a page on the commonplace website to detail all the changes and actions the Council is doing around all of this

Further meetings and discussions are planned, but this document gives an overview of the main district areas and the actions to be taken to ensure what can be done is to ensure social distancing safety when premises open

ADDITIONAL POINTS

It is accepted that not all businesses will be able to benefit from this plan, but unfortunately it is reliant on the ability to provide the pedestrian area to enable segregation and possible use of tables and chairs.

Where possible, the Council will work with those that cannot get tables and chairs to introduce an acceptable service that enables them to open (e.g. take away service) if the Government allows this as an early option to get businesses operating again

The schemes will be reliant on clear marking out of areas and signage (be it street stickers or actual signs) to reinforce the scheme. This is in line with Government Guidance (<https://www.gov.uk/guidance/safer-public-places-urban-centres-and-green-spaces-covid-19/4-management-of-urban-centres>) The intention is to have a consistent approach with this across the Borough so provides a better visual approach and a more consistent message

In terms of bus stops, Tube Station and also the bus station, TfL will need to manage these areas and make sure that appropriate signage and social distancing is enabled. The Council can assist with the signage if required.

Latest research from Economic Development puts the possible premises that can open from 15th June as at 66% of total businesses. This does not mean all will open, but the plan works on the basis of 2 out of 3 shops will open by 15th June

ENFORCEMENT

While there will be both Council and Police resources in the area, these cannot be relied on solely due to also covering other duties and shopping areas.

Therefore a clear process is to be put in place, and agreed with the Police being:

- Very clear and visible signage warning all that CCTV is in operation to monitor compliance
- Use of Clear Channel advertising to re-emphasise requirements and also to be part of visible hard hitting "name and shame" approach
- Where cctv / photo opportunities come up of people blatantly breaching social distancing or causing ASB, they will be subject to removal of facial features and put on signage / clear channel advertising to warn people not to follow such examples. This also re-emphasises that the area is being monitored
- Regular visible uniformed presence from Kingdom and Police where possible
- Use of BID and other staff in high viz to have a presence
- Zero tolerance of any begging / ASB aspects

In addition, Town Centre Wardens are proposed to assist with the above (4 Officers, 3 months). These are not existing functions but in addition, and would meet the grant funding requirements found at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/888818/Reopening_High_Streets_Safely_Fund_-_Guidance_-_Final_v2.pdf

COSTINGS

A lot of the main physical changes to widen pavements are being bid through TfL funding. Additional funding has been made available by the Government in the region of £220,000.

Initial costings of all proposals would equate to £186,000 overall including joining common place website. A further £20,000 would be associated with signage and markings to accompany the measures. This gives some financial leeway (c£15,000) for any other measures that come to light during the process

COMMUNICATION

Key to all is communication. To this end, the Council are seeking to sign up to, and use the commonplace website to be the single portal for this

The following links give example of sites the Council has setup for the liveable neighbourhood bid previously

<https://wealdstoneinmap.commonplace.is/>

<https://wealdstoneinproposals.commonplace.is/>

As part of the funding agreement, reference must be made to the European Regional Development Fund on some of the posters in the area, and this will take place at key areas

Further communication methods will include:

- Use of Clearchannel units around the Borough
- Signage
- Use of BID newsletters to businesses
- Social Media
- Ward Councillors

ACTION PLAN

The following initial timescales are in place for actions to take place:

W/C 25th May	<p>Bid in to TfL for traffic measures set out</p> <p>Discussions with BID, Police, TfL and Contractors about plans to draft</p> <p>Setting up of initial working group around district opening</p> <p>Contact commonplace to get quotes and authorise</p>
W/C 1st June	<p>Finalise ordering of any tape, signage and other materials needed to put social distancing in place</p> <p>Finalise Harrow Town Centre plans</p> <p>Sign off on Commonplace website</p> <p>Start to mark out areas where can put social distancing measures in place now</p> <p>Work with BID to get premises agreements about way forward (e.g. tables and chairs)</p> <p>Put temporary social distancing measures in place in town</p> <p>Start to move enforcement away from parks / open spaces into business areas</p>
W/C 8th June	<p>Start to implement traffic measures, concentrating on main district centres due to potential increase in premises opening and footfall</p> <p>Put social distancing measures in place in these areas including signage</p> <p>Email all businesses likely to open with Government Guidance re opening and measures they need</p>
W/C 15th June	<p>Continue implementing traffic and social distancing measures</p> <p>Put enforcement resources in main shopping areas and away from parks / open spaces</p>

Main Agencies involved:

- Community & Public Protection Officers
- Kingdom Officers
- Highways and Network Management
- Harrow BID
- TfL

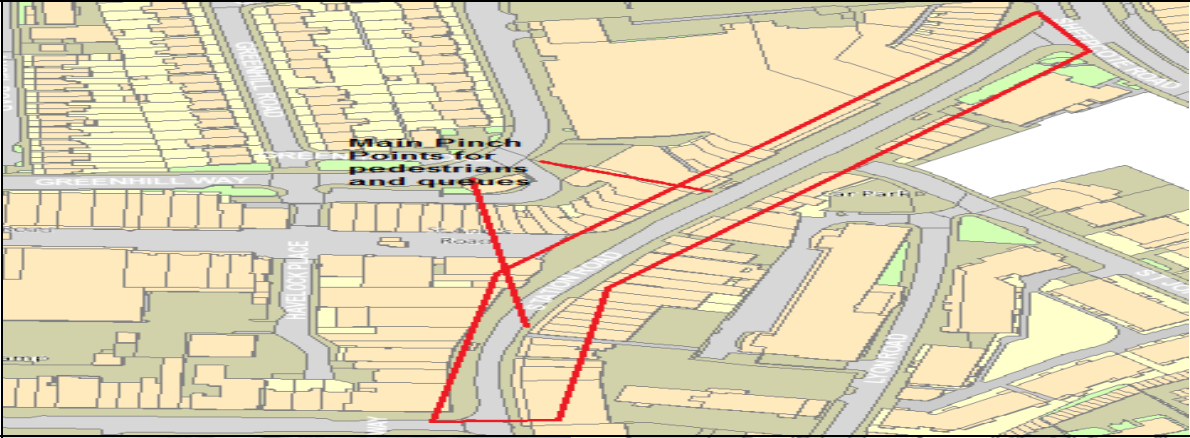

HARROW TOWN CENTRE PLAN

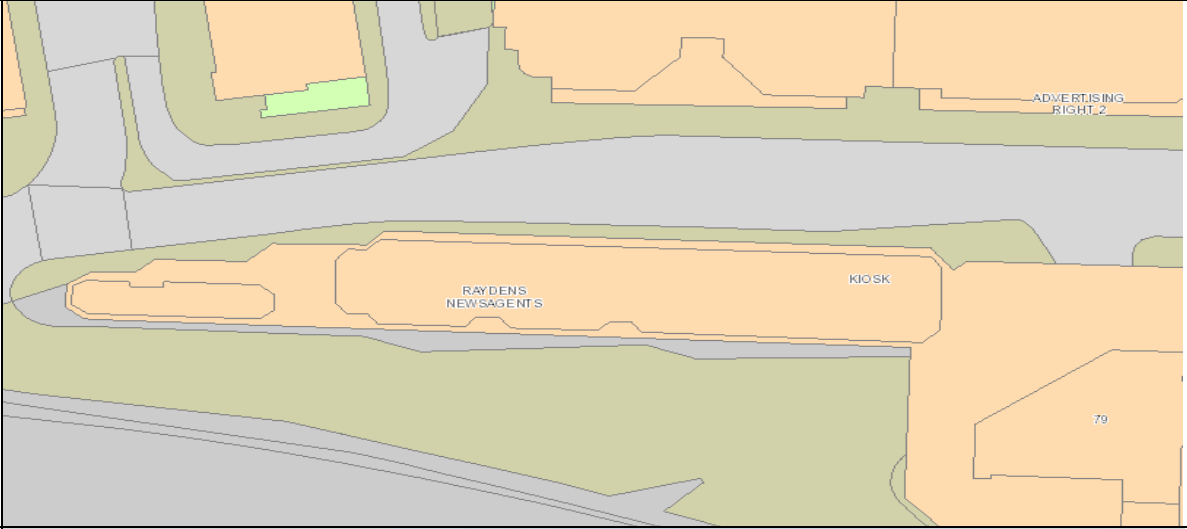

ST ANNES ROAD – STATION ROAD TO HAVELOCK PLACE	
Issue:	Busy shopping area on St Annes Road, with a permanent structure used for selling fruit and veg in the middle
Proposal details:	<p>The middle part of the area will be designated the main pedestrian thoroughfare, using any street furniture supported by clear markings and signage to direct pedestrian traffic flow. This then allows the shops to use the side walkways to have queuing systems in place.</p> <p>The middle area will be hatched off, using natural barriers (e.g. benches) and cross over points to allow people to traverse across sides to get to shops safely</p> <p>The queue area would be set out in front of shops to allow queuing, but with distinct “No Queuing Beyond This Point” signage / stickers to define areas for premises to prevent overlap. It will be the responsibility of the premises to manage their queues.</p> <p>If feasible, the clear channel digital boards would be used to highlight social distancing messaging and also around enforcement (see separate section)</p> <p>Any benches in place will be subject to every other bench in a set being taken out of use by tape / other means to allow people to use but enable social distancing</p>
Benefits:	Create clear pedestrian routes and builds in queuing system
Problems:	Middle of area is “cluttered” including permanent building so cause some issues
Cost:	Cost of any barriers (approx. £5,000) Minimal, reliant on tape and signage. Can be covered within funding
Proposed delivery programme:	1 week to put all markings on the ground, and signage in place (assuming all can be got in quickly)
Plan or map of location:	
Other information (photos, images, etc)	

ST ANNES ROAD – HAVELOCK PLACE TO ST GEORGES SHOPPING CENTRE	
Issue:	Busy shopping area on St Annes Road, with a permanent structure used for selling fruit and veg in the middle
Proposal details:	<p>The same approach will be adopted though some aspects of this area are narrow and market stalls operate in this area on Estates Land</p> <p>To assist, benches to the rear of the Key Cutting venue will be removed to open up the space. Signage and tape will be used to direct pedestrians around the key cutting building safely. Stalls will be situated between the key cutting premise and Havelock place, but positioned to form barriers to the side of the pedestrian middle area to enforce the pedestrian way. Any benches in place will be subject to every other bench in a set being taken out of use by tape / other means to allow people to use but enable social distancing</p> <p>Tables and chairs will be restricted and premises expected to manage their queues around these, but if cause social distancing issues then will be removed. These will have to be within the area designated for premises to control themselves. Where long queues are expected, then premises will be encouraged to put actual barriers in place to zig zag the queue to prevent issues.</p> <p>If feasible, the clear channel digital boards would be used to highlight social distancing messaging and also around enforcement (see separate section)</p> <p>Long term the plan is to look at the long term culture and set up a different approach to the town centre, for instance a café culture.</p> <p>This will include in the short to medium term using the area outside the vacant Mothercare premise to have a designated tables and chairs area for the use of cafes and premises in the area, rather than individual areas. As time goes on and restrictions lifted later, this can be looked at in terms of moving to the centre of the pedestrian area</p>
Benefits:	Create clear pedestrian routes and builds in queuing system.
Problems:	Would need legal document with premises to take on responsibility for tables and chairs
Costs:	Minimal for tape and signage. Cost element around tables and chairs, and would be good to have consistent standard to improve town centre (£10,000 maximum)
Proposed delivery programme:	1-2 weeks to put all markings on the ground, and signage in place (assuming all can be got in quickly) as well as get necessary furniture in place.
Plan or map of location:	

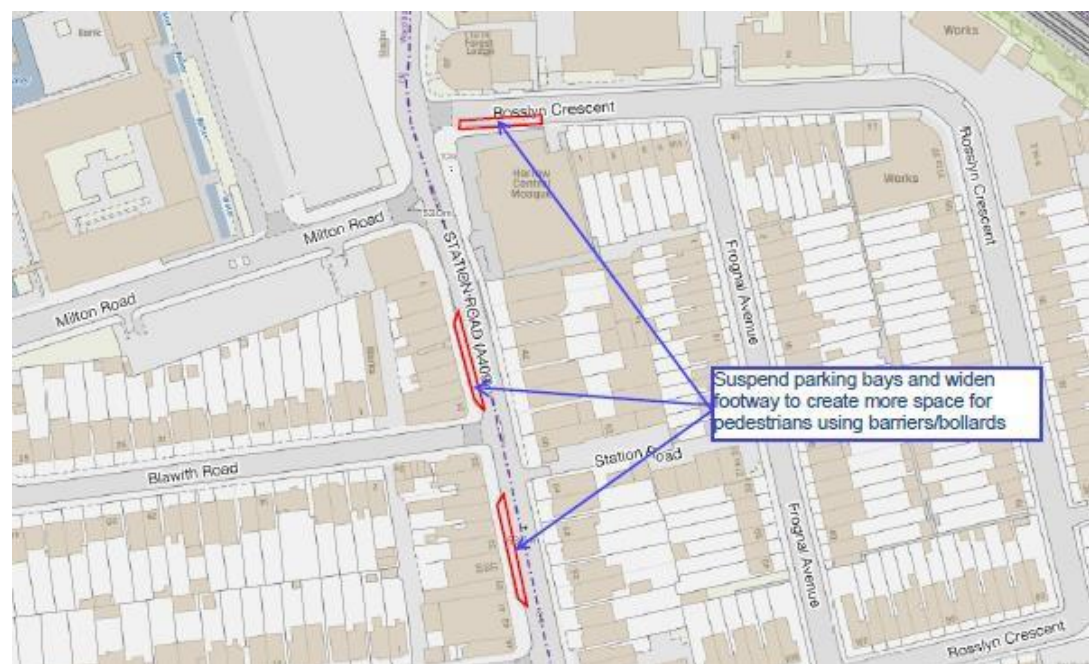

Other information (photos, images, etc)

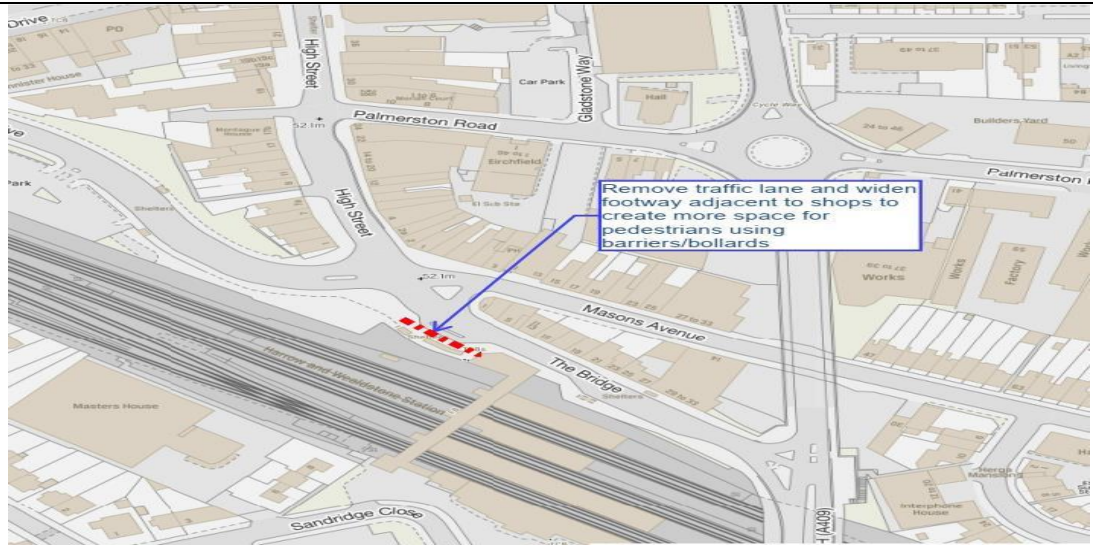



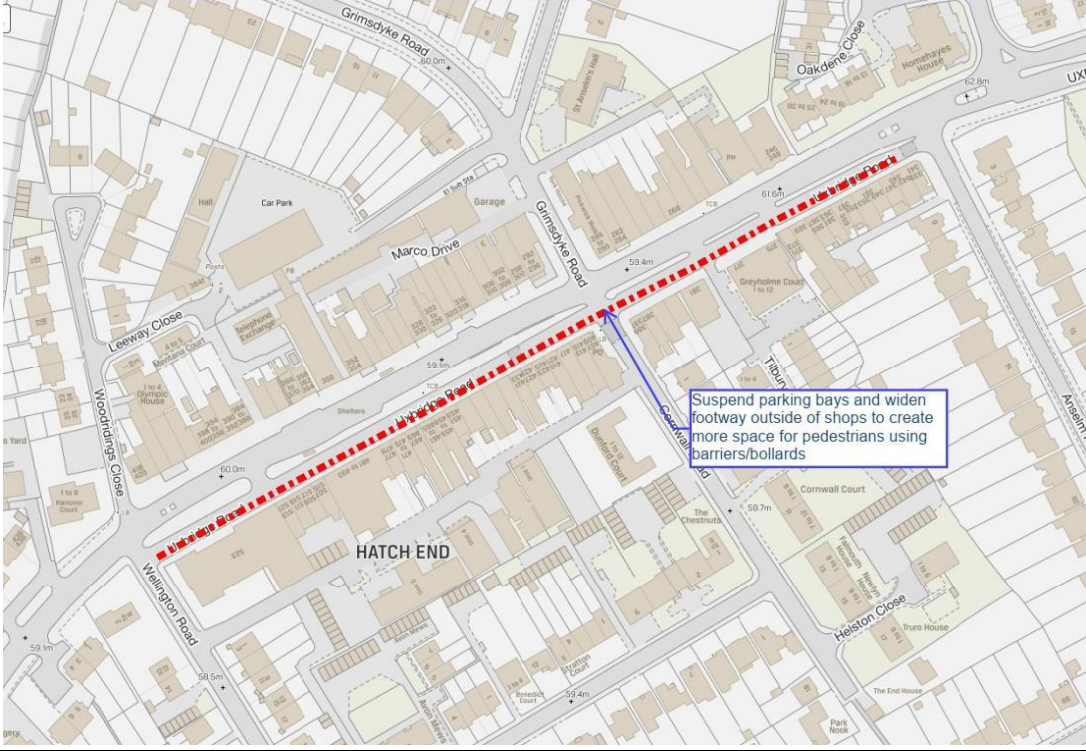

STATION ROAD (SHEEPCOTE ROAD TO COLLEGE ROAD)	
Issue:	Main road through town centre, with a mix of narrow and wide pavements with issues around pinch points
Proposal details:	<p>After conversations with TfL, Highways and Estates the current proposal that is being discussed is:</p> <ul style="list-style-type: none"> • Removal of bus stops near Superdrug to widen the pavement, and reposition outside Debenhams where pavement is wider • Marking off pavement areas for queues and movement • Closing off of loading bays and parking spaces along this area to widen pavements, with a temporary traffic order coming into place on the 15th June • Have emergency measures on standby to move other bus stops and introduce a contraflow system at pinch points if required <p>This could allow the pavement areas to be the queuing areas for shops and main pedestrian area being in the road space. There would be distinct “No Queuing Beyond This Point” signage / stickers to define areas for premises. The loss of loading bays means some vehicles may deliver on the road by TfL do not see an issue with this. Additionally there is ample parking in this area for those driving</p> <p>If this goes ahead, the area will be marked out with tape / spray paint to put in to place to ensure clear pedestrian and queuing routes are in place, with breaks to join queues.</p> <p>Due to narrowness of pavements, consideration of restricting any tables & chairs as well as street trading may have to be put in place to enable space.</p>
Benefits:	Create clear pedestrian routes and builds in queuing system.
Problems:	May have to stop some street trading in area and resulting in refunds. Still have some pinch points as a lot of shops next to each other that will have / do have queues
Costs:	Minimal for tape and signage. Cost element around refunds if remove street trading
Proposed delivery programme:	2 weeks to put all markings on the ground, and signage in place (assuming all can be got in quickly) as well as get any furniture / street trading removed
Plan or map of location:	
Other information (photos, images, etc)	

COLLEGE ROAD	
Issue:	Bus Station on College Road is an issue with lack of social distancing
Proposal details:	The area is under the control of TfL and meeting taking place to discuss such areas and put social distancing measures in place where feasible to control these issues.
Benefits:	Better control of main transport hub
Problems:	Very busy area but needs controls. May not be able to do one way entrances / exits
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1 week as will be mainly signage and tape approach
Plan or map of location:	
Other information (photos, images, etc)	

