

# Cabinet AGENDA

**DATE:** Thursday 9 July 2020

**TIME:** 6.00 pm

**VENUE:** Virtual Meeting - Online

## MEMBERSHIP

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**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](mailto: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](http://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 1 July 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, 6 July 2020. Questions should be sent to [publicquestions@harrow.gov.uk](mailto: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, 6 July 2020].**

### **6. KEY DECISION SCHEDULE JULY- SEPTEMBER (Pages 7 - 14)**

### **7. COVID 19 - ECONOMIC RECOVERY AND UPDATE (Pages 15 - 226)**

Report of the Chief Executive.

## **COMMUNITY**

### **KEY 8. AWARD OF ONE YEAR CONTRACT TO QUALITY HEATING SERVICES**

**FOR THE PROVISION OF DOMESTIC GAS SERVICES AND APPROVAL TO PROCEED WITH RE-PROCUREMENT** (Pages 227 - 242)

Report of the Divisional Director for Housing.

**9. HONEYPOT LANE CLINIC - NHS LEASE RENEWAL** (Pages 243 - 248)

Report of the Corporate Director, Community

**10. REGENERATION PROGRAMME UPDATE - BUILDING A BETTER HARROW** (Pages 249 - 276)

Report of the Corporate Director, Community.

**RESOURCES AND COMMERCIAL**

**KEY 11. REVENUE AND CAPITAL OUTTURN 2019/20** (Pages 277 - 340)

Report of the Corporate Director, Resources.

**12. ANY OTHER URGENT BUSINESS**

Which cannot otherwise be dealt with.

**13. EXCLUSION OF THE PRESS AND PUBLIC**

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

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
8	Award of one year contract to Quality Heating Services for the provision of domestic gas services and approval to proceed with re-procurement - Appendices 1,2 and 3	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).
9	Honeypot Lane Clinic - NHS Lease Renewal - Appendix 1	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).

## AGENDA - PART II

14. **AWARD OF ONE YEAR CONTRACT TO QUALITY HEATING SERVICES FOR THE PROVISION OF DOMESTIC GAS SERVICES AND APPROVAL TO PROCEED WITH RE-PROCUREMENT** (Pages 341 - 354)

Appendices 1, 2 and 3 to the report of the Divisional Director, Housing.

15. **HONEYPOT LANE CLINIC - NHS LEASE RENEWAL** (Pages 355 - 356)

Appendix 1 to the report of the Corporate Director, Community.

### \* 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 06 July 2020
Publication of decisions	10 July 2020
Deadline for Call in	5.00 pm on 17 July 2020
Decisions implemented if not Called in	18 July 2020

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**London Borough of Harrow**

**KEY DECISION SCHEDULE ( JULY 2020 - SEPTEMBER 2020 )**

**MONTH: July**

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.

**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](mailto: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.



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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
<b>JULY 2020</b>						
Revenue and Capital Outturn 2019/20	<ul style="list-style-type: none"> <li>To note the Revenue and Capital outturn position reported as at 31<sup>st</sup> March 2020</li> <li>To note recommended carry forwards</li> <li>To approve recommended carry forwards</li> </ul>	Cabinet	9 July 2020	Councillor Adam Swersky  Charlie Stewart, Corporate Director, Resources Dawn.Calvert@harrow.gov.uk, tel. 0208 420 9269	Open	Agenda Report and any related appendices
Award of one year contract to Quality Heating Services for the provision of domestic gas services and approval to proceed with re-procurement	The decision being sought incorporates the following:- <ul style="list-style-type: none"> <li>Request for direct award of contract for a period of 12 months to</li> </ul>	Cabinet	9 July 2020	Councillor Graham Henson; Councillor Phillip O'Dell  Nick Powell, Divisional Director, Housing Services Subhash.Patel@harrow.gov.uk , Tel: 0208 420 9212	Part exempt	Agenda Report and any related appendices  CSB, Portfolio Holder for Housing and Employment, Portfolio Holder for Finance and

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
	<p>incumbent contractor in order to continue to a statutory service to residents.</p> <ul style="list-style-type: none"> <li>• Authority to go to market and procure a contract to carry out domestic gas (for boiler and central heating) repairs, servicing, new installations and smoke/carbon monoxide detector servicing to Council homes.</li> <li>• Seek delegated authority to award the</li> </ul>					Resources.

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
	contract following the outcome of the tendering process.					
Honeypot Lane Clinic - NHS Lease Renewal	Approval to complete a renewal lease to NHS.	Cabinet	9 July 2020	Councillor Keith Ferry  Paul Walker, Corporate Director, Community colin.rawcliffe@har row.gov.uk, tel. 0208 424 1278	Part exempt	Agenda Report and related appendices  Corporate Director of Peoples Services
<b>AUGUST 2020</b>						
<b>SEPTEMBER 2020</b>						
Revenue and Capital Monitoring 2020/21 - Quarter 1 as at 30th June 2020	<ul style="list-style-type: none"> <li>To note the Revenue and Capital forecast position as at Quarter 1</li> </ul>	Cabinet	10 September 2020	Councillor Adam Swersky  Charlie Stewart, Corporate Director,	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
	<ul style="list-style-type: none"> <li>• To approve virements</li> <li>• To approve any amendment in the capital programme delegated to Cabinet</li> </ul>			Resources Dawn.Calvert@harrow.gov.uk, tel. 0208 420 9269		

## 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

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



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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	9 July 2020
<b>Subject:</b>	COVID 19 – Economic Recovery and Update
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Sean Harriss, Chief Executive
<b>Portfolio Holder:</b>	Councillor Graham Henson, Leader of the Council
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1 – Shielding Letter Appendix 2 – Core Narrative Appendix 3 – Stakeholders Questions and Answers Appendix 4 – Recovery Plan Appendix 5 – West London Economic Prosperity Board Agenda – 3 July 2020

**Summary and Recommendations**

On 18 June 2020 Cabinet considered an update 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, including the economic impact of the pandemic and the Council’s plans for recovery.

**Recommendations:** That (1) the updates be noted and a further update be submitted to Cabinet in September 2020, if appropriate; (2) consultation and engagement on the Borough Plan be paused until the Autumn so that all partners, and the community are better placed to respond effectively.

**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**

On 22 June 2020, the Government announced an easing of lockdown restrictions with effect 4 July 2020. In terms of the on-going public health emergency, many of the restrictions and social distancing requirements mean that whilst we are gradually opening up a number of services, we continue to deliver the majority of services in a different way.

New services are stable and performing well and it is important to acknowledge and recognise the hard work and high performance of staff during the emergency. The feedback from the Pulse Survey and staff focus groups has indicated that staff, on the whole, feel well informed and supported by their managers and been overwhelming positive in relation to working from home. A small minority of staff have found working from home challenging, for a variety of reasons. Collaboration with colleagues is cited as an issue with home working.

This report provides an update on the Council's overall response to Covid-19. Since the last report to Cabinet on 18 June while the Council continues to deal with a significant emergency and the delivery of additional services and activities such as the Community Hub and the development of local outbreak plans the intensity of the emergency has reduced as the incidents of covid-19 cases reduces. However, due to the continuation of significant social distancing rules the provision of most services continue to be predominantly virtual with the vast majority of Council staff continuing to work from home and remotely. Although, the emergency phase of the covid-19 has begun to pass the easing of lockdown has involved a significant amount of activity relating to both restarting Council services and projects and in supporting the reopening of many local shops and businesses.

## **UPDATE ON SERVICES**

### **People Services Directorate**

#### **Schools and Education**

Since we last reported to Cabinet, there has been a steady increase of children and young people in Harrow attending schools, colleges, nurseries



and early years settings. By the week-ending 26 June there were almost 6,000 children attending combined settings in the Borough. This is a testament to the collaborative endeavours of Council staff, working alongside school Governing Bodies, Head teachers and Early Years providers. Our senior leadership team in Children's Services have facilitated virtual Q & A sessions for School Governors, Head teachers and Designated Safeguarding leads with our Director of Public Health to help apply Government Guidance in relation to public health, safeguarding and risk management. This has engendered a steady increase in parental confidence which has enabled more and more children to return to schools and educational settings in the designated year groups.

In Harrow, there are over 1,800 children who have an Education, Health and Care plan [EHCP]. All of these children have been supported throughout the pandemic whether they are in school or not, often via virtual means. For example, our educational psychologists have been doing online sessions for parents on behaviour management and creative care. This has been augmented by the support delivered by the Council's early help services, as well as voluntary sector services.

At the time of writing, there is no stated expectation from the Department for Education [DfE] that schools will be required to open over the summer holiday period. Schools have been open to vulnerable children and children of key workers throughout the pandemic. Parents are not *required* to send their children to school, but for those most at risk of falling behind they are being strongly encouraged to do so. There is no penalty at this time for non-attendance. The Government is planning summer holiday activities to support children and young people over this period through the use of other agencies, although schools may play a part. We are awaiting further guidance on the detail of this proposal.

Beyond the summer period the Government has said that it will invest in additional tuition for the most disadvantaged to prevent them falling further behind. The funding for this will not be all new money as the current Year 7 'Catch Up' funding will cease and be incorporated into the new fund. The formula for distributing this Government funding is still awaited and it may be passported through the Local Authority.

For September, the DfE has yet to produce detailed guidance but the expectation is that the vast majority of children will be expected to return to school. However, this is dependent on scientific advice, received through the DfE, and particularly the advice on social distancing, which is already being relaxed to 1metre plus. Schools otherwise will still have to maintain a digital learning offer provided remotely for those not on site.

What we have learnt during this pandemic is, what was already known from the last Harrow Residents' Survey, that our schools are highly valued by Harrow residents, and that the schools in Harrow are at the heart of our community cohesion. The relationship of schools with parents and with the Council is strong, and will be a significant strand of our ability to recover as a community, to take forward our Borough plan over the next few years.



This National Guidance reflects our own local learning in Harrow about the vulnerabilities of the citizens of Harrow who are living in Care home settings, and this will remain a significant priority for us in supporting the local provider market over the next year as we plan and implement our overall recovery.

Whilst many of our buildings and sites for delivery have been closed during the pandemic for citizens who usually attend them, the services have continued to be delivered through outreach, telephonic and virtual means. We have not received a groundswell of requests from families or citizens to re-open the buildings/settings. There is a clear recognition by these families and vulnerable citizens that maintaining social distancing, undertaking the habitual cleaning and hygiene will be significant challenges to ensure that the risks are managed for these cohorts of citizens in these settings for some time to come.

We are now considering carefully how we can build on the successes of the alternative care and support arrangements made through other means during the pandemic. We are co-producing a questionnaire for our citizens to feedback on how they want these services to be continued and delivered in the future and we will establish some proposals over the next few weeks. It is unlikely that these settings can be safely re-opened in the foreseeable future.

### **Children's Social Care**

Staffing levels have increased to over 90% since the last Cabinet report. This has enabled us to maintain and progress our statutory responsibilities and ensure children and young people are safeguarded, especially those exposed to violence and vulnerability. We have ensured that our corporate parenting responsibilities towards our Children Looked After [CLA] and Care Leavers have been duly exercised throughout this period of lockdown. The DfE have confirmed that they are content with Harrow's performance and due diligence in this regard, and have commended us for our resilience in delivering a 7 day a week service during the pandemic.

We have gradually increased the number of face to face meetings with children and families using appropriate risk assessments, PPE and following Government social distancing guidelines. Referrals are beginning to increase at our "front door" and are near the levels of pre- COVID lockdown. This has impacted the range of our services. Early Help referrals are increasing and the numbers of children subject of child protection plans and children looked after has risen, mainly as a result of a number multi - sibling groups needing interventions.

The Family courts have been slower to implement virtual hearings in contrast to the youth court sector and this has seen some delay in care proceedings, and some children have been placed at home on a care order due to the risk averse nature of the decision-making which cannot be done in real time, physical court hearings

The increase in numbers of children looked after is now beginning to impact on our placement sufficiency. This pressure is very much in line with the experiences of our neighbouring local authorities across the West London

Alliance (WLA). We have put in place a number of strategies to mitigate this pressure through our challenge panels, our in-house fostering recruitment, and the collaborative work with the WLA.

A wide range of resources are being provided by Early Help Services mainly by virtual and telephonic means, with the children centres being partially open to limited groups and partner services; especially those delivered from shared nursery and schools sites, which have remained open for vulnerable children throughout the pandemic. Current virtual support includes parenting support 1:1, and organised groups and drop-in groups, fitness sessions and targeted school readiness support for individual young people.

The children centres are also currently facilitating some ante-natal classes run by partner health providers. As lockdown is further relaxed, we plan to host some socially distanced contact sessions for children and their families, which will be facilitated by the contact supervision service. This is indicative of a phased reopening of the delivery sites over the next three months for other services, in line with Government Guidance.

We have certainly learnt that virtual communications with children, families and other professionals has benefits in many areas and going forward a more virtual oriented model will offer new ways of working with families and the professional network, though some meetings will need to be “hybrid” or partially face to face. This will be greatly supported by the ICT roll-out across the Council, especially the wide availability of *MS teams* and other modes of communication such as *Skype for Business*. We have discovered that many multi-Professional meetings and Panels can be more efficiently managed virtually, and enable greater participation and attendance, due to reductions in travel time. There are also some other areas of work with children and families which can be managed virtually including payments and some aspects of signposting and advice, through the duty team, across the Child’s journey. We will build this learning into our working practices and embed this as a key component on how we will deliver services across the whole of the child’s journey alongside our partner agencies.

## **Community Directorate**

The recovery plan is in full swing with many core services such as waste and environment service operating normally or close to normal. We have been providing a management plan 7 days per week to assist in ensuring the parks, streets and premises are fully supported during the recovery period.

We have successfully bid for £638,000 from TFL in the London Streetspace Plan which supports walking and cycling initiatives.

Special Needs Transport is working at much reduced levels due to the number of persons requiring the service as well as the required social distancing. The service is also supporting the residents who require the home to C19 testing facility.

Measures around **parking and enforcement** are being slowly reintroduced to support the reopening of businesses and prevent obstruction; we will commence a review of residential parking over the coming month.

**Reopening of commercial businesses** continues with 4 July being the next step. This will include the reopening of bars and restaurants with strict requirements on social distancing with 1m plus and we continue to work with all parties to ensure an orderly but successful transition.

General guidance is as follows:

- Encourage use of apps to order, table service only and encouraging use of outdoor areas where possible;
- Toilets should be kept open and managed, including cleaning regimes, ventilation;
- Clear guidance to customers about behaviour and that lack of social distancing will mean lack of service, and included outside the premises (guidance indicates Local Authorities and Police will be allowed to enforce social distancing issues and gatherings and have powers to issue Fixed Penalty Notices);
- Use the minimum amount of staff to work to ensure safety, as work from home / stay at home remains the message;
- Indoor gatherings can only be up to 2 households (including social bubbles), outdoor gatherings of the same or group of maximum 6 people from any number of households (guidance);
- It is illegal to gather in groups of 30 or more (law) unless certain circumstances;
- Local Authorities told to avoid issuing licences for any event that will lead to a large gathering;
- All guidance has been changed to reflect the 2m / 1m rule, but contrary to belief the aim is always 2m unless it can be shown as not viable and then mitigation should be in place. If cannot operate at 1m with mitigation, or can only operate less than 1m, then should not open. Exceptions are in place for close contact businesses (e.g. hairdressers) where visors must be worn at all times

The new online appointment booking system for access to the **Household Waste and Recycling Centre (HWRC)** will take effect from Monday 29 June. The site is open for pre booking and will have a 14-day rolling calendar. The performance will be closely monitored and reviewed in four weeks.

**Housing** have started a phased approach to resuming the full repairs and maintenance service to Council tenants from mid-June 2020 in line with

Government Covid19 guidelines. All planned maintenance contracts, with one exception, have now returned to site with appropriate risk assessments etc.

The Government announced on 24 June that £105 million will be used to support **rough sleepers** and those at risk of homelessness into tenancies of their own. The funding will be used to help with deposits for accommodation and to secure alternative rooms that are already available and ready for use. A further £16 million is also being provided so that vulnerable people currently in emergency accommodation can access the specialist help they need for substance misuse issues. The £105 million is made up of £85 million of new funding from HM Treasury and £20 million from refocusing existing homelessness and rough sleeping budgets. The criteria for allocation of this funding are still being developed by MHCLG. We understand that the money will go to high demand areas including London. We do not know yet whether boroughs like Harrow will receive an allocation or need to bid competitively or whether any match will be required.

We are now housing 22 rough sleepers in emergency accommodation and are working towards offering them better longer-term housing solutions. Sheltered housing tenants who were isolating with relatives have started to return to the schemes. All tenants are still receiving regular staff calls to check on their well-being. Fire Risk Assessments and Asbestos surveys of our existing housing stock are now back to normal service.

An integrated series of activities are being delivered to **reopen the town centre and district centres** by Community & Public Protection and Transport Highway and Asset Management with support from Communications and Economic Development. A £16m capital proposal has been submitted by **Regeneration** pulling together housing (energy efficiency), transport (replacing LFN funds for Wealdstone), and Economic Development (HAC) to MHCLG to develop and submit a programme. If successful, this would provide a huge capital stimulus to Harrow's economy.

**Learn Harrow** secured £363,000 additional funding in June 2020. This includes £163,000 for Skills for Life courses. The funding will support an additional 375 learners; Skills for life qualification in English or ESOL **115**, Employability qualification **50**, ICT qualification **115**, Vocational qualification: **65** (eg. customer service, health and social care etc), **ICT support course 30**. An additional £100,000 was awarded for ESOL provision from MHCLG's ESOL Integration Fund.

**The Business Grant and Discretionary Grant** provide financial relief to eligible applicants. Work is ongoing with the WLA to develop a set of co-ordinated proposals to stimulate the sub-regional economy across Support for businesses, Skills and Employment, Town Centres, Growth sectors, Heathrow, Housing and Infrastructure, with the environmental / green agenda as a cross cutting theme.

In terms of **Headstone Manor and Museum**, July will be used to allow deep cleaning and preparing the site for opening to the public. A further risk assessment to address safety concerns for the public will be submitted for approval. One way systems, signage and social distancing markers will be

placed around the site to ensure the public are clear about where to go and how to remain safe at the venue. A reduced menu for the café will be confirmed and the café will operate as take away only. Museums within the London area are staggering opening from mid-July to the end of August but neither Heath Robinson Museum nor Bentley Priory Museum have announced reopening dates as yet. Staffing of both the museum and the café are a challenge – two out of the three café team will be unable to return to work (one is shielding and one has school age children at home with no childcare) plus the museum itself is currently manned by volunteers who fall into the vulnerable age group.

No guidelines have been issued for holding weddings and large functions as yet therefore full-time museum staff will be redeployed, where possible, to cover the gaps in shift work before we use our as and when pool of staff. This staffing challenge and the timescales of getting risk assessments agreed is why we are currently suggesting an opening date of 5 August. If these issues are resolved quicker than anticipated, then the café and museum could open earlier.

July and August will be used to allow for deep cleaning, maintenance work and preparing **Harrow Arts Centre** for opening to the public. Capital works continue on the site and we have scheduled restoration of the floor in Elliott Hall and improvements to the toilets in the main building to take place in August while the public are not on site. All hirers have cancelled their bookings with us for the summer term and only one customer has expressed any interest in holding classes at HAC in August. To keep our overhead costs as low as we can we are proposing to reopen to the public from 1 September 2020. No guidelines have been issued for holding performances as yet so initially we are concentrating on classroom hire. All regular hirers have submitted their bookings for September onwards and been placed into the room booking system. The spaces that we have allocated to hirers will need to be assessed in terms of social distancing measures and we may need to move small classes into larger spaces. A further risk assessment to address safety concerns for the public will be submitted for approval.

The proposal is that two **libraries** will be opened as a test, Stanmore and Wealdstone Libraries, from Tuesday 7 July. Perspex screens are to be installed at the staff points and external queuing signage. There will also be a pull-up floor banner for each library reminding the public of the need for social distancing and the washing of hands. Library members can collect 'grab and go' bags which will be packed to the tastes of the member, e.g. romance, crime, or science fiction.

The Council has a range of tools at its disposal to bring positive change including planning, procurement, and communication. This would include accelerating pre Covid-19 proposals to improve enforcement of planning agreements, implementation of social value in major contracts and restarting campaigns to promote shop local and using the town centre and district centres. The range of social distancing measures put in place by Highways and Public Protection in Harrow's High Streets would help de-risk health concerns related to increasing the number of shoppers in Harrow's key commercial and employment hubs.

The re-opening of **Leisure Services** will be dependent on government advice on when it is safe to do so. In the interim period we are discussing with the operator, Everyone Active, the Risk Assessments, Communications and financial impact of Covid 19 on the centre. If there are developments in this area which require an urgent Member level decision, this will be dealt with via a Leader /Portfolio Holder decision report.

**Planning** legislation was laid before Parliament on 24 June and come into effect on 1 August to introduce a new permitted development right to extend blocks of flats over 3 storeys by another two storeys without planning permission. A briefing note will be provided to give more detail on this.

Planning and licensing changes were announced by Government with the **Business and Planning Bill** introduced on 25 June with all stages to be heard on 29 June, and the Act and implementation likely coming in within 48 hours of that (pre-4 July openings).

The main aspects of this Bill include:

- **Pavement Licensing**

- Premises will be able to apply for temporary furniture on the pavement (including tables, chairs, umbrellas, heaters etc) via application with a maximum £100 licence fee.
- Consultation will be 7 days only (normally 28 days) and Section 6 gives reasons can be rejected (obstruction is main one, but limited reasons).
- We can specify the duration of the licence, but minimum 3 months and if none specified, it ends 02/09/21 (all licences will end at this point, unless law changed)
- This does not give street trading rights.

- **Alcohol Licensing**

- Allowance of off sales for licensed premises for limited period of up to 31/09/21
- Sets out review and enforcement, but law will basically assume right to do so unless specified reasons set out

- **Goods, Passenger and Public Service Vehicles**

- Allow temporary exemption to 8-person limit in vehicles
- Certain licences granted from 17/4/20 for 1 year now extended to 24/3/22 as long as certain documents provided

- **Planning and Construction Times**

- Modification of any construction condition to allow all day or longer on particular days



- 14-day notice must be given (with some exemptions) and all expire 01/04/21
- Does not seem to apply to any concerned with development of a dwelling house
- **Extension of Certain Planning Permissions**
  - Applies to any application that ends by 31/12/20, and takes it to require beginning by 01/04/21
- **Extension of time limits for beginning of development**
  - Certain ones extended now to state must begin no later than 01/04/21
- **Extension of duration of certain Listed Consents**
  - Those granted that fall within period 23/3/20 to 31/12/20, extended to 01/04/21

This will involve extensive work between now and 4<sup>th</sup> July, as it involves changes to licences and a new pavement licensing regime. The Community directorate will work in liaison with the relevant Portfolio Holder and Leader, where any decision is required.

## **Resources Directorate Update**

### **Community Hub**

The Covid-19 hotline was launched on 25 March to support and advise residents with queries and requirements in relation to Coronavirus. The golden number was split into three options:-

- Financial Hardship
- Health & Wellbeing
- Food requests and general advice

Since its inception, the hotline has received over 5,000 calls with two-thirds of enquiries based around food supply including Government, Local Authority and Supermarket availability. Demand has gradually reduced to the Covid hotline primarily as a result of residents gaining access to supermarket slots and therefore not requiring food whilst shielding or self-isolating but also as residents become more aware of restrictions relating to the virus. The Community Hub reduced weekend availability to core opening hours (Monday - Friday: 09:00 to 17:00) from 19 June onwards.

Outbound contact to the Shielded community has continued to grow with over a thousand calls made each week for the last six weeks. These contacts provide reassurance, support and advice regarding financial hardship and food.

On 22 June the Government announced that the Shielding programme would be paused from 1 August with a relaxation of restrictions from 6 July (letter attached at Appendix 1 and Appendices 2 and 3 set out the core narrative and the Stakeholder Q and A.). The top seven supermarkets will continue to provide priority slots for residents who are clinically extremely vulnerable beyond these dates and the Government has requested that Local Authorities continue to support vulnerable residents.

Discussions on funding this work are ongoing and we are currently reviewing what this may entail including the provision of the Community Hub in partnership with the voluntary sector.

## **Borough Plan**

The Borough Plan is central to the recovery work that the Council and its partners have started. The Harrow Strategic Partnership, made up of the key partners from across the Borough, has started discussions on how recovery can be governed through the priorities in the Borough Plan, and also how the pandemic will shift some of the focus within the priorities. It is clear for instance that the immediate legacy of the pandemic will have a major impact on the economy, so this will be a critically important priority to work on across the partnership in the coming months as we start the recovery.

However, as covered in the Lesson Learnt part of this report one of key strengths in Harrow is our partnerships, so the approach to involve all agencies and sectors in the recovery phase against the Borough Plan priorities has already been agreed as the right way forward.

In considering next steps, partners recognise that restart and recovery is different for different partners and sectors, so to reflect this it is recommended to Cabinet that the consultation and engagement on the Borough Plan, that Council approved in February 2020, will start no sooner than the Autumn, in order to ensure that all partners (and the community itself) can fully take part.

In addition, linked to this pause in consultation and engagement, is the need for the Council and partners to fully understand the impact on our communities of the pandemic, and how these impacts need to change and adapt the approach we take in supporting residents and communities over the coming months and years. There have been a disproportionate number of deaths in Harrow from Covid-19, and whereas to date we do not have local breakdowns of the ethnicity of those deaths, it is clear from the Public Health England report that ethnicity and inequality (and the relationship between them) are critical factors in deaths, and that residents in our BAME communities are more likely to suffer the negative impacts either from the virus itself or the economic and social shocks which will follow. The Black Lives Matters movement has highlighted these facts nationally and internationally, so it is vitally important that the Council and its partners fully understands the nature and issues facing all of our communities in Harrow and tackles these issues head on through the delivery of the Borough Plan.

## **Grants to Small Business**

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 28 June 2020, the Council has received 2,980 applications, reduced to 2,465 after duplications and rejections. 2,362 applications have been paid totalling £35.3m. There is a balance of 221 grants at 28 June, of which 103 are applications still to be fully processed and 118 are where applicants have appealed or were previously rejected and are being reconsidered. The current estimate is that these cases will be resolved (either paid or rejected) by mid July.