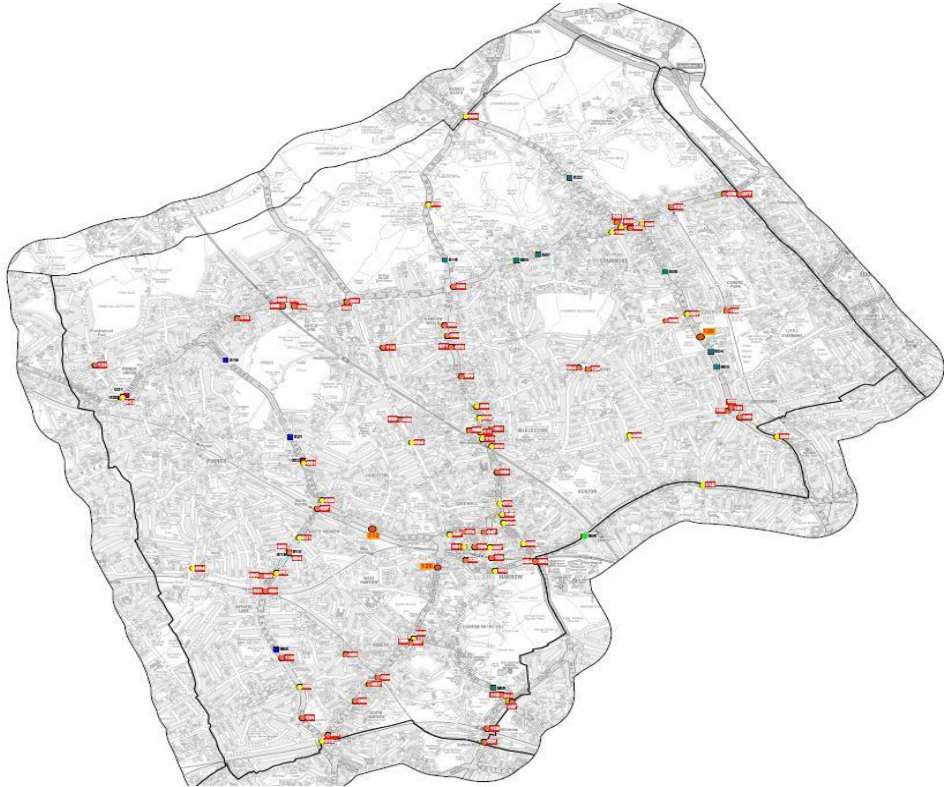
OTHER TOWN CENTRES

STATION ROAD	
Issue:	Busy shopping area near civic Centre and Mosque with established high pedestrian footfall, footpaths are narrow
Proposal details:	Suspend parking on parts of Station Road and Rosslyn Crescent to enable wider pedestrian areas to be marked out with temporary traffic management
Benefits:	Create more pedestrian space for social distancing, encourages walking and cycling to workplaces, shops and mosque
Problems:	Restrict some parking in area, but would have minimal impact.
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking bay can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	

HARROW AND WEALDSTONE STATION	
Issue:	Narrow footways around station entrance on The Bridge, established pedestrian overcrowding area, taxi ranks and bus stops in close proximity, road can be congested with motor vehicles near station
Proposal details:	Remove single traffic lane on approach to signals junction and introduce widened pedestrian space maintaining space for taxis.
Benefits:	Create more pedestrian space, facilitates walking to public transport facilities safely, walking route connects with places of employment, businesses and civic amenities in Wealdstone
Problems:	Remove pull in point, but have the rear car park area
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Removal of lane can be initially be with traffic management, cones or barriers as a quick win, adjust taxi rank to maintain access, requires contractor to check site layout periodically. 3-6 weeks – follow up with civil works/ traffic signing / road markings as a semi-permanent solution, mirrors proposals in Wealdstone town centre improvement scheme. No public consultation or traffic orders necessary.
Plan or map of location:	
Other information (photos, images, etc)	

THE BROADWAY, HATCH END	
Issue:	Established busy shopping area with high pedestrian footfall, footpaths are narrow, service roads outside shops with parking on both sides
Proposal details:	Suspend parking on one side adjacent to shops to enable wider pedestrian areas to be marked out with temporary traffic management. Would allow queuing systems to be put in place, and signage with pedestrian walk ways but limit any tables and chairs to this side. Most restaurants to the north of Uxbridge Road have an outside area that is cordoned off so can be used with social distancing measures in place.
Benefits:	Create more pedestrian space to enable social distancing, encourages walking to workplaces and shops.
Problems:	May limit ability for deliveries but are clear work arounds. Some premises may want tables and chairs but not be able to, though unlikely on south side of road
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking bay can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically. 3-6 weeks follow up with bolt down bollards, with associated signing and lining.
Plan or map of location:	
Other information (photos, images, etc)	

STANMORE BROADWAY	
Issue:	Busy shopping area in District Centre with established high pedestrian footfall,
Proposal details:	Suspend parking outside of shops to enable wider pedestrian areas to be marked out with temporary traffic management and turned into a pedestrian area to allow social distancing and opportunity for tables and chairs. Parking would then be directed to two main car parks in Stanmore. No opportunity for any tables and chairs on other areas due to narrowness of pavement. Basic social distancing measures including signage and pavement markings to be put in place
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops.
Problems:	Can only be done for this one area. In other areas, due to pavement size, will have to minimize potential for queues (e.g. booking system for restaurants) and any tables and chairs / street trading
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking bay can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	

PEDESTRIAN SPACES	
Locations:	29/046 The Broadway, Stanmore 29/016 Hatch End 29/058 Station Road nr Mosque 29/074 College Rd. o/s Harrow on the Hill Bus Station 29/022 London Road o/s Stanmore Tube Station 29/028 Northolt Road o/s South Harrow Tube Station 29/027 Imperial Drive o/s North Harrow Tube Station 29/034 and 29/0126 Belmont Circle – 2 sites 29/100 Streatfield Road
Issue:	Pedestrian congestion at signals due to pedestrian waiting time at nine locations in the borough as listed above.
Proposal details:	Reduce time required to call in pedestrian phase, increase green man invitation time periods providing more priority to pedestrians.
Benefits:	Create more pedestrian space by reducing wait time and build up of pedestrians,, encourages walking to workplaces, pedestrian routes connect with places of employment, businesses.
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Dependent on availability of TfL traffic signal engineers attending site to adjust signal controllers.
Plan or map of location:	

Other information (photos, images, etc)



STREATFIELD ROAD (HONEYPOT LANE / CHARLTON ROAD)	
Issue:	Busy shopping parades with established high pedestrian footfall, footpaths are narrow.
Proposal details:	Suspend parking on one side adjacent to shops to enable wider pedestrian areas to be marked out with temporary traffic management
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops
Problems:	Less parking spaces directly outside of premises. Deliveries will need to be made out the rear of the premises.
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking area can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	



HONEYPOT LANE SERVICE ROAD (NR WEMBOROUGH ROAD)	
Issue:	Busy shopping area with established moderate pedestrian footfall, footpaths are narrow
Proposal details:	Suspend parking on one side adjacent to shops to enable wider pedestrian areas to be marked out with temporary traffic management
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops
Problems:	Limited parking in area and impact on deliveries, but can use nearby roads
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking bay can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	



NORTHOLT ROAD (NEAR PETTS HILL)	
Issue:	Busy shopping parade with established high pedestrian footfall, footpaths are narrow
Proposal details:	Suspend parking on one side adjacent to shops where footway is narrow to enable wider pedestrian areas to be marked out with temporary traffic management
Benefits:	Create more pedestrian space for social distancing, encourages walking and to workplaces and shops
Problems:	Limited parking but can use nearby roads. Deliveries can be via the rear in the main, or use service road to park
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking lane can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	



KENTON ROAD SERVICE ROAD (NEAR KINGSBURY CIRCLE)	
Issue:	Busy shopping area with established high pedestrian footfall, footpaths are narrow
Proposal details:	Suspend parking bays outside of shops to enable wider pedestrian areas to be marked out with temporary traffic management. For majority of Kenton Road, pavement is wide enough to put in place queuing systems and SD markings
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking lane can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	

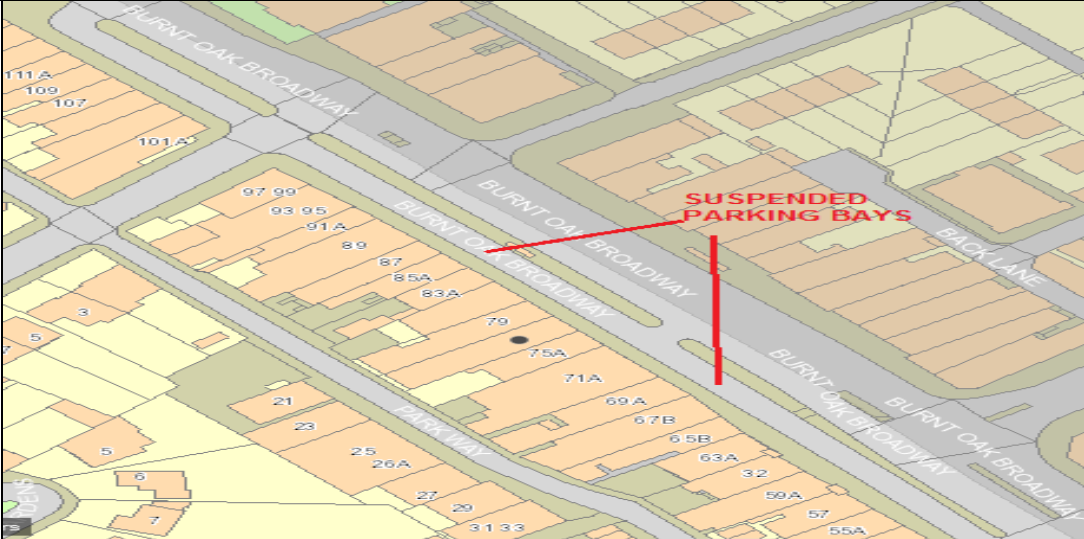

KENTON LANE (NEAR BELMONT CIRCLE)	
Issue:	Busy shopping area with established moderate pedestrian footfall, footpaths are narrow
Proposal details:	Suspend parking bays outside of shops to enable wider pedestrian areas to be marked out with temporary traffic management. For majority of Belmont Circle, pavement is wide enough to allow social distancing and queuing system. Pavement markings and signage to be put in place to push message
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops
Problems:	Restrict parking in the area, but other parking spaces nearby. Deliveries can be at back.
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking bay can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	

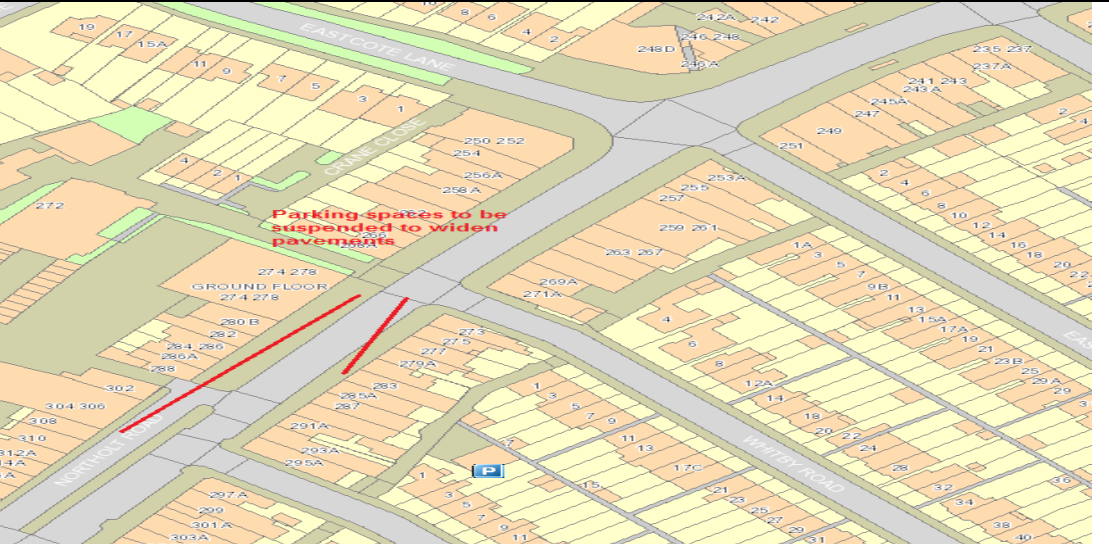

Other information (photos, images, etc)



HIGH ROAD, HARROW WEALD	
Issue:	Busy shopping area with established moderate pedestrian footfall, public highway footpath is very narrow with larger private forecourts behind bus stop.
Proposal details:	Relocate the bus stop temporarily to cone off bus layby and enable wider pedestrian footway. For all other areas put in basic queuing systems for shops and signage. Limit any tables and chairs / street trading that impacts this
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops
Problems:	Inconvenience to some re movement of bus stop. But limited overall impact
Costs:	Majority – TfL funding bid. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Bus stop can be relocated, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	

PORLOCK AVENUE (SHAFTESBURY CIRCLE)	
Issue:	Busy shopping area by Shaftesbury Circle with established high pedestrian footfall from shops and nearby Whitmore High School, section of footpath is narrow.
Proposal details:	Relocate the bus stop temporarily and create new hard standing to enable wider pedestrian areas to be marked out with temporary traffic management
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops
Problems:	Inconvenience to some re movement of bus stop. But limited overall impact
Costs:	None – TfL funding bid
Proposed delivery programme:	1-2 weeks – Bus stop can be relocated, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 3-6 weeks follow up with bolt down bollards, with associated signing and lining
Plan or map of location:	
Other information (photos, images, etc)	

BURNT OAK BROADWAY	
Issue:	Busy shopping area by Burnt Oak Broadway, with narrow pavement areas outside south parts
Proposal details:	The parking spaces outside the southern part of Burnt Oak have already been suspended, allowing the widening of the pavement area. The proposal is to continue this, but also ensure strict enforcing of street trading requirements to keep pavement clear
Benefits:	Create more pedestrian space for social distancing, encourages walking to workplaces and shops.
Problems:	Businesses not happy due to impact on deliveries, but can do this in rear (and as a result Park Way has improved)
Costs:	Approx £8000 to continue, and minimal costs to social distancing measures
Proposed delivery programme:	All in place already. Just to improve re better signage
Plan or map of location:	
Other information (photos, images, etc)	

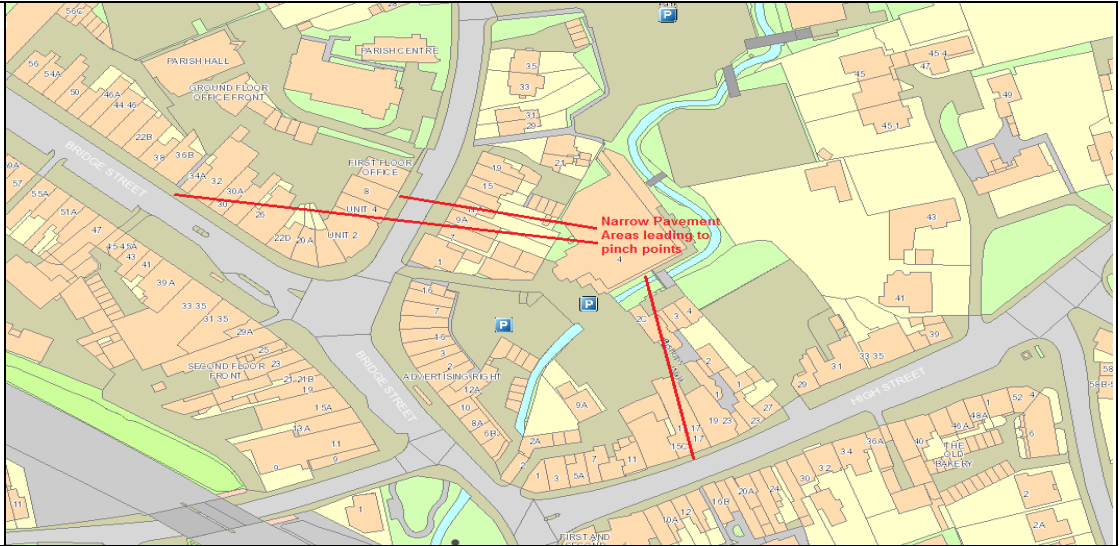
NORTHOLT ROAD	
Issue:	Busy shopping parade with established high pedestrian footfall, footpaths are narrow
Proposal details:	Suspend parking on one side adjacent to shops where footway is narrow to enable wider pedestrian areas to be marked out with temporary traffic management. Other side to Station has a wide pavement and can allow queuing and SD measures, and enforce street trading to stop encroachment. Exception is service road area shown on plan which needs parking suspensions as well
Benefits:	Create more pedestrian space for social distancing, encourages walking and to workplaces and shops
Problems:	Limited parking but can use nearby roads. Deliveries can be via the rear in the main, or use service road to park
Costs:	Approx £40,000 to barrier off parking bays along road. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking lane can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically
Plan or map of location:	
Other information (photos, images, etc)	

RAYNERS LANE / IMPERIAL DRIVE	
Issue:	Busy shopping parade with established high pedestrian footfall
Proposal details:	On north side of Rayners Lane at one way system there is limited pavement space, so can suspend the parking this side to enable the widening of the pavement to allow. Street trading this side cannot be limited as private forecourts. The same is for Village Way East on the same side All other sides have wide pavements and can be subject to normal SD / signage
Benefits:	Clear pedestrian markings for social distancing, encourages walking and to workplaces and shops
Problems:	Limited space north side of Rayners Lane one way system. Limit parking
Costs:	Approx £15,000 to close off parking spaces. Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking lane can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically. 1 week to put signage and social distancing markings in place
Plan or map of location:	

<p>Other information (photos, images, etc)</p>	
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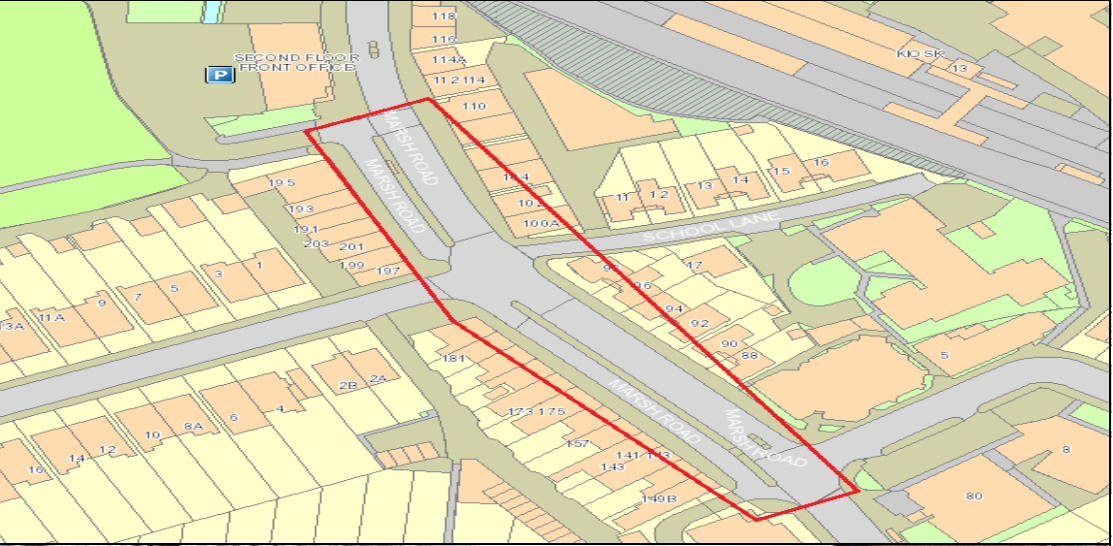

PINNER (MAIN)	
Issue:	Busy shopping parade with established high pedestrian footfall
Proposal details:	<p>Bridge Street has a wide pavement area to the right side, and can incorporate social distancing measures including markings, queue system and signs</p> <p>Bridge Street left side has a narrow pavement area and can be widened by suspending the parking bays and barriering them off to form a wider pavement.</p> <p>Love lane has very narrow pavements but the types of premises that are on it (only a short trip) are cafes and will want tables and chairs out (and in line with what the Ward Cllrs would like). Basic social distancing signage and pavement markings can be put in place</p> <p>The High Street has the same issues with Love Lane, being narrow, and the type of premises that would want tables and chairs. The right hand side (as seen from the photograph below) can lead to a suspension of parking bays and barriers to widen the pavement and allow signage, social distancing and some tables and chairs. There is limited action that can be taken on the left hand side.</p> <p>Consideration could be given to closing the road completely or for deliveries only, turning the road into a pedestrian route and allowing better options. This will not have impact on any buses (none use this) or parking (car parks in place)</p>
Benefits:	Create more pedestrian space for social distancing, encourages walking and to workplaces and shops
Problems:	Limited options on Love Lane and High Street unless look to close / partially close
Costs:	£20,000 approx for barriers to close off parking bays Minimal cost re street markings / signage re SD
Proposed delivery programme:	<p>1-2 weeks – Parking lane can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically</p> <p>1 week to put signage and social distancing markings in place</p>

**Plan or map
of location:**



Other information (photos, images, etc)



PINNER MARSH ROAD	
Issue:	Busy shopping parade with established high pedestrian footfall
Proposal details:	There are two main strips of shops before getting into central Pinner, both have a “service road” in front of them with parking. The proposal is that certain bays can be suspended in front of those premises that are likely to want tables and chairs to enable opening (e.g. Costa, Yaprak) rather than close off the whole service road. This would enable the widening of the areas to enable this. The pavement opposite is wide enough to accommodate social distancing and queues
Benefits:	Create more pedestrian space for social distancing, encourages walking and to workplaces and shops. Allows businesses to trade
Problems:	Limits parking, but nearby car parks in area
Costs:	£8,000 approx for barriers to close off parking bays Minimal cost re street markings / signage re SD
Proposed delivery programme:	1-2 weeks – Parking lane can be suspended, temporary traffic management, cones or barriers to cordon off area for pedestrians as a quick win, requires contractor to check site layout periodically 1 week to put signage and social distancing markings in place
Plan or map of location:	
Other information (photos, images, etc)	

North Harrow

- This area would not have any specific changes to it, due to pavement width being sufficient:
- Cost would be signage and pavement markings

Wealdstone

- Due to the pavement width, and bus route, there are limited options in this area
- Basic SD measures would be put in place but emphasis on businesses to control outside their premises
- Cost would be signage and pavement markings

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SBGF (small business grant funding) & RHLG (retail, hospitality and leisure grant funding) Grant Schemes

There has rightly been much discussion and concern about the critically important Business Grant initiative. We all recognise its importance to Harrow Businesses and our teams are working extremely hard to make it happen. We have some very 'specific to Harrow' circumstances which are making delivery much harder for us. These circumstances, and how we are handling them, are outlined below.