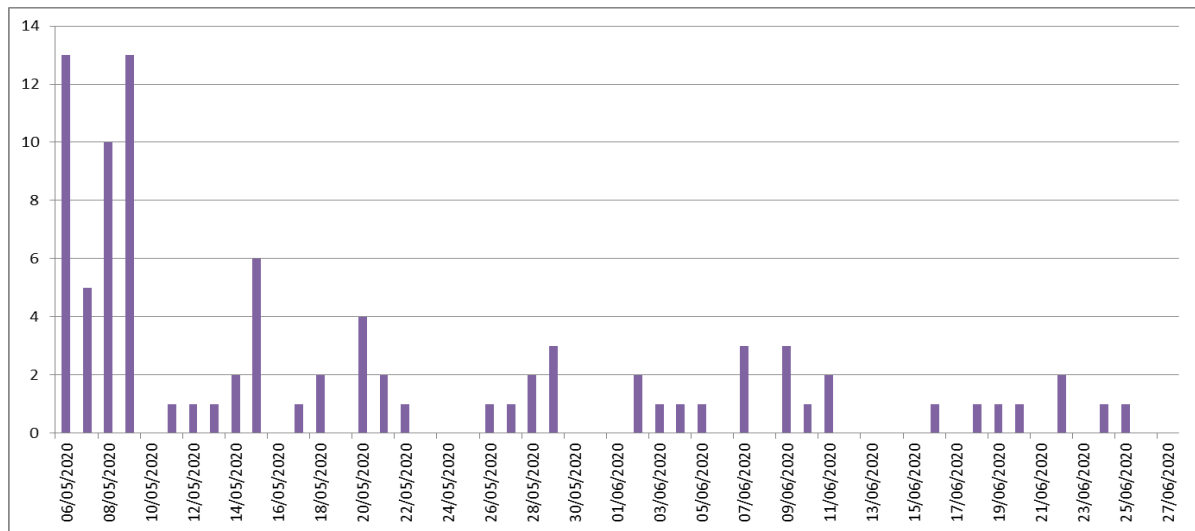
## **Update on Test and Trace and Local Outbreak Plans**

Test and Trace has started nationally. The programme relies on anyone with symptoms of COVID-19 (temperature, cough or loss of taste or smell) requesting a test and self-isolating. If the test is positive, the individual continues to self-isolate for 7 days from the start of their symptoms, and their household isolates for 14 days. The individual is also contacted by a team of contact tracers at Department of Health and Social Care and is asked to identify anyone outside of their household that they have been in close contact with in the days leading up to becoming symptomatic. These contacts are then asked to self-isolate for 14 days and to have a test should they develop symptoms.

Any complex cases are followed up by the specialists in the London Coronavirus Response Cell, LCRC. This would include:

- cases involving specific settings e.g. care homes, residential care, schools, homeless hostels, places of detention etc; or
- any suspected community clusters (where there are multiple cases in more than two households in a small geographic area) or linked to a community event; or
- any suspected workplace cluster.

Currently, there are very few cases in Harrow – under 10 per week - and none have resulted in specific outbreak/incident management teams being stood up to deal with them.



In Harrow, a key part of our plan to prevent and control local outbreaks of COVID-19 is asking people with symptoms to get a test and, via NHS Test and Trace, asking people who have been in close contact with them to self-isolate to prevent them passing it on.

There are four Good Practice Network boroughs in London. They are working together, with the London Director of Public Health network, to understand the barriers that need to be overcome so that all Londoners feel safe and reassured to use the NHS Test and Trace System. Vitality, it must also be accessible for everyone including all of our diverse communities and people facing deprivation and digital exclusion. The learning from this work will be shared with all London boroughs and through national channels.

NHS Test and Trace will play a key role in keeping Harrow safe and preventing a possible second wave and it is also critical for the renewal of our local economy but it will only work if the vast majority of Londoners with coronavirus symptoms use NHS Test and Trace and at the moment too many people do not feel safe, reassured or able to use it. Ensuring that the diverse communities in Harrow know about and trust NHS Test and Trace is a significant part of our plan.

Our plan is broken down into 7 themes, as per the government guidance. Each area looks at a different element of the prevention and control of COVID-19, and considers the risks and mitigations we can put in place. The themes are:

1. Prevention and management of outbreaks in school and residential/care settings
2. Prevention and management of outbreaks in other high risk locations (e.g. workplaces, communities and locations)
3. Local and mobile testing capacity and capability
4. Contact tracing on complex systems
5. Data Integration
6. Supporting vulnerable people who are identified as cases or contacts
7. Local Boards, communications and engagement

The main report is supplemented by “action cards” for different situations.

The local health protection board, chaired by the DPH, will oversee the plan and will mobilise any actions necessary. This will report into the Harrow Health and Wellbeing Board. The Outbreak Control Plan will be on the council website on 30<sup>th</sup> June. It is however an iterative document and will be updated regularly as guidance changes, good practice evidence emerges or situations develop.

### **Buildings /Reopening the Civic Centre**

Risk assessments in terms of the Council’s buildings were on going and, with further changes imminent, review would be required. Whilst the cleaning regime continued to be more frequent and focused, it would not be possible to make Civic 1 sufficiently COVID safe, in line with government guidance to allow full staff occupation. The Committee Rooms would continue to be out of bounds as they were effectively sealed rooms.

## **FINANCE UPDATE**

### **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 financial impact of the emergency for 2020/21. To date the Council has reported three times to MHCLG and the submissions are summarised below:

	Submission 1 - April	Submission 2 - May	Submission – June
	£’m	£’m	£’m
Est. additional expenditure 20/21	11.291	14.157	18.719
Est. loss of income 20/21	23.662	40.663	25.320
Total estimated impact 20/21	34.953	54.82	44.039
Less NNDR Rate Relief		(17)	
<b>Total estimated impact 20/21</b>	<b>34.953</b>	<b>37.82</b>	<b>44.039</b>

Between submission 2 and 3, the estimated additional expenditure has increased by £4.5m:

- Adult social care – additional demand and temporary additional support to care providers (£1m)
- Transport to U18's – withdrawal of funding from TFL (£1m)
- Share of London mortuary costs (£650k)
- Additional Civic Centre cleaning and health and safety works (£500k)

The estimated loss of income has increased from £23.6m to £25.3m, an increase of £1.6m. This is the net impact of:

- Improvement in the estimated loss of sales, fees and charges of £1.130m as a result of revised forecasts based on additional actual information and services re-starting;
- An estimated increase in Collection Fund losses of £2.787m. £650k of this relates to a forecast increase in the number of new Council Tax Support cases from 2,000 to 2,500. The remainder relates to an estimated increase in non-collection of business rates from 5% to 10%. Collection rates remain under constant review.

The returns to MHCLG are likely to be monthly.

## **LESSONS LEARNT**

As with any response to a major emergency it is important that a lessons learnt exercise is carried out so that the things that went well can be maintained or strengthened, and the areas for improvement identified and fixed. Although such an exercise will be carried out in more detail in the autumn when it is clear that there is capacity to do this thoroughly, and there is more clarity on the next stages of the pandemic, initial reflections have been considered and are set out below.

### **Staff response**

- The adaptability and resilience of staff has been remarkable. They have demonstrated that we can be imaginative and resourceful, setting up new services in a week e.g. the Community Hub support to the vulnerable, IT to enable homeworking, business grants distributed to local businesses, but also delivering services through the emergency at an incredibly high level, from social work to enforcement, and refuse collection to Housing repairs.
- The quick adoption of technology solutions has been a positive outcome of the response to Covid.

The challenge remains of communicating, engaging and supporting staff out in the community delivering services, who do not have access to IT and phones etc. Generally we are better at supporting those in the Civic Centre rather than those working in the community. This distinction between staff who have access to IT and those that do not has been highlighted through the recent staff survey and we are taking

steps to make communications and engagement with these groups of staff better.

- Communications and engagement with Councillors, especially at the executive and leadership levels has been well regarded. It has been more challenging to engage directly with all Councillors, and in particular backbenchers, but this has been done through attendance at Group meetings. However, working through how this engagement can be improved will be critical given ward Councillors critical community engagement role. Members have been provided with support in terms of IT but support on other aspects of their role may be needed as they too are undertaking their role at home and may also have other responsibilities to manage such as caring for dependents/ home schooling.

### **Organisational strategic weaknesses**

- Organisational strategic weaknesses in IT and the Human Resources (HR) Department have been particularly highlighted – for example the organisation did not have good IT and did not have managers developed well enough to deal with HR issues in such unprecedented times. A key question in due course will be how much the IT and under investment in the development of our workforce has held back our ability to handle Covid as effectively as we could have, but it's clear that any gaps were filled with the ingenuity and determination of staff. The challenge though is that this is unsustainable over a longer period, so getting the right staff development and technology in place is important to put right.
- Covid has reinforced that we work better when we are doing so collectively rather than in silos. There has been a positive impact on cross-organisational working, which needs to be locked in through the restart and recovery work.
- We managed to maintain all our services throughout the emergency and do this whilst also starting new services.
- The Public Health team and its capacity has been reduced to a near statutory minimum service in recent years, but resources and capacity will need to be considered for future planning of such things as pandemics, but also to support the nature of recovery work the Council will need to lead over the coming years.
- The Council could perhaps be classed as being risk averse previously, and the nature of the response to the pandemic has meant we have had to change this approach and act faster. On the whole this has been very successful, so there is a clear opportunity to build this approach into the future way of doing things. We have for example mobilised new services in a matter of weeks, recognising they were not perfect, but were able to modify and adapt as we grew them and now they are performing well.

- The Council has had to make sense of sometimes ambiguous guidance from Central Government, and has done this very well. In our experience, many key elements of the crisis response would have been more effectively and quickly delivered had they been devolved to Councils at the outset, along with appropriate funding and powers. This includes at the very least securing PPE supplies, creating local testing facilities, and local outbreak management. This experience supports further lobbying that Harrow could engage in to drive further decentralisation to the local level in future.

### **Emergency planning and business continuity plans**

- Our Business Continuity Plans are good but they were never developed for this type of scenario, i.e. a longer term emergency. It is important that we develop plans in the future that support such scenarios, as our current pandemic plans do not assume a lockdown scenario in the way that Covid-19 has created.
- In building on the lessons learnt through Covid-19 on our business continuity plans and planning this has shown that as an organisation we need to understand risk more, and how our plans can fully take this into account.
- The level of understanding of the requirements in health and safety management by key people running services is an area we need to improve upon. This is one example of the historic under investment in management development.

### **Communications**

- The organisation's internal communications mechanisms were under developed before the pandemic started so new arrangements had to be put in place very quickly. As a consequence there are now better systems and channels in place but this was not a barrier for many Councils to have to deal with this.

### **Financial impacts**

- We need to recognise the organisation's financial vulnerability to the challenges we have had to deal with through Covid-19. However, the fact that the Council has a comparatively lower reliance on commercial income and our strategy to sensitively pursue the collection of Council Tax has meant that we have mitigated what could have been a more significant impact on the Council's finances.
- Business grants were administered mindfully and robustly – this should help achieve low rates of fraud. There has been a massively increased pace of business grants but done in a sensible and measured way, which will be the right approach in the long run. However, it is



recognised that initial limitations around staff capacity and IT did mean that the starting of this service was not as fast as we would have liked.

### **Partnership working**

- The benefit of positive partnership relationships has been especially important as we have dealt with the impacts of Covid-19 e.g. health partners, schools and the voluntary and community sector. The longstanding strength of these relationships is good and robust, and can be built upon in the future to the benefit of Harrow residents.
- The importance of the care home system is now more recognised, not just nationally but in Harrow as well. In Harrow there was already a strong relationship between the Council and the care sector but the lack of a robust commissioning framework has been highlighted. This will be important to put in place as we move into the recovery phase and will be integrated into the wider work with our health partners.
- The regional position and support has been a strength e.g. the West London Alliance and the provision of Personal Protective Equipment (PPE) a further good example of the partnership, where West London had good supplies in place before many other parts of the UK. In addition, the WLA's support and line around environmental services helped boroughs maintain a consistent line, which has been a real strength during restart as services have more or less come back on stream at similar times. The Community Hub has been a good example of partnership working with voluntary and community sector (VCS), where as a result many 1,000s of Harrow residents have benefitted from outbound welfare calls (both from the Council and the VCS) and also received food parcels via the work of the partnership. This is an important example of where VCS delivery operated in tandem with the Council contact centre to achieve an excellent result for residents.
- During the crisis, many informal community groups have either formed or strengthened to provide mutual aid within streets, neighbourhoods or other communities. These groups played a vital role in meeting need in the community. Although in many instances there was limited interaction between these groups and the Council, their existence and strength creates a new channel for the Council to use to deepen its engagement with communities in future.

### **Health and Other Inequalities**

- Given our existing knowledge and intelligence around health inequalities in the borough it is a fair challenge to ask whether we could have anticipated the nature of the impact on Harrow's communities. It is important that we fully understand the 'new normal' as best as we can so that as a Council and through our partners we identify those interventions that will support those who are made worse off from the medium to longer term impacts of the pandemic. This will be a central part of the recovery work as it is a key facet of the Borough Plan.

## ECONOMIC IMPACT

Whilst covid-19 to date has been a public health emergency there is now an impending economic emergency. The latest figures for May show the claimant count was 10,425 residents (6.6%) compared to unemployment of 4,670 (3.1%) at the peak of the recession in October 2009. It should be noted that 8.6% of Harrow's Young People are unemployed.

The Universal Claimant count has increased by 10,426 in three months from 9,192 in March 2020 to 19,618 in May 2020. In addition there are 30,300 furloughed workers in Harrow, with the risk that not all of them will return to work when the furlough scheme ends. None of this is unique to Harrow, unemployment in London stands at 7.6% and Harrow is 20<sup>th</sup> in London for the number of furloughed workers in London.

We are now in the first phase of recovery, with Economic Development co-ordinating a response to help safeguard jobs (and businesses). This work includes the combined activities of Planning, Regeneration, Housing, Transport Highways, Public Protection, Revenue and Benefits, and Strategic Partnerships (Policy, Communications, Intelligence) to support the reopening of the town centre and district centres, bring investment to deliver capital programmes and provide grants and advise to businesses.

We are working with the WLA to develop our next steps in towards economic recovery. This includes a number of "Asks" to the government to provide greater powers, flexibilities and funding to the West London sub-region. These will be used to support residents and businesses, create new jobs and help residents get those jobs. This work is split across several themes with a local authority leading on each area (Microbusinesses and Self-employed (Harrow), Skills and Employment (Hounslow), Town Centres (Barnet), Housing and Infrastructure (Brent), Growth Sector (Hammersmith and Fulham), Low Carbon Economy (Ealing with strategic leadership Paul Walker, Harrow), and Heathrow (Hounslow). A summary of the "Asks" is outlined in the attached report to the Economic Prosperity Board (Appendix 5). No single local authority has the capacity to develop programmes across the key areas that have been identified. There needs to be a degree of trust between local authorities and cooperation on the development of our "Asks" and programmes across the sub-region and work still needs to be undertaken on what locally delivered programmes could look like.

There are clear benefits in aligning with a programme which anchors a West London economy bigger than that of UK cities (outside of London). The development of those "Asks" to central government has been underpinned by research the WLA commissioned Oxford Economics (OE) to complete. The OE work forecasts the impact of Covid 19 on the West London boroughs, providing forecasts by sector, business size, and occupation. This in turn helps highlight the opportunities to focus on the immediate skills needs of residents and businesses and the key areas of future growth. We are now taking the first steps forward in stabilising the economy, supporting the reopening of businesses that were forced to stop trading and administering

some financial relief where possible through business grants programmes. The next steps will (subject to responses from government) be a comprehensive stimulus programme of support.

In tandem with all of this is a need to have a clear vision of what the future of Harrow's economy could be. The work commissioned from 2020 Vision sets out different paths to follow in delivering the greater equality set out in the Harrow Ambition Plan.

## **RECOVERY**

The prolonged emergency as a result of the COVID-19 virus has inevitably led to the need for a significant recovery process both for the organisation and for the community. Recovery requires a co-ordinated process of supporting affected communities in the reconstruction of physical infra- structure, and particularly in this instance, of the restoration of the emotional, social, economic and physical well-being.

The process of recovery also provides an opportunity for regeneration, both physical and economic, improvement in service delivery and improvements in community partnership working and well- being. The Council has identified the following areas on which to concentrate its recovery:

Organisational Restart  
Democracy  
Community and Voluntary Sector  
Economy  
Finance

Members have taken the view that the long-term aspects of recovery should be enshrined in the Borough Plan, as this is the Council's governing document for its priorities and activities looking forward. As an example of this, the Council's strategic relationship with the Voluntary and Community Sector (VCS) has been a vital part of the emergency response, especially through the establishment of the Community Hub. Although the recovery phase will consider the specific future of the Hub, it will be through the work to establish the next steps of the delivery of the Borough Plan that the further development of the strategic relationship with the VCS should be considered.

Similarly, elsewhere in this report the forthcoming need to respond to the pressing economic impacts of the virus are highlighted and while the activities in the recovery plan will be critically important, respond to immediate need and provide a base for delivery of essential interventions, it is the Borough Plan that will shape the response to Harrow's economic situation in the medium and long term.

Accordingly, the actions for the COVID Recovery plan are shorter term and will then link to the Borough Plan, and its Corporate Delivery Plan, or in some instances to the Councils transformation ambitions.

Attached at Appendix 4 is a high level first draft of the COVID Recovery Plan with owners and actions; this indicates the direction of travel. Operational detail is not included to avoid duplication of documentation held elsewhere. Actions will be refined, made more specific, and measurable targets included in the formal iteration of this plan in September.

The principles by which the recovery plan actions have been established are that:

- The action is uniquely and directly related to COVID
- The action is about getting a service that has been closed down back up and running, wherever possible using the opportunity to improve service models and learn the lessons from the crisis
- This is new and additional work that we have had to do because of COVID that we need to instigate or now wind down/exit from.

## **Risk Management Implications**

Three risks relating to COVID 19 were included on the Quarter 4 Corporate Risk Register, covering the impact of the pandemic on the delivery of core services, a risk relating to the delivery of services to vulnerable people specifically susceptible to the virus and a risk cover the financial impact on the Council, all of which were red rated.

Given the nature of the crisis, decisions needed to be made as a matter of urgency with risks being assessed on a daily basis by Chief Officers meeting as GOLD with daily briefings with the Administration and twice weekly briefings with the Leader of the Opposition Group in order to discuss and seek agreement to the proposed decisions.

Whilst it has not been possible to follow the Council's agreed decision making process the risk that decisions made by Chief Offices during this time would not be supported has been mitigated by these briefings to Members and by the May report to Cabinet to ratify these decisions.

The on-going risks to the provision of services, to the financial impact on the Council as well as the risks associated with the recovery of Council operations post pandemic will be included in the Quarter 1 Corporate Risk Register.

## **Procurement Implications**

The procurement team have worked with and supported the organisation respond both expediently and compliantly to the COVID pandemic. In doing so we have ensured our supply chain has been supported through this unprecedented period.

We support all directorates to ensure the continuity of key services is not at risk and that the programme of procurement tendering continues to be delivered throughout this period.

Procurement Policy Notes that are issued by central government are understood and communicated across the organisation, as is, any best

practice during this period that is identified across the procurement community across London boroughs.

Any procurement required as a result of this paper will be conducted consistent with the Public Contract Regulations 2015 and the Contract Procedure Rules.

## **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 £44m. 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 Government in 2020/21 and in future years.

## **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: 1 July 2020

Name: Hugh Peart  Monitoring Officer

Date: 1 July 2020

Name: Nimesh Mehta  Head of Procurement

Date: 30 June 2020

Name: Sean Harriss  Chief Executive

Date: 1 July 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**



Department  
of Health &  
Social Care



Ministry of Housing,  
Communities &  
Local Government

**[Patient Name**

Patient address Line 1

Patient address Line 2

Patient address Line 3]

22 June 2020

**IMPORTANT: PERSONAL**

**Your NHS number: [NHS NUMBER]**

**This letter will soon be available in different formats and languages on GOV.UK. For audio, braille, large print call RNIB on 0303 1239999.**

Dear [Patient],

**IMPORTANT ADVICE ON CORONAVIRUS (COVID-19)**

The Government advice for those shielding in England is changing soon. For now, you continue to be advised to follow the shielding guidance rigorously. This letter explains how the guidance is changing, why it is changing and what the change in advice means for you.

We know that shielding has not been easy for you and anybody living with you and we would like to thank you for your resilience over the last few months. However, it has been important for you to shield while the virus was widespread. Thankfully the number of people with the virus, and so the risk to you, is coming down.

**What is the current guidance?**

Over the course of the last three months, you have been identified as someone who is clinically extremely vulnerable due to an underlying disease or health condition that may put you at risk of severe illness if you catch Coronavirus (also known as COVID-19). This remains the case and you are advised to follow the shielding guidance rigorously.

You were advised to 'shield' to protect yourself during the peak of the epidemic in England when you were more likely to come into contact with the virus in your daily life. The initial shielding guidance advised that you should stay at home at all times and strictly avoid non-essential face-to-face contact.

On 1 June the shielding guidance was slightly relaxed, and we suggested that you may wish to spend some time outdoors away from your home once a day. This change was based on scientific evidence that the initial peak of the pandemic had passed in the UK and, in general, the likelihood of meeting someone in the community with infection had

significantly reduced. Like all our guidance to those who are clinically extremely vulnerable, this was advisory. The current guidance can be found online at GOV.UK.

### **What is changing?**

Throughout the epidemic we have been clear on the need to balance the risk of the disease to those who are clinically extremely vulnerable with the benefits of gradually returning to normal life. We know that the shielding guidance has been challenging to follow and that it will take time to adjust.

The latest scientific evidence shows that the prevalence of disease across all English regions has continued to decline. If this trend continues as we expect it to, the Government will further relax its shielding advice in two stages on **6 July and 1 August**.

#### **From 6 July:**

- you may, if you wish, meet in a group of up to 6 people outdoors, including people from different households, while maintaining strict social distancing;
- you no longer need to observe social distancing with other members of your household;
- in line with the wider guidance for single adult households (either an adult living alone or with dependent children under 18) in the general population, you may from this date, if you wish, also form a 'support bubble' with one other household. All those in a support bubble will be able to spend time together inside each other's homes, including overnight, without needing to socially distance. This is a small advisory change that brings those affected a step nearer others in their communities. However, all the other current shielding advice will remain unchanged at this time.

**From 1 August** the advice to 'shield' will be paused. From this date, the Government is advising you to adopt strict social distancing rather than full shielding measures. Strict social distancing means you may wish to go out to more places and see more people but you should take particular care to minimise contact with others outside your household or support bubble.

In practice, this means from 1 August you are advised that you no longer need to shield. This means that **from 1 August**:

- you can go to work, if you cannot work from home, as long as the business is COVID-safe;
- children who are clinically extremely vulnerable can return to their education settings if they are eligible and in line with their peers. Where possible children should practise frequent hand washing and social distancing;
- you can go outside to buy food, to places of worship and for exercise but you should maintain strict social distancing; and
- you should remain cautious as you are still at risk of severe illness if you catch Coronavirus, so the advice is to stay at home where possible and, if you do go out, follow strict social distancing.

More detailed guidance will appear on GOV.UK when the changes come into effect on 6 July and 1 August.



## **Will the position be reviewed?**

After 1 August we will continue to keep your name on the Shielded Patient List. We will monitor the virus continuously over coming months and if it spreads too much, we may need to advise you to shield again.

We have committed to reviewing the advice to those who are clinically extremely vulnerable at every review point of the wider social distancing measures. Should the scientific evidence require the Government to tighten the advice for clinically extremely vulnerable people, this will be communicated to you quickly and clearly.

## **Why is the guidance changing?**

The Government's guidance to those most at risk of severe illness if they catch Coronavirus has always been advisory and based on the balance of risk to this group at a time when the transmission of Coronavirus has been highest in our communities. We recognise everyone will feel differently about their own risk and have different priorities – our ambition has been to help and support you in looking after yourself through a very challenging period.

All Government decisions on shielding advice are led by the latest scientific evidence. The latest evidence shows that the chances of encountering Coronavirus in the community has continued to decline. Four weeks ago, around one person in 500 had the virus. Last week it was even lower with less than one in 1,700 people having the virus. As a result, we believe that the time is now right to relax our advice to those shielding further, but we understand that it might take a while to get back to routine daily life again.

## **Support to stay at home**

If you are in receipt of Government provided food boxes and medicine deliveries, you will continue to receive this support until the end of July.

This will give you time to prepare for new advice that you can visit shops, including supermarkets, as you did before the shielding programme commenced, provided you follow strict social distancing. We also recognise that, for some, this adjustment will take time. We can confirm that seven supermarkets have given you access to priority supermarket delivery slots, and these will continue beyond the end of July for those already signed up for support.

If you have yet to register for support, please do so online at GOV.UK or call 0800 028 8327 before 17 July so that support can reach you in time.

Local councils have also been providing support to those shielding. This has included a wide range of help to enable you to safely stay in your home, such as phone calls to reduce loneliness and meeting special dietary requirements. In order to help people adjust, local councils will continue to provide these services to those who need them until the end of July.

If you are struggling as a result of Coronavirus please visit [www.gov.uk/find-coronavirus-support](https://www.gov.uk/find-coronavirus-support). If you do not have internet access, please contact your local council who will be able to signpost you to available support.

## **NHS volunteer responders**

Support will continue to be available through the NHS Volunteer Responder Scheme beyond the end of July. NHS Volunteer Responders can support you with:

- collecting shopping, medication (if your friends and family cannot collect them for you) or other essential supplies;
- a regular, friendly phone call which can be provided by different volunteers each time or by someone who is also shielding and will stay in contact for several weeks; and
- transport to medical appointments.

Please call 0808 196 3646 between 8am and 8pm to arrange support or speak to your health care professional for transport support. More information is available at [www.nhsvolunteerresponders.org.uk](http://www.nhsvolunteerresponders.org.uk).

### **Going back to work**

You should discuss your situation with your employer and agree a plan for returning to work if you cannot work from home. Your employer may need to make adjustments to help you continue to work. Please go to [www.gov.uk/access-to-work](http://www.gov.uk/access-to-work) for more information.

Separate Government guidance has been issued on how employers can make workplaces COVID-safe including how they can maintain social distancing and a system of risk management in your workplace.

You will be able to use this letter as evidence for your employer to show that you cannot work outside your home until 31 July, including for statutory sick pay purposes.

### **Accessing NHS services**

You should continue to access the essential services that you need, and you should contact the NHS if you have an urgent or emergency care need.

If you have ongoing appointments scheduled for care and treatment your GP surgery or hospital clinic will contact you to confirm the most appropriate arrangements.

### **Mental health support**

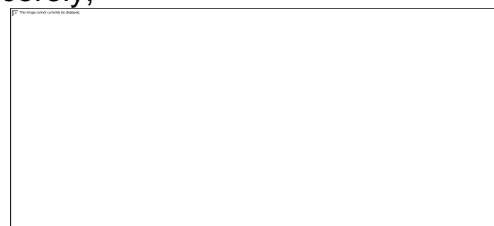
It is normal during these uncertain and unusual times to feel anxious or feel low. You can go to Every Mind Matters ([www.nhs.uk/oneyou/every-mind-matters](http://www.nhs.uk/oneyou/every-mind-matters)) and GOV.UK for advice and tailored, practical steps that you can take to support your wellbeing. If you are still struggling to cope we would urge you to speak to a GP.

If you have any of the symptoms of coronavirus (COVID-19) (a new continuous cough, a high temperature, or a loss of, or change in, your sense of taste or smell), you must self-isolate at home and arrange to have a test to see if you have COVID-19 – go to the NHS website to arrange a test or contact NHS 119 via telephone if you do not have internet access.

Yours sincerely,



**MATT HANCOCK**



**ROBERT JENRICK**

## CORE NARRATIVE

- There are around 2.2 million clinically extremely vulnerable people in England with underlying severe health conditions who must be protected from coronavirus and have been advised to follow shielding guidance.
- These are people of all ages –with specific medical conditions identified by the NHS – who are at greater risk of severe illness from coronavirus.
- From 1 June, the government advised those shielding in England they can safely spend time outdoors with members of their immediate household. Those shielding and living alone can meet outside with one other person from another household.
- These changes reflected the latest evidence, which showed that there is a lower risk of transmission outdoors as well as a significantly reduced prevalence of covid-19 in the community.
- Now latest scientific evidence shows that the chance of encountering coronavirus in the community has continued to decline. On average less than 1 in 1,700 in our communities are estimated to have the virus, down from 1 in 500 four weeks ago.
- The government is relaxing advice to those shielding in two stages. From Monday 6 July, those shielding can spend time outdoors in a group of up to six people (including those outside of their household). Extra care should be taken to minimise contact with others by maintaining social distancing. This can be in a public outdoor space, or in a private garden or uncovered yard or terrace.
- All adults, including the clinically extremely vulnerable, who live alone or with dependent children only can form a ‘support bubble’ with one other household. All those in a support bubble can spend time together inside each other’s homes, including overnight.
- From Saturday 1 August, advice to those shielding will be further relaxed.
- The clinically extremely vulnerable should then stay at home as much as possible, and if people do go out, take particular care to minimise contact with others outside their household (unless they are in a support bubble) and robustly practising good, frequent hand washing.
- However, the relaxation of the guidance will mean people who are clinically extremely vulnerable will be advised they can go to work or to the shops, as long as they are able to maintain social distancing.

- Support for those shielding will be extended to the end of July – this includes the delivery of food and medicines.
- The NHS will continue to maintain the Shielded Patient List allowing us to continue to maintain targeted advice and support to this cohort and to change advice and support if incidence rises.

After the end of July, the government will continue to review the risks for the clinically extremely vulnerable as they review social distancing advice for the general population.

- Updated advice will continue to be reflected in the guidance for clinically extremely vulnerable people.
- We can confirm that seven supermarkets have given you access to priority supermarket delivery slots, and these will continue beyond the end of July for those already signed up for support.
- From 1 August, NHS Volunteer Responders will also continue to offer support to those who need it, including collecting and delivering food and medicines.
- If you are vulnerable or at risk and need help with shopping, medication or other essential supplies, please call 0808 196 3646 (8am to 8pm).

## **Annex C: Stakeholder Q&A**

This is an internally facing document to assist you in communicating and explaining the changes announced to the shielding guidance for the clinically extremely vulnerable in England.

### **Contents:**

1. Shielding Guidance
2. NHS – Access to Services / Treatment
3. Food Support with Other Essentials
4. Income and Employment Support
5. Welfare Support
6. Employers
7. Housing
8. Education

## **Shielding guidance**

### **What guidance should I be following from 6 July?**

- Those who have received a shielding patient letter remain in the Clinically Extremely Vulnerable category and should continue to follow the updated guidance for the [clinically extremely vulnerable](#). If incidence does not rise this guidance will be updated on 1 August.

### **Why have you changed the advice for those classed as clinically extremely vulnerable? What is the evidence base for this decision?**

- Each step towards relaxing the shielding guidance should be taken carefully. People in this group are still at risk of severe illness if they catch coronavirus and should continue to take precautions, but as the risk of catching coronavirus is now sufficiently low, the Government believes that the time is now right to further relax the advice.
- The latest epidemiological data from the ONS COVID-19 Infection Survey shows that the chance of encountering coronavirus in the community has continued to decline. Four weeks ago, on average only one person in 500 had the virus. Last week it was even lower at less than one in 1700. In addition, a test and trace system is now in place, including within schools, and there are robust measures in place to manage potential areas of high risk.

### **Will these changes be reassessed before 1 August?**

- The latest scientific evidence shows that the chance of encountering coronavirus in the community has continued to decline. If this trend continues as expected, the risk levels to those shielding will be low enough for the guidance to be further relaxed from 1 August. The government regularly monitors this position and if the rates of infection in the community rise, then it may be necessary to advise that more restrictive measures should be taken for people at highest risk from COVID-19 to keep themselves safe.

### **I'm worried about catching coronavirus – am I still at significant risk?**

- Clinically extremely vulnerable people are still at risk of severe illness if they catch coronavirus and should continue to take precautions, even as the levels of coronavirus in the community continue to decline according to the latest epidemiological data from the ONS COVID-19 Infection Survey. Four weeks ago, on average only one person in 500 had the virus. Last week it was even lower at less than one in 1,700.
- People should continue to socially distance as much as possible and always robustly practise good, frequent hand washing.

### **Are you planning on telling us to 'shield' again in the future?**

- The latest scientific evidence shows that the chance of encountering coronavirus in the community has continued to decline. The government regularly monitors this position and if the rates of infection in the community rise, then it may be necessary to advise that more restrictive measures should be taken.
- The guidance for the clinically extremely vulnerable is advisory.

### **How will people know that they should start shielding again?**

- Those who have received a shielding patient letter remain in the clinically extremely vulnerable category and should continue to follow the guidance on 'shielding and protecting people who are Clinically Extremely Vulnerable'. This guidance note will continue to be updated to reflect the most recent advice from the government. If there is a significant change to the advice, the Government will write to all patients who are clinically extremely vulnerable setting out any changes to advice before they are made.

### **Is it possible that some regions may have to return to shielding in the future?**

- The NHS currently manages a national Shielded Patient List in England. The variation in R across the country has been quite limited to date, so a national approach continues to be appropriate. The government regularly monitors this position and will continue to be led by the scientific evidence.

### **Why is the advice for England different to the advice for other parts of the UK?**

- As far as possible the conditions that means someone is advised to shield have been consistent between the four UK nations. Each country has slightly different health systems and ways of recording health data, so small differences may arise in implementation.
- Each devolved administration has been working to a slightly different timeline on updating their shielding guidance based on when measures were first introduced.
- Chief Medical Officers will be monitoring any changes in cases or R rates in each nation and could change their advice depending on how the risk levels change in each nation.

### **Is my name being kept on a shielding list? Why?**

- The NHS will continue to maintain the Shielded Patient List allowing us to maintain targeted advice and support to those who are most vulnerable and to change advice and support if incidence was to rise significantly.

### **Does my whole household have to shield with me until 1 August?**

- In line with the current public health advice, those living with clinically extremely vulnerable people are not advised to shield themselves. They should support those shielding and carefully follow the guidance on staying alert and safe (social distancing).
- The Government has also published guidance to help them understand how to protect the person who is shielding. The guidance for the clinically extremely vulnerable continues to be advisory.

### **Can I see my family and friends?**

- From 6 July, guidance for extremely clinically vulnerable people will change to advise that those shielding may wish to spend time outdoors in a group of up to 6 people, including people they do not live with, if they choose to do so. If you do go out, you should take extra care to minimise contact with others by maintaining social distancing. This can be in a public outdoor space, or in a private garden, uncovered yard or terrace.
- Additionally, those who are shielding will be able to create a 'support bubble' with one other household, as long as one of the households in the 'bubble' is a single adult household (either an adult living alone or with dependent children under 18). All those in a 'support bubble' can spend time together inside each other's homes, including overnight, without needing to maintain social distancing.

### **Can I exercise outside? If so, how often and for how long?**

- Yes, from 1 June the shielding guidance was updated to advise that those classed as clinically extremely vulnerable may wish to spend time outdoors, including for exercise. From 6 July, this can be in a group of up to 6 people (including people they don't live with).
- There is no advised limit to how often and how long to spend outside, that is up to you, but you should follow social distancing guidelines and always robustly practise good, frequent hand washing.

### **Can I drive to exercise?**

- From 6 July the advice for those classed as clinically extremely vulnerable remains that you no longer need to maintain social distancing with people in your household or support bubble (where applicable). Therefore, you can drive to an outdoor location alone or with members of your household or support bubble.

### **Can I let people into my house now?**

- If you are not in a 'support bubble' with another household, you must not meet other people indoors, including in their home or your home, except for specific circumstances set out here: <https://www.gov.uk/guidance/meeting-people-from-outside-your-household>

- Any essential carers or visitors who support you with your everyday needs can continue to visit unless they have any of the symptoms of COVID-19 (a new continuous cough, a high temperature, or a loss of, or change in, their normal sense of taste or smell). Essential carers coming to your home should follow advice on good hygiene: wash their hands with soap and water for at least 20 seconds on arrival to your house and often while they are there (or use hand sanitiser), avoid touching their face, catch any coughs or sneezes in a tissue (or their sleeve), and put used tissues immediately in the bin and wash their hands afterwards. They should maintain social distancing where close or personal contact is not required and where this is possible.

### **From 6 July, who can I ‘bubble’ with?**

- From 6 July, those who are shielding will be able to create a ‘support bubble’ with one other household, as long as one of the households in the bubble is a single adult household (either an adult living alone or with depending children under 18). Support bubbles must be exclusive – you should only form a bubble with one household and they should only be in a bubble with you.

### **What can you do in a ‘support bubble’?**

- Forming a support bubble with another household means you can meet – indoors or out – without needing to maintain social distancing. You can also stay overnight as if you lived with that household. This means you can have closer contact with those in your support bubble, which should help provide additional support to those who need it. You should continue to adhere to social distancing guidelines in full with other households.
- The risk of infection rises with the number of people in a bubble and the number of interactions you have with people you do not live with, so it’s important to take measures to try and protect against this. This means that support bubbles must be exclusive – you should only form a bubble with one household, and they should only be in a bubble with you.
- You must not gather indoors or stay overnight with anyone outside of this bubble and should not change your bubble. If you are in a single adult household, you may also want to consider the size of the household you choose to make a bubble with, and where possible, choose a small household. Everyone in a support bubble should isolate when one member of the bubble becomes symptomatic or tests positive for coronavirus.

### **Can I ‘bubble’ with another shielding household?**

- Yes, all single adult households can bubble with one other household, including households containing other people who are shielding. Similarly, shielding people living in a household can bubble with any single adult household.

### **Is bubbling safe?**

- There are key principles for how you can form a support bubble safely. These are critical to keeping you – and your friends and family – safe and saving lives:



- support bubbles must be exclusive – you should not change who is in your bubble or have close contact with anyone else you do not live with. This is critical to keeping you, and your family and friends, safe
- if you or someone in your support bubble is showing coronavirus symptoms, or otherwise self-isolating, everyone in your support bubble should stay home. If you or a member of your support bubble is contacted as part of the [test and trace programme](#), the individual contacted should stay at home. If the individual becomes symptomatic, everyone in the support bubble should then isolate

### **Does this mean I can go shopping/to the pharmacy?**

- The current advice to those who are clinically extremely vulnerable is to not spend time in any other buildings or covered areas apart from your own home (apart from if you are in a ‘support bubble’ from 6 July).
- This will change from 1 August, when guidance for this group will be brought in line with that for the clinically vulnerable group. In practice, that means that you should stay home as much as possible, but you can go outside, including to the shops, providing you take particular care to maintain social distancing.
- Anybody who is shielding, or self-isolating can seek support from the NHS Volunteer Responders for help with shopping or medication. Simply call NHS Volunteer Responders on 0808 196 3646 (8am to 8pm) to arrange this.

## **NHS – Access to Services / Treatment**

### **Can I visit my GP surgery or hospital clinic for treatment?**

- You should contact your GP/hospital clinician in the first instance if you have any concerns/queries about your ongoing care and treatment but please carry on with whatever care/treatment arrangements are currently in place until your GP/hospital specialist tells you anything different.

### **How can I safely access NHS services outside of my home?**

- The NHS has already significantly changed the way it operates in order to safely treat and care for those who are at highest risk of severe illness were they to contract COVID-19.
- If your GP/hospital specialist asks you to attend an appointment at the GP surgery/clinical/hospital, you can contact them to ask them about the specific infection control arrangements in place locally and to discuss any concerns you might have.
- NHS England wrote to your GP or hospital clinician, asking them to review ongoing care arrangements for all patients who were shielding. As a result of this review, many of you will have received regular care or treatment at home, or had hospital appointments cancelled or postponed, if clinically appropriate to do so. These care arrangements may change when the shielding advice is further relaxed from 1 August.
- Wherever care at home is not possible, the NHS has been asked to provide safe care in infection-controlled settings, in line with latest infection prevention and control guidance.

- NHS Volunteers can also help with transport to a medical appointment, please ask your healthcare professional to organise this.

### **Can carers visit to provide medical support?**

- Yes, any essential carers or visitors who support you with your everyday needs can continue to visit unless they have any of the symptoms of coronavirus.
- Essential carers coming to your home should follow advice on good hygiene: wash their hands with soap and water for at least 20 seconds on arrival to your house and often while they are there (or use hand sanitiser), avoid touching their face, catch any coughs or sneezes in a tissue (or their sleeve), and put used tissues immediately in the bin and wash their hands afterwards. They should observe social distancing guidelines where close or personal contact is not required and where this is possible.
- Further information and guidance on home care can be found at: [www.gov.uk/government/publications/coronavirus-covid-19-providing-home-care](http://www.gov.uk/government/publications/coronavirus-covid-19-providing-home-care)

### **Are carers and/or NHS staff who are looking after me at home being tested for Covid-19 before they visit?**

- All domiciliary care staff, volunteers and unpaid carers are able to access testing if they have COVID-19 symptoms.
- Further information and guidance on home care can be found at: [www.gov.uk/government/publications/coronavirus-covid-19-providing-home-care](http://www.gov.uk/government/publications/coronavirus-covid-19-providing-home-care)

### **Will my GP/clinician have been informed about this change/given any guidance?**

- Yes, the Government has written to the NHS with further information about the changes.
- The Government will continue to engage extensively with partners and the healthcare system throughout this process to help ensure they are meeting the needs of those who are clinically extremely vulnerable.

### **Will my medicines continue to be delivered?**

- Those supported by the Medicines Delivery Service who continue to need help will receive this support until the end of July.
- After this date, if it is not possible for someone to maintain social distancing whilst attending their pharmacy, and friends and family are not able to collect medicine for them, then the NHS Volunteer Responders will continue to offer medicines deliveries. If someone is vulnerable or at risk and needs help with shopping, medication or other essential supplies, they should call 0808 196 3646 (8 am to 8pm).

### **Will NHS Volunteer Responders continue to support me?**

- Yes, NHS Volunteer Responders will continue to offer support to those who need it.
- In addition, from 16 June, the NHS Volunteer Responders Scheme has been expanded to offer a new 'Check in and Chat Plus' role. This new role has been designed to provide peer support and companionship to people who are shielding as they transition to the new guidance.
- If you are vulnerable or at risk and need help with shopping, medication or other essential supplies, please call 0808 196 3646 (8am to 8pm).

## Food and support with other essentials

### How does this announcement affect the support that I can access?

- For some people shielding, adapting to a more normal way of life will take some time, which is why the shielding advice will be relaxed in two stages: first from 6 July, and then again from 1 August. From 1 August people will no longer be advised to shield and the Government's core support offer will end.
- The core offer, which will continue to be available to the end of July, covers the following three areas of assistance:
  - **Essential supplies** – a free, standardised weekly parcel of food and household essentials;
  - **Medicines** – arrangements to have medicines delivered to people's homes by local community pharmacies or their dispensing doctor;
  - **Social contact and basic needs** – for example, emotional or social support such as people to talk to on the phone or via a computer.

### When is my last chance to register for support to help me over the next few weeks?

- Final registrations for food support will close on the 17 July, to allow for support to reach individuals ahead of the scheme end date of 31 July.

### When will my food delivery stop?

- Those in receipt of centrally provided food boxes, who continue to need help, will receive this support while they are advised to shield, until the end of July.
- Final registrations for food support will close on the 17 July, to allow for support to reach individuals ahead of this end date of 31 July.

### Can I still get access to priority delivery slots?

- Priority supermarket delivery slots will continue beyond July for those clinically extremely vulnerable who have already signed up for support.
- Final registrations for food support will close on the 17 July.

### Where can individuals go for help once the shielding support offer finishes?

- There are alternative food delivery options available.
- Priority supermarket delivery slots will continue beyond July for those clinically extremely vulnerable who have already signed up for support.
- Supermarkets and other retailers also offer telephone ordering and food boxes to make it easier for vulnerable people to shop for themselves.

- The NHS Volunteer Responders Programme will continue providing support with food, prescriptions and essential items to those who are self-isolating for any reason. This also includes anyone that is clinically extremely vulnerable, or anyone that is vulnerable for another reason.
- If you or a family member meet the criteria, you can call 0808 196 3646 and ask for help. More information is available here: <https://volunteering.royalvoluntaryservice.org.uk/nhs-volunteer-responders-portal/isolating>
- Government is committed to supporting councils and voluntary sector organisations to respond to those who have specific support needs and requirements during the COVID-19 pandemic. Details of the support and advice available can be found here: <https://www.gov.uk/find-coronavirus-support>
- If you need urgent help and have no other means of support, contact your local authority to find out what support services are available in your area. You can use this search tool: <https://www.gov.uk/coronavirus-local-help>

### **Will the Shielded Patients List still be maintained after the end of July?**

- The NHS will continue to maintain the Shielded Patient List allowing us to maintain targeted advice and support to those who are clinically extremely vulnerable and to change advice and support if incidence was to rise significantly.

## **Income and Employment Support**

### **Can I go back to work?**

- **Before 1 August:** If you have been able to work at home, you should continue to do so. At this time, the Government does not advise CEV individuals to attend their place of work (workplace/'onsite') if this requires them to leave their home. This guidance remains advisory.
- **After 1 August:** From 1 August the Government will further relax advice to those shielding, bringing it in line with the advice to those who are clinically vulnerable. In broad terms, this means that although the advice is still to stay at home as much as possible, those shielding may wish to go out to more places and see more people, as long as they take particular care to minimise contact with others outside their household and follow hygiene measures. This means that if they are unable to work from home but can work on site, they should do so, provided the business is COVID-safe.

### **What about workers who live with someone who is clinically extremely vulnerable and previously advised to shield. Can they go back to work now?**

- People living with those who are clinically extremely vulnerable should continue to take extra care to follow the social distancing rules, including at work to the extent possible. The Government position is that they should also work from home if they possibly can.

### **What if I can't work from home and my workplace can't offer social distancing?**

- All employers have been asked to work with the government to ease the transition back to a more normal way of life for their clinically extremely vulnerable employees.
- It is important that this group continue to take careful precautions, and employers should do all they can to enable them to work from home where this is possible, including moving them to another role if required. Employers and employees should start having these conversations as early as possible before the guidance is changed on 1 August.
- Where this is not possible, those who have been shielding should be provided with the safest onsite roles that enable them to maintain social distancing from others. If employers cannot provide a safe working environment, they will still be able to access a range of government support: this includes the Coronavirus Job Retention Scheme for employees who have previously been furloughed for a full three-week period prior to 30 June and the Self-Employed Income Support Scheme.

**I don't feel safe enough to go back to work, could I face disciplinary action? What are my rights?**

- You should look to come to an agreement with your employer and understand their specific policies around health and safety and workplace attendance, especially in relation to COVID-19.
- If you have concerns about your health and safety at work, you can raise them with any union safety representatives, or ultimately with the organisation responsible for enforcement in your workplace, either the Health and Safety Executive or your local authority.
- You can get advice on your specific situation and employment rights by visiting the Acas website <https://www.acas.org.uk/contact> or calling the Acas helpline, 0300 123 1100.

**I'm furloughed – what does this mean for me?**

- From 1 August the Government will further relax advice to those shielding, bringing it in line with the advice to the clinically vulnerable. This means that if these individuals are unable to work from home but can work on site, they should do so, provided the business is COVID-safe. This includes employees who were previously, but no longer, furloughed.
- Employers have been asked to work with the government to ease the transition back to a more normal way of life for their clinically extremely vulnerable employees. It is important that this group continue to take careful precautions, and employers should do all they can to enable them to work from home where this is possible, including moving them to another role if required.
- Where this is not possible, those who have been shielding should be provided with the safest onsite roles that enable them to maintain social distancing from others. If employers cannot provide a safe working environment, they can continue to use the Coronavirus Job Retention Scheme for employees who have previously been furloughed for a full three-week period prior to 30 June.

**People cannot be newly furloughed after 10 June, but what if we are advised to shield again after this point?**

- The Government is aware of a small number of people who will have been newly advised to shield after 10 June and is looking at the right way of ensuring they are supported whilst shielding guidance applies to them.

- Employees who are unable to work because they are shielding in line with public health guidance (or need to stay home with someone who is shielding) can be furloughed. However, such an employee can only continue to be furloughed from 1 July if they have previously been furloughed for at least 3 consecutive weeks taking place any time between 1 March 2020 and 30 June.
- Those who are clinically extremely vulnerable are able to access additional support where eligible, including Statutory Sick Pay and the Self Employed Income Support package.

**What if I am told to shield again in the future, will I lose my job? Will the Government support me to protect my job/income?**

- Where possible, your employer should help you to work from home.
- If home working is not possible, employers will be able to access the Coronavirus Job Retention Scheme for clinically extremely vulnerable employees who have previously been furloughed for a full three-week period prior to 30 June.
- For those who have not been furloughed, clinically extremely vulnerable employees who are notified (by the NHS, their GP or Government letter) to shield again will again be entitled to Statutory Sick Pay for the period they are advised to shield themselves, if all other SSP eligibility rules are met.
- The existing employment rights framework provides protections against discrimination, unfair dismissal and detriment. These protections ensure fair treatment of those who public health guidance recommends to take additional steps to reduce the risk of becoming ill with COVID-19.
- You can get advice on your specific situation and your employment rights by visiting the Acas website <https://www.acas.org.uk/contact> or calling the Acas helpline, 0300 123 1100.
- Guidance around shielding will be continually reviewed and informed by the latest scientific evidence and advice. Support measures will remain under review by the government and will consider what changes may need to be made as the advice to the clinically extremely vulnerable evolves.

**What protection from redundancy do I have? Are there existing protections because of medical conditions? If I've been made redundant, what rights do I have?**

- Redundancy is a form of dismissal from your job. It happens when employers need to reduce their workforce. <https://www.gov.uk/redundancy-your-rights>
- If you're being made redundant, you might be eligible for certain things, including:
  - redundancy pay
  - a notice period
  - a consultation with your employer
  - the option to move into a different job
  - time off to find a new job
- You must be selected for redundancy in a fair way, for example because of your level of experience or capability to do the job.
- Employees have protections against unfair dismissal. <https://www.gov.uk/dismiss-staff/unfair-dismissals>.
- It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex or disability.

- Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers.
  - If you are disabled, your employer should make adjustments as reasonable to avoid you being put at a disadvantage.
  - If you are a new or expectant mother, your employer should assess the health and safety risks for you.

**What if I live in Scotland or Wales, but work in England and my employer expects me to return to work?**

- Public health is a devolved matter. The safer workplaces guidance is limited to England only and advises employers who operate in the other nations of the UK to consider the guidance and legislation produced by Scottish Government, Welsh Government and Northern Ireland Executive.
- The advice for employers in England is that they should do all they can to enable you to work from home where this is possible. Where this is not possible, those who have been shielding should be provided with the safest onsite roles that enable them to maintain social distancing.
- You should therefore look to come to an agreement with your employer and understand their specific policies around health and safety and workplace attendance, especially in relation to COVID-19.
- If you have concerns about your health and safety and returning to work, you can raise them with any union safety representatives, or ultimately with the organisation responsible for enforcement in your workplace, either the Health and Safety Executive or your local authority.
- You can get advice on your employment rights by visiting the Acas website <https://www.acas.org.uk/contact> or calling the Acas helpline, 0300 123 1100.

**Can I still get statutory sick pay following the initial relaxation of shielding guidance (between 6 and 31 July)?**

- You will be eligible for Statutory Sick Pay (SSP) on the basis of your shielding status until 31 July. SSP eligibility criteria apply.

**Will I still be able to get Statutory Sick Pay from 1 August, with the shielding guidance for being brought in line with that for the Clinically Vulnerable?**

- From 1 August, the government will no longer advise people to shield because they are clinically extremely vulnerable. This means that from 1 August individuals who are currently shielding will be able to return to work. Therefore, you will no longer be eligible for SSP on the basis of being clinically extremely vulnerable.
- Employers to help their employees to transition back to work safely and support them to follow strict social distancing in the workplace where they cannot work from home.
- Employees will remain eligible for SSP if they are required to self-isolate because they, or someone in their household, has symptoms of COVID-19, and are unable to work as a result. SSP is available to those who are self-isolating because they have been notified by the NHS or public health authorities that they have come into contact with someone who has coronavirus, and are unable to work as a result. SSP also remains available to those who are off sick for reasons other than coronavirus.
- SSP eligibility conditions apply.