Background

Two business grant schemes, the Small Business Grants Fund and the Retail, Hospitality and Leisure Grants Fund, were announced by the Chancellor on 11 March and 17 March 2020

Harrow has been given £42.2m to support local businesses, if they meet certain pre-conditions, through the payment of a grant. This is to support businesses who were business ratepayers' as at the 11 March. In Harrow we have 3200 possible properties where a business could apply for a grant. However, some of these will not be eligible; for example, car parks.

We received the criteria for assessment and funding (and were therefore able to go ahead) on 3rd April. Harrow opened its on-line application process in the first week in April and has since received some 2,200 applications.

By the 30 April we had processed 1,250 applications. Of these, we have paid £14.4m to 785 businesses and we have approximately 250-300 applications where we need more information. We will be contacting them for this in due course.

The Challenge

Harrow has some unusual circumstances surrounding this initiative which has made our challenge in processing these grants much harder than other Local Authorities:

Small Team

We have a comparatively small team who normally work in this area and therefore have the skills and knowledge to process the applications; a process which is complex because of the applications and technology in use.

The team is small because:

- Harrow's business base is relatively small and we are staffed to support 5000 properties. By comparison, the top 10 Boroughs support a business base with an average of 15,132 properties, and therefore have proportionately more staff to process grants.
- We have been at the forefront of moving enquires from telephone calls to the web (channel shift) and therefore we have significantly fewer staff than others to answer

the resultant fewer calls phones. Over the last 5 years we have seen an 87% shift from telephone calls to on-line enquires.

- It is very difficult to extend this team as the software and processes we use are complex. It takes several weeks to train a new person up to even a basic standard of operation. We have augmented the team where we can, for example, to process simple tasks and having the Business Support team making contact directly with businesses.

High Proportion of Eligible Businesses

This small team now has to manage applications for a proportionally very high number of businesses.

- Harrow has a higher percentage of microbusinesses and SME's than the Inner and Outer London average. We have the second highest percentage of SME's in London, only 0.01% behind the top, and the 4th highest percentage of microbusinesses, only 0.25% difference between Harrow and the Borough with the highest percentage of SME's.

High Level of Complexity

Additionally, the complexity of our checks is also relatively much higher.

- We have disproportionately high numbers of small businesses that don't normally pay business rates and so we don't have up-to-date details on file. We have 3,069 properties with rateable values under £12,000 and around 1,500 businesses which have never provided us with their bank details and contact details because there was no need for them to contact the council as they have been exempt from paying any business rates for several years. We also have a low number of businesses on direct debit.
- Many of our businesses are sole traders and never registered at Company's House. This makes it difficult to check the legitimacy of an application.

Technology Challenged

Finally, our technology is generally 'challenging'. It has taken us longer than most to get people able to work at home where they are socially isolating. We have therefore had a slower start than otherwise would have wished.

What we are Doing

We have teams working seven days a week to process applications and keep Business Owners informed. The latter we are augmenting next week when we will have opened our 'Virtual Surgery' to answer questions. We will also start to contact all those applicants whose claim we have reviewed, but we have found that we do not have sufficient information to process the application. We also continue to engage with the business community to ensure all those who are eligible do apply. Over the last few days we have had another c400 applicants which has significantly closed the gap on those we thought may be missing.

By the end of this week we will have sent out two updates to all applicants. The first noted that we expected to have processed all straightforward grants by the end of May. Thanks to

the hard work of the teams, we are now processing more applicants each day. We hope to have all applications we received by the 20th April reviewed by the 15th May. Some we may not have paid by that date as we need more information, but we will have contacted them to tell them so. All applicants will be informed of this update by the attached letter. Information for those who applied after the 20th April is also in the attached.

The Checks

We are undertaking the minimal prudent checks, as set out in Central Government's Grant Funding Scheme guidance, to ensure we are paying the right Businesses.

Other Councils may be doing fewer checks, but, following discussions with Cabinet, it has been decided that this minimal level of checks is best for the businesses of Harrow, the right thing to do for the public purse and the right thing to do to ensure the stability of Harrow Council's budget position.

It's best for the businesses of Harrow as we need to get the money to the right people.

We have found agencies are trying to take a 'cut' of the funding (up to 40%) which if we don't challenge would mean the businesses that need it are not getting all their rightful entitlement. When we find this situation we are contacting the entitled business directly.

Some applicants have requested payment to a bank account not linked to the business. For others, it has been suggested that we should just issue cheques (rather than try and find the right bank account number) so as to speed up the process. However, we have found that some businesses have moved from one address, currently on our records, to another that we don't know. Some other businesses are using the business ID of the previous business that occupied the building. If we don't ensure we get the right bank account, for the right business we risk getting the grant to the wrong person (and the person who is missed out getting none).

The Government has recently brought on-line two web-tools to support these checks so recognising the importance of these checks and getting the right money to the right people.

It's best for the public purse:

We have a duty to ensure we protect 'the public purse'. The potential in this grant scheme for paying the wrong businesses (and people) is high because of the complexity and the lack of good data. It is what the minimum prudent checks the Government has laid down are there to support.

It's best for our budget stability:

The Government has stated that it will reimburse Local Authorities that pay grants to eligible businesses. It has also stated that any business caught falsifying their records to gain additional grant money will face prosecution and any funding issued will be subject to claw back. Government guidance gives an expectation of reconciliation and audit after the grants initiative has been finished.

We understand that as long as we undertake a reasonable level of checks, Government will reimburse us. This is what we are endeavouring to do.

Summary

In summary, we have had a slow start due to the relatively small size of our team, the proportionally large number of eligible businesses and the lack of good data (and technology). We have made great strides and, with the hard work of the team, are now making good progress. The need for checks on grant applications has been questioned. But we believe it is best for Harrow's business community (although difficult perhaps to understand) as the checks greatly help getting the money to the right people.

We have also significantly increased our communication and support to Harrow's Businesses and we will continue to improve the way we are supporting them with this grant scheme.



REPORT FOR: CABINET

Date of Meeting: 18 June 2020

Subject: Special Needs Transport (SNT) Taxi Framework

Key Decision: Yes

Responsible Officer: Paul Walker, Corporate Director - Community

Portfolio Holder: Cllr Varsha Parmar – Portfolio Holder for Environment

Exempt: No

Decision subject to Call-in: Yes

Wards affected: All

Enclosures: None

Section 1 – Summary and Recommendations

This report seeks Cabinet approval to extend the provision of the labour supply contract for the delivery of transport services to users requiring Special Needs Transport (SNT) service. The extension required is required for up to an additional year to provide adequate time to complete the procurement of the new contract originally intended for award this summer but has been delayed due to the Covid 19 pandemic. Secondly, this report seeks approval to increase the contract spend on taxi contractors for SNT passengers under the current Taxi Framework.

Recommendations:

Cabinet is requested to:

1. Approve the extension and variation of the current contract with Drake International Limited for SNT managed labour supply for up to one year to 31st July 2021.
2. Approve the increase in contract value for Drake International Limited up to an additional £4.5m for the service to continue during the extension period.
3. Approve the increase in contract value for the Taxi Framework contracts by an additional £10m to allow for the increased demand on the service.

Reason: (For recommendations)

To ensure the Council fulfils its statutory functions for transporting those with special needs and procure the best possible contractor to deliver this critical service whilst continuing to use the incumbent contractors to address the increased demand.

Section 2 – Report

Introductory paragraph

- 1.1. In order to comply with their home to school transport duties as set out in the Education Act 1996, local authorities must make transport arrangements for all eligible children as they consider necessary to facilitate attendance at school. Eligibility falls under two categories for children of compulsory school age (5-16):

Statutory walking distances eligibility

Provide free transport for all pupils of compulsory school age (5-16) if their nearest suitable school is:

- beyond 2 miles (if below the age of 8); or
- beyond 3 miles (if aged between 8 and 16)

Special educational needs, a disability or mobility problems eligibility

- make transport arrangements for all children who cannot reasonably be expected to walk to school because of their mobility problems or because of associated health and safety issues related to their special educational needs (SEN) or disability.

- 1.2. A procurement exercise firstly for a new labour supply contract for the delivery of SNT services and secondly for a Taxi provision contract will

begin this summer to ensure we have competitively procured providers for both services for 2021/22. This work will be done jointly with the People Services Directorate as the commissioners.

- 1.3. It is the intention of officers to only extend the contract with Drake until the end of the calendar year. In the event that the procurement process is not successful it will still leave the council with time to find a solution before the end of the one year period.
- 1.4. To that end procurement of this service will begin immediately with a view to having a new contract in place for no later than the 01st January.
- 1.5. Due to the COVID-19 Pandemic, it is in the best interest of the Council to continue with our current arrangement with Drake ensuring the continuity of this critical service is secure until we complete the procurement. It is for this reason we have requested approval for the whole year of the extension should we need to utilise it because of the pandemic or should the procurement take longer than expected.
- 1.6. The contract with Drake is for the provision of managed labour for the SNT service and was for an initial period of 3 years with the option to extend by up to a further 2 years in periods of 1 year. The initial 3 year term ended on 31st July 2019.
- 1.7. In April 2019 Cabinet approved the recommendation to go out to tender. However, in September 2019, Cabinet approved a one year extension and an increase in contract value for Drake International Limited to allow for the completion of a LEAN review of SNT thus giving time for the outputs of the LEAN review to be incorporated into the procurement process if necessary. This approval permitted the Council to exercise year one of the permitted two year extension term to 31st July 2020.
- 1.8. Due to the ongoing pandemic, the potential impact of the government changes to TfL travel funding and its impact on SNT services as well as the uncertainty of the fluctuating market, this report is now requesting the approval of the second and final year of extension available under the original terms of this contract. This will cover the period August 2020 to 31 July 2021. This proposed maximum of up to one year extension of the contract will require the contract value to be increased by £4.5m. This is estimated based on the 2019/20 total spend (for both Harrow and Brent Councils) which was £3.9m. This spend will increase during the proposed extension period for the reasons set out below:
 - National Living wage increased from April 2020 which affects all passenger assistants.
 - Drivers pay rate increased in quarter 4 of 2019/20, which will have a full year impact in 2020/21. This was agreed to help with recruitment and retention of drivers with a D1 licence.
 - An allowance for demand growth in 2020/21 academic year based on previous years trends.
- 1.9. The taxi contract was let as a framework in 2016 and is due to expire at the end of August 2021. The taxi usage has increased over time as the number of clients with complex medical and behavioural needs that

cannot be placed with other clients has gone up. Also, more clients are being referred to out of borough schools where transporting them on a bus is not justifiable or not the most cost efficient method of transport.

- 1.10. There is a remaining contract value of around £250k only, it is necessary to increase the contract value in order to continue service provision. It is proposed that the contract value is increased by £10m to cover the remaining period from April 2020 to August 2021 which includes outstanding invoices.
- 1.11. The Council provides transport for eligible 16-19 year olds (who have started a course before their 19th birthday) as well as young people with an Education, Health and Care (EHC) plan up to age 25 years where they are continuing on a course started before their 19th birthday. A smaller number of adults attending social care centres and Neighbourhood Resource Centres (NRCs) are also transported by the Council.
- 1.12. Applications for transport are received by the Peoples Directorate and assessed for eligibility. Once approved, eligible clients are referred to the Special Needs Transport (SNT) Team in the Community Directorate to undertake risk assessments and arrange transport.
- 1.13. Harrow Council runs the SNT service for both Harrow and Brent Council under an inter-authority agreement. Brent is invoiced on a quarterly basis for their share of the costs and a management fee and space rental fee is added to the invoice. In addition, both Harrow and Brent financially benefit from the opportunity to share vehicles and crews on appropriate routes.
- 1.14. The SNT service utilises a fleet of 163 minibuses operating from Central Depot to transport around 1250 service users from Harrow and Brent. Drivers and passenger assistants for the minibuses include part time permanent staff (approx. 89) together with managed staff provided by Drake International Ltd (approx. 300).
- 1.15. Service users that have more complex medical or behavioural needs normally cannot travel with other service users and hence the Council utilises a framework of taxi contractors typically with smaller vehicles. Taxis are also used for those clients who need to be transported to schools outside of the borough or where there is only one or two clients going to a particular school making it inefficient to use a large minibus. Taxi contractors transport around 700 service users across Harrow and Brent.

Options considered

The options considered were to:

- a. Utilise the current Taxi Framework contracts less by considering procuring additional buses but it may not be cheaper and there is additional parking space requirements and future maintenance works to consider.

- b. Go out to tender using the current service specification.
- c. Extend the current managed service for the Managed Labour contract with Drakes International so that service delivery continues, while we make some internal changes and recruit if necessary to increase efficiencies and then retender the service during this extension period.

Option c is recommended as it will enable the Council to redefine a more efficient service specification which utilises new technology and processes to meet the needs of ever increasing service users. It will also permit commissioners to undertake a holistic review of how we deliver transport services to identify the best and most operationally and economically viable future model of delivery of both the SNT managed service and future requirements for taxi services.

Ward Councillors' comments

This is not applicable as the matter concerns all wards.

Risk Management Implications

The risk associated with this extension arises if the incumbent contractor fails to deliver the labour supply required for the service during the extension period. This is currently being managed through a combination of in-house and agency staff.

Risk included on Directorate risk register? No

Separate risk register in place? Yes

N/A

Procurement Implications

<p>The one year extension that has been requested for the Managed Labour Service is permissible under the terms of the contract with Drakes. It is the intention of officers in the first instance to extend the contract only up to the end of December 2020.</p>
--

<p>A procurement process will begin immediately to meet the timetable for having a new contract in place by January 2021.</p>

<p>We have requested approval for a full year extension to accommodate any potential delays as a result of the Covid-19 pandemic or as a result of any potential delay to the procurement process.</p>
--

Legal Implications

The Managed Labour contract between Harrow Council and Drake International Limited dated 18 August 2016 provides for a two year extension until 31 July 2021 and so there are no contractual implications arising from continuing with the Contract Period for another year.

Likewise the Taxi Framework provides for a 5-year initial period with the scope to extend by a further 2 years.

There are no implications arising in relation to the Public Contract Regulations 2015.

Financial Implications

The Labour Supply contract was set up when the shared SNT service with Brent Council commenced in 2016. It is primarily used for the delivery of SNT service for Brent Council as they do not have any drivers or passenger assistants employed in-house. Harrow Council makes use of the contract if additional staff are required.

The usage of the contract by Brent and Harrow is approximately 85% and 15% respectively. The actual expenditure over the last 3 years is summarised below. Should the contract be extended for a maximum of one further year, the projected cost for 2020/21 can be up to £4.5m after allowing for demand growth and contract inflationary increases.

	2017/18 Actual Expenditure	2018/19 Actual Expenditure	2019/20 Actual Expenditure
Brent	£2,650,269	£2,897,535	£3,245,035
Harrow	£455,841	£546,174	£629,345
Total	£3,106,110	£3,443,709	£3,874,380

This report also proposes to increase the value of the Taxi Framework contracts by £10m. The actual expenditure on taxis for transporting SNT clients in 2019/20 is £2.5m and £5.4m for Harrow and Brent respectively.

As part of the shared SNT service agreement with Brent Council, any costs incurred on their behalf for the delivery of SNT services are fully recovered by way of quarterly invoices. This will include the costs incurred for the labour supply contract and taxis.

The majority of the Harrow spend is within the People Services directorate which had a combined spend of £6.078m in 2019-20. There are significant pressures on the SNT budget and through the MTFs, growth was added to the budget in 2020-21 of £789k however this will still prove challenging. There is an internal SNT Project Board which will review the overall commissioning

and provision of Special Needs Transport to ensure that the service is operating in the most efficient and cost effective manner whilst meeting the needs of vulnerable Adults and Children.

Equalities implications / Public Sector Equality Duty

An EQIA was completed for the Special Needs Transport award in 2016 there were no adverse equality implications arising from the EQIA. The extension of the Managed Labour contract for 12 months will not change the delivery of service and have no adverse equality impacts.

Council Priorities

1. Addressing health and social care inequality

The extension and increased funding of the Managed Labour contract and Taxi Frameworks will enable the SNT service to continue to support vulnerable residents in the provision of a necessary transport service without a gap in provision.

2. Thriving economy

The extension and increased funding of the Managed Labour contract and Taxi Frameworks will enable the continuation of a vital public service without a gap in provision. Failure to continue to provide a continuous service during a tender process would damage a public service. The SNT service provides employment for residents and develops the skills base of its employees.

Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 28/05/20		
Name: Sarah Inverary	<input checked="" type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 28/05/20		

Name: Nimesh Mehta	<input checked="" type="checkbox"/>	Head of Procurement
Date: 28/05/20		

Name: Paul Walker

Corporate Director

Date: 01/06/20

Ward Councillors notified:

NO, as it impacts on all Wards

EqIA carried out:

YES

EqIA cleared by:

Section 4 - Contact Details and Background Papers

Contact:

Paul Walker, Corporate Director, Community

Phone: Ext 8658 Email: paul.walker@harrow.gov.uk

Background Papers:

Cabinet Reports: [April 2019](#) & [September 2019](#)

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

NO



REPORT FOR: CABINET

Date of Meeting:	18 June 2020
Subject:	Headstone Manor Park Flood Alleviation Scheme
Key Decision:	Yes
Responsible Officer:	Paul Walker, Corporate Director - Community
Portfolio Holder:	Councillor Varsha Parmar - Portfolio Holder for Environment
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	Headstone North
Enclosures:	Appendix A – Business case Appendix B – Plan of proposal Appendix C – Risk Register

Section 1 – Summary and Recommendations

This report seeks Cabinet approval to directly award a contract to Ground Control Limited for the Delivery Phase of a flood alleviation scheme in Headstone Manor Park to protect homes in Headstone and North Harrow areas.

Recommendations:

Cabinet is requested to:

1. Make the direct award of the construction phase of this flood alleviation scheme to Ground Control Limited. This contractor is

already on site completing a phase of the works.

2. Increase the Capital Programme allocation for the Headstone Manor project by £250,000 to reflect the additional external funding secured from the Environment Agency.

Reason: (For recommendations)

Due to the current Covid19 pandemic it is not feasible to run a competitive procurement exercise, however, the non-delivery of the flood alleviation work presents a risk to the Council and the environment.

Consequently the recommendation of this report is to make a direct award of the contract to Ground Control who are already onsite delivering the HLF project and is supported by the Procurement Team. The value of the procurement is under the threshold set by the Public Contract Regulations 2015 for works and therefore is not subject to their full scope.

This project in partnership with the Environment Agency (EA) will deliver on the target of 300,000 homes better protected set by the Government in 2015 during the current 6 year funding cycle.

The Council will fulfil its statutory responsibilities set out in the Flood and Water Management Act (FWMA) 2010 and the policies in our Local Flood Risk Management Strategy (LFRMS).

Section 2 – Report

Introductory paragraph

Following the summer of 2007 severe floods and the subsequent review by Sir Michael Pitt, the Government was given royal assent for the Flood and Water Management Act in 2010, giving responsibility for the management of surface water flood risks to Local Authorities as Lead Local Flood Authorities (LLFAs).

Due to further severe flooding in 2014 and 2015 the Government provided the Environment Agency with £2.6bn, and a target of better protecting 300,000 homes nationally within a 6 year funding cycle.

In 2013 the EA Financial Scheme of Delegation had approved a Strategic Outline Case shortlisting an option for a flood storage area in Headstone Manor Park.

The appraisal stage of this project assessed the potential impact of a flood alleviation scheme in Critical Drainage Area (CDA) 66 set out in the Council Surface Water Management Plan and the Local Flood Risk Management Strategy for Harrow. The main objective was to provide a cost effective, viable option that reduces surface water flood risks to people and properties,

maximises environmental outcomes and is adaptable to the potential effects of climate change.