- People who are not entitled to Statutory Sick Pay may be entitled to Universal Credit, New Style Job Seekers Allowance or New Style Employment and Support Allowance.

## **Welfare Support**

### **Will I be able to get Employment and Support Allowance until the end of July?**

- People awarded ESA because they have been shielding may continue to be eligible because they either:
  - have a health condition or disability that affects their ability to work or
  - they are infected with COVID-19 or are required to self-isolate in accordance with government guidelines

### **What will happen to a person's Employment and Support Allowance claim if they are claiming ESA as a shielded person and the guidelines have now changed?**

- The Department for Work & Pensions (DWP) will review cases to ensure the information held is updated in accordance with changes to the shielding guidance.
- Where the entitlement conditions for ESA are met, the DWP will progress the claim accordingly. This will include a referral for a Work Capability Assessment in most cases.
- Where a person no longer meets the entitlement conditions for ESA, the claim will end and the person will be advised about other support available, including Universal Credit.

### **Will those who are clinically extremely vulnerable claiming Universal Credit be expected to attend the job centre for a Face to Face appointment?**

- When conditionality is reinstated, the majority of contact with claimants will be over the phone or via the Universal Credit online journal. Any work-related requirements that are agreed will be in line with social distancing guidelines.

### **Will Universal Credit conditionality requirements be tailored for those who are clinically extremely vulnerable?**

- DWP Work Coaches have the discretion to tailor conditionality requirements, in light of the impact of the claimant's health condition to ensure they are realistic and achievable. All requirements are agreed in discussion with claimants. Claimants with the most severe health conditions are already exempt from any form of conditionality, including face to face appointments.
- Where it is reasonable for a claimant to engage in work focused interviews, there can be conducted over the phone. Any work-related activities that are agreed will be consistent with current government advice/guidance.

### **Could I be sanctioned if I left my job because I didn't feel safe going back?**

- Each case is considered on its own merits and claimants will not be sanctioned unless they leave their job voluntarily without good reason.
- A Decision Maker will take into account all the claimant's individual circumstances including any health conditions or caring responsibilities, any evidence of good reason they have provided and current public health advice, before deciding whether a sanction is warranted.



### What employment support can I get if I am still working?

- You can get Access to Work (ATW) which is a demand-led, discretionary grant that contributes to the disability related extra costs of working faced by disabled people that are beyond standard reasonable adjustment.
- ATW provides tailored support which can include:
  - workplace assessments,
  - travel to/in work,
  - support workers,
  - specialist aids and equipment
  - mental health support for people who are absent from work or experiencing difficulties with their wellbeing
  - disability awareness training for work colleagues
  - communication support at interview,
  - the cost of moving equipment following a change in location or job.

### What help is available if I am unemployed or have recently been made redundant?

- For those that require more intensive employment support they still have access to both the Work and Health Programme and Intensive Personalised Employment Support. Providers are making use of digital channels to provide one to one support including regular health and wellbeing conversations with our most vulnerable claimants.

## Employers

### Should employers be encouraging clinically extremely vulnerable and clinically vulnerable employees to come to work?

- Employers should support employees identified either as clinically vulnerable or clinically extremely vulnerable, to work from home in the first instance. This may involve moving them into another role or providing them with remote working equipment to facilitate this.
- Where a clinically vulnerable or clinically extremely vulnerable employee cannot work from home, they should be offered the safest on-site roles that enable them to maintain social distancing from others, once the advice to shield is lifted **post 1 August**.
- If clinically vulnerable or clinically extremely vulnerable employees are required to spend time within close contact of others, employers should carefully assess whether it involves an acceptable level of risk, whether the activity is essential for the work required, and what actions they can take to mitigate risks. This may involve using barriers or screens, limiting the time of certain activities, using back to back or side by side working, and introducing frequent handwashing procedures.
- If employers cannot provide a safe working environment for clinically vulnerable or clinically extremely vulnerable employees, and no other options are suitable, they may consider continuing to use the Job Retention Scheme for those employees who have previously been furloughed for a full three-week period prior to 30 June.

### **What should employers do if they cannot make reasonable adjustments for clinically extremely vulnerable employees, and they cannot work from home?**

- Employers have a legal duty to provide reasonable adjustments for employees with disabilities. Employers also have a legal duty to make sure the workplace is safe for their employees; this includes employees with disabilities and those who are clinically vulnerable or clinically extremely vulnerable.
- The safer workplaces guidance provides some suggestions to help employers make their workplaces COVID-safe for their employees, visitors and customers.
- If employers cannot provide a safe working environment for clinically vulnerable or clinically extremely vulnerable employees or those with disabilities, and no other options are suitable, they may consider continuing to use the Coronavirus Job Retention Scheme for those employees who have previously been furloughed for a full three-week period prior to 30 June.

### **Can staff refuse to come into work if they don't think it's safe? Could they face disciplinary action for refusing to come into work / refusing to work in the new conditions?**

- Employers should consult with unions and employees when carrying out their risk assessment to make sure their concerns can be taken into account. If you continue to have concerns, you can raise them with any union safety representatives, or ultimately with the organisation responsible for enforcement in your workplace, either the Health and Safety Executive or your local authority.
- Where the HSE identifies employers who are not taking action to comply with the relevant legislation and guidance to control public health risks, they will consider taking a range of enforcement actions.
- Some workers, whether through specific vulnerability, family caring responsibilities or an abundance of caution may be reluctant to re-enter a workplace even though the employer feels it is safe to do so. Employers are encouraged to engage constructively with such workers and their representatives and try to find solutions that are agreeable to all.

## **Housing**

### **I was receiving support as someone that was homeless or rough sleeping and had been asked to shield. Will this support be taken away now?**

- If you were homeless or rough sleeping and have been supported during the crisis, the Government expects local authorities and partners to continue to work with you to offer support and accommodation where possible and to particularly prioritise vulnerable people.

### **Can I be evicted from my home whilst I'm shielding before 1 August?**

- No. Measures to protect tenants during the COVID-19 outbreak remain in place until 23 August.
- On 5 June the Government announced that the current suspension of evictions in both social and private rented accommodation was extended by two months until 23

August 2020. This means that no action to evict a tenant will proceed before 24 August 2020.

- Through the Coronavirus Act, the Government has also legislated so that landlords must give all tenants three months' notice if they intend to seek possession (i.e. serve notice that they want to end the tenancy) – this means the landlord cannot apply to start the court process until after this period. The provision is currently in place up to 30 September 2020.

### **Can I leave my home if myself or my children are at risk of domestic abuse?**

- You do not have to stay in your home if you need to leave to escape domestic abuse.
- Any individual in danger and who is unable to talk on the phone, should call 999 and then either press 55 on a mobile when prompted or wait on a landline and you will be connected to a police call handler who will be able to assist you without you having to speak.
- Refuges have continued to be open throughout the lockdown period to provide safe accommodation for those fleeing domestic abuse.

### **Am I allowed to let someone into my house for repairs and maintenance work now?**

- Tradespeople can visit people's homes to carry out any work or maintenance provided it is carried out in accordance with the latest guidance on working safely in people's homes.
- If you choose to allow tradespeople into your home, it is good practice to make prior arrangements to maintain social distancing.

## **Education**

### **Can my child now go back to school? Will my child be able to go back to school from September if they are no longer required to shield?**

- At this time, the government is not advising shielding children to return to school/nursery.
- In due course, the government will be publishing guidance on the wider re-opening of education in September.

### **I am a shielding parent, does this mean my child can go back to school/nursery?**

- The advice to parents who are shielding remains that others in their household do not need to shield alongside them, so your child can go back to their school, college or nursery if they are eligible to do so, in line with their peers.

### **What if I don't / my child doesn't feel safe going back to school, do they have to go back?**

- The Government is gradually increasing the numbers of children and young people attending schools and colleges. The decision is based on the latest scientific advice.
- There is guidance for education and childcare settings to welcome back children and young people, focusing on measures that settings can put in place to help limit the risk of the virus spreading.
- Parents should notify their nursery/school/college as normal if their child is unable to attend so that staff can explore the reason with them and address barriers together. Parents will not be fined for non-attendance at this time.

**Will it be compulsory to take up places in Early Years settings for those children who are eligible? What if I don't feel safe sending my child back?**

- At this time, the government is not advising shielding children to return to school/nursery.
- In due course, the government will be publishing guidance on the wider re-opening of education in September.
- Attendance at early years settings will continue to be voluntary and non-statutory, though the Government encourages parents to send in their children to early years settings, as they would normally, as long as they are not self-isolating.

**Will it be compulsory to take up an invitation to attend school, college or other Further Education setting for those children or young people who are eligible?**

- At this time, the government is not advising shielding children to return to school/nursery.
- In due course, the government will be publishing guidance on the wider re-opening of education in September.
- Eligible children and young people – including priority groups (vulnerable children and young people and children of critical workers) - are strongly encouraged to attend their education setting. This does not apply to those who are self-isolating or shielding.
- Parents should notify their nursery/school/college as normal if their child is unable to attend so that staff can explore the reason with them and address barriers together. Parents will not be fined for non-attendance at this time.

**What measures will be put in place by my child's school/nursery to allow them to return?**

- The Government has published guidance on the protective measures that schools, colleges and childcare settings can implement to help minimise risks.
- These approaches and actions should be taken to reduce transmission. These can be seen as a hierarchy of controls that, when implemented, creates an inherently safer system, where the risk of transmission of infection is substantially reduced. These include:
  - avoiding contact with anyone with symptoms

- frequent hand cleaning and good respiratory hygiene practices
  - regular cleaning
  - minimising contact and mixing
- Staff and pupils also have access to testing if they display symptoms.

**My child's education has already been affected by shielding. What are you doing to support them in returning to the classroom?**

- Children who will no longer be advised to shield will be able to return to school in line with their peers, if eligible to attend. Any child may need support in adjusting as they become accustomed to life back in school.
- Schools are best placed to support this transition; they know their children and will offer support to the children that require it.

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RECOVERY PRIORITY/ Lead	OWNER	KEY TASK	WHAT WE WILL DO	TIMETABLE	UPDATE
Organisational Restart CS	PH	Adults - NRCs	Review service delivery methods and locations and develop plan for reshaping	End July 2020	
		Adults – Mental Health and Well-being	Staff prioritisation of caseload and ongoing monitoring	Ongoing	
		Childrens – Children’s Centre Hubs and Youth Hubs	Review proposal for refresh of provision. Progress governance and decision processes	End July 2020	
		Childrens – Children on Care Plan	Pent up demand and high numbers on plan. Prioritise and monitor situation	Ongoing	
		Schools	Support to recovery to allow further attendance. Facilitate including Health and Safety, Public Health and Safeguarding	Sept 2020	
	HP	Registrars	Continue recovery by responding to changes in legislation, regulation and demand.	Ongoing	

			Review accommodation for new ways of working for registrars	Sept 20	
	PW	Housing – Homelessness	Monitor additional pressure and resources due to rise in homelessness	Ongoing	
			Establish early action strategy for prevention	End July	
			Develop continuing initiative to prevent rough sleeping	End July	
			Assess people, skills and hardware for service	August 2020	
		Housing – Repairs and Maintenance	Monitor and prioritise pent up demand	Ongoing	
		Facilities	Complete method statements/ risk assessments and sign off. Implement	July 6 2020	
		Climate Change	Restart activity within the plan	July 2020	
		Environment Services	Staffing and financial review	Sept 2020	
		Libraries	Restart service in accordance with regulation	July 2020	



	CS	Leisure Centres HR/ Welfare	following review of delivery Reopen service following government regulation Restarting recruitment Support for staff working from home. Complete DSE assessments and arrange appropriate equipment Restart face to face grievance and disciplinary procedures	To be determined July 2020 July 2020 July 2020	
	AD	Performance Monitoring	Quarterly performance monitoring to restart	July 2020	
Democracy HP	HP	Continue virtual meetings  Restore full meetings	Continue running virtual meetings and monitor progress/ success  Review feasibility of restoring face to face meetings	Ongoing  October 2020	



		<p>government for additional financial resources</p> <p>Monitor and assess performance and resources together with financial effects in service areas</p>	<p>Provision of information and appropriate contacts in support of case</p> <p>Assess the immediate and longer- term impact on benefits, hardship and the Council Tax base, including:</p> <ul style="list-style-type: none"> <li>• Council Tax</li> <li>• Housing Benefits</li> <li>• Grants</li> <li>• Business Rates</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>	
Economy PW	PW/ MB	<p>Deliver economic recovery plan in light of economic effects of COVID 19. This will complement the West London Economic Recovery Plan.</p>	<p>Restart and continue existing work including:</p> <ul style="list-style-type: none"> <li>• Support for business</li> </ul>	Ongoing	

		<p>Develop existing work into the ambition for place and growth as part of the Borough plan</p>	<ul style="list-style-type: none"> <li>• BID</li> <li>• Grants</li> <li>• Skills Accelerator</li> <li>• Single Investment Fund</li> <li>• XCite</li> <li>• Unemployment support</li> <li>• Debt Advice</li> <li>• Housing Advice</li> <li>• Job finding</li> <li>• Training</li> <li>• Inward Investment</li> </ul> <p>Implement findings of current review by 2020 Delivery</p>	<p>October 2020</p>	
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Community and Voluntary Sector	AD	Future of Hub and food offer	Operate in partnership with voluntary sector until March 2021	March 2021	
			Review need and future sustainability of service for 2021/2022	Feb 2021	
		Community Cohesion	Implement post COVID proposals for community engagement in South Harrow and Wealdstone	July 2020	

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# West London Economic Prosperity Board

## Agenda

Friday 3 July 2020 at 11.00 am

This meeting will be held remotely

### MEMBERSHIP

Councillor Stephen Cowan - Chair (Hammersmith & Fulham)  
Councillor Dan Thomas (Barnet)  
Councillor Muhammed Butt (Brent)  
Councillor Julian Bell (Ealing)  
Councillor Graham Henson (Harrow)  
Councillor Steve Curran (Hounslow)

**CONTACT OFFICER:** David Abbott  
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All public agendas and reports are available on our website:  
[www.lbhf.gov.uk/committees](http://www.lbhf.gov.uk/committees)

This meeting will be held remotely. Members of the public can watch the meeting on the [H&F YouTube channel](#)

Date Issued: 26 June 2020

# West London Economic Prosperity Board Agenda

3 July 2020

<u>Item</u>		<u>Pages</u>
<b>1. APOLOGIES FOR ABSENCE</b>	To note any apologies for absence.	
<b>2. ROLL-CALL AND DECLARATIONS OF INTEREST</b>	The Chair will carry out a roll-call of members to confirm attendance. Members also have an opportunity to declare any interests.	
<b>3. MINUTES OF THE PREVIOUS MEETING</b>	To approve the minutes of the previous meeting and note any outstanding actions.	3 - 4
<b>4. WEST LONDON ECONOMIC RECOVERY - EVIDENCE AND EMERGING ACTION PLAN</b>	<p>This report sets out the key findings from the Oxford Economics work the Board commissioned to inform the economic recovery of West London, along with the latest London Economic Outlook published by the Greater London Authority and the most recent data on the economic impacts of Covid-19 locally, regionally and nationally.</p> <p>The report also outlines progress on defining and developing a draft economic recovery plan for West London and proposes next steps for endorsement by this Board, including work to further develop and deliver the plan in consultation with key stakeholders.</p>	5 - 156
<b>5. DATES OF FUTURE MEETINGS</b>	The dates of future meetings are to be confirmed.	



## West London Economic Prosperity Board

Held in the Board Room, London First, Middlesex House, 34-42 Cleveland Street,  
London, W1 4JE.

26 February 2020 at 10am

### Notes of the inquorate meeting

#### **PRESENT:**

Councillors: Bell (Chair, London Borough of Ealing), and Tatler (London Borough of Brent)

**ALSO PRESENT:** A Dave (Brent), P Najsarek (Ealing), C Shaw (Barnet), P Walker (Harrow), N Bolger (Hounslow), A Barry-Pursell, D Francis, F Kelly and M Miah (West London Alliance), B Boler (West London Business) and L Zimmerman (Democratic Services – Ealing)

John Cox, (member of the public), addressed the board on item 8 - West London Orbital Progress

#### **1. Apologies for Absence and Welcome**

Apologies for absence were received from Councillors Cowan (Hammersmith and Fulham), Fennimore (London Borough of Hammersmith and Fulham), Henson (Harrow), Curran (Hounslow), Councillor Rajawat (Hounslow) and Thomas (London Borough of Barnet),

#### **2. Urgent Matters**

There were none.

#### **3. Matters to be considered in private**

There were none.

#### **4. Declarations of Interest**

There were none.

#### **5. Minutes**

##### **Resolved:**

That the minutes of the meeting of the West London Economic Prosperity Board held on 20 November 2019 be agreed and signed as a true and correct record.

#### **6. GLA Chief Digital Officer Discussion**

##### **Resolved:**

That the Board:

- i) noted the report.
- ii) thanked Theo Blackwell (GLA) for his clear and comprehensive presentation on priorities, opportunities for joint working and progress on the SIP1 Fibre project.

*The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.*

## **7. Winning in the New Economy – Growth Strategy**

### **Resolved:**

That the Board:

- i) requested that the new growth strategy “Winning in the New Economy” be circulated to all WLEPB members for their approval following this inquorate meeting.
- ii) noted the work to develop the Action Plan and intended time for launching/ publishing the new strategy and action plan.
- iii) noted that the strategy would be considered at the next meeting of the WLEPB in May 2020.
- iv) thanked everyone who had been involved in this excellent piece of work.
- v) formally recorded its thanks to Luke Ward and wished him well in his new role in Barnet.

## **8. West London Orbital (WLO) and Strategic Infrastructure Update**

### **Resolved**

That the Board:

- i) noted the progress in development of the business case for the WLO
- ii) noted progress in work towards publication of a West London Strategic Infrastructure Delivery Plan
- iii) requested power point slides be provided to members of the WLEPB to ensure that the same message was being delivered across boroughs and beyond.
- iv) noted the informative contribution of John Cox, member of the public (on the progress of West London Orbital)
- v) requested that information and feedback on level crossings be relayed to Andrew Barry-Purssell (WLA)

## **9. Chairing Arrangements for WLEPB 2020-21**

### **Resolved:**

That the Board:

- i) noted that the chair of the WLEPB would normally rotate authority annually.
- ii) noted that Councillor Cowen (Hammersmith and Fulham) had agreed to take the chair for the next municipal year.
- iii) formally recorded the vote of thanks raised by Cathy Shaw (Barnet) for Councillor Bell (Ealing Council) who had chaired this meeting for the past two municipal years.

## **10. Date of Next Meeting**


### **Resolved:**

The dates of the WLEPB meetings for the next Municipal Year were to be confirmed and would be emailed to members.

Councillor Julian Bell, Chair (London Borough of Ealing)

The meeting concluded at 11:40am.

*The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.*

	<h2 style="margin: 0;">West London Economic Prosperity Board</h2> <h3 style="margin: 0;">3 July 2020</h3>
<b>Title</b>	<b>West London Economic Recovery – Evidence and Emerging Action Plan</b>
<b>Report of</b>	<p>Niall Bolger – Chief Executive, LB Hounslow</p> <p>Cath Shaw – Deputy Chief Executive LB Barnet &amp; Programme Director, West London Economic Recovery</p> <p>David Francis – Director, West London Alliance</p>
<b>Status</b>	Public
<b>Sponsor</b>	Cllr Stephen Cowan, Leader, LB Hammersmith & Fulham and Chair, West London Economic Prosperity Board
<b>Urgent</b>	Yes
<b>Enclosures</b>	<i>Annex A: How might coronavirus affect the West London Economy?</i> – Oxford Economics
<b>Officer Contact Details</b>	<p>Andrew Barry-Purssell, Strategic Planning and Infrastructure Delivery Manager, WLA (<a href="mailto:barrypurssella@ealing.gov.uk">barrypurssella@ealing.gov.uk</a>)</p> <p>David Pack, Strategic Lead – Skills &amp; Productivity, WLA (<a href="mailto:packd@ealing.gov.uk">packd@ealing.gov.uk</a>)</p>

<h2 style="margin: 0;">Summary</h2> <p>This report sets out the key findings from the Oxford Economics work we commissioned to inform the economic recovery of West London, along with the latest London Economic Outlook published by the Greater London Authority and the most recent data on the economic impacts of Covid-19 locally, regionally and nationally.</p> <p>The report also outlines progress on defining and developing a draft economic recovery plan for West London and proposes next steps for endorsement by this Board, including work to further develop and deliver the plan in consultation with key stakeholders.</p> <p>It asks the Board to note key emerging proposals in relation to seven key themes: Growth Sectors; the Green Economy; Housing &amp; Infrastructure; Skills &amp; Employment; Microbusinesses &amp; Self Employment; Town Centres; and Heathrow.</p>
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It further asks the Board to comment on and endorse the emerging 'offers and asks' for the subregion, including flexibility around existing funding streams, investment in digital and transport infrastructure, reskilling residents and the low carbon economy; measures to revitalise town centres; and support for local communities affected by the COVID-19 impacts on the aviation industry.

## **Recommendations**

### **Leaders are asked to:**

- 1. Note the actual and forecast economic impact of Covid19 on West London;**
- 2. Consider and agree the direction of travel for the West London economic recovery planning work;**
- 3. Endorse the emerging package of 'offers and asks' outlined below, and delegate authority to officers of the West London Alliance and member boroughs to work with partner organisations to refine this package and seek to influence Government and others to ensure its effective delivery.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 This report sets out the devastating impact that Covid19 has had on the West London Economy, reflected in current economic data and articulated in Oxford Economics' report "*How Might the Coronavirus Impact on the West London Economy?*" (attached as Annex A) and GLA Economics' "*London's Economic Outlook*" forecast.
- 1.2 The impact on communities of these economic changes cannot be underestimated. However, Covid19 also provides a once in a generation opportunity to re-think our long-term aspirations for West London, kickstarting the low carbon economy, taking advantage of permanently altered working patterns to revitalise our town centres, and tapping into the entrepreneurial spirit of West London. In creating the conditions for this transformation, through investment in infrastructure and skills, we will need to ensure that the damage to communities is limited and growth opportunities are widely shared.
- 1.3 To this end, WLA and West London borough officers have undertaken a theme-based review of the analysis to inform an emerging economic recovery plan. Each theme establishes short, medium and long-term objectives relating to economic recovery and provides a series of suggested 'offers' of what boroughs and partners could do to address emerging needs and accompanying 'asks' (e.g. of central or London government for funding, policy flexibilities or devolution) to enable economic recovery in West London which will also drive recovery across the UK.
- 1.4 The workstreams (and lead boroughs - each overseen by a lead director and sponsoring Leader) are as below:

<b>Workstream</b>	<b>Borough</b>
Growth sectors	Hammersmith & Fulham
Green economy	Ealing (supported by Paul Walker, LB Harrow as Chair of West London Environment Directors Group)
Housing and infrastructure	Brent
Skills and employment	Hounslow
Micro businesses and self-employment	Harrow
Town centres	Barnet
Heathrow	Hounslow

1.3 Each of these workstreams has begun to map relevant stakeholders and has drawn together initial ideas on further research/analysis requirements to inform future interventions or policy asks.

1.4 In tandem with the above, WLA and borough officers have worked with GLA/TfL colleagues to respond to a call for proposals from MHCLG for capital projects, which could be accelerated to support economic recovery. These capital projects (listed in Appendix One), which together are an important contributor to the immediate recovery, were selected in part on the basis of their ability to be delivered within the 18-month timeframe. They include important strategic priorities such as the roll out of digital infrastructure, as well as significant local projects that will make a real difference to communities. Even greater impact would be delivered by focusing on longer term priorities such as the West London Orbital rail line, Hammersmith Bridge and the emerging proposals for West London orbital rapid bus network.

## **2. OXFORD ECONOMICS REPORT: HOW MIGHT THE CORONAVIRUS IMPACT ON THE WEST LONDON ECONOMY?**

2.1 Oxford Economics (OE) were commissioned by WLA to examine the potential local economic impacts of the Covid-19 pandemic. Their final report was issued on 8<sup>th</sup> June. It deals with the national and pan-London background, the situation in West London and issues for each West London borough in turn.

2.2 OE's baseline forecast is an 8% fall in **United Kingdom** GDP in 2020, followed by a 7% rebound in 2021; with a 3% fall in employment this year and unemployment peaking at about 6.5%. This is based on restrictions on the economy being lifted according to the timetable announced earlier this month – which so far they largely have. On this basis the UK economy will return to its Q4 2019 size in early 2022. If, however, restrictions on economic activity have to be reintroduced, or if confidence remains severely depressed, then this year's GDP fall could easily be 13%.

2.3 OE consider that economic activity reached a trough in April and then began to recover in May - but even this assumes a fall in UK GDP by close to 15% in

Q2. This is a smaller decline than the 35% and 25% falls estimated respectively by scenarios published by the Office for Budget Responsibility and Bank of England in April and May, but these both assumed a lockdown going beyond that actually put in place and do not reflect the easing in restrictions since mid-May. They also have differing estimates of the impact of the lockdown on activity (the Bank has since noted that although there is considerable uncertainty about the economic outlook “emerging evidence suggests that the fall in global and UK GDP in 2020 Q2 will be less severe than set out” in their May economic scenario) .

## 2.5 OE have provided two scenarios for **West London**:

- A baseline scenario, with a 9% contraction in GVA in 2020 (compared to a decline of pan-London of 7%), and a fall in workplace employment of 41,000 jobs (4%, compared with pan-London job loss of 2.8%). The accommodation and food; wholesale and retail; and transport and storage sectors account for the majority of WLA job losses. OE forecast that these sectors, like most others, will experience a rebound in 2021 as lockdown measures ease, leading to jobs growth of 2% in 2021. Between 2019 and 2025, total employment is forecast to increase by 0.5% annually, resulting in an additional 34,000 workplace jobs. This rate of job growth is expected to be only around half that of the London average (0.9% per year) over the six-year period.
- A downside scenario with a fall of 14% in GVA in 2020. Again, the hospitality, leisure and education sectors would experience the strongest rates of decline because of the extended lockdown assumptions. This scenario sees a more severe downturn in 2020, with a much weaker recovery in 2021 at 3%, and a 4.5% contraction in workplace employment in 2020, with no return to growth until 2022. The severity of the contraction combined with a later recovery would mean that the rate of job growth in the local economy would be a third of London as a whole - only adding 13,600 jobs in the six years to 2025.

It is worth noting that additional data detailed further in sections 3 and 4 below suggest the more pessimistic of the two scenarios outlined above could be more likely.

## 2.6 The sectoral structure of the local economy is a major reason for West London being forecast to do less well than London as a whole. The subregion accounts for two out of every five transport and storage jobs in London; a quarter of its wholesale and retail jobs; and a third of manufacturing jobs. It also has more small and micro sized businesses, and higher levels of self-employment, both of which, while normally strengths, increase the sub-region’s economic challenges. However net outward commuting, especially to jobs in central London, may provide a degree of resilience, especially since these jobs tend to be better paying than local ones. A large number of West London residents are in professional, associate and especially managerial jobs; many of these may be able to work at home (although this may be less true for managerial jobs at Heathrow Airport, which account for a significant proportion of such jobs). Indeed, the near-closure of Heathrow is a huge issue

for much of West London given its importance as an employer and its supply chains; other West London “anchor” institutions (like universities) have been impacted by the crisis. Finally, OE forecast a real terms fall in household spending of 11% this year; this will be substantially felt by local shops, cafes, bars, restaurants and service providers.

2.7 OE identify a number of common challenges and priorities, and suggest some areas for action that could be considered:

- The most important immediate challenge is the near-closure of Heathrow airport. They suggest working with the airport management and its major tenants to provide information and temporary relief to local businesses.
- The importance of helping to reduce job losses and business failures, helping rebuild the confidence of local businesses, by active interventions at the very local level.
- OE acknowledges the major impact of the pandemic on young people; however, the report cautions against the view that young people should be the main focus of concern at the expense of other groups (such as older workers who might find it difficult to find new jobs), recognising the wider groups in West London likely to be disproportionately affected. The pandemic has also emphasised the importance of preventing unemployment from leading to increased homelessness.
- The importance of supporting small businesses and the self-employed, for example encouraging local shopping/trading (e.g. local marketing campaigns) and a focus on high streets and parades of shops (e.g. providing resources for, and helping local businesses to adjust to social distancing requirements).
- There is a need to rethink high streets. Given the importance of strong local economies to strong high streets the report suggests considering ways of boosting local office markets that in turn will support the retail and hospitality sectors.
- The likely need to protect regeneration schemes, given the possibility that the economic situation could put delivery of large-scale regeneration schemes across west London’s opportunity areas at risk. The report suggests discussion with developers and central government – and remaking the economic case for West London, including the case for transport and other infrastructure investment.
- The importance of protecting education, culture, sport and the universities.

### **3. GLA ECONOMICS: LONDON’S ECONOMIC OUTLOOK**

3.1 GLA Economics have published medium-term projections looking over the period to 2022. They forecast a marked fall in London output this year, but with strong growth in 2021 before moderating somewhat in 2022. Recovery in employment is forecast to be slower – while London GVA is forecast to return to pre-crisis levels in Q4 2021, workforce jobs would do in Q4 2022. The forecast assumes that some of London’s local characteristics might become a

	2019	2020	2021	2022
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comparative advantage in this crisis; some of London's main sectors – financial services, real estate, professional and technical activities and information and communications – have been hit less severely by lockdown restrictions and have a relatively greater proportion of workers being able to work from home. These positive effects might be offset by other features, such as the high reliance of London workers on public transport and major impacts on tourism and international student numbers.

### 3.2 The GLA forecast suggests that:

- The pandemic could lead to a fall of -16.8% in London real GVA. Growth is then expected to rebound to 17.2% in 2021, before returning to more normal figures in 2022 (4.5%).
- London is projected to see an unprecedented fall in the number of workforce jobs in 2020 (-7.0% in annual terms), which will be slowly recovered through positive growth rates in 2021 (1.4%) and 2022 (4.9%).
- London's household income and expenditure are both projected to decrease significantly in 2020 before starting to grow again in 2021 and 2022.

The table below compares the GLA Economics and Oxford Economics forecasts:

- ### 3.3
- The GLA forecasts suggest a larger fall in GVA and jobs in 2020 than OE, but a faster recovery in GVA terms and a slower one in jobs terms. One reason for the difference is that the GLA have based their work on the assumptions made by the Bank of England and Office for Budget Responsibility referred to in paragraph 2.3.



<b>Borough</b>	<b>May</b>	<b>February</b>	<b>May</b>	<b>Change</b>	<b>Change</b>
<b>GLA Economics London forecast</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2/20- 5/20</b>	<b>5/19- 5/20</b>
GVA (£bn)	457.8	388.1	446.4	446.4	466.6
% change (y-o-y)	4.6	-16.8	17.2	17.2	4.5
Change in workforce jobs change (000s)	130	-420	70	70	280
% change (y-o-y)	2.2	-7	1.4	1.4	4.9
<b>OE West London Baseline</b>					
GVA (bn)	74.1741	67.5024	72.48529	72.48529	75.2377
% change (y-o-y)	0.82	-8.9	7.4	7.4	3.8
Change in resident jobs (000s)	-1	-38	26.	26.	31.6
% change (y-o-y)	-0.1	-3.4	2.6	2.6	3.3
<b>OE West London Downside</b>					
GVA (£bn)	74.1741	63.8061	65.836	65.836	70.0718
% change (y-o-y)	0.82	-14	2	2	6.4
Change in resident jobs (000s)	-0.01	-47.7	-10.8	-10.8	50.1
% change (y-o-y)	-0.1	-4.4	-1	-1	4.8

#### 4. OTHER ECONOMIC DATA

- 4.1 The full impact of the pandemic at local level has yet to show through in official data. GDP estimates from the Office for National Statistics suggest that the UK economy flatlined in Q4 2019, and shrank by -2.0% in Q1 2020. The largest fall in GDP was in the last two weeks in March, as the process of lockdown came into effect. For the whole month GDP fell by 5.8%, reflecting falls in the services, production, and construction sectors. ONS data for April suggests that UK GDP may have declined by more than 20% in that month alone, reflecting the imposition of lockdown measures – with particular impacts on accommodation and food services (responsible for 101,000 jobs in West London), where output fell by 40.9%; other services (27,000 West London jobs) fell by 20.5%, and transport and storage (115,000 West London jobs), Construction (79,000 jobs) and Education (89,000 jobs) all saw output fall by more than 18%.
- 4.2 One indicator that is available is the numbers of benefits claimants, showing the position as of May 2020. This shows a 200% increase in West London claimants over the same time in 2019, with 106,930 claimants across the seven WLA boroughs. Unsurprisingly, most of this increase followed the start of the pandemic response:

Barnet	5225	6455	17560	11105 (212.5%)	12335 (236%)
Brent	6025	7690	20550	12860 (213.4%)	14525 (241%)
Ealing	7235	8015	19990	11975 (165.5%)	12755 (176%)
Hammersmith and Fulham	4520	4695	10120	5425 (120%)	5600 (124%)
Harrow	2750	3480	10425	6945 (252.5%)	7675 (279%)
Hillingdon	3780	4660	13155	8495 (224.7%)	9375 (248%)
Hounslow	6105	6615	15130	8515 (139.5%)	9025 (148%)
TOTAL WL	35640	41610	106930	65320 (183.3%)	71290 (200%)

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ng before the pandemic, and it is interesting to note that those boroughs seeing the largest pre-pandemic increases have also seen the highest levels since – it may be that the current crisis has accelerated some pre-existing trends.

- 4.4 A second indicator is the numbers of residents who have been furloughed – 282,700 across the seven WLA boroughs, with Brent, Ealing, Barnet, Hounslow and Hillingdon all in the top ten London boroughs by numbers of recipients being second, third, fourth, sixth and tenth (Harrow is 20<sup>th</sup> and Hammersmith and Fulham is 27<sup>th</sup>). The picture is starker if allowance is made for borough working age populations:

Rank by per 000 working population	Borough	Total numbers furloughed	Per 000 working age population
1	Hounslow	42500	237.7
2	Brent	49900	226.4
3	Haringey	42100	222.9
4	Ealing	49600	221.3
5	Newham	53200	215.3
6	Waltham Forest	38800	208.3
7	Hillingdon	39500	199.9
8	Southwark	39200	198.4
9	Enfield	42000	196.6
10	Barnet	48500	192.5
11	Harrow	30300	191.3
21	Hammersmith and Fulham	22400	169.8

- 4.5 Nationally, there are some early signs of cautious recovery following relaxation of restrictions. Springboard, who monitor footfall in town centres, reported a 45% increase in footfall in the week following the reopening of

“non-essential” shops. (but still 45.2% down on the same week last year). The June IHS Markit/Chartered Institute of Purchasing and Supply Purchase Managers’ Index suggests at least a bottoming out of the downturn, with an increase in manufacturing output but continued decline in the service sectors. Their cross-sector composite index showed that overall performance was continuing to decline - the index is at 47.6 for June, up 17.6 points on May (below 50 signals a decline in business). Service sector output was held back by business closures in the hotels, restaurants and catering sector and further decline among business-to-business service providers and there was a further sharp drop in staffing numbers across the service economy, despite some companies reporting a restart to recruitment activity and phased returns to work from furloughing. Those reporting falls in employment often commented that sharply reduced workloads had meant redundancy measures were operating in tandem with furloughing. For manufacturing, partial plant reopening had increased output, but new orders continued to decline in June, with firms often commenting on shortages of new sales to replace completed contracts - particularly in the automotive and aviation sectors.

- 4.6 There are also some indication of limited improvement at London level. The business activity index at London private firms rose to 30.8 from 13.4 in April and 31.5 in March, again showing some improvement, although still indicating a decline as less than 50. The PMI New Business Index in London went up in May (29.7) from its lowest point in the recorded series (14.9) in April. This is the first increase in three months. The PMI Employment Index for London rose to 30.8 in May after a fall between February (52.9) and April (23.6).
- 4.7 The GfK index of consumer confidence (which reflects people’s views on their financial position and the general economy over the past year and in the next 12 months - a score above zero suggests positive opinions) was at -14 in June, having registered a big fall between March and May (from 2 to -26). This still represents one of the lowest levels in seven years. Sentiment for the UK as a whole remained lower than in London (-30).

## 5. **OUTLINE ‘OFFERS AND ASKS’**

- 5.1 Each themed workstream approaches the challenges in its respective area from the perspective of what can already be done within existing resources and powers to address recovery (the offer) and what more would be required to address recovery at the necessary scale and pace (the ask) – either in terms of policy flexibilities, repurposing of existing funding or provision of additional funding e.g. from central or London government.
- 5.2 These themed workstreams build on the objectives agreed at the West London Leaders Board on 2<sup>nd</sup> June for our overall approach to economic recovery:
  - 5.2.1 3-6 months - *Support West London economy to bounce back quickly & safely from the current restrictions*

- 5.2.2 Next 6 months - *West London's enterprises & workers supported through recovery & reform*
- 5.2.3 12 months + - *A more inclusive and sustainable economy, setting a UK & world leading example*
- 5.3 The priority offers drawn from the seven workstreams outlined above set out activities either underway or which are within boroughs' collective resources and powers to deliver in support of recovery. A summary of the offer is provided at Appendix Two, presented as three themes: People, Business and Place. Further work is needed to understand what can be delivered within existing capacity, and what would need additional resource.
- 5.4 The priority asks have been drawn from work undertaken across the themed workstreams. While further rationalisation with borough officer and Leader input is still required to generate a tighter, focused list of 6-8 priority asks, the current 'long shortlist' is presented for consideration at Appendix Three. Work is also underway to cost our asks and demonstrate the recovery plan business case in terms of jobs, economic growth and reduction in negative social and health impacts.
- 5.5 The emerging asks recognise the importance of building on West London's unique economic strengths and its role as the world's gateway to Britain, as well taking advantage of existing public service infrastructure, scaling it up where needed. They also recognise that at a time of multiple demands on public spending, it is crucial to have maximum flexibility to spend existing funding to best effect, with specific proposals for allowing the Apprenticeship Levy, Community Infrastructure Levy, unspent s106 funding to be redirected to recover priorities; and aviation related income streams such as Heathrow's proposed Low Emissions Charge to be deployed in support of aviation communities.
- 5.6 Utilising our existing assets and flexibility over existing funding will not, however, be sufficient, and the Appendix also sets out emerging priorities for investment in transport and digital infrastructure, the low carbon economy, reskilling our communities, growth sectors and revitalising our town centres.
- 5.7 Leaders' views are sought on both the asks set out at Appendix Three and the priorities for further development in partnership with the business community, our higher education institutions, colleges and skills providers, and other stakeholders.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1 Given the current and potential future impact of the Covid-19 outbreak on West London's economy as detailed in sections 2-4 above, there is a pressing need for intervention to mitigate these impacts both on the economy and on West London's disadvantaged communities. The evolving economic recovery plan sets out initial thinking on how this can be addressed jointly at the sub-regional level, complementing individual boroughs' and wider partners' efforts.

## **7. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 7.1 The Board could choose to rely on Borough level interventions, or work at a London-wide scale. Both of these will be important elements of the response, but risk failing to tackle the unique challenges faced by the West London Economy and missing the opportunity for West London to lead the way in the UK's overall recovery.

## **8. POST DECISION IMPLEMENTATION**

- 8.1 Subject to Leaders' approval of the approach economic recovery and views on the package of offers and asks for West London, next steps are to:
- To refine the proposals and develop plans for implementation, working in partnership with businesses and other stakeholders.
  - To quantify the resources needed to deliver the agenda set out above.
  - To present these in a succinct "Build and Recover" Plan
  - To establish more structured programme governance arrangements to support delivery.
  - To develop a co-ordinated approach to influencing government and others.

## **9. IMPLICATIONS OF DECISION**

### **9.1 Corporate Priorities and Performance**

- 9.1.1 This report relates directly to the delivery of West London Growth Priorities which have been agreed by members of the West London Alliance, taking into account the impact of the Covid-19 outbreak on West London and on the need to address economic recovery in order as a pre-requisite of resuming growth.

### **9.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 9.2.1 Costs incurred to date have been absorbed within boroughs' and WLA's existing budgets. More detailed costings, including in relation to the 'asks' as outlined in para. 5.4, will be developed in due course. Any proposals relating to funding of related work in the future will be presented on a case by case basis.

### **9.3 Social Value**

- 9.3.1 Social and economic inclusion is a cross-cutting theme woven into the development of the evolving economic recovery plan.

## 9.4 Legal and Constitutional References

9.4.1 This work falls within the following sections of the WLEPB's Functions and Procedure Rules:

- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

9.4.2 The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.

9.4.3 The purpose of the Joint Committee will be collaboration and mutual cooperation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee. The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.

## 9.5 Risk Management

9.5.1 This report will support the West London Economic Prosperity Board to make decisions on how best to shape an economic recovery plan for West London

## 9.6 Equalities and Diversity

9.6.1 Both the pandemic itself and the measures taken to address it affected different groups disproportionately. West London has been particularly hard-hit by the disease; Brent has the highest mortality rate from Covid-19 of any local authority in England and Wales; Harrow had the fourth and Ealing the tenth. There is clear evidence that in terms of experiencing more severe symptoms and higher rates of death, the disease particularly affects older people, those from some ethnic groups, men and those with pre-existing health conditions.

- 9.6.2 Oxford Economics notes that Public Health England’s “Beyond the Data: Understanding the Impact of COVID-19 on BAME Groups” (June 2020) confirmed that among confirmed that after accounting for the effect of sex, age, deprivation and region, people of Bangladeshi ethnicity had around twice the risk of death from the disease when compared to people of White British ethnicity. People of Chinese, Indian, Pakistani, Other Asian, Caribbean and Other Black ethnicity had between 10 and 50% higher risk of death when compared to White British. Oxford Economics quotes ONS population survey data showing that 46% of the WLA population aged 16 and over belonged to an ethnic minority group in 2019—almost ten percentage points higher than the London average. Much of this is due to a relatively large Indian community residing within west London, accounting for 17% of the total. Public Health England suggests that this grouping had between 10% and 50% higher risk of death when compared to the white British grouping. People from Black ethnic groups were identified as most likely to be diagnosed with Covid-19 and had some of the highest death rates. This group is underrepresented in West London relative to the capital as a whole, accounting for 8% of the population aged over 16, compared to 12% across London.
- 9.6.3 As the Oxford Economics Report notes, the pandemic- related restrictions are likely to impact on sectors like hospitality, entertainment and non-essential retail sectors - sectors tend to employ disproportionate numbers of younger people. Workers in these sectors are relatively more likely to have been furloughed during the lockdown and it is as yet unclear how many of these jobs could be lost permanently. West London’s population is relatively young compared to that of the UK overall; in 2019 those aged 20-39 accounted for 30% of the WLA population. The report also highlights concerns that older residents will also face challenges in the current crisis, especially those with lower qualifications who lose their employment and who might find it more difficult.
- 9.6.4 This paper outlines a number of initiatives and approaches intended to provide people from all backgrounds across West London affected by the pandemic with the support they need to ensure their wellbeing, prosperity and inclusion. The proposals in this paper should therefore have positive impacts on all groups in society, including those with protected characteristics under the Equality Act 2010. Any specific projects arising from future development of the proposed economic recovery plan will have their equalities impacts considered on a case by case basis.

## 9.7 Consultation and Engagement

- 9.8 While there have been elements of engagement with key external stakeholders in developing the evolving economic recovery plan, extensive engagement is planned as part of the proposed next steps.

## 10. BACKGROUND PAPERS

Annex A: ‘How will the coronavirus affect the West London economy?’, Oxford Economics, June 2020

*London's Economic Outlook: Spring 2020 – The GLA's Medium-Term Planning Projections* GLA Economics, June 2020

*London's Economy Today: Issue 214*, Greater London Authority, June 2020



## **APPENDIX 1**

### **WEST LONDON ALLIANCE - BOROUGH CAPITAL PROJECT PROPOSALS**

#### ***Barnet***

Finchley – Colindale cycle route (new)

Town Squares - Finchley and Colindale (new)

#### ***Brent***

Picture Palace, Harlesden (new)

Kensal Corridor High Street Public Realm (new)

60 Neasden Lane – acquisition of workspace for Enterprise Hub (new)

Transport recovery programme (new)

#### ***Ealing***

Energiesprong – net zero retrofit of social housing stock (to accelerate)

Supporting Southall's Recovery - new spaces and connections to get Southall back to work (new)

Live West Ealing / West Ealing Liveable Neighbourhood (new)

#### ***Hammersmith and Fulham***

Ed City - educational and mixed use scheme at White City (to accelerate)

A4 Safer Cycle Pathway (to accelerate)

#### ***Harrow***

Harrow Arts Centre (to accelerate)

Wealdstone Liveable Neighbourhood (new)

Wealdstone Town Centre Improvement Scheme (new)

Energy Efficiency programme (new)

Cultural Centre acquisition (new)

Grange Farm (new)

***Hounslow***

Brentford-Southall line (to accelerate)

## APPENDIX 2 – PRIORITY OFFERS

### 1. PEOPLE

- a) **Enhance co-ordination with local partners to develop framework for a ‘single front door’ approach** for those seeking work or re-skilling/upskilling.
- b) **Focus and co-ordinate existing borough job brokerage** on most affected groups, using the **Work & Health Programme** for any eligible groups with health/disability issues.
- c) **Improve sharing of labour market and skills needs data across the sub-region, to enable skills providers (esp. FE)** to tweak provision dynamically in response to need.
- d) **Adapt Skills Escalator model** to support those newly unemployed back into work through skills interventions.
- e) Support employers to take on apprentices and utilise levy **to enable in-work progression / upskilling.**
- f) Work with **FE providers to encourage investment in green and digital skills**
- g) **Work with construction industry partners to secure job opportunities/apprenticeships**, including through improved collaboration across boroughs to ensure levers via s106 agreements are used to best effect.
- h) Explore scope for boroughs’ existing Adult Education Budget-funded provision to support a reskilling offer.

## 2. BUSINESS

a) Use our **c£8m investment in digital connectivity** so businesses can innovate with 5G and cloud computing.

**b) Support HEIs to invest in supporting business growth**

- Set-up a WL **Growth Sectors Steering Group** with an active involvement of businesses / HEIs
- Extend the impact of UK Research and Innovation programmes by opening up access to borough assets, services, data and supply chains for innovators to test, trial and develop emerging technologies and business models at scale.

c) **Connect microbusinesses and entrepreneurs** to the help they need to start, pivot and grow businesses

- **Promote government business support provision and increase capacity of local agencies**
- Deliver **training to develop the skills and knowledge of businesses to survive and grow.**
- **Provide ESOL support for self-employed and owner managers** of micro businesses
- **Provision of workspace** to test new uses within high streets

### 3. PLACE

#### 1. Infrastructure

- a. **Ensure commitment to delivery of the West London Orbital continues, so as to** to accelerate housing delivery.
- b. **Accelerate shovel ready infrastructure projects** aligned with growth sector ambitions and skills and training initiatives to re-skill a workforce in green infrastructure projects

#### 2. Planning

- a. **Reassess land use and development opportunities around Heathrow**
- b. **Identify and tackle barriers to development at a West London level** through greater engagement with landowners, developers and **construction industry**
- c. **Make planning and other regulatory services more responsive** and make the most effective use of benefits secured through the planning system (e.g. training/skills opportunities secured through s106 including on housing sites).
- d. Strong sub-regional support for ensuring **up-to-date local plans based on robust evidence, jointly commissioned where appropriate**, and a willingness to explore new approaches (e.g. zoning, sub-regional development framework)

#### 3. Town Centres

- a. **Curation of the town centre offer to improve the mix of uses in town centres, and encouragement of active travel and public transport options.**
- b. **Re-define town centres and high streets as low carbon economic hubs** where everyone can live, work and meet their needs within a 20-minute bike or walk, using communication channels to promote this vision.
- c. **Bring forward existing schemes in main town centres**, establishing new delivery partnerships to bring forward town centre developments.

## APPENDIX 3 – PRIORITY ASKS

### 1. BUILD ON OUR STRENGTHS

- a) Increase support for entrepreneurs and microbusinesses:
  - Promote take up of existing business support schemes to micro-businesses and self-employed
  - Scale up accelerator and incubator programmes (e.g. using UK Shared Prosperity Fund)
  - Develop a West London led programme of place-based Small Business Research Initiative (SBRI) challenges to create opportunities for business innovation in growth sectors, including in the green economy.
  - Secure flexibility for micro-businesses e.g. in deadlines for filing returns and paying tax bills, accept estimates more this year with actuals to follow;
  
- b) Investment in key growth sector locations such as White City, Wembley, Old Oak Common/Park Royal, Brent Cross, Southall and the Great West corridor among others to bring forward development and support stakeholders to introduce a series of initiatives aimed at: kick starting the economy, creating jobs, creating inclusive growth and increasing UK's global competitiveness
  
- c) Widen the current aviation taskforce to include local authorities to reflect the impact on airport local communities for the recovery programme.
  
- d) Scale up employment support built on existing local authority services including job brokerage (recognising that HMG will identify additional funding and making the case for evidence showing the effectiveness of delivery at local level, co-ordinated sub-regionally)

## 2. FLEXIBILITY OF EXISTING FUNDING STREAMS

- a) Flexibility of Apprenticeship Levy (including for use as a wage subsidy and to support wider upskilling/reskilling interventions) and devolution of Apprenticeship Levy underspend to West London.
- b) Flexibility on uses of Community Infrastructure Levy (e.g. to allow for revenue spend on skills / employment programmes)
- c) Allow pots of unspent s106 funding to be reallocated to fund skills and employment programmes, rather than repaid to developers.
- d) Make a proportion of all aviation-related carbon offsetting schemes (e.g. BA, Heathrow, other airlines) to be invested in communities local to the airport. Could be mandatory or a voluntary code.
- e) Make mandatory a proportion of Heathrow airport's proposed low emission zone / access charge ringfenced to pay for sustainable transport interventions and/or green economy interventions in West London.

### 3. INVEST IN THE FUTURE

- a) Invest in reskilling
  - Scale-up / roll-out skills escalator model
  - Increase provision of ESOL support for owner managers of microbusinesses;
  - Secure policy flexibility on devolved Adult Education Budget to support boroughs' reskilling and employment support offer
- b) Speed up Fibre roll out and secure a 5G investment fund to digitise and streamline wayleave processes to provide access to assets (such as street furniture) and co-invest with the private sector in West London scale deployments of 5G use cases such as real time logistics and traffic management and remote healthcare applications
- c) Evaluate the success of the Future Fund, providing government loans to high-growth companies reliant on equity investment, improving access where possible and extending fund open period
- d) Work with Innovate UK and private sector partners (inc. venture capital) to identify gaps in finance and provide a range of funding initiatives to fill them.
- e) Invest in key infrastructure projects such as the West London Orbital– and identifying and prioritising those which are most quickly delivered, and make available a flexible pot of gap, loan and equity funding boroughs can deploy to sites in partnership with developers to finance key regeneration sites and restore viability
- f) Secure Funding for a retrofitting package for social / other housing to help develop retrofitting supply chain, a supportive tax policy, flexibility around local government finances that can allow authorities to support retrofitting schemes and development of private sector investment options for the wider retrofitting industry
- g) Explore the establishment of a privately backed Distressed Town Centre Assets Fund



- h) Ensure government support for aviation, retail, hospitality conditional on supporting re-skilling and minimising job losses
- l) Work with HM Treasury and business leaders to identify current fiscal policy impediments to delivering low carbon jobs, growth and investment.

# HOW MIGHT CORONAVIRUS IMPACT THE WEST LONDON ECONOMY?

A REPORT FOR WEST LONDON ALLIANCE

JUNE 2020

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## June 2020

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## EXECUTIVE SUMMARY

The UK economy has gone deeply into recession. But if there is a gradual and successful lifting of restrictions starting this month, there should be a strong recovery. Nevertheless, we estimate that UK GDP will be down 8% in 2020, followed by a 7% rebound in 2021. Employment falls 3% this year and unemployment peaks at about 6½%.

And this is just our baseline view: if restrictions persist for longer, or have to be reintroduced, or if confidence remains severely depressed, then this year's GDP fall could easily be 13%.