This project will build on the current National Lottery Heritage Fund and GLA Headstone Manor Park restoration project that includes deculverting and realigning of the Yeading Brook to improve flow conveyance and protect the investment to the historic buildings.

The Council will benefit from a £0.968m investment from the EA and the flood alleviation scheme will protect homes in the Headstone and North Harrow area where there are significant flooding problems along the Yeading Brook corridor and connecting surface water network.

Options considered

The construction work for the National Lottery Heritage Fund project is currently on site and being undertaken by Ground Control Ltd following an award of contract from a competitive tendering process.

The current health crisis has compromised the ability of the Council to fairly and effectively undertake a further tendering process on the related Flood Alleviation Scheme and advice from procurement has been that a direct award to the existing contractor that is already doing similar work would be the best way forward because it would save time and there is high confidence in the ability of the contractor to deliver by the deadline for the funding on 31st March 2021 and undertake work to the required standards.

The benefits of awarding the FAS project to the incumbent contractor delivering the HLF project will be to save on preliminaries, ensure the overall prices are competitive through checking against the existing tendered rates, to shorten the mobilisation period for work and reduce inconvenience to park users.

The same team will deliver the FAS and there will be continuity in project management and community engagement on the projects. In terms of relations the park user group and contractor staff and operatives are already familiar with each other and have established effective working relations.

The predominant watercourse within CDA 66 is the Yeading Brook in Headstone Manor Park which is undergoing significant site-wide regeneration, which includes works to provide flood risk benefits by restricting the flow of the Brook leaving the site and reducing the flooding downstream.

The EA then allocated Flood Defence Grant in Aid (FDGiA) to the scheme which was added to the 6 year funding plan and passed to Harrow LLFA to develop a detailed methodology and submit an Outline Business.

The project has now received technical and financial approval from the EA National Team to be delivered by 31st March 2021 with funding split from Thames Regional Flood and Coastal Committee (TRFCC) and EA Flood Defence Grant in Aid (FDGiA)

The hydraulic modelling of CDA 66 identified parts of Headstone and North Harrow at high risk of surface water flooding. Restricting flood flow from the Park will reduce the occurrence of flooding within the CDA. As part of an economic appraisal, seven different options were considered that included 'Do Nothing', 'Do Minimum' (catchment-wide ongoing maintenance only to existing assets) and single smaller localised 'Do Something' interventions in discrete areas and combinations of all.

Each option was built into the hydraulic model and tested for a range of high and low return period storm events and damage assessments for the options and the baseline case ('Do Minimum'). These have been calculated following the procedure outlined by the HM Treasury.

The option for the larger flood storage area in the park was recommended as the preferred way forward because it achieves the highest benefit / cost ratio of the 7 option combinations. It also requires the least amount of additional funding contributions to be generated in the HM Treasury partnership funding calculator scores when comparing the predicted baseline surface water flood risk extents. The preferred option, which then went through assessment of five layout scenarios to further ensure the best benefit / cost ratio, has been approved on a technical and financial basis by the EA.

Details of the business case can be seen in appendix A.

Current situation

The main issue is that the borough is mostly urbanised and the runoff volumes generated by impermeable areas have to be contained in either watercourses or the sewer network. There are 80kms of rivers in Harrow of which 50% are in culvert and the other 50% open channel, 70 small to medium flood defences and 15 flood storage areas.

These assets are maintained on a high to low priority and many located where open channel becomes culverted. This change is generally to accommodate new development, however results in a reduction in storage capacity, an increase in impermeable areas, and an increase in the vulnerability of low topographical areas and former floodplains. These systems have limited potential to accommodate additional flows and future flood risks are predicted to increase due to climate change trends.

The Infrastructure Team has collaborated with the Planning Policy Team and have included robust flood management policies in our Development Management Policies to prevent new development increasing flooding elsewhere through stringent requirements to reduce post-development runoff rates and, where possible, volumes. However, projects such as these are still needed to mitigate legacy flood risk from the effects of Culverting Rivers, building in floodplains and climate change.

The EA's Headstone Flood Alleviation Scheme (FAS) study identified that a storage area in Headstone Manor Recreation Ground was a potential option to alleviate flooding in the catchment. The study produced a Strategic Outline Case and used results from a 2015 Initial Assessment exercise and the 2008

River Crane fluvial flood model. The mapping suggested that 225 properties were at risk of fluvial flooding and 61 were at “very significant” risk within the study area.

The current National Lottery Heritage Fund project includes the creation of a reed bed and sedimentation pond and de-culverting of a 100 metre section of the Yeading Brook to provide attenuation of the runoff volumes for lower return period storm events draining from the north of the catchment.

Why a change is needed

The hydraulic modelling of CDA 66 identified Headstone and North Harrow to be at severe risk of flooding. This is due to it being located in a low topographical point downstream of the Yeading Brook culvert which is close to the surface and therefore more prone to flooding above ground level.

The objectives of the FAS are to provide a cost effective, viable option that reduces risks to people and properties, in the Headstone and North Harrow area and maximises environmental outcomes and is adaptable to climate change. The identified preferred option is the construction of a flood storage area within the south west area of the park.

The proposed scheme comprises the construction of a storage basin with a flood storage volume of approximately 20,000 m³, to reduce flow leaving site and reduce the capacity pressure on the existing sewer and river network downstream. Works upstream already in progress as part of the National Lottery Heritage Fund (NLHF) and Greater London Authority (GLA) Green Capital Grant project comprise a sedimentation pond and reed bed, to attenuate some of the flood flows in a 1 in 40-year storm event and provide environmental enhancement. All of these works will further extend the educational opportunities being provided as part of the NLHF project, demonstrating the importance of the sustainable use and management of water to schools across the borough, local residents and park visitors alike.

In addition to this the Headstone FAS works will be designed to reuse excavated material to improve the football pitches and provide natural aesthetic earth landforms and raised footpaths. This will provide a more interesting aspect to the Park and will be complimentary to the current NLHF / GLA funded Parks for People and Green Capital project.

This approach is one of sustainable flood risk management, reducing the need for maintenance and re-establishing the river corridor allowing the river to flood naturally. This involves de-culverting watercourses where possible, safeguarding areas of open space to use as flood storage areas and reducing fly-tipping to reduce the likelihood of blockages.

The plan of the Headstone Manor flood alleviation scheme proposals can be seen in appendix B.

Implications of the Recommendation

Delivering the project will increase the standard of protection to local properties previously at risk of flooding and reduce the risk of flooding within the study area and the associated flood damage. The level of flood risk prevention is valued at £861k.

Staffing/workforce

The scheme will be project-managed using existing staff resources within the Infrastructure Team and also utilising the resources of the Council's engaged consultants and contractors.

Performance Issues

Following the EU Floods Directive 2009, the UK incorporated into law on 10 December 2009 the Flood Risk Regulations (FRR). This contained 4 key points for the Council to prepare a Preliminary Flood Risk Assessment (PFRA), flood hazard and risk maps, a Local Flood Risk Management Plan (LFRMP) and duties to cooperate with other risk management authorities.

On 8 April 2010 the FWMA became law making all Councils a LLFA. The key points required the EA to create a national flood and coastal erosion risk management strategy, and the LLFA's to create a LFRMS.

The Act implements some of the 94 recommendations of the Pitt review (2008), which was commissioned following floods in the summer of 2007 and sets out a broad management strategy from the local to national level, for the management of floods and the risks of coastal erosion enabling the EA and Local Authorities to carry out flood risk management works.

In 2015/16 the Government made £2.6b available through Flood Defence Grant in Aid (FDGiA) and Harrow was the first West London borough to deliver a FDGiA funded flood defence and river restoration project at Newton Park in 2018 to raised local flood protection.

The Headstone Manor Flood Alleviation Scheme will also raise local flood protection and failure to deliver this scheme that has technical and financial approval from the EA National Team and TRFCC will prevent the Council fulfilling its Statutory obligations to deliver on strategies and policies that have previously been approved by Cabinet and are also fundamental to our Local Plan and Development Management Policies.

Environmental Implications

The proposed scheme will improve water quality by increasing dissolved oxygen through improved BOD level and reduce silt within the moat and river networks. The project will also achieve significant improvement to biodiversity, habitat, amenity, air quality, sports facilities, health and well-being.

- As part of the Headstone FAS appraisal work, the following environmental benefits have been calculated using the 'Benefits of SuDS Tool'. These are in addition to other quantified such as amenity, education, health and recreation benefits.
- Air Quality = £13.9k
- Biodiversity (habitat creation) = £119.6k
- Water Quality = £680.7k

Ward Councillors' comments

The ward councillors have been fully engaged regarding the project and fully support the implementation of the scheme.

Risk Management Implications

There are risks to delivery of the scheme associated with public acceptance of the scheme, ensuring a safe and serviceable design and a safe method of construction that mitigates hazards to the public. These risks are addressed through the established risk management procedures. *A separate risk register can be seen in Appendix C.*

The project will seek to reuse site won clean natural occurring material including excavation arisings and timber to create earth landforms and log walls which may provide financial savings as opposed to sending these materials to landfill. The contract for this work will be a JCT Intermediate with Contractor Design Portion (CDP) which enables us to modify these aspects of the design to reduce costs.

Procurement Implications

Due to the current Covid19 pandemic it is not feasible to run a competitive procurement exercise, however, the non-delivery of the flood alleviation work presents a risk to the Council and the environment.

Consequently the recommendation of this report is to make a direct award of contract to Ground Control and is supported by the Procurement Team. The value of the procurement is under the threshold set by the Public Contract Regulations 2015 for works and therefore is not subject to their full scope.

Legal Implications

The estimated total value of the contract is below the relevant EU threshold of £4,551,413, for works contracts and therefore the full scope of the Public Contracts Regulations 2015 (PCR) do not apply to this contract. Rule 7.2 of the Council's Contract Procedure Rules (CPR) requires that all tender opportunities for Works, Supplies and Services over £25,000 must be advertised openly.

However, it is possible to waive this requirement under Rule 13 of the CPR in exceptional circumstances where good and sufficient reasons have been

demonstrated. The Council must satisfy itself that requirements under its CPR meet the general treaty principles of equal treatment, transparency, and proportionality and other statutory duties and that the duty to achieve best value have been met.

Financial Implications

The Project has received both technical and financial approval from the Environment Agency for Flood and Coastal Risk Management Grant in Aid funding and further partnership contributions of Local Levy from the Thames Regional Flood and Coastal Committee totalling £967,755, consisting of the following.

- Original funding approval of £717,755 in October 2019
- Additional levy of £250,000 approved in April 2020

The latest estimated costs of the project are £1.468m, which is to be met from funding secured from Environment Agency (£0.968m) and BCIL (£0.5m). This project is included in the 2020/21 Capital Programme approved by Cabinet and Council in February 2020.

At the time of the annual budget report, the additional funding of £250,000 was yet to be confirmed; therefore the value included in the Capital Programme excluded this sum. As this additional external funding has now been approved by Environment Agency, it is proposed that the Capital Programme is increased to reflect this.

Equalities implications / Public Sector Equality Duty

The Council has had due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it as required under section 149 of the Equality Act 2010. The proposals described above do not adversely impact upon persons within any of the protected categories.

Council Priorities

1. Improving the Environment and Addressing Climate Change

By raising flood protection and building flood defence infrastructure the Council will be better protecting homes that will reduce associated flood damages, maximise environmental outcomes and mitigate the effects of climate change. Both projects will transform this to a destination park that will obtain a Green Flag standard and will be cleaner newer park generating more outdoor interest for both physical and mental well-being. We plan to where possible reuse all site won materials to mitigate our carbon and waste footprint in line with our Local Plan Policies and LFRMS Action Plan.

2. Tackling Poverty and Inequality

There are strong inclusive community sports and environmental voluntary groups in this park that help to maintain and make the park safe for families. These improvements will be important links to provide a platform for education and participation to the outdoor environment, and sports for those who might otherwise not have access.

3. Building Homes and Infrastructure

The FAS will not just improve flood risk to homes but also along the Yeading Brook corridor which includes an important east-west and west-east transport routes and an important Met Line station at North Harrow so that infrastructure and business continuity can be maintained. It will also ensure that roads are clear from flooding so Harrow residents can go about their normal business and more importantly our blue light emergency services are not hindered in any way.

4. Addressing Health and Social Care Inequality

In addition to raising flood protection levels all of our parks and open space projects aspire to improve physical and mental health and well-being by providing better footway and cycle ways, bridges to connect with Harrow View West and Wealdstone town centre providing better access to the outdoor environment including activity plans enabling active learning participation to all.

5. Thriving Economy

The Council approach to flood defence projects embraces the cooperation sought within the FRR and has enabled us to secure 60% of the funding from external partners. This project has been developed using the latest computational hydraulic modelling to determine the optimal design.

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 28/05/20		

Name: Sarah Inverary	<input checked="" type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 28/05/20		

Name: Nimesh Mehta	<input checked="" type="checkbox"/>	Head of Procurement
Date: 28/05/20		

Name: Paul Walker	<input checked="" type="checkbox"/>	Corporate Director
Date: 01/06/20		

MANDATORY	
Ward Councillors notified:	YES
EqIA carried out:	YES
EqIA cleared by:	Dave Corby, Community – Equality Task Group (DETG) Chair

Section 4 - Contact Details and Background Papers

Contact:

Michael Bradshaw

Tel: 020 8424 1586

michael.bradshaw@harrow.gov.uk

Background Papers:

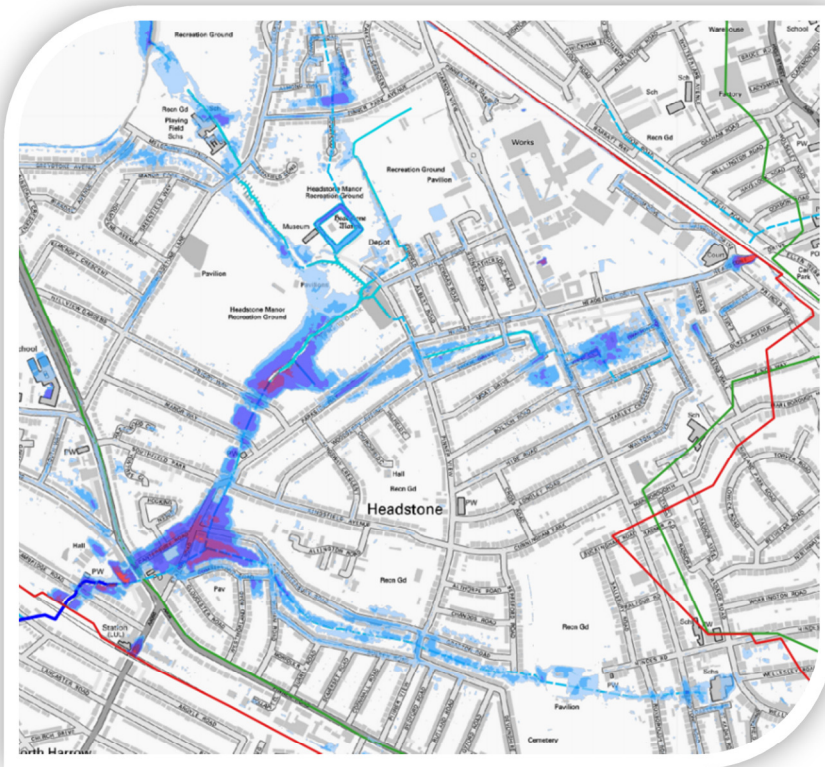
1. Scheme General Arrangement Drawing Headstone Manor FAS
2. F1920_0195 Headstone Manor OBC Approved

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

NO

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Harrow Council
Headstone Manor Flood Alleviation Scheme
Short Form Business Case
Version No: 1.2 (Updated following NPAS/NPAB comments)
Date: 17/05/2019




BUSINESS CASE APPROVAL SHEET

1. Review & Technical Approval F/1920/0195				
Project title	Headstone Manor Flood Alleviation Scheme			
Authority project reference	C20-022218	EA reference	THC500E/000A/039A	
Lead authority	London Borough of Harrow	Date of submission	17/05/2019	
Consultant	Metis Consultants			
'I confirm that this project meets our quality assurance requirements, environmental obligations and Defra investment appraisal conditions, that all internal approvals, including member approval, have been completed and recommend we apply to the Environment Agency for capital grant and local levy in the sum of £ 267,755				
Job title	Name	Signature	Date	
Authority Project Executive	Tony Donetti	See below		
'I have reviewed this document and confirm that it meets the current business case guidelines for local authority and Internal Drainage Board applications.'				
OBC reviewer	Lucy Allard			
'I confirm that the project is ready for assurance and that I have consulted with the Director of Business Finance'				
Area Flood & Coastal Risk Manager	Darsha Gill	see below		
Assurance sign off - (Tick the appropriate box)				
AFCRM Assurance <input type="checkbox"/> Projects < £500k Or Projects < £1m (if GiA & Levy <£500k)		NPAS Assurance <input type="checkbox"/> Projects £500k - £2m		
Recommendation for approval			Date	
AFCRM or NPAS Chair	Chris Savage		21/06/2019	
Project total as approved (£k)	2342.668	Version Number		
Project total made up of :	Capital Grant (£k)	217.8		
	Levy (£k)	50		
	Other Contributions (£k)			
2 Project Financial approval				
Financial scheme of	Project	Name	Signature	Date

approval	total			
Area Flood & Coastal Risk Manager	<£100k or <£1m (if GiA & Levy <£100k)			
Defra Deputy Director of EA Finance	All projects >£100k	Paul Lambert	See below	26/06/2019
Plus:				
Area Director	£100k-£1m			
Director of Operations	£1m -£10m	Sarah Chare	See below	21/06/2019
3 Further approvals (if applicable)				
Date sent (or N/A)			Version number (if different)	
Date approved (or N/A)				
Final Comments				

From: Gill, Darsha
Sent: 01 May 2019 11:06
To: Allard, Lucy <lucy.allard@environment-agency.gov.uk>
Subject: RE: OBC for assurance through NPAS - Headstone Manor

Lucy,
Happy with OBC.
Regards
Darsha

Job title	Name	Signature	Date
Authority Project Executive	Tony Donetti		30/4/19

For FSoD Coordinator use only:

Final Recommendation	Green - No or minor issues to resolve
Submission to NPAS required at OBC Stage	N/A
Items for attention	None
Specific points to note on signing	
	1 The economic assessment relies heavily on the quantified benefits from blue/green infrastructure from the CIRIA BEST (Benefits Estimation Tool). Without this there would be insufficient economic justification to progress options beyond do minimum. The FCRM GIA allocation is therefore primarily due to the environmental benefits this scheme delivers. The review has brought in the advice of our national lead who contributed to the production of the BEST tool whose comments have been addressed by the project team.

From: Chare, Sarah
Sent: 21 June 2019 16:19
To: National Project Assurance Service <NPAS@environment-agency.gov.uk>
Cc: Lambert, Paul (Finance) <paul.lambert@environment-agency.gov.uk>; Osior, Wioleta <Wioleta.Osior@environment-agency.gov.uk>
Subject: Re: RMA project For FSoD approval - Headstone Manor FAS (F/1920/0195)

Approved

Sent from my iPad

From: Lambert, Paul (Finance)
Sent: 26 June 2019 12:04
To: National Project Assurance Service <NPAS@environment-agency.gov.uk>
Subject: RE: RMA project For FSoD approval - Headstone Manor FAS (F/1920/0195)

Hi Kathryn

Happy to approve.

Hopefully see you next Wednesday

Paul

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Business Case

Approval Requested

The London Borough of Harrow is located in the north-west of London and is bordered by four London boroughs and two Hertfordshire districts (Figures S.1 and S.2). It includes 21 Wards covering an area of 55km² and lies within 3 main river catchments; the Brent, Pinn and Crane Rivers. The population of the borough is 214,600 (Office of National Statistics, 2004) and this is predicted to rise to 223,000 by 2025 (Harrow Council, 2008). Development within the borough is largely constrained by the greenbelt in the north and the current level of urbanisation.