In the baseline, we estimate that London's economy experiences a slightly smaller fall in GVA in 2020 than other regions of the UK, largely reflecting the structure of its economy and the greater ability of people to work at home. But we project that the West London economy experiences a slightly larger fall in GVA this year, of 9%.

Again, sectoral structure is a big factor: West London accounts for two out of every five jobs in transport and storage within London, a quarter of wholesale & retail jobs, and a third of manufacturing jobs. The area also has more small and micro sized businesses than the London average, and higher levels of self-employment, both of which increase the challenges that it faces.

West London does, however, experience net outward commuting, especially to central London. That offers a degree of resilience, especially since the jobs tend to pay more than local ones. West London has a lot of people working in professional, associate and especially managerial occupations, many of whom may be able to work at home.

But a very big word of caution: Heathrow Airport is a major employer, especially where managerial jobs are concerned, and many of those people may not be able to work from home. Indeed, the near-closure of Heathrow is a huge issue for much of West London. It is the largest employment site in the UK, and the speed at which the airport can recover, and whether or not that recovery is complete or only partial, will have large knock-on effects through supply chains and workers' spending.

Amongst boroughs, **Barnet** has low exposure to the at-risk manufacturing, hospitality and transport sectors, good broadband connectivity, and a workforce that is likely to adapt well to working from home. These are advantages. It also has high levels of self-employment, and a concentration of micro- and small businesses in the professional services, construction and retail sectors. While these are normally strengths, just at the moment they make Barnet more vulnerable to the impacts of coronavirus.

And resident earnings in Barnet are higher than the WLA or UK averages. Workplace earnings are lower, with residents commuting to other parts of London for work tend to be in high-value, well paid roles. So, job losses in other parts of London will impact on Barnet.

**Brent** is rather different: it is among the most culturally diverse boroughs in the capital, and the issue of how minority group members might be affected differently than others has to be an area of concern. That is especially so since

the borough's sectoral mix is relatively reliant on several which are vulnerable during the pandemic—particularly manufacturing, but also transport & storage and construction. Those Brent residents in work are relatively concentrated in occupations which are most likely to be vulnerable during the current outbreak. And the borough's working age population tends to be older than elsewhere, and less highly qualified. That said, youth unemployment is particularly prevalent in the borough, while students also form a relatively large share of the population.

**Ealing** is also a borough with high sectoral exposure, notably manufacturing at the Park Royal industrial estate. The borough Ealing has under-representation of workplace jobs in finance, digital and professional services roles. Nevertheless, many Ealing residents do commute to central London for higher-paid office jobs, and may therefore have a degree of protection, because of their scope for homeworking.

Neighbouring **Hammersmith & Fulham** ranks relatively well in terms of our Coronavirus Challenges Index. It has a highly-qualified workforce and the borough's occupational structure is dominated by managerial and professional occupations, with over 70% of residents employed in these groups, and with a higher than average capacity for home-working. It is the West London borough with the highest earnings, consumer spending and house prices, all reinforce the same message.

However, there is deprivation in the borough, and Hammersmith & Fulham is more exposed to the low-wage and very badly affected hospitality sector than any other WLA borough. Entertainment and sport are also important and are being very badly hit by the lockdown, as is the large non-food element of the retail sector.

**Harrow** is an archetypal suburban borough. Resident earnings are higher than the WLA or UK averages and over half of residents in work commute to elsewhere in London, typically to well-paid and relatively secure roles offering high scope for home working. Over half of residents in work are employed in managerial and professional occupations. The borough does, however, have high rates of self-employment and especially very small businesses, and that rather alters the picture. Normally these are important advantages, but not at present.

**Hillingdon** and **Hounslow** are hugely affected by Heathrow Airport's difficulties. But that is not the only issue they face. In Hounslow, the development of the Golden Mile is an important project for the borough, which may bring a significant boost to prosperity. So it matters a lot whether current plans survive the pandemic unscathed.

Pulling these separate borough stories together, we think there are several common challenges and likely priorities to be addressed. In no particular order:

**Helping to reduce job losses and business failures.** In our baseline forecast, unemployment in West London in 2020 is 27,000 higher than in 2019, while in our downside scenario, it is 35,000 higher. Local government may be able to help to rebuild the confidence of local businesses, by active interventions at the very local level. The aim should be to help rebuild the economy to make sure that the baseline does not become the downside.

**Responding to the problems of particular groups** is clearly vital. But we caution against the view that young people should be the main focus of concern, at the expense of other groups. In particular the coronavirus crisis has raised the importance of housing services relative to other services, and preventing unemployment from spiralling into homelessness should be a high priority.

**Supporting small businesses and the self-employed:** among the possible responses is for local councils to encourage people to shop or trade locally and to focus on local neighbourhoods, especially high streets and parades of shops—providing resources for local marketing campaigns, and helping local businesses make any adjustments they require to manage social distancing. An obvious example is with respect to on-street eating and drinking outside bars and cafes.

**Rethinking high streets:** the pandemic is making a pre-existing problem worse. But poorly performing local high streets are likely to be the result of poorly performing local economies. Generally speaking, successful local economies are those with increasing numbers of office jobs, particularly in the high-growth sectors of professional and support services and digital services. And since office workers tend to spend in shops, cafes and restaurants, the best way to boost the retail and hospitality sectors may be to boost office sectors. That could be a powerful approach to tackling the underlying pre-coronavirus issue

**Protecting regeneration schemes:** It is also possible that the West London economy is facing a large, coronavirus-driven threat to its 11 Opportunity Areas, and the very ambitious regeneration schemes that most of these are host to—schemes that collectively amount to many billions of pounds. Local authorities need to ensure that the business cases for these schemes are not lost. Talking to developers is vital, and to central government, as is remaking the economic case for West London—including, but not confined to, the case for transport infrastructure investment.

**Protecting education, culture, sport and the universities:** at a more detailed level, West London's cultural and sporting sector also requires support, for many reasons, of which one is that there could be strong benefits associated with holding celebratory or community-building outdoor events in 2021. The cultural and sporting sectors should be integral to this.

**Re-opening Heathrow Airport:** In absolute and immediate quantitative terms, the most important immediate challenge is the near-closure of Heathrow airport. So cooperating with the airport's management and its major tenants such as British Airways, to provide information and temporary relief to local businesses, is a necessary step, to provide coordinated support for individuals and employers within the seven boroughs.

# 1. INTRODUCTION

This report was commissioned by the seven boroughs of the West London Alliance to investigate how coronavirus might be impacting the economy of West London. It has been produced over a very short period in late May and early June 2020, and has been a purely desk-based exercise. We make no claims for it being a comprehensive or a definitive account: even at the national level, up-to-date data are sketchy, and at the local level we are reliant on considering what is likely to be happening to local people and employers, as much as what actually is happening.

We have used our econometric models to produce what we believe to be best-practice estimates. We have provided detailed Excel spreadsheets of historical and forecast data, from 1991 to 2025, on the basis of both a baseline and a downside scenario. We explain the thinking behind these in the text. We have also provided the local results for our Coronavirus Challenges Index, which analyses all local authority areas in Great Britain, on a consistent basis.

In the following chapters we begin by considering the UK picture, and then that for West London as a whole, followed by chapters on each of the seven boroughs. We conclude with some thoughts on what some of the key issues are, and our suggestions on some possible responses.



## 2. CORONAVIRUS & THE UK ECONOMY

### KEY FINDINGS

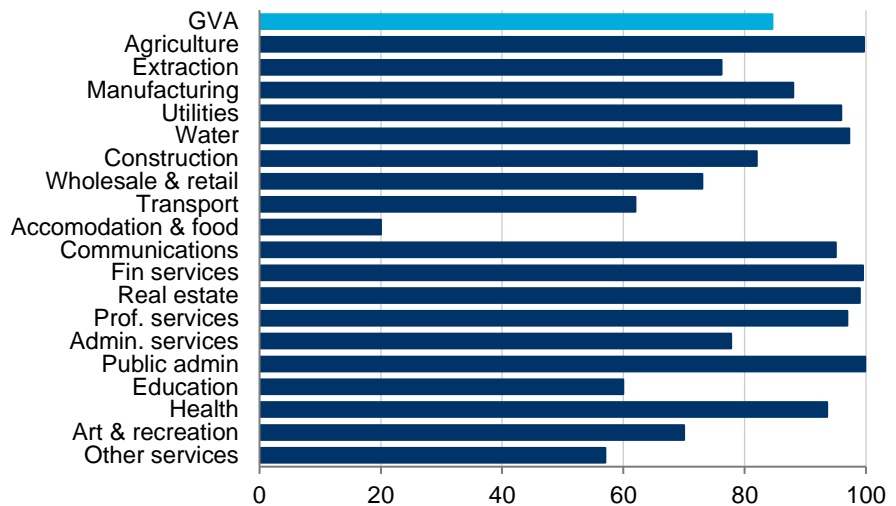
- **The UK economy has gone deeply into recession. But if there is a gradual and successful lifting of restrictions starting this month, there should be a strong recovery.**
- Nevertheless, we estimate that UK GDP will be down 8% in 2020, followed by a 7% rebound in 2021. Employment falls 3% this year and unemployment peaks at about 6½%.
- That is our baseline view: if restrictions persist for longer, or have to be reintroduced, or if confidence remains severely depressed, then this year's GDP fall could easily be 13%.

### 2.1 RECENT DEVELOPMENTS

The coronavirus pandemic is creating unprecedented challenges for local and national governments across the UK. It will be some time before there is enough hard data to fully evaluate the economic impact of the crisis, but the UK economy is currently in a deep recession, and this year GDP is likely to post its largest annual fall since the early 1920s.

Preliminary estimates from the ONS report that UK GDP fell by 2% in Q1 2020. This was almost entirely due to a near 6% monthly decline in March, caused by the measures implemented towards the end of the month to try to limit the spread of the coronavirus. Indeed, we estimate that during the week of lockdown at the end of March, GDP was about 15% lower than would have been the case absent the lockdown. And the impact was highly variable across sectors, with those most exposed to social distancing measures, such as accommodation & food services, operating at only a fraction of normal levels, but with others, such as agriculture and public administration, seeing little or no hit to activity.

**Fig. 1. UK GVA during lockdown as a % of 'normal' level**



Source: Oxford Economics

Therefore, the speed with which the lockdown is lifted, and the reaction of businesses and consumers to these relaxations, will strongly influence how deep the recession is, and the speed and nature of the recovery. Our baseline forecast assumes restrictions are gradually relaxed according to the timeline set out by the government in mid-May. This indicated their hopes to begin opening non-essential shops in phases from the start of June, with some children allowed to return to school at the same time, enabling some parents to return to the workplace. But pubs, restaurants and other high-contact sectors are to remain closed until at least the start of July.

**2.2 BASELINE SCENARIO**

On this basis, we expect economic activity to have reached a trough in April and to have begun to recover in May. But even on that basis we forecast that UK GDP falls by close to 15% in Q2. This is a smaller decline than the 35% and 25% falls estimated respectively by the OBR and Bank of England in illustrative scenarios published in April and May.<sup>1</sup> But both assume the lockdown goes beyond that indicated by the government. They don't reflect the easing in restrictions that have been seen since mid-May, and they also have differing estimates of the impact of the lockdown on activity. They are therefore towards the pessimistic end of the spectrum of forecasts and scenarios produced by organisations across the public and private sectors.

Our baseline expectation is that, as social distancing measures are relaxed further, economic activity will rebound reasonably strongly in the second half of 2020 and into 2021. That recovery will be supported by:

**15%**  
Reduction in UK GVA during lockdown

However, the impact is highly variable across different industries.

<sup>1</sup> For further details see <https://obr.uk/coronavirus-analysis/> and <https://www.bankofengland.co.uk/-/media/boe/files/monetary-policy-report/2020/may/monetary-policy-report-may-2020.pdf>

- **Government income support measures** which have supported employment by introducing schemes that pay the bulk of the wages of furloughed workers and support the income of the self-employed. These will limit the rise in unemployment and support household incomes.
- **Very low inflation** due to the collapse in the oil price and weak economic activity, which will provide an additional sizeable boost to household incomes.
- **Loose monetary policy** to support demand in the economy, with interest rates at historically low levels and additional quantitative easing by the Bank of England.

We estimate that UK GDP will fall by around 8% in 2020 before recovering by a little over 7% in 2021. A rebound of this magnitude implies that the UK economy will return to its Q4 2019 size in early 2022.

A similar but less dramatic picture applies to employment. Although we expect employment to fall by about 3% in 2020, and unemployment to peak at around 6.5% in the summer, the rise in joblessness would have been far higher without the government's furlough scheme. And this means employment is likely to regain pre-coronavirus levels before the end of 2021.

### 2.3 SECTORAL VARIATIONS

Underlying these headline trends are contrasting fortunes for the different sectors of the economy. Those most exposed to the social distancing measures—including accommodation & food services and arts, entertainment & recreation—are likely to endure falls in economic activity of around 25% in 2020, despite a gradual recovery in the second half of the year. Manufacturing and transport & storage are also expected to contract more than the overall economy. The depth of the recession means few parts of the economy will avoid significant contractions. Resilience is most likely in parts of the public sector as the government tackles the pandemic, and in sectors where workers are most able to work from home, most notably the information & communications sector and parts of business services. Some parts of manufacturing are also resilient and even growing: food and drink production, pharmaceuticals and those parts of the chemical sector involved in the production of cleaning liquids and the like.

### 2.4 OTHER ISSUES: BREXIT

While the recovery from the coronavirus is the main issue facing the UK economy, the medium-term outlook is also shaped by Brexit. We expect the UK government to seek a deep trade deal to try to protect vulnerable sectors. But this will take time, and it always looked likely that talks would drag on beyond the scheduled end of the transition period. The disruption caused by the coronavirus outbreak and resulting switch of political priorities mean the chances of concluding a trade deal by the end of 2020 are now even lower.

In our baseline scenario we expect the UK and EU to agree an extension of the transition period or, alternatively, a political compromise which would have the same effect, such as an interim deal with an implementation period until the end of 2022.

**8% decline**

UK baseline GDP contraction in 2020.

Despite a strong rebound the following year, a full recovery to pre-pandemic GVA levels is not expected until 2022.

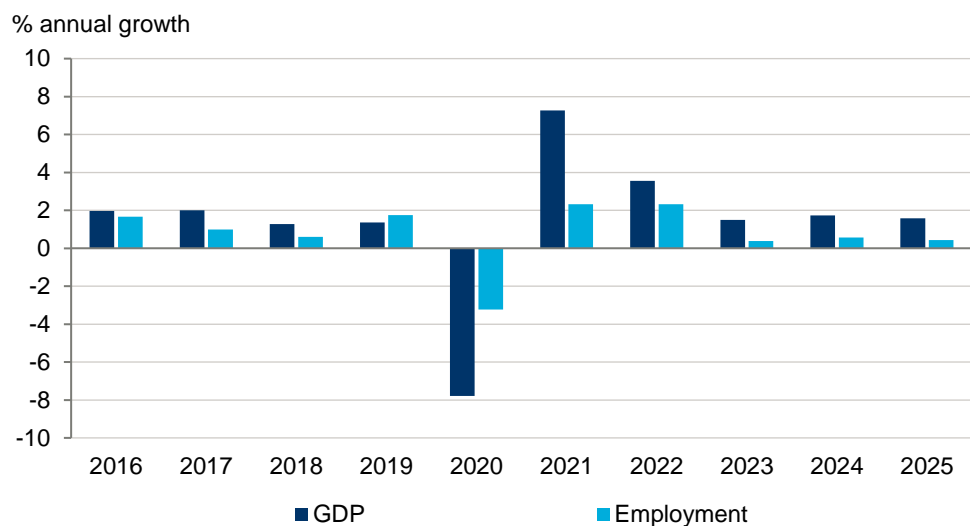


There nevertheless remains a risk that talks break down, leaving the UK and EU to trade under WTO rules from 2021, an outcome that would leave UK GDP around 1.5pp lower at the end-2022 than under our baseline forecast.

### 2.5 MEDIUM-TERM PROSPECTS TO 2025

In our baseline scenario the medium-term outlook is for UK GDP to grow on average by 1.2% per year during 2020-25, and employment by 0.4%. This compares with pre-coronavirus projections of 1.5% and 0.5% respectively, indicating that the pandemic will have a permanent impact on the UK economy. GDP in 2025 is projected to be 2% lower than compared with our pre-coronavirus forecast, with the shortfall explained mainly by a weaker outlook for productivity rather than lower employment.

**Fig. 2. Baseline GDP and employment, UK, 2016-2025, %/y**



Source: ONS / Oxford Economics

### 2.6 ALTERNATIVE SCENARIOS

Inevitably, there is considerable doubt surrounding the baseline forecast. There is much uncertainty around the pace at which lockdown measures are relaxed, the severity of the near-term decline in activity and the degree to which government support schemes limit the increase in unemployment. The epidemiology is also highly uncertain, with the risk of a renewed increase in infections once lockdown measures are relaxed. While our baseline forecast represents our view of the most likely outcome, there is a sizeable risk of a more severe decline in activity.

Our alternative **Downside Scenario** assumes that an extension of lockdowns through Q3 precipitates a much weaker recovery in H2 2020. The most likely impetus for this would be a second wave of the virus re-emerging, which would necessitate harsher containment measures, and therefore a worse hit to economic activity.

In this scenario we also assume that the negative impact of the coronavirus is longer lasting than in the baseline. This is partly due to a financial crisis which limits credit supply to the economy and amplifies de-leveraging in the private

**1.2%**  
UK baseline annual GDP growth 2020-25

*A significant weakening of our pre-coronavirus projections.*

sector. But it also reflects the government implementing austerity measures in order to reduce overall debt. As public and private investment fall, productivity growth slows, which exacerbates the losses in GDP over time.

As a result, in this scenario UK GDP falls by more than 13% in 2020, and it is not until 2027 that GDP returns to the level recorded in Q4 2019, more than five years later than in the baseline forecast. Employment would also fare worse than in the baseline, falling by more than 4% in 2020 and a little more in 2021.

13%

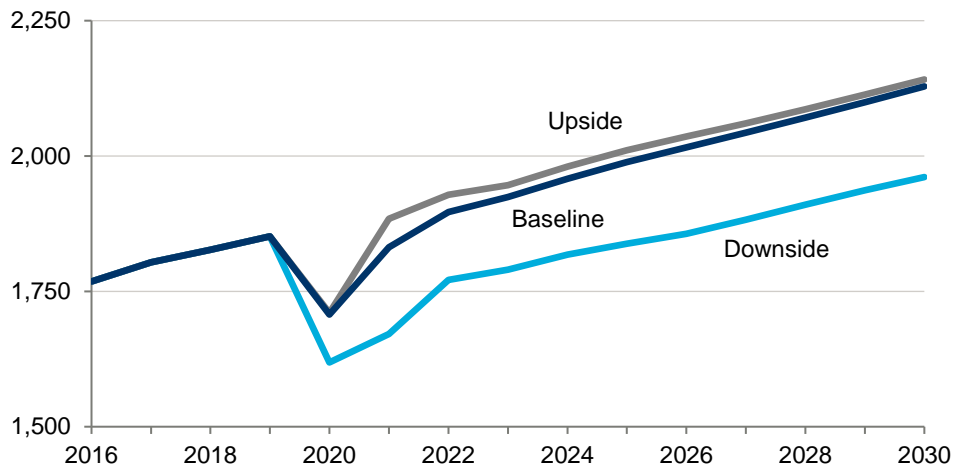
Downside scenario: UK GDP contraction in 2020

Under this scenario, the pre-pandemic GDP level would not be recovered until 2027.



**Fig. 3. UK GDP, alternative scenarios**

£ billion, constant 2016 prices



Source: ONS / Oxford Economics

In the following chapters covering London, the West London economy, and the seven boroughs, we focus mainly on our baseline scenario, but we also make references to the downside scenario, and compare the two. And in a set of accompanying data tables, we have set out in detail both our baseline forecast or scenario, and also our downside scenario, for all those areas.

It should be noted that while risks to the outlook are mainly on the downside, there is also a possibility that the economy will recover more strongly than we are anticipating. An **Upside Scenario** would be most likely if medical advances, such as increased testing capacity, enhanced therapeutics, or the discovery of a vaccine in H2 2020, were to permit quicker easing of restrictions than we are assuming. A resultant rebound in business and consumer confidence would then help to improve further the outlook for GDP and employment.

It is, however, unlikely that such a scenario would have a marked impact on 2020, given the depth on the contraction in the first half of the year. Instead, it would enable a stronger bounce-back in 2021 than in our baseline forecast.

While this more optimistic story is a possibility, it is of less critical significance in terms of formulating policy responses at the national and local levels, and we have not therefore set out in the following chapters its implications for London as a whole, for West London, or for the seven boroughs. It is nevertheless important to remember that it is a genuine, even if small, possibility.

## 3. WEST LONDON & GREATER LONDON

### KEY FINDINGS

- **London's economy may experience a smaller fall in GVA in 2020 than other regions of the UK, largely reflecting the structure of its economy and the ability of people to work at home. We estimate a 7% decline. Next year's rebound should be of a similar scale.**
- However, we project that the West London economy may experience a 9% fall in GVA this year, even on our baseline, in which the year's second half shows the beginning of a strong recovery. The recovery could well be slightly smaller: about 7%.
- Sectoral structure is a big factor: West London accounts for two out of every five jobs in transport and storage within London, a quarter of wholesale & retail jobs, and a third of manufacturing jobs.
- West London also has more small and micro sized businesses, and higher levels of self-employment, both of which increase the challenges that the area faces.
- The WLA area does, however, experience net outward commuting, especially to central London. That may provide a degree of resilience, especially since the jobs tend to pay more than local ones. West London has a lot of people in professional, associate and especially managerial jobs, many of whom may be able to work at home.
- However, Heathrow Airport is part of the reason, especially where managerial jobs are concerned, and those people may not be able to work from home. The near-closure of Heathrow is a huge issue for much of West London.
- The pandemic is likely to be increasing inequalities and social exclusion within the borough. The challenges facing young people, older people and ethnic minorities all matter, while housing deprivation is very high to start with.
- We calculate that household spending falls 11% this year in real terms. Local shops, cafes, bars, restaurants and service providers will bear a large share of that.

### 3.1 THE OUTLOOK FOR LONDON AND ITS 33 BOROUGHES

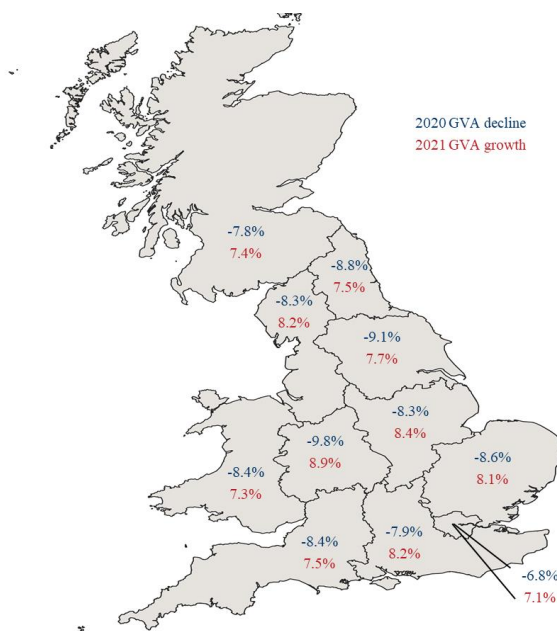
The coronavirus pandemic is affecting all parts of the UK, not least because both the lockdown regulations and the call for social distancing apply across the whole of the UK. 2020 is therefore a year in which divergences in economic performance are smaller than is normally the case. However, that is not to say that they do not exist at all.

In particular, differences in sectoral performance, when taken in combination with variations in sectoral structures, are major drivers of variations in performance between the different regions of the UK—amongst which, London is of course by far the most distinctive. Our estimates suggest that the capital has important advantages, compared with other regions. In particular, the

manufacturing sector is very small by national standards, while sectors which have a high capacity for allowing staff to work from home are very large (financial and business services, information and communication). The fact that London's population is geographically densely packed may be a negative factor, as is reliance on public transport. London is also very ethnically diverse, and some parts of the capital suffer from high rates of deprivation. But against that the capital's population is unusually young. On balance, our assessment is that London is likely to be more resilient from an economic perspective than many other UK region.

In our baseline scenario we forecast that in 2020, London's Gross Value Added (GVA – broadly equivalent to GDP) falls by a little under 7% compared 8-9% in most UK regions.<sup>2</sup> The corollary is that 2021's rebound is a little weaker than average: about 7% compared with about 8% elsewhere. These differences are not so large as to be noticeable, but than in itself is significant. Historically, London has tended to markedly outperform the majority of regions. That is not currently the case.

**Fig. 4. Baseline scenario, changes in GVA by region, 2020 and 2021, % y/y**



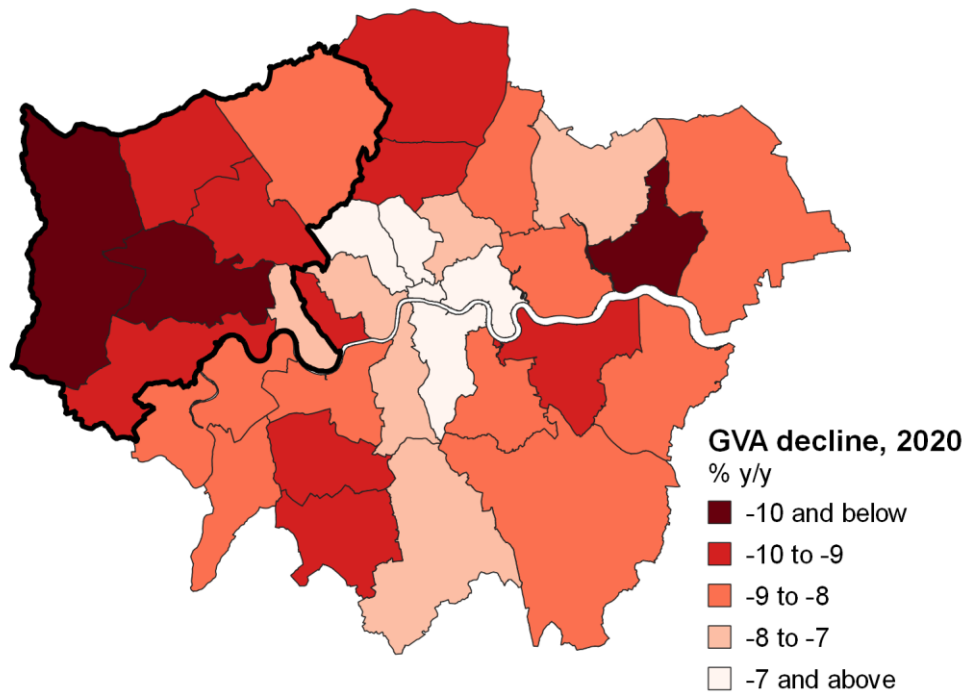
Source: Oxford Economics

The map below shows what that implies for every borough in London, focusing on 2020 for clarity. It conveys a vital message: in our baseline, West London is probably being harder hit in economic terms than other parts of London. We estimate a 9% fall in GVA this year, so comparable with the worst affected of the UK regions, rather than with other parts of the capital.

<sup>2</sup> GVA is a measure of the contribution an individual producer, industry or sector to national GDP (which is equal to GVA plus taxes, minus subsidies).



**Fig. 5. Baseline scenario GVA decline by London boroughs, 2020**



Source: Oxford Economics, Contains OS data © Crown copyright and database right 2020

Source: Oxford Economics

### 3.2 WEST LONDON: SECTORAL STRUCTURE & CORONAVIRUS EXPOSURE

The West London Alliance (WLA) area is clearly a very important part of London as a whole. In 2019 it supported over a million jobs, and accounted for 17% of London's total GVA. While much of WLA is residential, there are significant economic assets, including by London standards a large manufacturing sector, a couple of very large shopping centres, major corporate headquarters, sports and entertainment facilities, and of course Heathrow airport. A striking point is that most of these strategic assets have been heavily affected by the pandemic. In addition, significant numbers of West London residents normally commute to central London, and the higher-than average incomes that they earn there make West London very connected to the city centre—something that also matters a lot in current circumstances.

WLA's economy has a high degree of exposure to a number of sectors that are particularly affected by the pandemic. The most significant of these is transport & storage, which is strongly linked to the presence of Heathrow airport. The sector represented over a tenth of WLA's workplace employment in 2019, so six percentage points higher than the London average, with the result that two out of every five such jobs in London are in the West London area.

**9%**

GVA contraction across West London in 2020.

*West London's economy is estimated to shrink at a stronger pace than both the UK and London averages this year.*



**Fig. 6. Workplace employment by sector, West London Alliance, 2019**

	Share of WLA total (%)	Level (jobs, 000s)	Share of sector across London (%)
Wholesale and retail trade	14.9	164	24.8
Human health & social work	10.6	117	19.4
Transport & storage	10.5	115	41.8
Administrative & support services	9.2	101	16.9
Professional, scientific & technical	9.0	99	11.7
Education	8.1	89	19.8
Information & communication	7.2	79	16.7
Accommodation & food services	7.2	79	17.2
Construction	6.6	73	21.9
Manufacturing	4.3	48	35.0
Public administration	2.9	32	13.5
Arts, entertainment & recreation	2.7	30	14.7
Other services	2.5	27	14.9
Real estate activities	2.3	26	15.9
Financial & insurance activities	1.2	13	3.4
<b>Total</b>	<b>99.4</b>	<b>1,098</b>	<b>18.1</b>

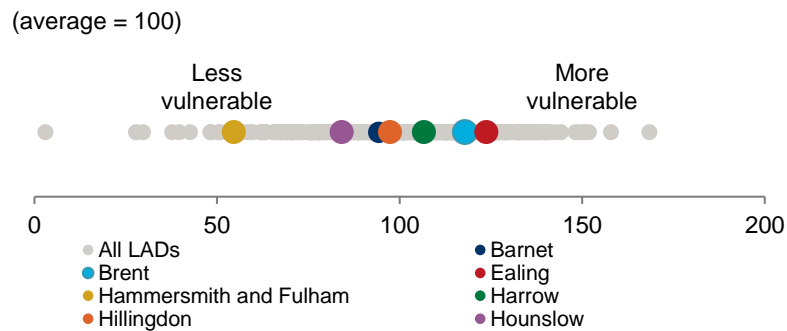
Source: Oxford Economics

Note: Excludes utilities, mining and agriculture

West London is also relatively exposed to both the wholesale & retail and manufacturing sectors, which account for a quarter and a third of London jobs respectively. Non-food retail has been virtually closed for the last two months, as has much of manufacturing. And although West London's manufacturing does include a large food and drink element, which in aggregate has not seen a fall in output, in West London's case a proportion of its output comprises airline catering, which clearly has declined to almost nothing.

We have created an index to try to assess how challenged local authority areas across Great Britain are, each relative to one another. On that basis the seven West London boroughs appear to have either an average or a better than average degree of exposure. However, as we explain in the following chapters that look at each borough individually, the fact that the index is designed to be applicable across the nation means that it does not pick-up the unique challenges created by Heathrow airport.

**Fig. 7. Coronavirus Challenges Index (average = 100)**



Source: Oxford Economics

Our index identifies Hammersmith & Fulham as being the least vulnerable borough in the WLA, and indeed one of the least vulnerable local authorities across GB. The borough benefits from its economic structure which is relatively under-exposed to the sectors most likely to be most impacted during the lockdown and by the subsequent social distancing practices. In addition, the characteristics of its local business stock and digital connectivity are more resilient to the demands made during the outbreak. However, the remaining boroughs are much in line with the national average in terms of the scale of the challenge (Heathrow impacts excluded).

### 3.3 SIZE OF BUSINESSES

An important consideration where coronavirus challenges are concerned is the extent to which any area is more or less reliant on small and micro businesses. WLA's businesses tend to be smaller than the London average, with micro sized businesses (employing between 0 and 9 employees) representing nearly 93% of the total, a two percentage points larger share compared to London overall. This in itself probably raises the level of challenge, relative to the capital as a whole.

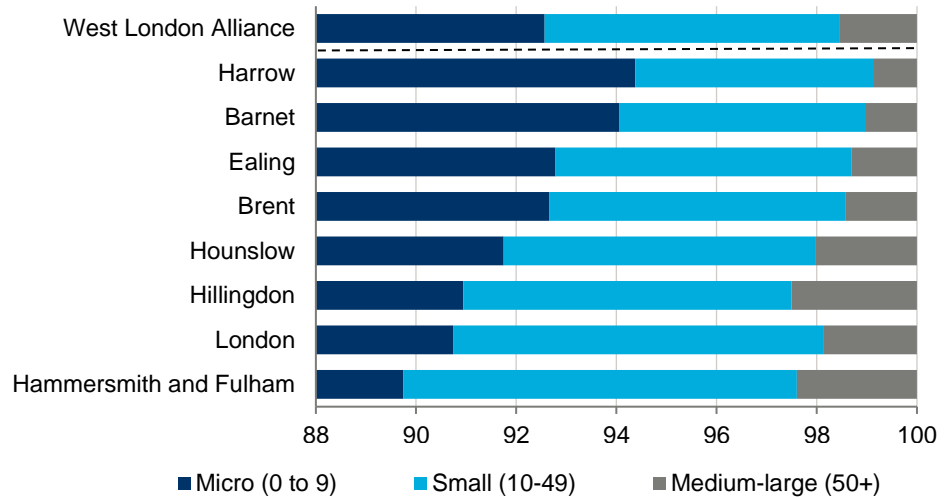
Furthermore, a breakdown of local businesses by sector shows that WLA has a relatively large proportion of its business base operating within the wholesale & retail, construction and transport & storage sectors. A significant number are likely to be small retailers, trades-people and businesses working to supply local demand, and with little capacity for expanding into markets further afield. So their reliance on local recovery is particularly great.

Linked to the above, WLA has relatively less exposure to both larger businesses, which tend to have a higher than average ability to absorb financial distress and access credit, and also a low exposure to businesses which operate in sectors most compatible with home working. For example, finance & insurance and professional services related businesses, accounted for close to a fifth of the WLA total—a five percentage point share lower than the London average.

**Average coronavirus challenges**  
 Though Hammersmith & Fulham is particularly less exposed.

**Fig. 8. Enterprises by size, West London Alliance, 2019, %**

Enterprises by employee size band (%)



Source: ONS

### 3.4 IMPACT ON OUTPUT AND WORKPLACE EMPLOYMENT

**In our baseline scenario**, and as we noted in Section 3, WLA's economy is set to experience a 9% contraction in GVA in 2020, compared to a decline of 7% across London as a whole.

Outside of health, most sectors are experiencing declining output due to the pandemic. The hospitality, arts, entertainment & recreation and education sectors are bearing the brunt of the coronavirus related restrictions, with the strongest rates of decline (19% decline within education and 24% within the others). Although the transport & storage sector is not expecting the same rate of decline (11%), its relative size will mean it contributes more significantly to lost activity (and of course for air transport the figure is very much higher).

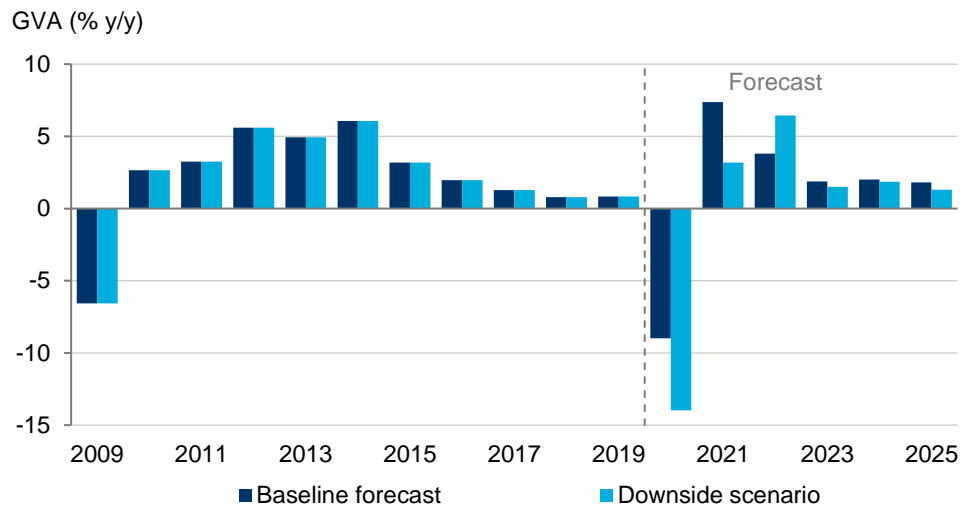
Although these sectors are experiencing the worst of the pandemic's **direct** impacts, the affects will be transmitted through the rest of the local economy. The closure of the local hospitality sector will, for example, lead to falling revenues across the local supply chain, impacting local wholesalers, food manufactures and service providers alike, and employees' loss of jobs and incomes will have an impact through their spending forgone.

As the lockdown measures gradually loosen, and the global economy recovers, we expect GVA growth to rebound in 2021 with growth of 7% (7.4%, to give at more precision than is appropriate). Over the medium-term baseline outlook from 2019 to 2025, the WLA economy will grow on average by 1% each year— weaker than the London average (1½%)

**Under our downside scenario**, we forecast a 14% GVA contraction in 2020. Again, the hospitality, leisure and education sectors would experience the strongest rates of decline because of the extended lockdown assumptions. Therefore, under this downside scenario, we expect a more severe downturn in 2020, with a much weaker recovery in 2021 at 3%.

**93%**  
Micro-businesses share of the total in 2019.  
*A larger share than across London and underrepresented in business sectors which are likely to be most resilient.*

**Fig. 9. Baseline GVA and downside scenario, West London Alliance, 2009-25, % y/y**



Source: ONS, Oxford Economics

**In terms of jobs, and in our baseline forecast,** workplace employment in WLA is projected to contract by 4%, or 41,000 jobs, in 2020. This is stronger than the rate of job losses felt across London (2.8%). The accommodation & food services, wholesale & retail and transport & storage sectors account for the majority of WLA job losses. However, these sectors, like most others, will experience a rebound in 2021 as the lockdown measures continue to ease. This will lead to growth in the local jobs total of 2% in 2021. Between 2019 and 2025, total employment will increase by an annual average of ½%, resulting in an additional 34,000 workplace jobs. The rate of job growth throughout the WLA is therefore expected to be only around half that of the London average (0.9% per year) over the six-year period.

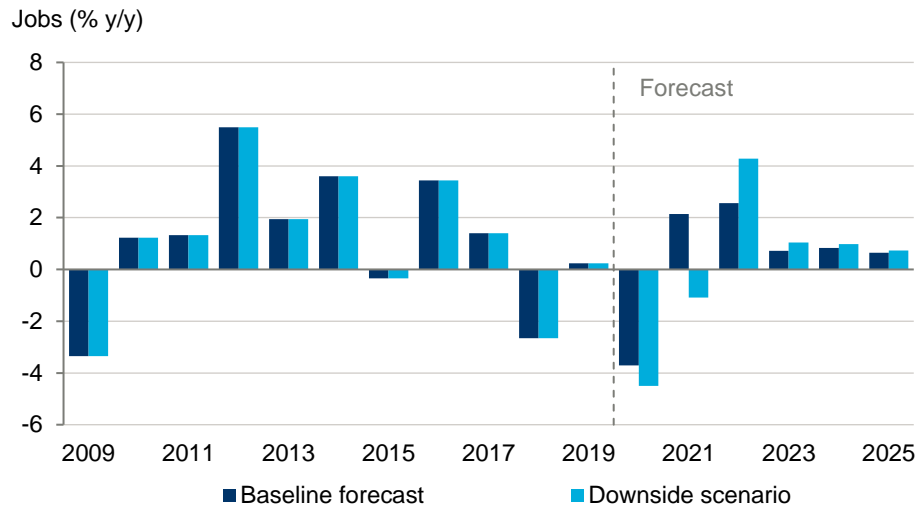
**41,000**

Decline in WLA jobs total in 2020

Employment is to contract at a faster pace than that experienced across both London and the UK this year.



**Fig. 10. Baseline workplace employment and scenario, West London Alliance, 2009-25, % y/y**



Source: ONS, Oxford Economics

Over this medium-term outlook to 2025, we forecast that the health, administrative & support and information & communication sectors will account for more than half of the jobs increase. Outside of these, the hospitality and education sectors will also experience growth—adding 5,400 and 4,700 jobs respectively. Contractions in employment will tend to be concentrated in manufacturing and financial services over the forecast period, while growth in the production, utilities and transport & support sectors are likely to remain broadly flat.

Under our downside scenario, we forecast a 4½% contraction in workplace employment in 2020, with no return to growth until 2022. The severity of the contraction combined with a later recovery would mean that the rate of job growth in the local economy would be a third of London as a whole—only adding 13,600 jobs in the six years to 2025.

**Fig. 11. Baseline forecast change in workplace employment by sector, West London Alliance, 2009-19 and 2019-25**

	2009-2019		2019-2025	
	Change (000s)	10 year %/y	Change (000s)	6 year %/y
Agriculture, forestry & fishing	-0.2	-4.3	0.0	-1.5
Mining & quarrying	0.5	5.2	-0.2	-3.3
Manufacturing	5.6	1.3	-5.7	-2.1
Electricity, gas, steam & air	0.9	11.7	0.0	-0.6
Water supply	-0.3	-0.7	-0.1	-0.3
Construction	12.9	2.0	0.7	0.2
Wholesale & retail trade	14.3	0.9	3.6	0.4
Transport & storage	5.9	0.5	-0.6	-0.1
Accommodation & food services	22.6	3.4	5.4	1.1
Information & communication	8.4	1.1	5.6	1.1
Financial & insurance activities	-0.6	-0.4	-0.5	-0.7
Real estate activities	9.6	4.8	0.3	0.2
Professional, scientific & technical	10.4	1.1	2.2	0.4
Administrative & support services	15.4	1.7	5.6	0.9
Public administration	-9.1	-2.5	0.3	0.2
Education	21.1	2.7	4.7	0.9
Human health & social work	28.4	2.8	9.4	1.3
Arts, entertainment & recreation	2.5	0.9	2.6	1.4
Other services	7.7	3.3	0.9	0.5
<b>Total</b>	<b>155.9</b>	<b>1.5</b>	<b>34.2</b>	<b>0.5</b>

Source: ONS, Oxford Economics

### COMPANY FINANCES AND POSSIBLE BUSINESS FAILURES

Business birth rates and death rates are often used as measures of local economic performance. Even in normal circumstances these are measures that need to be interpreted with care: people form and dissolve businesses for a variety of reasons, and the data can be misleading.

Clearly these are special circumstances and the likelihood is that a much higher than normal number of businesses may now be failing. There are three main concerns here: the direct human cost, the impact on local neighbourhoods, and the economic consequences when specialist knowledge and skills are lost. But it is also the case that some failures will be bringing forward what would have happened anyway, and that some individuals may simply take the opportunity to withdraw from work or from the market.

### 3.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING

The WLA is in substantial part a residential area of London, with the number of employed residents outnumbering available local workplace-based roles by over 10% in 2019. In the same year, 105,000 more residents commuted out of the WLA than commuted in from elsewhere. Flow data available from the most recent census shows that in 2011 close to two in every five employed residents of the WLA commuted outside the local economy, with Westminster and Camden tending to be the most prominent destinations. Similarly, two thirds of local workplace-based employment were filled by WLA residents.

So clearly the livelihoods of residents are not solely dependent on the fortunes of the WLA economy but are equally tied to how resilient London's labour market performs throughout the pandemic. However, WLA's above average employment contraction in 2020 will disproportionately impact those residents who work locally.

The tendency for net out-commuting is reflected in earnings data within the WLA. In 2019 the average weekly wage of residents was almost 7% higher than the those working in the local economy, reflecting that those commuting-out tended to have access to better paid employment when compared to those commuting in the opposite direction. These trends indicate that coronavirus-related job losses experienced in other parts of London are likely to affect the WLA economy, in addition to local job losses. Job losses across central London, where many of WLA's residents work will result in both reduced incomes and consumer spending within the local economy.

Given that the local economy has a relatively large wholesale & retail sector, any such shock to consumer spending will have reciprocal impacts on that sector, in addition to the local suppliers it supports.

### 3.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS

Employed residents of the WLA are relatively less exposed to occupations which are most vulnerable during the coronavirus outbreak. Typically, higher value-added office-based roles are more likely to have the capability to carry out their work at home. These roles also tend to reside within sectors which already have stronger underlying growth outlooks, further supporting the tendency for increased job security.

In 2019, 14% of WLA residents were employed as manager, directors & senior officials, almost twice the share experienced across London (7%) and larger than the UK overall (9%). Such is the relative concentration of this occupation among WLA's residents, that over 40% of the London total live within the local area. Equally, residents employed in professional roles accounted for 27% of the total in WLA, compared to just 21% across London. Given these characteristics, employed residents of WLA may expect to be in a relatively stronger position during the pandemic, with an increased likelihood of being able to maintain their incomes during lockdown and return to normal more promptly.

A similar picture emerges when we focus on occupations which are most at risk due to lockdown measures. Those employed in roles which are labour intensify or which cannot easily be performed remotely will inevitably be the most

105,000 net  
out-commuting

Census data show that nearly two in every five employed residents commute out of the WLA.



vulnerable. Typically, these fall with occupations classified as elementary or process, plant and machine operatives. Almost 14% of WLA's residents were employed in these roles, a lower share relative to both London and nationally (15% and 20% respectively).

**Fig. 12. Resident employment by occupation, West London Alliance, 2019**

	Share of WLA total (%)	Level (000s)	Share of occupation across London (%)
Managers, directors & senior officials	14.3	156	43.4
Professional	26.9	294	28.5
Associate professional & technical	16.5	181	24.0
Administrative & secretarial	8.5	93	16.5
Skilled trades	6.2	67	18.2
Caring, leisure & other services	7.9	87	14.2
Sales & customer services	5.9	64	15.7
Process, plant & machine operatives	5.2	57	22.3
Elementary	8.5	93	18.8
<b>Total</b>	<b>100</b>	<b>1,092</b>	<b>22.5</b>

Source: ONS, Oxford Economics

### 3.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS

The scope for home-working is one of the factors which helps to explain why having a relatively large number of managerial and professional workers might lead to greater income resilience. In 2019, around 22% of WLA residents reported sometimes working from home—four percentage points less than that of the London average share. This finding is relatively surprising given WLA's much larger concentration of occupations which are broadly more compatible with homeworking. Furthermore, over 71% of residents reported never working from home—compared to just 68% across London.

These observations indicate that it is inappropriate to assume that just because residents perform jobs which are typically office-based, that those jobs can all be done at home. Indeed, there are several service-based roles of the type which cannot easily be delivered remotely.

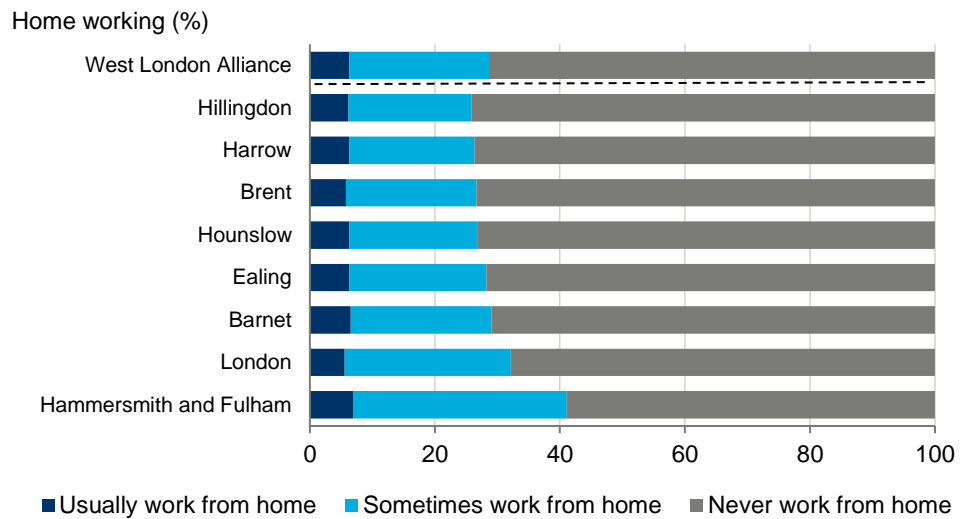
**22%**

The share of WLA's employed residents who sometimes worked from home in 2019.

*Four percentage points below the London average.*



**Fig. 13. Resident home working, West London Alliance, 2019, %**



Source: ONS, Oxford Economics

### 3.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT

Consistent with the relatively large pool of smaller businesses, WLA has higher levels of self-employment compared to both the London and UK averages. In 2019, self-employment accounted for 15% of total employment within the local economy, compared to just 13% in London and the UK overall.

WLA's self-employed tend to be concentrated in sectors which are most vulnerable to coronavirus related risks. Self-employment levels are highest in the construction sector, with 43% of workplace employment being self-employed. After this, self-employment was largest within the local transport & storage sector. This sector accounted for 15% of the self-employed total in WLA, almost twice the share typically observed across London (9%).<sup>3</sup> Equally, self-employment is (perhaps surprisingly) relatively large within local manufacturing. Almost 5% of WLA's self-employment belonged to manufacturing, compared to just 2.7% across London.

On the other hand, self-employment within professional services could be viewed as more secure throughout the crisis due to an increased ability to operate remotely. However, it accounts for a relatively small share of self-employment within the WLA.

<sup>3</sup> However, the difference is attributed to the relative size difference within the separate economies, rather than higher incidences of self-employment within WLA's transport & storage sector.

**Fig. 14. Self-employment by sector, West London Alliance, 2019**

	Self-employment (000s)	Share of WLA total self-employment (%)	Share of London sector self-employment (%)
Agriculture, forestry & fishing	0.1	0.1	16.5
Mining & quarrying	0.2	0.1	34.6
Manufacturing	7.4	4.5	34.9
Electricity, gas, steam & air	0.0	0.0	7.7
Water supply	0.1	0.1	22.5
Construction	31.4	19.1	23.2
Wholesale & retail trade	10.7	6.5	25.9
Transport & storage	25.4	15.4	36.9
Accommodation & food services	3.2	1.9	19.3
Information & communication	9.4	5.7	19.3
Financial & insurance activities	1.3	0.8	5.5
Real estate activities	2.5	1.5	20.5
Professional, scientific & technical	15.9	9.6	14.8
Administrative & support services	9.0	5.5	18.5
Public administration	1.4	0.9	15.0
Education	13.0	7.9	21.0
Human health & social work	14.0	8.5	20.8
Arts, entertainment & recreation	12.0	7.3	15.7
Other services	7.8	4.7	17.3
<b>Total</b>	<b>164.9</b>	<b>100.0</b>	<b>21.0</b>

Source: ONS, Oxford Economics

### 3.9 IMPACT ON RESIDENTS: UNEMPLOYMENT AND INACTIVITY

The coronavirus pandemic, and the subsequent measures put in place to combat it, will significantly increase unemployment levels across the UK. Unfortunately, the WLA will be no exception. The effects of the outbreak first started to manifest themselves in March of this year. Job seekers data available for that month suggest the flow of fresh claimants within the WLA has slightly outpaced that of London overall. Some 16 percent of WLA's claimants had been claiming for less than 3 months, a slightly stronger share than across London (14%). We expect the WLA unemployment rate to increase by 2.2 percentage points over the year and average 7% in 2020.<sup>4</sup> This is a stronger rise than experienced across London—which is to increase by 1.9 percentage points and average 6% in the same year. Relatively weaker job growth will contribute towards unemployment rates remaining above the regional average over the medium-term.

Close to 70% of unemployment claimants have been out of work for a year or longer. Although this represents a large proportion, it remains below the London average (74%). Equally, the share of younger people among the

# 7%

Annual average unemployment rate in 2020.

*WLA's unemployment to rise more strongly compared to London over this year.*

<sup>4</sup> ILO definition

unemployed is not materially different to the London average and long-term unemployment among this cohort is below average. However, the job losses are likely to continue to mount up for this cohort over the rest of the year with retail and hospitality sectors likely to be among the hardest hit.