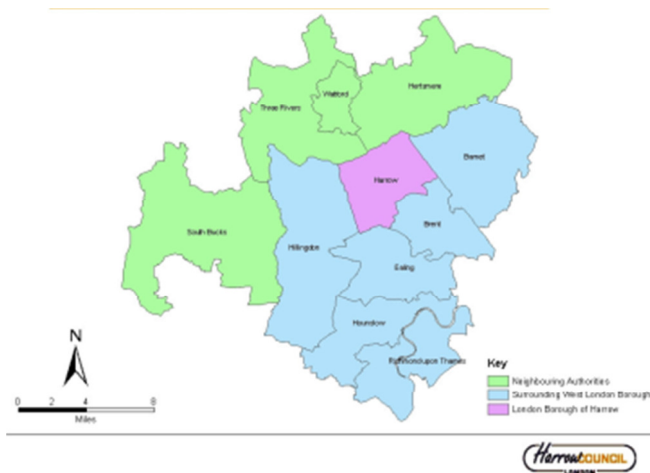


Figure S.1: Map of the London Borough of Harrow and neighbouring authorities

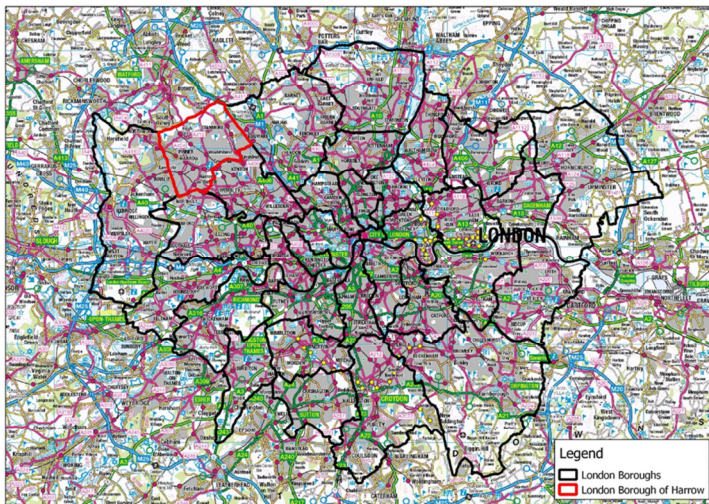


Figure S.2: Map of the London Borough of Harrow within Greater London

The Headstone Manor Flood Mitigation project seeks to address the existing surface water flood risk in the Headstone Critical Drainage Area. There have been a number of flooding incidents detailed within this business case and there is a significant risk of further flooding. There is therefore a very real drive from a flood risk point of view to implement a scheme which addresses these issues. As well as flood risk issues, the moat at Headstone Manor, which is a scheduled monument and part of a Site of Importance for Nature Conservation (SINC, Figure S.3), suffers

from very poor water quality. This negatively impacts upon local wildlife and is a significant concern of Harrow Council.

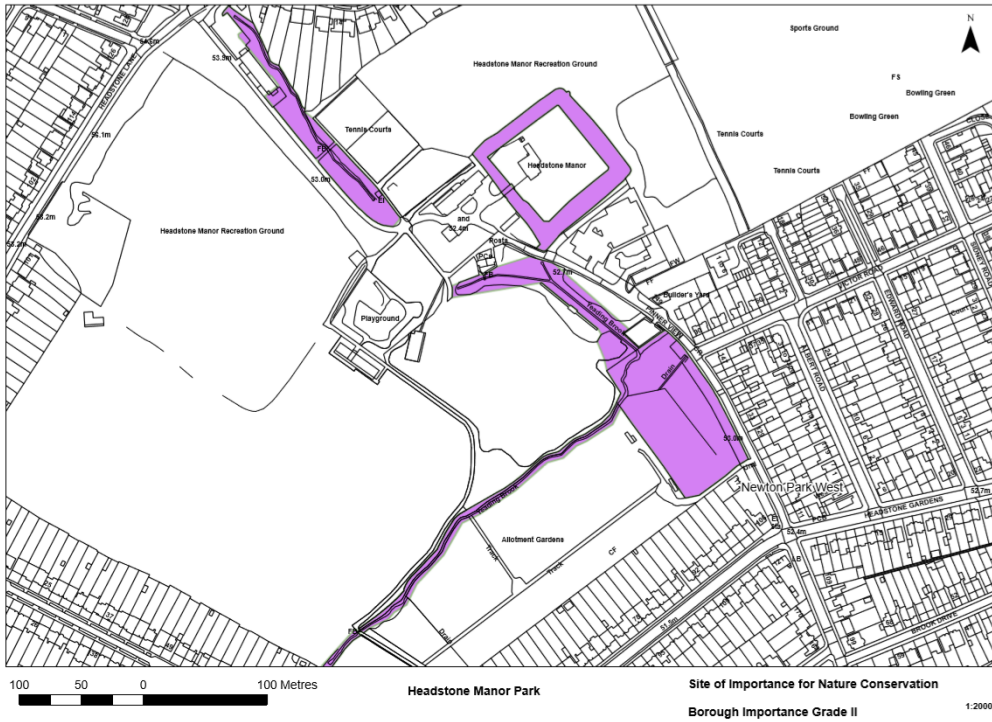


Figure S.3: Extent of the SINC within Headstone Manor Recreation Ground

To better understand the existing flood mechanism and subsequently to explore suitable mitigation options, a series of studies and investigations have been completed. These are briefly listed below:

- 2016 – Environment Agency – Headstone Flood Alleviation Scheme study. This investigation led to the production of a Strategic Outline Case. Harrow Council also had funding for the Headstone Manor Sedimentation Pond and Reed Beds project. Due to the associated fluvial and surface water flood risks, Harrow Council subsequently began leading on a combined project.
- 2017 – Harrow Council – Integrated Urban Drainage Model and Flood Mitigation Options Economic Appraisal Report by Metis Consultants. The model created is the best representation of flood mechanisms in the area to date, and was used to estimate flood damages, and benefits which a scheme would produce.
- 2018 – Harrow Council – Option development by Metis Consultants. Based on the preferred option from the 2017 work, a series of schemes were developed which had the potential to alleviate flooding. The option development phase sought to develop potential solutions which provide environmental and amenity benefits and are future-proofed against the effects of climate change. Options were discussed with Harrow Council and key local stakeholders and subsequently refined, before being assessed by a contractor for costing and buildability improvements. This Outline Business Case summarises the concept design refinements and the subsequent improved benefits, costs and funding amendments.

The proposed scheme comprises a combination of works in the Headstone Manor Recreation Ground playing fields and immediately upstream of the existing Headstone Manor Moat. The works in the playing fields comprise the construction of a 20,000 m³ storage basin, to reduce flow leaving

site and the pressure on the existing sewer network. The works upstream of the moat comprise a sedimentation pond and reed bed, to attenuate some of the 1 in 40-year storm event and provide environmental enhancement. The preferred option, A4, has a Raw Partnership Funding score of 13% and a benefit / cost ratio of 2.2.

To achieve an Adjusted Partnership Funding score of 100%, a number of funding opportunities have been explored, and proposed contributions are listed below:

- Heritage Lottery Fund - £629.2k (*secured*)
- Harrow Council Community Infrastructure Levy - £300k (*secured*)
- Harrow Council Section 106 - £401.8k (*secured*)
- Harrow Council (other contributions from additional Community Infrastructure Levy and/or Thames Water AMP7 Local Authority funding pots, to be confirmed) - £444k
- GLA Green Capital - £300k (*secured*)
- Local Levy - £50k (*secured*)

The flood alleviation works in the playing fields are detailed more thoroughly in this Outline Business Case, the work upstream of Headstone Manor moat are in conjunction with a wider 'Parks for People' and Green Capital project. The latter is predominantly funded through Heritage Lottery and GLA Funds. Given the flood risk and environmental benefits of the sedimentation pond and reed bed area the associated costs and funding have also been included as part of this Headstone Manor Flood Alleviation Scheme.

In order for the scheme to progress through to detailed design (including value engineering activities) and construction, it is recommended that approval is given for funding to be released for value engineering activities and subsequent construction works. The preferred option's Partnership Funding Calculator (see Appendix A) states that £328,455 of FCRM Grant in Aid (GiA) is available for the scheme, albeit £110,700 has already been claimed as part of the scheme's development to date. Therefore, this requires £217,755 of FCRM GiA funding to be approved for claiming before the end of 2019/20 as allocated in the Environment Agency's six-year Flood and Coastal Erosion Risk Management Investment Programme.

1 Strategic case

1.1 Strategic Context

In 2016 the Environment Agency (EA) carried out the Headstone Flood Alleviation Scheme (FAS) study to identify potential options to alleviate flooding in the catchment. The study (project reference number THC023E/000A/012A) produced a Strategic Outline Case (SOC) [MM1] and used results from a 2015 Initial Assessment exercise and the 2008 River Crane fluvial flood model. The mapping suggested that 225 properties were at risk of fluvial flooding and 61 were at “very significant” risk within the SOC’s study area. The SOC’s study area is believed to be different to this Outline Business Case (OBC)’s study area (see below reference to fluvial flood risks).

Harrow Council also had a pipeline scheme focused on the surface water element of Headstone Manor Recreation Ground (‘the Recreation Ground’). This was to potentially to install a sedimentation basin and reed bed system to improve flood risk and water quality to and from the Headstone Manor moat and from the Recreation Ground.

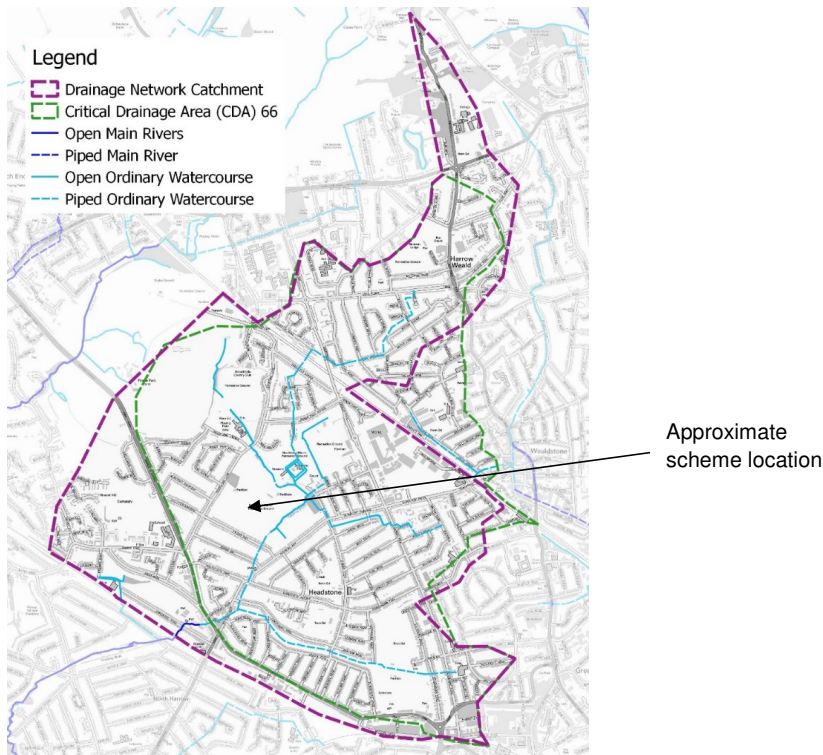


Figure 1.1: Study area

The predominant watercourse within the study area is the Yeading Brook West (‘the Brook’), shown in Figure 1.1: Study area. The Brook, mainly surface water sewer-fed upstream of the Recreation Ground, is an ordinary watercourse. There are two significant open watercourse channels within the Recreation Ground: a western arm from Broadfields Recreation Ground and one that flows through Headstone Manor’s moat. A third significant flow route into the Recreation Ground comes from the east, draining (via the surface water sewer network) the former Kodak sports ground site and local residential streets (including Victor Road and Brook Drive).

The Recreation Ground sits in the middle of Harrow Council’s Critical Drainage Area (CDA) 66 and is scheduled to undergo significant site-wide regeneration work between 2019 and 2020. This work, a ‘Parks for People’ project, has been awarded £1.126m of Heritage Lottery Funds (HLF). It

includes improvement works around the Manor buildings and associated landscaping work throughout the site. This includes the creation of a reed bed and sedimentation pond to improve the water quality of Headstone Manor's moat, the partial de-culverting of the Broadfields arm of the Brook within the Recreation Ground and addition of a small amenity pond. The size of the reed bed and sediment pond potentially provides attenuation of the runoff volumes for lower return period storm events (up to 1 in 40-year return periods) coming from the north of the CDA but does not alleviate any of the risks from the eastern and western parts of the catchment.

In 2017, to better understand the existing flood mechanism at Headstone Manor, Metis Consultants was engaged by Harrow Council to build an integrated urban drainage model of CDA 66. This model, covering a study area slightly larger than the original CDA 66 extent (see Figure 1.1), provides the best current representation of the flood mechanisms within the catchment. This model has been used to estimate potential flood damages in the study area and the predicted benefits that a possible FAS will generate. A Flood Mitigation Options Economic Appraisal Report was created and Section 2 of this OBC summarises the options assessed. The associated Model Build Report is in Appendix B. The baseline model results suggest that 460 properties are at significant risk of surface water flooding within the study area, and 588 at 'very significant' risk. The Brook only becomes a main river near Cambridge Road, where it exits the study area boundary. Because of this, no properties are at very significant fluvial flood risk and only one property is at significant risk within the study area, superseding what was stated in the Headstone FAS SOC.

This project assesses the potential impact of a FAS in CDA 66 within the London Borough of Harrow. The main objective is to provide a cost effective, viable option that reduces surface water flood risks to people and properties, maximises environmental outcomes and is adaptable to the potential effects of climate change. Given the significant local risk of surface water flooding downstream from the site, and Harrow Council's desire to provide flood risk benefits alongside the HLF works, this FAS project has largely focused on the Recreation Ground site. One of the main flood alleviation options identified is the provision of storage in the Recreation Ground to restrict the flow of the Brook leaving the site and reduce the flooding downstream. The flood alleviation works in the playing fields are detailed more thoroughly in this Outline Business Case, with the work upstream of Headstone Manor moat being in conjunction with a wider 'Parks for People' project. The latter is predominantly funded through HLF. Given the flood risk and environmental benefits of the sedimentation pond and reed bed area the associated costs and funding have also been included as part of this Headstone Manor Flood Alleviation Scheme. The detention basin work in the playing fields is therefore a continuation of the 'Parks for People' project to maximise benefits and efficiencies.

The 2011 Harrow Council's Surface Water Management Plan identified that the area most susceptible to overland flow are river valleys or topographical valleys which represent routes of lost rivers, including parts of the Yeading Brook. The main issue is that the borough is mostly urbanised and the runoff volumes generated by impermeable areas have to be contained in either watercourses or the sewer network. The latter has reduced levels of service due to the increase in urbanisation, historic misconnections and cross-connections between foul and surface water pipework. Historically, watercourses have been largely culverted to make space for new development, decreasing the storage capacity and increasing the vulnerability of low topographical areas and former floodplains. These systems have limited potential to accommodate additional flows and future flood risks are predicted to increase due to climate change. The area at higher risk of surface water flooding caused by the Brook is the intersection between Station Road and Canterbury Road, where the Brook's culvert is closest to the surface and the topography is at the lowest point of the roads' flow path. Figure 1.2 depicts this area which is where the greatest amount of flood risk benefits (residential properties better protected) are predicted. A further breakdown of OM2 benefits with and without the preferred option in place can be seen in Appendix

A. Aside from the flow paths converging in the Recreation Ground, there is a further main flow route which drains the south-east area of the CDA 66 extent. This is completely made up of surface water sewers and joins the main Brook near the junction of Station Road and Cumberland Road in North Harrow, approximately 0.5 km downstream of the Recreation Ground. This confluence increases the flood risk at the Canterbury Road intersection. The Brook becomes a main river immediately upstream of Cambridge Road near the London Underground railway line (Metropolitan Line) by North Harrow Station.

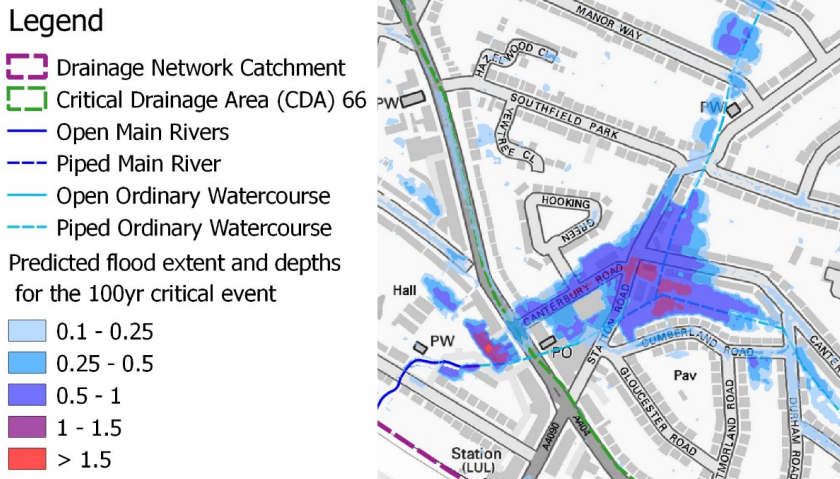


Figure 1.2: Anticipated area of benefited OM2s from works in Headstone Manor Recreation Ground

Historically, the Headstone Manor moat has suffered from very poor water quality (pollution and silt build-up), and flooding within the Harrow Museum part of the site has been witnessed as recently as July 2018 (surface water, see Figure 1.3) and December 2018. The former event occurred outside the new visitor centre opposite the moat. The latter event was thought to have been caused by a blockage within the foul sewer network, but it is believed to be part of a wider pollution problem across the borough caused by older dual manholes. The Council and Thames Water are committed to improving the dual manhole issue through the wider Brent Catchment Plan, but work done to alleviate siltation and water quality issues in the moat through this FAS will lead to significant local benefits.^[MM2]



Figure 1.3: Flood event in July 2018 in Harrow Museum

Table 1.1 lists the numerous strategic documents whose key policies or objectives align to those of the Headstone Manor FAS and the 'Parks for People' project.

Table 1.1: Key strategic documentation objectives aligned to the Headstone Manor FAS and regeneration projects

Document	Key Policies or Objectives
Harrow Ambition Plan	<ul style="list-style-type: none"> Build a better Harrow
Harrow Council's Local Flood Risk Management Strategy	<ul style="list-style-type: none"> To develop and to improve the understanding of flood risk across the borough To better inform residents and profile flood risk including flood prevention, preparedness, resilience and resistance To encourage residents, businesses and local landowners to take action and contribute to the management and reduction of flood risk
Harrow Council's Surface Water Management Plan	<ul style="list-style-type: none"> Headstone Manor and the upstream catchment are defined as Critical Drainage Area (Group2_066) Recommendations made for all Critical Drainage Areas include further investigation and implementation of mitigation schemes
National Flood and Coastal Erosion Risk Management Strategy for England	<ul style="list-style-type: none"> Working together to put in place long-term plans to manage the risks of flooding Building, maintaining and improving flood management infrastructure and systems to reduce the likelihood of harm to people and damage to the economy, environment and society Increasing public awareness of the risk that remains and engaging with people at risk to encourage them to take action to manage the risks that they face and to make their property more resilient
Harrow Council's Core Strategy	<p>Objectives:</p> <ul style="list-style-type: none"> Preserving the quality and function of the natural environment Maintaining open space to provide a multi-functional and interconnected resource Enhancing community access to and better use of open space, sport and recreation facilities Manage the Borough's contribution to climate change and increase resilience to flooding by, amongst others, increasing natural and sustainable drainage <p>Core Policies:</p> <ul style="list-style-type: none"> CS 1U to 1W: Sustainable flood risk management CS 4F: Opportunities will be sought to open-up culverted sections of the Roxbourne River and Yeading Brook where this achieves sustainable flood risk management, habitat creation and, where appropriate, public access
Harrow Council's Development Management Policies	<ul style="list-style-type: none"> DM 9: Managing Flood Risk DM 10: On Site Water Management and Surface Water Attenuation DM 11: Protection and Enhancement of River Corridors and Watercourses DM 18: Protection of Open Space DM 20: Protection of Biodiversity and Access to Nature DM 21: Enhancement of Biodiversity and Access to Nature DM 22: Trees and Landscaping DM 27: Amenity Space DM 47: Retention of Existing Community, Sport and Education Facilities
Harrow Council's Open Space Strategy	<ul style="list-style-type: none"> Key Principle 2 – Parks and Open Space Infrastructure Key Principle 6 – Adapting to Climate Change Key Principle 7 – Increasing Biodiversity Key Principle 11 – Park User Groups
West London Strategic Flood Risk Assessment	<ul style="list-style-type: none"> To provide a strategic overview of all forms of flood risk throughout the study area, now and in the future Determine the variations in risk from all sources of flooding across their areas. Inform the Sustainability Appraisal so that flood risk is fully taken into account in assessment of Local Plans Provide the evidence needed to inform the undertaking of the Sequential Test in determining the land use allocations in accordance with the National Planning Policy Framework, and how to apply the Sequential Test for windfall sites within the boroughs Develop policies to manage the effects of climate change and flood risk from all sources

1.2 Objectives

The objectives of this project are ranked in Table 1.2:

Table 1.2: The project's key objectives

No	Critical Success Factor	Measurement Criteria	Importance (1-5)
1	Reduce the risk of flooding within the study area and the associated flood damages.	Number of properties predicted to be at risk of flooding following the completion of the scheme, compared to the number of properties predicted to be at the same level of risk in the baseline modelling; increased standard of protection to local properties previously at risk of flooding	1
2	Improved water quality and reduction of silt levels in Headstone Manor's moat	Increased dissolved oxygen through improved BOD level	2
3	Maximise biodiversity and amenity benefits wherever possible.	Increased variety of biodiversity following the completion of the scheme	3

2 Economic Case

2.1 Options considered

Table 2.1 lists the option combinations assessed in the 2017/18 flood mitigation option appraisal study and their potential benefits. This shortlist was developed in alignment with the Surface Water Management Plan (SWMP) Technical Guidance (Defra, 2010).

The appraisal process identified a range of measures for flood mitigation, based on the study's objectives (Table 1.2) and on the key areas identified by the modelling study. Less favourable options were screened out and a long list of desirable options was taken forward (see Appendix C). A secondary phase option refinement and systematic processing formed the short list of options shown in Table 2.1, and these were taken forward for cost-benefit evaluation.

Table 2.1: Shortlisted options from the flood mitigation option appraisal study

Options		Description	Technical, Environmental & Social matters
1	Do nothing	Do nothing	This option is not sustainable in an urban environment because it excludes any type of maintenance of the existing assets.
2	Do minimum	Regular maintenance of the culvert in Headstone Manor Recreation ground, the moat structures and outlet and cleaning of gullies in the study area.	Maintenance is a minimum requirement and has no new environmental or social benefits. The technical benefit of maintenance is avoiding the blockage of assets that negatively affects their efficiency.
3	Option A	Flow volumes out of Headstone Manor Recreation Ground are attenuated with a dry storage area (detention basin) adjacent to the watercourse and protected by a raised earth bund. Upstream of the moat, a reed bed and a sedimentation pond reduce the amount of sediment and pollution in the moat while storing a small amount of the attenuation volume for a 1 in 40-year storm event. The partly culverted channel within the Recreation Ground coming from Broadfields Recreation Ground is converted into an open channel with the addition of a small pond.	The scheme considerably reduces the amount of flooding downstream of the Recreation Ground and improves the water quality of Headstone Manor's moat. The scheme provides environmental benefits such as improved biodiversity, air and water quality as well as social, health and amenity benefits for the residents.
4	Option B	Option A plus lowered playing field and flood defence wall to act as a dry basin in Pinner Park School and retrofit of sustainable drainage system (SuDS) features in four other schools within the study area.	In addition to the benefits of Option A, this option would seek to provide delayed discharge (or total disconnection if infiltration was possible) from five schools from the system in lower return period storm events. This reduces capacity pressures on the sewer network and reduces the flood damages to the schools as well as across the catchment. This option has additional

Options		Description	Technical, Environmental & Social matters
			environmental and social (educational) benefits that come from the retrofit of SuDS in schools.
5	Option C	Option A plus de-culverting of sewer pipes in Harrow Recreation Ground with the addition of a pond. Lowered playing field and flood defence wall to act as a dry basin in Pinner Park School.	In addition to the benefits of Option A, the addition of two storage areas in the study area will increase the flood protection benefits by disconnecting various parts of the catchment for lower return period storm events. The de-culverting of the surface water sewer and creation of a pond in Harrow Recreation Ground will provide environmental, air quality and biodiversity benefits to the area as well as health, amenity and recreational benefits to the residents.
6	Option D	Option A plus features within Options B and C.	This option combines the flood protection, social and environmental benefits of Options A, B and C.
7	Option E	Option A plus the installation of raingardens on Victor Road, Headstone Gardens, Brook Drive and Pinner View (highway SuDS retrofitting option).	This option has the benefits of Option A plus the air quality and environmental benefits of retrofitting raingardens in the residential area upstream of Headstone Manor Recreational Ground. The raingardens will also relieve pressure on the surface water sewer network in the lower return period events.
8	Option F	Option D plus highway SuDS retrofitting features within Option E: All option features modelled.	This option combines the flood protection, social and environmental benefits of Options D and E.

2.2 Climate Change

In line with current guidance, the impact of climate change has been considered in this business case. The below bullet points provide an overview of the steps, with further detail in Section 2.9.

- Baseline scenarios (1 in 20-year event, 1 in 40-year event and 1 in 100-year event) were run with and without a climate change allowance of 30%
- Option scenarios (1 in 20-year event, 1 in 40-year event and 1 in 100-year event) were run with and without a climate change allowance of 30%
- The results of these runs were then analysed to ascertain the impact of Climate Change

2.3 Cost Estimation

Each option has been built into the model and tested for a range of high and low return period storm events. The damage assessments for the options and the **baseline case ('Do minimum')** [MM3] have been calculated following the procedure outlined in the Multi-Coloured Manual (2014). The present value (PV) damage avoided benefits are calculated as the difference between the baseline's and each option's PV flood damages. The total PV benefits are the sum of the damage

avoided benefits and the non-flood risk benefits of each option, estimated with CIRIA's Benefits of SuDS Tool (BeST).

2.4 Optimism Bias

Optimism bias on both construction and future maintenance costs has been calculated using the root mean square method set out in the EA's appraisal guidance. This analysis quantified the below risks, based on an assumed "most likely cost" and "maximum likely cost" associated with each risk. These risks have been selected based on input from the contractor Jackson Civil Engineering, an EA Programme Delivery Unit supplier.

The conclusion of the risk analysis was that a value of approximately 30% was necessary for the optimism bias, in line with guidance. The breakdown of the square root method calculation is contained within Appendix E (for the preferred Option A only).

The cost of the sedimentation pond and reed bed, the watercourse de-culverting and the small amenity pond, have been developed using cost estimates provided by a third party on behalf of Harrow Council through the 'Parks for People' project. As these designs are already at a more detailed stage, an optimism bias of 30% was applied to these estimates and added to the cost estimated for the other elements of the scheme. These costs are up to date to April 2019's estimated project bill of quantities. It is recommended that, once finalised, this OBC is revised to incorporate any small changes in the 'Parks for People' project upon tender award.

2.5 Non-flood benefits

CIRIA's Benefits of SuDS Tool (BeST) has been used to quantify the benefits over and above those from flood risk protection, and the results are shown in Table 2.2. Please note that the BeST tools for Options B to E within Appendix F contain figures **above** Option A. The figures in the below table therefore take the figures within each BeST tool in addition to the Option A figures.

Table 2.2: Breakdown of non-flood risk benefits of shortlisted option combinations

	Option A	Option B	Option C	Option D	Option E	Option F
Air quality (SO2)	£907.00	£959.00	£975.00	£1,027.00	£923.00	£1,043.00
Air quality (NO2)	£549.00	£584.00	£587.00	£622.00	£566.00	£639.00
Air quality (PM-10)	£12,463.00	£13,656.00	£13,007.00	£14,200.00	£13,769.00	£15,506.00
Amenity benefits (permanent bodies of water)	£15,639.00	£15,639.00	£50,089.00	£50,089.00	£15,639.00	£50,089.00
Amenity benefits (street improvements)	N/A	N/A	N/A	N/A	£18,802.00	£18,802.00
Biodiversity benefits (habitat creation)	£119,606.00	£119,606.00	£123,105.00	£123,105.00	£119,606.00	£123,105.00
Education (educational trips)	£422,178.00	£455,560.00	£1,068,758.00	£1,102,140.00	£422,178.00	£1,102,140.00
Health benefits (access to permanent water)	£1,092,383.00	£1,092,383.00	£1,092,383.00	£1,092,383.00	£1,092,383.00	£1,092,383.00
Health benefits (access to green space)	£2,812,566.00	£2,812,566.00	£2,812,566.00	£2,812,566.00	£2,812,566.00	£2,812,566.00
Recreation (general recreation activities)	£11,292.00	£11,292.00	£11,292.00	£11,292.00	£11,292.00	£11,292.00
Recreation (constructed wetlands)	£4,941.00	£4,941.00	£4,941.00	£4,941.00	£4,941.00	£4,941.00
Water quality / pollution benefits (of receiving waters)	£680,723.00	£680,723.00	£715,852.00	£715,852.00	£680,723.00	£715,852.00
TOTAL	£5,173,247.00	£5,207,909.00	£5,893,555.00	£5,928,217.00	£5,193,388.00	£5,948,358.00

2.6 Benefit / Cost Ratios

Two benefit / cost ratios (BCRs) have been calculated for each option. One showing only the flood related benefits, and the other including the wider benefits which are integral to the scheme. These are shown in Tables 2.3 and 2.4 respectively. Incremental BCRs have not been included because of the way the shortlisted options were modelled – some are made up of option feature combinations, others are standalone option features (for example Option B includes features A and B, Option C includes features A and C, but Option D includes features A, B and C (this being different than Option B plus Option C) (see Table 2.1 for full option feature combination details).

Table 2.3 Shortlisted options benefit / cost ratios – flood benefits only

Option		Present Value costs	Present Value damages	Total Present Value benefits	Average benefit / cost ratio (BCR)
1	Do minimum	£0	£21,671,000	£0	0
2	Option A	£2,063,000	£20,810,000	£861,000	0.4
3	Option B	£2,842,000	£19,252,000	£2,419,000	0.9
4	Option C	£2,944,000	£20,482,000	£1,190,000	0.4
5	Option D	£3,496,000	£19,103,000	£2,568,000	0.7
6	Option E	£2,159,000	£20,735,000	£937,000	0.4
7	Option F	£3,592,000	£19,073,000	£2,598,000	0.7

Table 2.4: Shortlisted options benefit / cost ratios with non-flood benefits included

Option		Present Value costs	Present Value damages	Total Present Value benefits		Average benefit / cost ratio (BCR)
				Present Value flood related benefits	Present Value non-flood related benefits	
1	Do minimum	£0	£21,671,000	£0		0
				£0	£0	
2	Option A	£2,063,000	£20,810,000	£6,034,000		2.9
				£861,000	£5,173,000	
3	Option B	£2,842,000	£19,252,000	£7,627,000		2.7
				£2,419,000	£5,208,000	
4	Option C	£2,944,000	£20,482,000	£7,083,000		2.4
				£1,190,000	£5,894,000	
5	Option D	£3,496,000	£19,103,000	£8,496,000		2.4
				£2,568,000	£5,928,000	
6	Option E	£2,159,000	£20,735,000	£6,130,000		2.8
				£937,000	£5,193,000	
7	Option F	£3,592,000	£19,073,000	£8,547,000		2.4
				£2,598,000	£5,948,000	

2.7 Preferred way forward

Option A was recommended as the preferred way forward because it achieves the highest BCR of the six 'do something' option combinations. It also required the least amount of additional funding contributions to be generated (as shown in the Partnership Funding (PF) calculator scores in Table 2.5). Map 9 in Appendix C (*Shortlisted Options* document) compares the predicted baseline surface water flood risk extents with those following the inclusion of Option A for the area of greatest predicted benefit within the catchment (Station Road and Canterbury Road).

Table 2.5: PF Calculator scores

PF Calculator			Adjusted PF Score: 100%	
Option	Damage Avoided Benefits	Raw PF Score	Additional Harrow contribution required*	FCERM GiA funding eligible
Option A	£861,000	20.1%	£268,000	£329,000
Option B	£2,419,000	18.8%	£840,000	£433,000
Option C	£1,190,000	17.6%	£874,000	£407,000
Option D	£2,568,000	17.4%	£1,286,000	£489,000
Option E	£937,000	20.2%	£318,000	£344,000
Option F	£2,598,000	17.7%	£1,332,000	£508,000

* These extra contributions required figures are in addition to funding previously allocated to schemes incorporated into all of the options (as listed in Table 4.2)

NB: All numbers are rounded up to the nearest thousand pounds

The results of this analysis are sensitive to the cost estimates and the damage avoided benefits. While the latter have been obtained following hydraulic modelling, the former have higher uncertainties at this stage. Whilst existing Harrow Council rates have been used wherever possible, a further stage of cost estimation refinement was undertaken in 2018, as detailed in the following section.

2.8 Refinement of Option A

To reduce risk and provide greater confidence in the cost estimates produced in the flood mitigation option appraisal stage, a series of potential arrangements of the preferred option, Option A, were developed for discussion with Harrow Council and key stakeholders. These drawings are shown in Appendix D. Note that these refined options all had a revised volume of excavated material, from 8,000 m³ to 20,000 m³. This change was due to the reduction of the height of the bund originally modelled during the Economic Appraisal stage.

A summary of each option and, where taken forward, detailed costs is listed in Table 2.6. Through this discussion phase, a number of these initial options were discounted until three options remained. These three options were then costed by Jackson Civil Engineering.

Table 2.6: Summary of Jackson Civil Engineering costing

Option	Description	Decision on whether to proceed to costing	Updated cost estimate (including risk)
A-1	This option comprises the filling of an existing section of the Yeading Brook West channel, the construction of two detention basins and installation of two flow controls at the outlets of each detention basin. The first detention basin is at the existing cricket pitch towards the north of the site, and the second in the south east of the Recreation Ground, partially on existing football pitches.	This option was discounted following consultation with the cricket pitch, as following construction of the works the cricket pitch would not be usable for approximately two years, thus rendering the option unworkable.	N/A
A-2	This option comprises the construction of a detention basin on the existing football pitches towards the south of the site, a length of new footpath and a new flow control at the outlet of the detention basin.	This option was progressed to the costing exercise.	£1,446k
A-3	This option comprises the construction of a detention basin at the north west of the Recreation Ground, a number of areas requiring raising towards the north east corner of the Recreation Ground, three significant lengths of below ground pipes, the construction of a further detention basin in the south east of the Recreation Ground on the existing football pitches and installation of three flow control structures at the inlet/outlets of the detention basins.	This option was discounted due to the likely prohibitive construction cost associated with the below ground pipes, as well as the likely maintenance issue which such a solution would pose to the Council.	N/A
A-4	This option comprises the construction of two adjoined detention basins in the south east of the Recreation Ground, a new flow control at the outlet of the basin, and creation of a new ditch and length of footpath.	This option has progressed to the costing exercise.	£1,407k
A-5	This option comprises the construction of a detention basin on the existing football pitches in the south east of the Recreation Ground, the diversion of the existing Yeading Brook West channel ditch and the installation of a flow control at the outlet of the basin.	This option has progressed to the costing exercise.	£1,450k

Table 2.7 shows the updated BCRs of the refined Option As which have been costed. It is important to note that whilst the BCR has reduced from the initial estimates achieved, as all other options (B to F) incorporated Option A, their cost estimates would have also increased. It has therefore not been deemed necessary to re-analyse Options B to F because their BCRs would be still less desirable than Option A.

Table 2.7: Refined Option A Benefit / Cost ratios

Option	Present Value costs	Present Value damages	Total Present Value benefits		Average benefit / cost ratio (BCR)	
			Present Value flood related benefits	Present Value non-flood related benefits		
1	Option A2	£2,916,811	£17,930,647	£5,953,256		2.0
				£780,008	£5,173,247	
2	Option A4	£2,882,629	£17,930,647	£5,953,256		2.1
				£780,008	£5,173,247	
3	Option A5	£2,921,950	£17,930,647	£5,953,256		2.1
				£780,008	£5,173,247	

This type of flood defence feature is sustainable and should not greatly increase the necessary maintenance required, as the only hard structure / proprietary feature of the scheme is a flow control.

The size of the detention basin should allow sports pitches to be re-established within the basin, meaning there would be no long-term social negatives associated with the scheme. This is on the assumption that groundwater levels (which can vary significantly from year to year) are low enough that the pitches do not become too boggy. It is recommended that groundwater testing should be undertaken in the Detailed Design phase, as outlined in Appendix E.

Table 2.8: Refined Option A PF Calculator results

PF Calculator			Adjusted PF Score: 100%	
Option	Damage Avoided Benefits	Raw PF Score	Additional Harrow contribution required*	FCERM GiA funding eligible
Option A2	£780,008	13%	£457,000	£331,008
Option A4	£780,008	13%	£414,000	£328,455
Option A5	£780,008	13%	£462,000	£331,040

* These 'additional contributions required' figures are in addition to funding secured or previously allocated to this scheme (£30k Harrow Council contribution) as listed within Table 4.2. Table 4.2 also states how Harrow Council propose to fund this additional contribution.

NB: All numbers are rounded up to the nearest thousand pounds

Table 2.8 shows the refined PF Calculator results for the three costed Option A concepts. The recommended preferred option is A4, as this option is the most economically viable option (requires the least amount of additional funding to move forward).

2.9 Impact of Climate Change on Option A

In line with current guidelines, a number of different model runs have been undertaken to explore the impacts which expected climate change (CC) would have on the proposed options. These runs are shown in Table 2.9.

Table 2.9: Initial climate change model runs

Scenario	Return period	Climate Change allowance
Baseline	1 in 20-year event	0%
Baseline	1 in 40-year event	0%
Baseline	1 in 100-year event	0%
Option A	1 in 20-year event	30%
Option A	1 in 40-year event	30%
Option A	1 in 100-year event	30%

As expected, the flood depths in Option A with 30% CC were higher than the corresponding baseline (without CC) flood depths. In detail:

- 1 in 20-year return period: 130 to 140 mm increased flood depth in the Option A CC run
- 1 in 40-year return period: 60 mm increased flood depth in the Option A CC run
- 1 in 100-year return period: 100 to 110 mm increased flood depth in the Option A CC run

This was not deemed a useful way of analysing the effectiveness of the scheme because the results do not clarify the extent that the CC-induced flood depth increases have been reduced by the proposed FAS. For this reason, additional runs were modelled, as listed in Table 2.10.

Table 2.10: Secondary climate change model runs

Scenario	Return period	CC allowance
Baseline	1 in 20-year event	30%
Baseline	1 in 40-year event	30%
Baseline	1 in 100-year event	30%

The results were as follows:

- 1 in 20-year return period: 300 to 400 mm increased flood depth in the CC run
- 1 in 40-year return period: 300 to 400 mm increased flood depth in the CC run
- 1 in 100-year return period: 200 mm increased flood depth in the CC run

It is evident that the proposed scheme is reducing the effects of CC. A final set of runs were modelled to directly compare the proposed FAS with CC with the baseline with CC. Table 2.11 lists the modelled runs compared.

Table 2.11: Final climate change model runs

Scenario	Return period	CC allowance
Baseline	1 in 20-year event	30%
Baseline	1 in 40-year event	30%
Baseline	1 in 100-year event	30%
Option A	1 in 20-year event	30%
Option A	1 in 40-year event	30%
Option A	1 in 100-year event	30%

The results showed that there are 20 properties which would have become flooded with CC that would be protected by the scheme. Whilst the effectiveness of the scheme is likely to fall as the effects of CC are realised, the scheme will still provide a benefit at the end of its 100 year design life.

2.10 Sensitivity to material reuse

A significant proportion of the construction cost for all variants of Option A is the cost to dispose of excavated material offsite. It is therefore recommended that opportunities to reuse material onsite wherever possible should be explored in future design phases, potentially through bunds, landscaped areas, or by levelling the existing sports pitches.

To understand the potential impact which reducing the disposal quantities would have on the scheme, a scenario where 50% of excavated materials have been reused on site has been explored for the preferred Option A4. It is important to note that no additional construction time has been included in this analysis, only material savings.

In this scenario (which has the same quantifiable benefits), a PF score of 16% is realised, £208,673 of GiA would be claimable (excluding the GiA already claimed), leaving a funding gap of only £16k for Harrow Council to fill (as opposed to the £444k). As this should still be explored during the detailed design stage, Section 4 of this OBC has not taken this potential material reuse into account but should be updated at a later date.

3 Commercial case

3.1 Procurement strategy

It is proposed that the Council will use their term contractor to deliver the scheme, using their previously agreed schedule of rates wherever possible to determine the costs. At the time of this OBC, a new term contractor was being procured. It was for this reason that Jackson Civil Engineering were used to provide an independent cost assessment, and comparisons with local supplier quotes supplied by the Council confirmed similarities (of per cubic metre costs). For any work outside of the term contractor's remit, it is expected that the commissioning will be performed in line with the Council's in-house Procurement team's processes which follow National Government legislation and therefore comply with the Official Journal of the European Union. This will include the writing of the specification, liaising with the Council's Legal and Finance teams where required, and sending out the invitation to tender via the London Tenders Portal. This approach has been proposed due to previous successful working relationships with contractors for the Council's Queensbury Recreation Ground (Kenton Brook river restoration and flood storage) and Stanmore Marsh projects and the Newton Park West FAS. This approach is likely to take between 6 and 10 weeks, assuming the use of Harrow's tender contractor.

3.2 Key contractual terms and risk allocation

The works will be project managed by Council officers, aligned to in-house project management systems. The scope of the work is to be clearly defined following final refinement of the designs of the dry detention basin (to maximise ecological and water quality benefits).

All construction works, including ground investigations, will be carefully managed to keep disruption to the Park to a minimum. Key risks associated with the project are outlined in Appendix E.

3.3 Efficiencies and commercial arrangements

Efficiency savings are to be tracked through the use of the EA's Combined Efficiency Reporting Tool (CERT). The target is for RMA-led projects to achieve 10% savings which, combined with all other projects on the EA's six year capital investment programme, will help to offset future inflation costs (for example of construction). Efficiencies are to be reported on quarterly and will be reviewed by central Government. As with the HM Treasury's five case three stage business case model, the data submitted within the CERT is to be proportionate to the size of the project. The CERT will be a live document throughout future phases of the scheme, capturing efficiencies against their baselines. This project aims to meet the 10% target through the following efficiencies as a minimum, listed in the order which Harrow Council anticipate them being realised:

- Time and cost savings – lessons learnt from similar projects delivered by the Council, such as the Newton Park project will be put into practice to maximise savings throughout the project. Such savings should be identified from the procurement and design phases through to construction and completion.
- Funding savings – similarly to above, lessons learnt from the similar projects delivered by the council, including the Newton Park project, will be put into practice to maximise savings throughout the project. Such savings should be identified from the procurement and design phases through to construction and completion.
- Alignment of modelling – the modelling of the option has been done by combining the FAS with the features in the park regeneration scheme. This ensures that any attenuation volumes held by the HLF-funded regeneration scheme features is not accounted for in the design volume for the dry detention basin.
- Alignment of Council FAS meetings – since the commencement of the modelling work, several Harrow Council FAS progress meetings have occurred concurrently. Examples include Temple Pond, Wealdstone and North Harrow. These have been attended by

various parties such as the consultants, the Council, the EA, Thames Water and Thames21 and this is proposed to continue throughout the detailed design and construction phases.

- Combination savings – all the savings above will be further improved by the combination of the wider Headstone Manor 'Parks for People' project with the FAS. Since the two projects are in the same location, the cost of getting personnel and materials to the site will be shared. The same goes for maintenance of the assets. Both projects are also being led and managed by the same Council team, maximising the potential for efficiency savings to be realised.
- Material savings – it is recommended that re-use of excavated material on site is explored. This could be in the form of bunds, landscaped areas or by improving the existing football pitches and associated drainage. The latter example would provide not only a saving in terms of material re-use, but also offer wider social benefits.
- Future maintenance savings – careful design will ensure that maintenance regimes are suitable and prevent unnecessary duplication of tasks, working with nature wherever possible. Access to the channel will be improved through the project, potentially limiting the time and size of plant required to undertake maintenance.

4 Financial case

4.1 Financial Summary

Tables 4.1 and 4.2 have been used to complete the Partnership Funding Calculator submitted alongside this OBC.

Table 4.1: Summary of the project's projected costs

	Cost for economic appraisal (PV)	Whole-life cash cost	Total Project cost (approval)
Costs up to OBC		£122,631	£11,931
<u>Costs after OBC</u>			
Value Engineering & Construction (including future project management)	£1,792,875	£1,823,711	£1,792,875
<u>Risk Contingency*</u>			
Risk or Optimism Bias**	£537,862	£547,113.20	£537,862
Future costs (maintenance & decommissioning)***	£330,200	£1,725,151	
Optimism Bias on future cost**	£99,060	£517,545.26	
Project total cost	£2,759,998	£4,736,151	£2,342,668

* The risk contingency method used is reflective of the scale of the overall project. The sensitivity analysis in the Partnership Funding calculator demonstrates that the whole life cost of the project's construction is the most variable.

** Optimism bias calculated as 30% of the construction cost as this project is at the detailed design stage.

*** Annual maintenance costs based on Environment Agency FCERM Research & Development Programme's SC080039/R3 report (March 2015) and the decommissioning cost assumed to be 40% of the construction cost, with a lifetime of 100 years (scheme operation of 98years from Year 2 to Year 99 – assuming no maintenance occurs in year of construction and year of decommissioning).

4.2 Funding sources

Table 4.2: Sources of funding and Partnership Funding Score for Option A4

	%	Description	Total £k
Raw Partnership Funding score	13		
<u>Funding:</u>			
Heritage Lottery Fund		For the wetlands/sediment basin and watercourse deculverting (incl. small pond reinstatement) element only	629.2
Harrow Council – Community Infrastructure Levy		Made up of a confirmed Borough CIL contribution (for the HLF water work)	300.0
Harrow Council - Section 106		Made up of a confirmed contribution (for the HLF water work)	401.8
Harrow Council – other contributions		To be made up of Harrow Council contributions (£30k previously allocated plus a proportion of an additional CIL business case (TBC% of £500k) and Thames Water AMP7 SuDS money (TBC% of £150k) (exact split TBC)) ^[MM4]	444.0
GLA		Confirmed Green Capital funding (towards HLF water work)	300.0
Local Levy			50.0
Non GiA contributions			2,124.9
Adjusted Partnership Funding score	100		
Grant in Aid		Total GiA the project is eligible for	328.5
		Total GiA the project has already claimed during development work to date ^[MM5] (£100k by Harrow Council for pre-OBC feasibility work plus the £10.7k by EA for SOC)	-110.7
Project total cost (approval)			217.8

5 Management case

5.1 Project and contract management

The project is to be managed by the Council and led by their Lead Local Flood Authority team. The Council's Senior Drainage Engineer will be the project manager and they will be the central communication point between all Council staff, contractors, partner organisations, Councillors and interested local residents.

Table 5.1: Anticipated Roles and Responsibilities

Role	Provider	Responsibilities
Project Manager	Harrow Council	The project lead. Sets timeframes and manages milestone delivery, acts as the contact between council and partners and manages the budget. Such partners could be charitable organisations like Friends of Harrow Museum, Thames21 and Green Corridor, as well as organisations associated with the 'Parks for People' project works upstream of the Recreation Ground such as Land Use Consultants and Community First Partnership. Acts as the Council's representative, the link to council activities and alignment with priorities etc. Informs the project team of progress, including future responsibilities / legacy rollout, and the link with councillors, local committees, neighbourhood groups etc. Organises planning matters and contracts.
Project Executive	Harrow Council	Will ensure that the Council's priorities are met and that links to Council activities are maintained.
Project Team	Harrow Council and Partners	Report to the Project Coordinator. Made up of all key partners (including involved authorities, design consultants, construction contractor and trusts) and stakeholders. Responsible for ensuring the final designs promote maximum water quality benefits, and the identification of possible additional funding routes. Raising of good practice and providing supporting advice regarding specific elements of the design (e.g. water quality improvements).
Construction Team	Contractor (TBC)	Value engineering of detailed design development where necessary. Oversees delivery, informs roll out and progress to Project Coordinator, and contributes to management plans. Construction of scheme as agreed with Project Coordinator.

5.2 Schedule

Table 5.2: Schedule of main events

Activity	Date (DD/MM/YY Y)	Comment
Discussion with partners who could provide FAS financial support	Ongoing	Led by Harrow Council
Public consultation, led by the Community Engagement Team	Ongoing	This has been in progress since the R2 HLF submission in February 2018.
Submission of OBC to the Environment Agency's National Project Advisory Service	01/04/2019	Approval of support from the Environment Agency's Area Flood and Coastal Risk Manager required prior to submission
'Parks for People' Headstone Manor site-wide regeneration project work to start on site	01/07/2019	
Liaison with Harrow Council's Legal, Finance and Procurement teams to ensure all standard Council processes are being performed	01/09/2019	
Refinement of FAS final designs to maximise ecological / water quality benefits and minimise construction & operation costs ('value engineering stage')	01/10/2019	Close working with partners, including Thames21, once initial funding has been confirmed.
Procurement and appointment of FAS construction contractor	01/01/2020	Budget confirmation required following decision on OBC
'Parks for People' Headstone Manor site-wide regeneration project work substantially completed by	31/03/2020	
FAS work to be started on site	01/04/2020	
FAS work substantially completed by	31/03/2021	

5.3 Outcomes

The primary benefit of the FAS is to reduce flood risk. While most of the flood alleviation benefits are given by the dry detention basin, the site-wide Headstone Manor regeneration scheme itself will contribute towards the overall storage volume required by the FAS. The aligned projects provide the flood risk reduction benefits of the FAS with the substantial environmental, water quality and amenity benefits of the park's regeneration scheme.

Table 5.3: Outcome Measures delivered by the project

Contributions to outcome measures	
Outcome 1 – Ratio of whole-life benefits to costs	
Present value benefits (£k)	£5,953,256
Present value costs (£k)	£2,882,629
Benefit: cost ratio	2.1
Outcome 2 – Households at reduced risk	
2a – Households moved to a lower risk category (number – nr)*	36
2b – Households moved from very significant or significant risk to moderate or low risk (nr)	12
2c – Proportion of households in 2b that are in the 20% most deprived areas (nr)	0%
Outcome 3 – Households with reduced risk of erosion	
3a – Households with reduced risk of erosion (nr)	N/A
3b – Proportion of those in 3 protected from loss within 20 years (nr)	N/A
3c – Proportion of households in 3b that are in the 20% most deprived areas (nr)	N/A
Outcome 4 – Water framework directive	
4a – Hectares of water-dependent habitat created or improved (ha)	N/A
4b – Hectares of intertidal habitat created (ha)	N/A
4c – Kilometres of river protected (km)	N/A
4d – Kilometres of WFD water body enhanced through FCRM	0.1
4e – Kilometres of water body opened up to fish and /or eel passage through FCRM	N/A
4f – Kilometres of river habitat enhanced (including SSSI) through FCRM	N/A
4g – Hectares of habitat (including SSSI) enhanced through FCRM	N/A
4h – Hectares of habitat created through FCRM	0.5

* This figure counts all of the residential properties which are moving risk bands between the Do Minimum baseline and the preferred Do Something (Option A4), not the net outcome between very significant, significant and moderate risk.

5.4 Risk, constraint and dependency management

Key project risks, constraints and dependencies are detailed in Appendix E. We would anticipate that the risk register being a live document which is regularly updated throughout the project delivery, to ensure that risks are being identified, mitigated and considered in a pro-active manner.

5.5 Sustainability

The project will be managed with the full engagement from officers responsible for environmental, economic and social sustainability within Harrow Council. There will also be a consultation which

will give the local community an opportunity to provide feedback on the design and input their requests and concerns. Monitoring procedures will be put in place by Harrow to monitor the impacts of the environmental improvements realised from the scheme, including monitoring water and air quality.

The project should seek to deliver the project with local contractors, using locally sourced materials wherever possible.

5.6 Assurance

The project is largely dependent on the provision of external contributions from partner organisations. This is largely the EA (distributors of Defra's FCRM GiA funding) for the finalisation of the detailed designs, plus a number of stakeholders and environmental organisations for its construction. As a result, the project will need to conform to the standards and policies of all of the partners involved. The Project Manager will provide the central liaison role between the Council and each partner to ensure that all requirements are met. This role will also ensure that all necessary documentation is produced to obtain approval for the allocated funding.

It is intended that regular progress meetings are held between the Project Manager and the Project Team, plus the Contractor once confirmed. The progress meetings will allow for peer reviews of the detailed design refinement, whilst ensuring that all funding opportunities are seized. Internal project board meetings are proposed on a bi-monthly basis or as required. Independent review and approval by NPAS/NPAB at the necessary timescales, and it has been agreed that the Council's EA Partnership and Strategic Overview contact (who has been involved throughout the appraisal and design stages to date) will assist with the guidance of the project through this process. It is expected that this contact will also provide technical support when needed so that it achieves Financial Scheme of Delegation approval.

Following the completion of the project, there will be a post-project review by the project team to document the successes and lessons learnt. It is intended that such a review will enable the project to be replicated elsewhere in the borough, incorporating any improvements from this project. It is also anticipated that this project could become a useful case study for similar projects elsewhere within the Thames region, and possibly nation-wide.

5.7 Engagement with Stakeholders and compliance with the Equality Act 2010

During the value engineering stage of the scheme, it is proposed that the Council will engage with various stakeholders and resident groups to ensure the scheme is not undertaken in isolation. Communication with such partners is still in its early phases so will develop over time and updated in future refinements of this business case report. At present the list of possible partners includes, but is not limited to the following:

- Cricket Club
- Football Clubs
- Environment Agency
- Harrow Nature Conservation Forum
- Headstone Manor / Harrow Museum
- Thames Water Utilities Ltd.
- Thames21

It is worth stating that consultation undertaken to date with the Cricket Club and Football Clubs has informed design decisions, in particular the acceptable location of any detention basins. This engagement will continue throughout the detailed design processes.

5.8 Evaluation

Following the completion of the project, there will be a post-project review by the project team to document the successes and lessons learnt. It is intended that such a review will enable the

project to be replicated elsewhere in the borough, incorporating any improvements from this project. It is also anticipated that this project could become a useful case study for similar projects elsewhere within the Thames region, and possibly nation-wide.

References – Other associated study reports^[MM6]

Environment Agency – Headstone Flood Alleviation Scheme Initial Assessment (2015)

Environment Agency – Headstone Flood Alleviation Scheme Strategic Outline Case (2016)

Metis Consultants – Integrated Urban Drainage Model and Flood Mitigation Options Economic Appraisal Report (2017) Harrow Council ‘Parks for People’ – Site-wide regeneration work for Headstone Manor Recreation Ground (scheduled for 2019-2020)

Harrow Council – Queensbury Recreation Ground (Kenton Brook River Restoration and Flood Storage)

Harrow Council – Stanmore Marsh projects

Harrow Council – Newton Park West Flood Alleviation Scheme

Appendix A: Partnership funding calculator

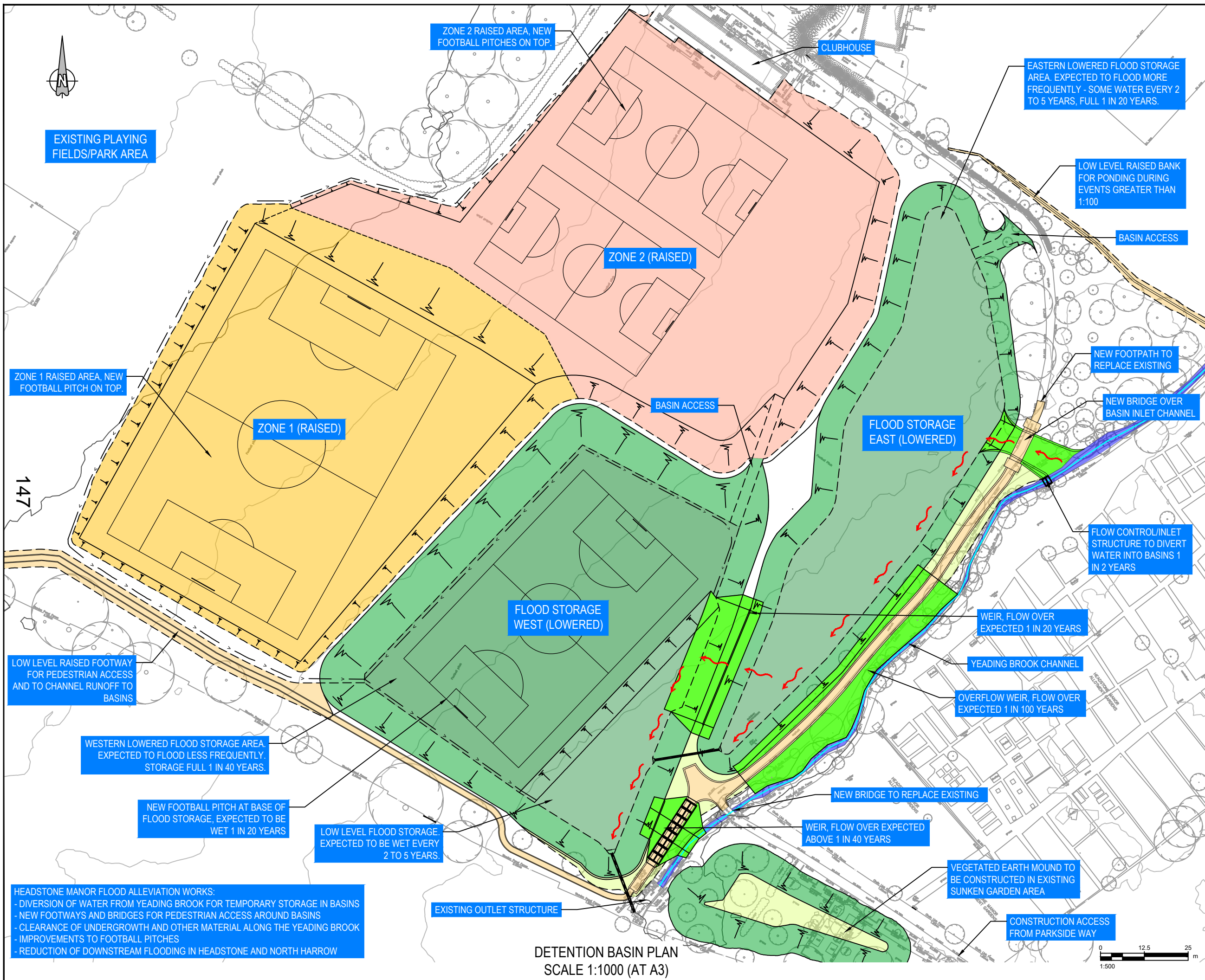
Appendix B: Model Build Report

Appendix C: Appraisal Options

Appendix D: Refined Option A Drawings

Appendix E: Risk Register

Appendix F: Benefits of SuDS Tool Spreadsheets



ZONE 2 RAISED AREA, NEW FOOTBALL PITCHES ON TOP.

CLUBHOUSE

EASTERN LOWERED FLOOD STORAGE AREA. EXPECTED TO FLOOD MORE FREQUENTLY - SOME WATER EVERY 2 TO 5 YEARS, FULL 1 IN 20 YEARS.

LOW LEVEL RAISED BANK FOR PONDING DURING EVENTS GREATER THAN 1:100

BASIN ACCESS

ZONE 2 (RAISED)

NEW FOOTPATH TO REPLACE EXISTING

NEW BRIDGE OVER BASIN INLET CHANNEL

FLOOD STORAGE EAST (LOWERED)

FLOW CONTROL/INLET STRUCTURE TO DIVERT WATER INTO BASINS 1 IN 2 YEARS

BASIN ACCESS

WEIR, FLOW OVER EXPECTED 1 IN 20 YEARS

YEADING BROOK CHANNEL

OVERFLOW WEIR, FLOW OVER EXPECTED 1 IN 100 YEARS

FLOOD STORAGE WEST (LOWERED)

WEIR, FLOW OVER EXPECTED ABOVE 1 IN 40 YEARS

VEGETATED EARTH MOUND TO BE CONSTRUCTED IN EXISTING SUNKEN GARDEN AREA

CONSTRUCTION ACCESS FROM PARKSIDE WAY

EXISTING OUTLET STRUCTURE

EXISTING PLAYING FIELDS/PARK AREA

ZONE 1 RAISED AREA, NEW FOOTBALL PITCH ON TOP.

ZONE 1 (RAISED)

LOW LEVEL RAISED FOOTWAY FOR PEDESTRIAN ACCESS AND TO CHANNEL RUNOFF TO BASINS

WESTERN LOWERED FLOOD STORAGE AREA. EXPECTED TO FLOOD LESS FREQUENTLY. STORAGE FULL 1 IN 40 YEARS.

NEW FOOTBALL PITCH AT BASE OF FLOOD STORAGE, EXPECTED TO BE WET 1 IN 20 YEARS

LOW LEVEL FLOOD STORAGE. EXPECTED TO BE WET EVERY 2 TO 5 YEARS.

HEADSTONE MANOR FLOOD ALLEVIATION WORKS:
 - DIVERSION OF WATER FROM YEADING BROOK FOR TEMPORARY STORAGE IN BASINS
 - NEW FOOTWAYS AND BRIDGES FOR PEDESTRIAN ACCESS AROUND BASINS
 - CLEARANCE OF UNDERGROWTH AND OTHER MATERIAL ALONG THE YEADING BROOK
 - IMPROVEMENTS TO FOOTBALL PITCHES
 - REDUCTION OF DOWNSTREAM FLOODING IN HEADSTONE AND NORTH HARROW

DETENTION BASIN PLAN
 SCALE 1:1000 (AT A3)

CONSTRUCTION OPTIONS

- OPTION 1 - MOST MATERIAL OFF-SITE (LOWERED FLOOD STORAGE AREAS ONLY)
- OPTION 2 - HALF MATERIAL OFF-SITE (LOWERED FLOOD STORAGE AREAS PLUS ZONE 1 RAISED AREA)
- OPTION 3 - HALF MATERIAL OFF-SITE (LOWERED FLOOD STORAGE AREAS PLUS ZONE 2 RAISED AREA)
- OPTION 4 - ALL MATERIAL RE-USED ON SITE (LOWERED FLOOD STORAGE AREAS PLUS ZONE 1 AND ZONE 2 RAISED AREAS)

DRAWING KEY

- PROPOSED FLOW PATH
- PROPOSED SURFACE WATER PIPE
- SLOPE
- SWALE/CHANNEL BASE
- YEADING BROOK
- SLOPE AREA
- FLOOD STORAGE AREA
- WEIR/OVERFLOW
- FOOTPATH/BANK
- RAISED AREA
- ZONE 1 - RAISED AREA
- ZONE 2 - RAISED AREA

NOT TO BE USED FOR CONSTRUCTION PURPOSES

01	03/04/20	FOR PUBLIC CONSULTATION	MB	RW	RW
REV	REV. DATE	PURPOSE OF REVISION	DRAWN	CHKD	APPRVD

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Client: **Harrow COUNCIL** LONDON

Project: HEADSTONE MANOR PARK FLOOD ALLEVIATION WORKS

Drawing Title: FLOOD STORAGE AREA PLAN

Drawing Status: **FOR PUBLIC CONSULTATION**

Scale: @ A1 VARIES | DO NOT SCALE
 Sheet: 001 of 001

Drawing Number: 19099-METIS-HGN-DR-CD-001 | Rev: 01

This drawing is not to be used in whole or part other than for the intended purpose and project as defined on this drawing. Refer to the contract for full terms and conditions.

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Project Risk Log

Project: Headstone Manor Park, Flood Alleviation Scheme

Manager: Michael Bradshaw

Date: 18 May 2020

Risk (threat to achievement of business objectives)	Assessment of Current Risk (Assume CURRENT controls in place)			Risk Control Measures	Assigned To	Assessment of Controlled Risk (With controls in place)		
	Impact	Probability	Risk Rating			Impact	Probability	Risk Rating
HMPFAS001 Covid-19 virus risks to delivery contractors, staff, supply chain, activity plan delivery, timescales, costs etc.	5	5	25	1.1 Follow government advice 1.2 Maintain close communication with contractors and grant funders 1.3 Ensure notification of LBH legal and Divisional Contract teams with regard to any delays / claims 1.4 Re programme capital works and activities forecasting delays and additional costs	MB	4	5	20
HMPFAS002 Inclement weather leading to delays in capital works programme which will impact on GLA funding timescales & community open day – weather may adversely affect progress to the excavations for the sedimentation ponds and reed bed, or placement of material in the new landforms.	4	3	12	2.1 Ensure close liaison with the EA & TRFCC and advance inform of any delays in the programme 2.2 Close working with the contractor and advance warnings of any delays and manage EOT requests and subsequent claims	MB	3	3	9
HMPFAS003 Risk of Cost Over Run – Works	4	4	16	3.1 Expenditure monitoring by Finance Team, CA and QS 3.2 Financial Monitoring by Project Manager	MB	3	3	9

Project Risk Log

Project: Headstone Manor Park, Flood Alleviation Scheme

Manager: Michael Bradshaw

Date: 18 May 2020

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				<p>3.3 Review rates and contingencies, including CDP & develop value engineering options for discussion with contractors</p> <p>3.4 Liaison with contractor throughout and minimise EOT requests and number of variations to contract</p>				
<p>HMPFAS004 Items specified as contractor design elements – risk of cost overrun</p>	4	4	16	<p>4.1 Items to be specified as Contractor designed elements in our tender specification as follows:</p> <ul style="list-style-type: none"> - Hardwood Timber Bridges (although these are specified as standard CTS product, the design will still need to be procured via the Contractor) - Works to create landforms, log walls and football pitches - All temporary works and management of watercourse flows during the works <p>4.2 Negotiations to be carried out on such items following receipt of priced BQ</p>	MB	3	3	9
<p>HMPFAS005 Risk of Cost Over Run – Design fees</p>	2	2	4	<p>5.1 Identify and secure appropriate levels of contingency</p> <p>5.2 Expenditure monitoring by Finance Team & Financial Monitoring by Project Manager</p>	MB	3	3	9
<p>HMPFAS006 Material reuse is a CDP defined activity</p>	4	4	16	<p>6.1 topographic and GPR survey to be completed for circular footpath, TW foul sewer, invert and cover levels on manholes</p> <p>6.2 final topographic survey to quantify material placed to placed on site complies with MMP</p>	MB	3	3	9

Project Risk Log

Project: Headstone Manor Park, Flood Alleviation Scheme

Manager: Michael Bradshaw

Date: 18 May 2020

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				<p>6.3 MMP for Headstone Manor Park has been approved by the CL-AIRE Qualified Person</p> <p>6.4 surplus material to be reused elsewhere for flood defence and vehicle incursion prevention measures</p> <p>6.5 Transportation of reuse material is costed as provisional items within the tender and will be used</p> <p>6.6 receptor site MM and designs are completed and submitted to the CL-AIRE QP and are approved</p> <p>6.7 ECI meetings completed with other contractors and stakeholders and transport costs approved as contract agreed rate</p>				
HMPFAS007 Stakeholder dissatisfaction with project delivery	4	4	16	<p>7.1 Ensure a pro-active approach to PR and media opportunities to inform park visitors via notices in the park and social media & website updates</p> <p>7.2 FoHMP regularly updated with regard to project progress to ensure continued channels of communication</p> <p>5.6 Project page on Council website & weekly and monthly updates put on temp noticeboard in park</p>	MB DM	3	3	9
HMPFAS008 Contractor insolvency	4	3	12	<p>8.1 Credit checks carried out as part of the Council's tender process</p> <p>8.2 Ensure there are alternative contractors (Council's select list)</p>	MB MP	3	3	9

Project Risk Log

Project: Headstone Manor Park, Flood Alleviation Scheme

Manager: Michael Bradshaw

Date: 18 May 2020

HMPFAS009 Traveller incursions during construction works causing possible delays and damage to parkland and infrastructure	3	3	9	9.1 Boundary treatments considered in new designs, include movement of material to create boundary earth bunds to prevent such incursions during capital works. This will also future proof the site	MB Parks	3	2	6
HMPFAS010 Tree removals	3	4	12	10.1 Early consultation on potential tree removals. All tree removals completed in advance of the main contract.	MB DM	2	2	4
HMPFAS011 Insufficient staff resources to deliver the project	3	3	9	11.1 Continue to procure additional specialist support 11.2 Project Manager, Head of Service all briefed on project 11.3 Ensure a well constituted project team	MB	3	2	6
HMPFAS012 Risk from unknown utilities (in wrong location, not to standard required, not present or additional services)	4	3	12	12.1 Contractor to undertake GPR SCAN survey and trial prior to starting work on site.	LUC	2	2	4
HMPFAS013 Planting does not survive post-delivery of the capital works	4	3	12	13.1 Snagging and defects with main contractor to be completed. 13.2 Additional funding to be sought to ensure plants that do not survive are replaced.	MB	3	2	6
HMPFAS014 Risk of invasive species establishing prior to construction. This may affect method of work as arisings of Schedule 9	3	1	3	14.1 Review prior to work on site	MB	2	2	4

Project Risk Log

Project: Headstone Manor Park, Flood Alleviation Scheme

Manager: Michael Bradshaw

Date: 18 May 2020

species need to be disposed of appropriately to ensure legal compliance								
HMPFAS015 Risk of items being missed from Bill of Quantities	3	3	6	15.1 Bill of Quantities/Pricing document review with Design/client Team 15.2 Allow time in programme.	MB Metis	2	2	4

Project Risk Log

Project: Headstone Manor Park, Flood Alleviation Scheme

Manager: Michael Bradshaw

Date: 18 May 2020

Impact Scoring Criteria

Score	Statement
1	Insignificant
2	Minor
3	Moderate
4	Significant
5	Major

Probability Scoring Criteria

Score	Statement
1	Rare <10%
2	Unlikely 10%-30%
3	Moderate 30%-50%
4	Likely 50%-90%
5	Almost certain >90%

Change Log

Version number	Risk changed	Nature of change	Reason for change
V1			

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REPORT FOR: CABINET

Date of Meeting:	18 June 2020
Subject:	Cabinet Advisory Panels, Consultative Forums and Appointment of Chairs
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Leader of the Council
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	All
Enclosures:	Appendix 1 - Panels & Consultative Forums - Memberships, Chairs and Nominated Members

Section 1 – Summary and Recommendations

This report sets out the memberships of Cabinet Panels and Consultative Forums, including the Chairs and Nominated Members. The Terms of Reference of the bodies are set out in the Council's Constitution.

Recommendations:

That the Membership of Cabinet Panels and Consultative Forums, the Chairs and Nominated Members of the Panels and Consultative Forums be confirmed.

Reason: (For recommendation)

To confirm appointments and to allow the Panels to be constituted.

Section 2 – Report

Introductory paragraph

Members of Council bodies are appointed in accordance with the wishes of the political groups. The names of the Members, including the Chairs and Nominated Members, are set out at Appendix 1 to the report.

Options considered

There were no options to be considered.

Financial Implications

There are no financial implications arising from this report.

Equalities implications / Public Sector Equality Duty

There are no equalities implications associated with this report.

Corporate Priorities

This report has no direct effect on the Corporate Priorities.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert

Chief Financial Officer

Date: 05/06/20

Name: Hugh Peart

Monitoring Officer

Date: 03/06/20

Ward Councillors notified:

NO, as it impacts on all Wards

EqIA carried out:

N/A

EqIA cleared by:

N/A

Section 4 - Contact Details and Background Papers

Contact:

Elaine McEachron, Democratic, Electoral and Registration Services Manager

Email: elaine.mceachron@harrow.gov.uk

Tel: 020 8424 7694 or Internal Ext 2097

Background Papers: Council's Constitution

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=1092&MId=64338&Ver=4&Info=1>

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

NO

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CABINET ADVISORY PANELS 2020/2021

(Membership in order of political group nominations)

Labour

Conservative

(1) CORPORATE PARENTING PANEL (6)

(4)

(2)

**I.
Members**

**Sue Anderson
Angella Murphy-Strachan (CH)
Christine Robson
Chloe Smith**

**Janet Mote *
Lynda Seymour**

**II.
Reserve
Members**

1. Simon Brown
2. Dean Gilligan
3. Rekha Shah
4. Maxine Henson

1. Dr Lesline Lewinson
2. Chetna Halai

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

(2) HARROW BUSINESS CONSULTATIVE PANEL (4)

(2)

(2)

**I.
Members**

**Jeff Anderson (CH)
Kiran Ramchandani**

**Norman Stevenson *
Bharat Thakker**

**II.
Reserve
Members**

1. Adam Swersky
2. Antonio Weiss

1. Ramji Chauhan
2. Susan Hall

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

(3) MAJOR DEVELOPMENTS PANEL (7)

	(4)	(3)
I. Members	Ghazanfar Ali Keith Ferry (CH) Varsha Parmar David Perry	Marilyn Ashton Stephen Greek * Paul Osborn
II. Reserve Members	1. Jeff Anderson 2. Simon Brown 3. Niraj Dattani 4. Kiran Ramchandani	1. Bharat Thakker 2. Anjana Patel 3. Norman Stevenson

(CH) = Chair
* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

(4) TRAFFIC AND ROAD SAFETY ADVISORY PANEL (7)

	(4)	(3)
I. Members	Peymana Assad James Lee Jeff Miles (CH) David Perry	John Hinkley Ameet Jogia Anjana Patel
II. Reserve Members	1. Kareema Marikar 2. Phillip O'Dell 3. Kiran Ramchandani 4. Sasi Suresh	1. Vina Mithani 2. Lynda Seymour 3. Pritesh Patel

(CH) = Chair
(VC) = Vice-Chair
* Denotes Group Members on Panels for consultation on administrative matters.

To note the membership of the following informal bodies.

Labour

Conservative

CONSTITUTION REVIEW WORKING GROUP (5)

(3)

(2)

**I.
Members**

**Simon Brown
Keith Ferry (CH)
Graham Henson**

**Paul Osborn *
Norman Stevenson**

**II.
Reserve
Members**

1. Jeff Anderson
2. Pamela Fitzpatrick
3. Varsha Parmar

1. Amir Moshenson
2. Chris Mote

(CH)
*

= Chair

Denotes Group Members for consultation on Delegated Action and/or administrative matters.

MEMBER DEVELOPMENT WORKING GROUP (5)

(3)

(2)

**I.
Members**

**Jeff Anderson
Sue Anderson (CH)
Niraj Dattani**

**Jean Lammiman *
Mina Parmar**

**II.
Reserve
Members**

1. Simon Brown
2. Pamela Fitzpatrick
3. Natasha Proctor

1. Janet Mote
2. Kanti Rabadia

PLANNING POLICY WORKING GROUP (7)

(4)

(3)

**I.
Members**

**Ghazanfar Ali
Simon Brown
Keith Ferry (CH)
Sachin Shsh**

**Marilyn Ashton
Stephen Greek *
Bharat Thakker**

**II.
Reserve
Members**

1. Peymana Assad
2. Christine Robson
3. Kiran Ramchandani
4. Ajay Maru

1. Pritesh Patel
2. Christopher Baxter
3. Anjana Patel

SOCIAL SERVICES EXECUTIVE BODIES

ADOPTION PANEL (1)

I. Christine Robson
Members

FOSTERING PANEL (1)

I. Christine Robson
Members

[Note: In relation to the Adoption Panel, the statutory guidance states that 'where possible, the Local Authority should appoint an elected member from the corporate parenting group or a member with responsibility for children's services.']

CLINICAL COMMISSIONING GROUP JOINT WORKING BODIES

CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP (2)

I. Christine Robson (CH) Janet Mote
Members

CONSULTATIVE FORUMS

“ADVISORY” COMMITTEES ESTABLISHED UNDER SECTION 102(4) OF THE LOCAL GOVERNMENT ACT 1972, APPOINTED BY CABINET

(Membership in order of political group nominations)

Labour

Conservative

(1) EMPLOYEES’ CONSULTATIVE FORUM (7)

Council Representatives

(4)

(3)

I. Members

**Pamela Fitzpatrick
Graham Henson
Angella Murphy-Strachan
Adam Swersky**

**Camilla Bath
Philip Benjamin
Mina Parmar**

II. Reserve Members

1. Ghazanfar Ali
2. Varsha Parmar
3. Kiran Ramchandani
4. Sachin Shah

1. John Hinkley
2. Pritesh Patel
3. Susan Hall

(CH)

= Chair

*

Denotes Group Members for consultation on Delegated Action and/or administrative matters.

[Note: In accordance with the Forum’s Terms of Reference, the Council membership should include the Leader and/or Deputy Leader, Portfolio Holder with responsibility for human resources].

Employee Representatives: (minimum of one to a maximum of three representatives from each recognised Trade Union)

UNISON Representatives
GMB Representative:
Teacher Representatives

Darren Butterfield, Gary Martin, Davis Searles
Pamela Belgrave
Louise Crimmins (National Union of Teachers), Anne Lyons (National Association of Headteachers),
(1 vacancy)

(Note: The Chair of the Employees’ Consultative Forum shall be an Employee side representative in 2020/21, and the Vice-Chair is to be appointed by the Council side. These appointments shall thereafter alternate in succeeding years).

JOINT ARRANGEMENTS COMMITTEE

**WEST LONDON ECONOMIC PROSPERITY BOARD (5) (1 Member, 1 Reserve)
(Joint Committee of the Boroughs of Barnet, Brent, Ealing, Harrow and Hounslow)**

	Labour	Conservative
	(1)	(0)
I. Members	Graham Henson	-
II. Reserve Members	1. Keith Ferry	-



REPORT FOR: CABINET

Date of Meeting:	18 June 2020
Subject:	Appointment of Portfolio Holder Assistants
Key Decision:	No
Responsible Officer:	Hugh Peart, Director of Legal and Governance Services
Portfolio Holder:	Councillor Graham Henson , Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Job Description of Portfolio Holder Assistant

Section 1 – Summary and Recommendations

This report sets out the proposals by the Leader of the Council for named Portfolio Holder Assistants, the Wards they represent and their area of responsibility under the identified Cabinet Member.

Recommendations: Cabinet is requested to approve:

- (i) the appointment of the identified Portfolio Holder Assistants and responsibilities and note that these supersede previous appointments;
- (ii) the payment of Special Responsibility Allowance (SRA) to the Portfolio Holder Assistants with the implementation date of 18 June 2020.

Reason: (For recommendation)

To enable the support to Cabinet Members in terms of information provision and management, to contribute to and ensure an effective decision making framework as part of the democratic process.

Section 2 – Report

Introductory paragraph

2.1 The Local Government Public Involvement in Health Act 2007 requires the elected Leader of the Council to notify the information set out below:

- name of Deputy Leader of the Council;
- names of Cabinet Members and their delegated authorities (ie Portfolios).

2.2 The Cabinet may also appoint Portfolio Holder Assistants without any decision making powers, to assist Cabinet Members in undertaking the full extent or part of their roles effectively. Details of appointments are set out below for approval. A relevant generic job description is attached at Appendix 1 to fully outline the extent of their duties. It is recommended that the level of SRA payment of £2,142 pa will be effective from the date of the Cabinet meeting.

Portfolio Holder Assistants

The following Councillors are notified appointed as Portfolio Holder Assistants, without any formal decision making powers.

Portfolio Holder Assistant	Identified Remit	Responsible Cabinet Member/Portfolio
Councillor Ajay Maru (Kenton West Ward)	Business	Councillor Keith Ferry Deputy Leader Regeneration, Planning and Employment
Councillor Angella Murphy-Strachan (Edgware Ward)	Corporate Parenting	Councillor Christine Robson Young People and Schools
Councillor Chloe Smith (Rayners Lane Ward)	Communications	Councillor Graham Henson Leader of the Council Strategy, Partnerships Devolution and Customer
Councillor Dan Anderson (Harrow on the Hill Ward)	Engagement with local groups	Councillor Sue Anderson Community Engagement and Accessibility

Portfolio Holder Assistant	Identified Remit	Responsible Cabinet Member/Portfolio
Councillor David Perry (Malborough Ward)	Regeneration	Councillor Keith Ferry Deputy Leader Regeneration, Planning and Employment
Councillor James Lee (Edgware Ward)	Community Cohesion East	Councillor Krishna Suresh Community Cohesion and Crime
Councillor Maxine Henson (Roxbourne Ward)	Resilient Harrow	Councillor Simon Brown Adults and Public Health
Councillor Niraj Dattani (Kenton East Ward)	Innovation	Councillor Adam Swersky, Finance and Resources
Councillor Peymana Assad (Roxeth Ward)	Community Cohesion West	Councillor Krishna Suresh Community Cohesion and Crime
Councillor Sarah Butterworth (Harrow on the Hill Ward)	Youth initiatives	Councillor Christine Robson Young People and Schools

Options considered

None.

Performance Issues

It is anticipated that the appointment of these roles will enhance an effective decision-making process in terms of democratic delivery and thereby deliver an improved experience for residents.

Environmental Impact

No specific environmental impacts beyond a contribution to smoother decision making process being put in place.

Risk Management Implications

The Council's Corporate Risk Register addresses decision making and this area would fall within this category.

Risk included on Directorate risk register? Yes

Separate risk register in place? No

Legal Implications

The Council's Constitution provides for the appointment of Portfolio Holder Assistants. The role has no decision making powers in relation to the Portfolio, whether or not the relevant Portfolio Holder is absent. Portfolio

Holder Assistants shall not participate in or vote on the scrutiny of matters within their identified remit as approved by Cabinet.

Financial Implications

The Portfolio Holder Assistant role attracts an SRA (Special Responsibility Allowance) of £2,142 per annum. Only one SRA payment may be made to a Member, in addition to the Basic Allowance. The cost of the SRAs will be contained within the budget for Members' allowances

Procurement Implications

None.

Equalities implications / Public Sector Equality Duty

There are no direct equalities implications.

Council Priorities

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

The appointment of Portfolio Holder Assistants to various Cabinet Members will contribute indirectly to the Council Priorities of:

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

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert



Chief Financial Officer

Date: 05/06/20

Name: Hugh Peart



Monitoring Officer

Date: 03/06/20

Ward Councillors notified:

NO, as it impacts on all Wards

EqIA carried out:

NO

EqIA cleared by:

N/A

Section 4 - Contact Details and Background Papers

Contact: Elaine McEachron, Democratic and Electoral Services Manager

Tel: 020 8424 1097

Email: elaine.mceachron@harrow.gov.uk

Background Papers:

Council's Constitution

<http://www.harrow.gov.uk/www2/ieListMeetings.aspx?CId=1092&Info=1&bcr=1>

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

NO

Job Description - Portfolio Holder Assistant

A Portfolio Holder Assistant (PHA) may be appointed to support a Portfolio Holder or Portfolio Holders in carrying out their duties in a variety of ways. For example:

- (a) A PHA may be appointed to assist a Portfolio Holder in all his/her duties or to assist in a particular specific area.
- (b) A PHA may be appointed to assist several Portfolio Holders in a particular specified area which is covered by more than one Portfolio Holder.
- (c) A PHA may be appointed to assist two or more Portfolio Holders in different specified areas.

On appointment, the specific duties of the PHA must be specified and will be subject also to the following general considerations. PHAs have no decision-making powers.

Within their specified duties, PHAs will:

1. Keep abreast of best national practice and new initiatives and brief the Portfolio Holder accordingly.
2. Assist the Portfolio Holder in establishing and maintaining professional, effective and efficient working relationships with opposition groups, Chairs of Committees and with other Councillors.
3. Undertake such responsibilities as may arise or be required from time to time other than decision-making.
4. Deputise as required for the Portfolio Holder within the limits or conditions set by the Portfolio Holder where this does not require direct Executive decision taking.
5. Assist the Portfolio Holder to manage their workload and deal with such issues or projects (whether long term or time limited) as shall be agreed with them.
6. Develop direct, effective working contacts with Corporate Directors, Directors and Heads of Service and their staff and external partners, and assist the Portfolio Holder with maintaining effective policy and management links with them.
7. Act as a point of contact for the Portfolio Holder within the relevant political group.
8. Advise and support the Portfolio Holder on particular and ad hoc issues and opportunities arising from their own participation in Council activity and externally, and also on strategic issues.
9. Help to promote specific media opportunities relating to key projects, with regular feedback to the Portfolio Holder.