Some of these industries will be among the last to reopen fully and may have to operate at a reduced capacity for some time. Young people disproportionately work within these sectors and are therefore likely to shoulder a large degree of the job losses. It is important that those who lose their jobs can secure new employment in order to avoid losing skill sets and longer-term disengagement from the labour force.

### **REGENERATION: OLD OAK COMMON AND PARK ROYAL**

In the chapters that follow on individual boroughs we look at a range of regeneration schemes across West London. One stands out, partly because it crosses the boundaries of three boroughs, partly because of its sheer scale, and partly because of its links to major transport proposals of national importance.

Old Oak Common and Park Royal are planned to involve a). a major train station linking a wide range of main railway lines—not least HS2—with existing and possibly new tube, rail and other transit lines, including the Elizabeth line; b). the renewal of the UK’s largest industrial estate (Park Royal); c). 65,000 additional jobs and 25,000 homes. The schemes was ambitious, complex and controversial before the pandemic, but also widely supported in principle, including by central government. If the full ambitions are realised, then it will have impacts across all of West London and beyond. Which implies that if the pandemic now delays the scheme, or causes it to be scaled-back, then all parts of West London will be affected.

This might occur if pressure on public finances, and a weak rebound by the airline sector, cause either or both of HS2 and Heathrow’s third runway to be abandoned. It could also happen if, as we discuss in Chapter 2 under our downside scenario, a global financial crisis occurs, leading to a major decline in private sector capital spending. More likely is that decisions will be deferred, and progress temporarily slowed. This is not something that we explicitly forecast—indeed we suggest in Chapter 2 reasons not to expect macro-economic difficulties—but it is a factor that may need to be considered by partners across West London.

### **3.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH**

Compared to London as whole, the WLA is relatively less deprived at the headline level. Statistics available on relative deprivation in small areas across England show that WLA has a relatively smaller share of its LSOAs ranked among the top 20% most deprived in England compared to London overall.<sup>5</sup>

<sup>5</sup> <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

Likewise, in terms of income and employment the WLA's local areas do not suffer from relatively high concentrations of deprivation. However, these economic indicators are likely to worsen significantly over the coming year as the full impact of pandemic restrictions develop.

Encouragingly, the WLA ranks particularly well in terms of both education, skills & training and health deprivation & disability. A relatively large share of WLA's LSOAs fall within the least deprived across England according to these categories. This is particularly important during the current pandemic. The skill sets that residents have at their disposal will become increasingly important as job losses mount and the jobs market becomes more competitive.

Equally, the absence of concentrations of health deprivation will likely alleviate demand on local public services and facilitate an easier path out of lockdown. The coronavirus has been shown to be more of a risk to those with underlying health conditions. Relatively high concentrations of health deprivation would invariably include high risk groups who would be required to thoroughly isolate themselves and would be among the last to return to normal life.

The WLA ranks most poorly in terms of barriers to housing & services. Over a third of WLA's LSOAs are ranked in top 10% most deprived across England. This category not only picks up issues with regards to access to services and quality of housing, but also concerns around housing affordability. Relatively high housing costs will be a particular risk for residents who become financial distressed through either a fall in income or unemployment.

### 3.11 IMPACT ON RESIDENTS: DEMOGRAPHICS

Our baseline outlook shows that coronavirus related restrictions will have a disproportional impact on specific sectors of the economy. These typically include industries where social distancing is more of a limiting factor, such as hospitality, entertainment and non-essential retail sectors. Workers within these sectors are relatively more likely to be furloughed during the lockdown and there remains uncertainty surrounding how many of these jobs could be lost permanently. Younger people are typically more exposed to these sectors and therefore the same risks.

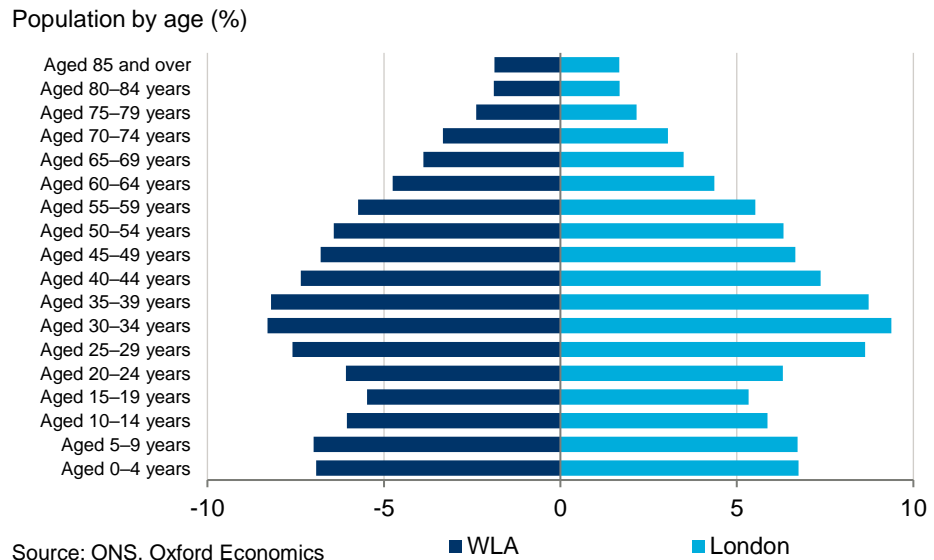
London's population is relatively young when compared to that of the UK overall and. The same is true of WLA, although to a lesser extent. Younger age cohorts between the ages of 20 and 39 years old are all under-represented in WLA relative to the London average. In 2019, this group accounted for 30% of the WLA population, compared to 33% across London. Therefore, the risk to employability among this group poses less of a vulnerability to WLA when compared to London as a whole. However, there remains the concern that more mature residents will also face challenges in the current crisis, especially those with lower qualifications who lose their employment.



*...In terms of barriers to housing & services...over a third of WLA's LSOAs are ranked in top 10% most deprived across England ...*



**Fig. 15. Population by age band, West London Alliance, 2019**



**3.12 IMPACT ON RESIDENTS: ETHNICITY**

Research by Public Health England has confirmed that health risk from coronavirus is not just related to age and those with underlying health conditions, but also varies by ethnicity.<sup>6</sup> ONS population survey data shows that 46% of the WLA population aged 16 and over belonged to an ethnic minority group in 2019—almost ten percentage points higher than the London average.

Most of this difference is attributed to a relatively large Indian community residing within the WLA, accounting for 17% of the total (7% across London). Public Health England suggests that this grouping had between 10% and 50% higher risk of death when compared to the white British grouping.

However, people from Black ethnic groups were identified as most likely to be diagnosed with COVID-19 and had some of the highest death rates. This group is underrepresented in WLA relative to London as a whole, accounting for 8% of the population aged over 16, compared to 12% across London.<sup>7</sup>

<sup>6</sup> Public Health England, 'Disparities in the risk and outcomes of COVID-19', June 2020

<sup>7</sup> Note: Public Health England's analysis does not account for the effect of occupation, comorbidities or obesity—important factors associated with the risk of acquiring COVID-19.

**Fig. 16. Population (aged 16+) by ethnicity shares, West London Alliance, 2019**

	Ethnic minority (%)	Mixed ethnicity (%)	Indian (%)	Pakistani/Bangladeshi (%)	Black/ black British (%)	Other group (%)
Brent	59.8	3.5	17.5	6.2	13.8	18.8
Harrow	55.6	3.2	28.8	3.5	3.1	17.1
Hillingdon	50.6	1.8	26.8	5.0	7.3	9.7
Hounslow	49.5	2.5	21.6	5.3	9.3	10.8
Ealing	46.5	2.7	15.6	4.5	9.0	14.7
Barnet	32.7	3.2	4.5	1.4	5.8	17.9
Hammersmith and Fulham	28.0	2.3	2.0	1.2	11.0	11.4
<b>West London Alliance</b>	<b>46.4</b>	<b>2.8</b>	<b>16.6</b>	<b>3.9</b>	<b>8.4</b>	<b>14.7</b>
<b>London</b>	<b>37.0</b>	<b>2.6</b>	<b>7.0</b>	<b>5.4</b>	<b>11.5</b>	<b>10.6</b>

Source: ONS

### 3.13 IMPACT ON RESIDENTS: INCOMES, SPENDING AND HOUSE PRICES

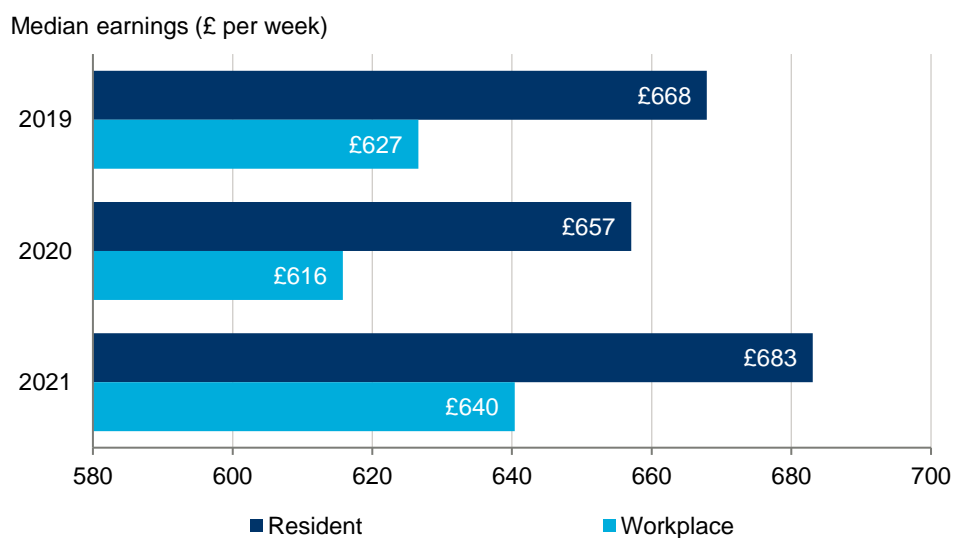
Resident earnings in WLA averaged £668 per week in 2019, higher than the UK average, but 7% lower than the London equivalent. Workplace based earning (£627 per week) fared more poorly, trailing the resident-based average by 6%. The difference in these earnings levels is the result of net outward commuting by residents to better paid jobs outside the WLA economy. Local income levels are therefore dependent not only the performance of the local economy, but on how well or badly the broader London economy performs throughout the pandemic.

14.1

Average house price to earnings ratio in 2019.

*Both average resident earnings and housing affordability in WLA are below the London average.*

**Fig. 17. Resident and workplace earnings, West London Alliance, 2019-21**



Source: Oxford Economics

In our baseline forecast, household consumer spending falls by 11% in real terms in 2020. The imposed lockdown of local hospitality and entertainment establishments is a key driver of the decline. However, falling earnings levels also contribute in the wake of businesses furloughing their staff and job losses.

Going forward, uncertainty will not only influence household spending patterns but also impact business investment decisions, especially among WLA small business enterprises and self-employed. That will therefore influence spending via employment and wages.

### **HIGH STREETS AND SHOPPING CENTRES**

In our baseline forecast, we estimate that the output of the retail & wholesale sector in West London in 2020 will be 8% lower than in 2019 and employment will be 5% lower. For hospitality the figures are much worse: 24% and 14% respectively. Food stores have remained open, and overall retail spending includes online purchases from retailers, which has strengthened. And our figures assume a big rebound in the year's second half: without that the numbers would be dramatically worse.

West London has some very important major shopping centres which have been largely closed but which will probably be able to recover strongly. The same may be true for some high streets serving more affluent communities within West London. However, many high streets stores and individual shops, cafes, bars and restaurants will have seen their underlying businesses fail. Or they may have difficulty securing the credit that they will need to ramp up their businesses when the time comes. It is therefore possible that the rebound will be skewed towards both businesses and locations with the strongest underlying financial conditions and in the strongest local economies. We do not have the information to forecast such details, but it will be an important issue to be addressed by local authorities and partners.

Another consideration will be housing wealth. The outbreak has brought the housing market to an effective standstill. Our baseline forecast shows that local house prices in WLA are on average 2.7% lower in 2020 than in 2019, compared with 1.8% for London as a whole. The average house price to earnings ratio stood at 14.1 in 2019—significantly above the London average of 12.7. Indeed, barriers to housing have already been identified as a significant issue within the WLA. Affordability will remain a key challenge in the wake of worsening job security and falling income levels.

These factors will only help to weaken consumer confidence more generally, which will have a bearing on local businesses who rely on discretionary spending—especially in the large wholesale & retail sector. Finally, and given the nature of local supply chain networks, these pull-backs will likely have knock on impacts throughout the WLA's local economies.

## 4. BARNET

### KEY FINDINGS

- **Barnet has low exposure to the at-risk manufacturing, hospitality and transport sectors, good broadband connectivity, and a workforce that is likely to adapt well to working from home. These are advantages.**
- Barnet also has high levels of self-employment, and a concentration of micro- and small businesses in the professional services, construction and retail sectors. While these are normally strengths, just at the moment they make Barnet more vulnerable to the impacts of coronavirus.
- Resident earnings in Barnet are higher than the WLA or UK averages. Workplace earnings are lower, and residents commuting to other parts of London for work tend to be in high-value, well paid roles. So, job losses in other parts of London will impact on Barnet.
- Barnet is a heavily residential borough, although it is home to Brent Cross shopping centre—an area undergoing regeneration. The plight of small shops and small businesses generally is likely to be a key issue for the borough.

### 4.1 OVERVIEW & CORONAVIRUS EXPOSURE

Barnet is a largely residential borough, with higher than average income levels compared with the rest of London. It has a resident population of almost 400,000 people, making it the largest London borough in population terms, yet it is also one of the least densely populated. Much of the borough is within the Metropolitan Green Belt and it has many parks and open spaces, particularly in its western half.

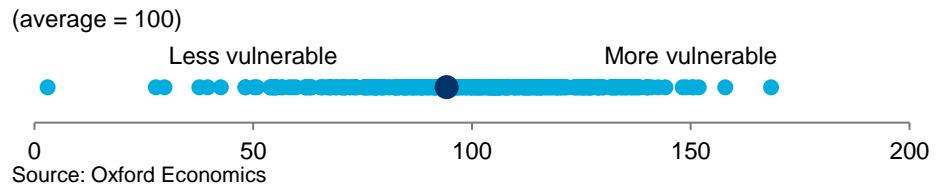
A strategic asset for the borough going forward will be the redevelopment of Brent Cross, to include a significant amount of new housing, plus office developments and transport improvements. A significant extension to the existing Brent Cross Shopping Centre was also originally planned, but the shift towards more online shopping meant that was put on hold, even before the current pandemic took hold. However, the intention remains to transform the existing centre, which dates back to the seventies.

The borough has few major employers, but is the main home to the University of Middlesex.

In terms of exposure to the present pandemic, Barnet scores 94 (where 100 is the average) on our Coronavirus Challenges Index, which makes it similar to London overall, and better than other WLA boroughs except Hammersmith & Fulham and Hounslow. There is, however, some variation within the three components of the Index: economic diversity, business, and connectivity.



**Fig. 18. Coronavirus Challenges Index, GB LADs, 2019**



## Average coronavirus challenges

Helped by economic structure and digital connectivity.



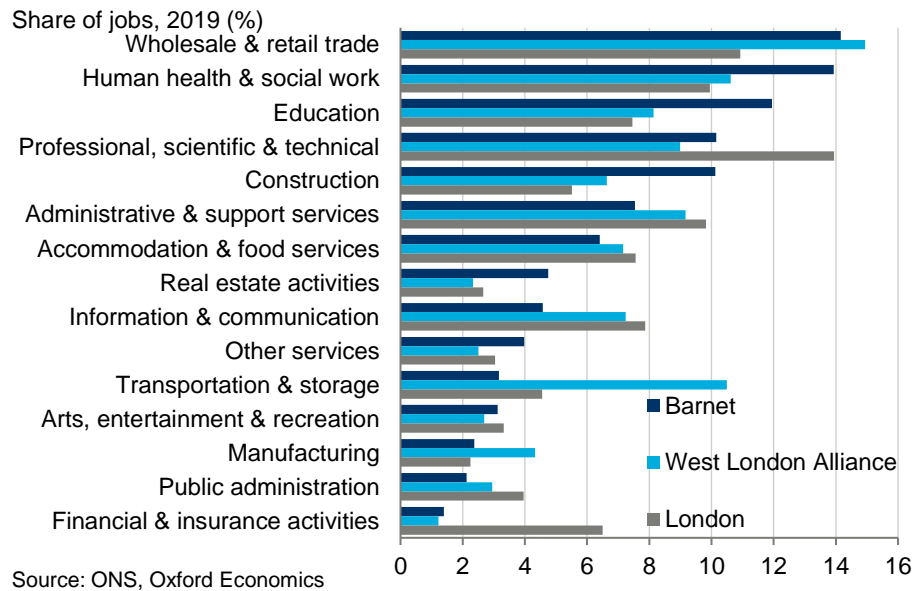
Barnet’s relative lack of exposure to the hospitality, manufacturing, and transport sectors means that in terms of **economic structure** it is rated among the least vulnerable of the London boroughs to coronavirus impacts, and second least of the WLA boroughs. In terms of **business**, however, Barnet ranks as one of the most exposed, owing to its high number of self-employed, and the concentration of micro- and small-businesses in the area. Barnet also scores relatively well in terms of **connectivity**, with a relatively high percentage of its residents who sometimes work at home, and who have access to high-speed broadband connections.

### 4.2 SECTORAL STRUCTURE

As we noted in Chapter 3, some sectors are more vulnerable to the impacts of coronavirus than others, particularly those in which workers have physical proximity to colleagues or members of the public, or which face drastically reduced demand. Fortunately, Barnet’s sectoral structure suggests that it has less exposure to these vulnerable sectors than other boroughs in the WLA and wider London areas. Indeed, in terms of its economic diversity, we rank Barnet as one of the UK areas least vulnerable to coronavirus impacts.

Compared to WLA as a whole, Barnet is less exposed to transport & storage, and to a lesser extent, hospitality and also manufacturing. In 2019, transport & storage accounted for 3% of workplace jobs in the borough—seven percentage points below the WLA average and 1.4 percentage points below the London average. The borough is, however, well below the London average in terms of the importance of professional and related services, and also information and communications.

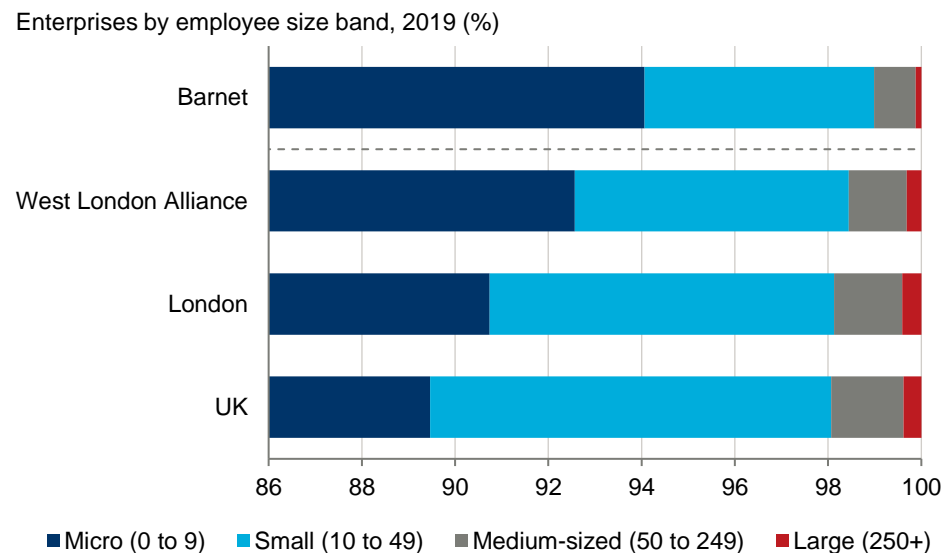
**Fig. 19. Share of workplace employment by sector, Barnet, 2019, %**



**4.3 SIZE OF BUSINESSES**

The majority of the 24,000 businesses in Barnet are micro-businesses with fewer than ten employees. At 94% the borough has a higher share than the WLA, London, or UK averages.<sup>8</sup> Professional services account for more than a fifth of these. Retail, which includes many of the high street business across Barnet’s town centres, makes up another 14%.

**Fig. 20. Enterprises by size band, Barnet, 2019, %**



Small, medium and large businesses all account for low shares relative to the rest of London and the UK. This is unsurprising given that Barnet is primarily a

<sup>8</sup> Source: ONS Business: Size, Activity & Location (2019)

residential borough, with few large private sector employers. The abundance of micro-businesses are likely to be highly focused on providing services to local residents, and may be particularly vulnerable in the short term to consumers' being unable to buy from them. However, as a relatively high-income borough (see section, 1.13) it is possible that when the rebound comes, Barnet will be in a somewhat stronger position than average.

#### 4.4 IMPACT ON OUTPUT AND WORKPLACE EMPLOYMENT

**In our baseline scenario** the Barnet economy is projected to contract by 9% in 2020, with some sectors seeing more of a decline than others. The education, construction, retail, and hospitality sectors are likely to be experiencing particularly large falls in GVA. Within that, the education sector will be influenced by the large presence of the University of Middlesex, as well as by local schools and colleges.

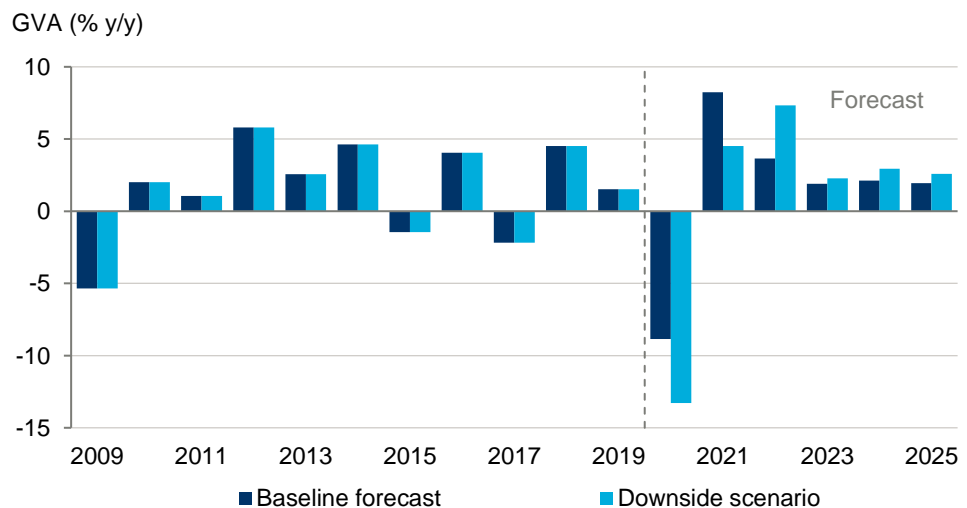
In addition to the direct declines in these sectors, any local businesses in their supply chains will be indirectly affected. For example, closures of bars, cafes and restaurants may lead to falling revenues for food and drink wholesalers (and in a few cases, manufacturers). Similarly, small businesses struggling with cashflow will be less likely to spend on professional or IT services, many of which will be sourced locally. The same is true for spending with local builders.

However, assuming lockdown measures are progressively eased in the coming months, we forecast a strong recovery in 2021, with GVA growth of more than 8%, and over the medium term from 2020 to 2025, annual average growth of 1.4%.

**Under our downside scenario**, we forecast a 13% contraction in GVA in 2020. The same sectors would be the worst affected but, because of the stricter/longer lockdown assumptions in the downside scenario, we expect a more severe downturn in 2020, with a weaker recovery in 2021 and growth that year of only 5%.

**9% decline**  
GVA contraction in 2020.  
A larger decline than for London as a whole (7%)

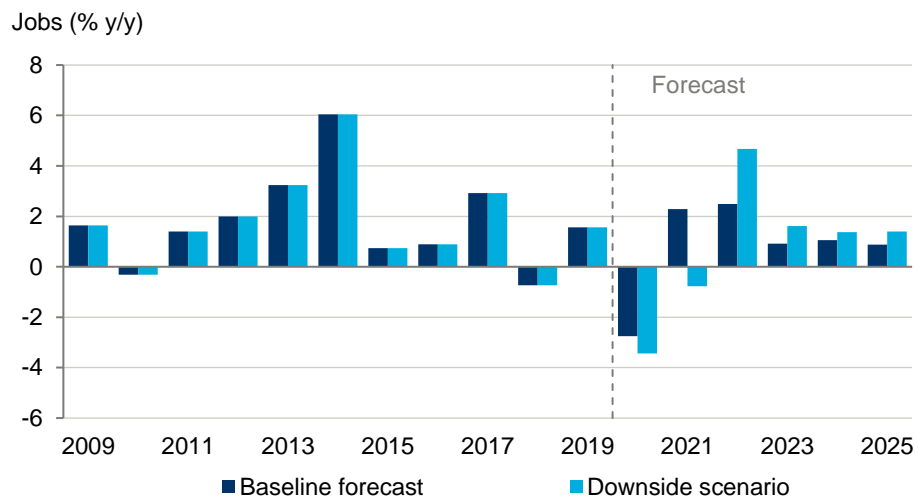
**Fig. 21. Baseline GVA and scenario, Barnet, 2009-25, % y/y**



Source: ONS, Oxford Economics

**In terms of jobs, and in our baseline forecast**, workplace employment in Barnet is projected to contract by 3%, or 4,600, in 2020. The accommodation & food services, wholesale & retail, construction, entertainment, and professional services sectors account for the majority of these job losses. However, these sectors, like most others, should see rebounds in 2021.

**Fig. 22. Baseline workplace employment and scenario, Barnet, 2009-25, % y/y**



Source: ONS, Oxford Economics

Between 2020 and 2025, total workplace employment increases in our baseline forecast by an annual average below 1%, resulting in an additional 8,100 jobs compared with the 2019 total. Job growth in the borough therefore marginally outperforms the WLA over the six-year period. The health, education and administrative services sectors account for more than half of the increase. Construction, and wholesale & retail trade, are expected to add 900 and 500 jobs, respectively. Manufacturing and financial services are both set to contract over the forecast period, while employment growth in the production and utilities sectors is likely to remain flat.

**Under our downside scenario** we forecast a 3% contraction in workplace employment in 2020, with no return to growth until 2022. Even by 2025, workplace employment will only be 5,600 higher than it was in 2019.

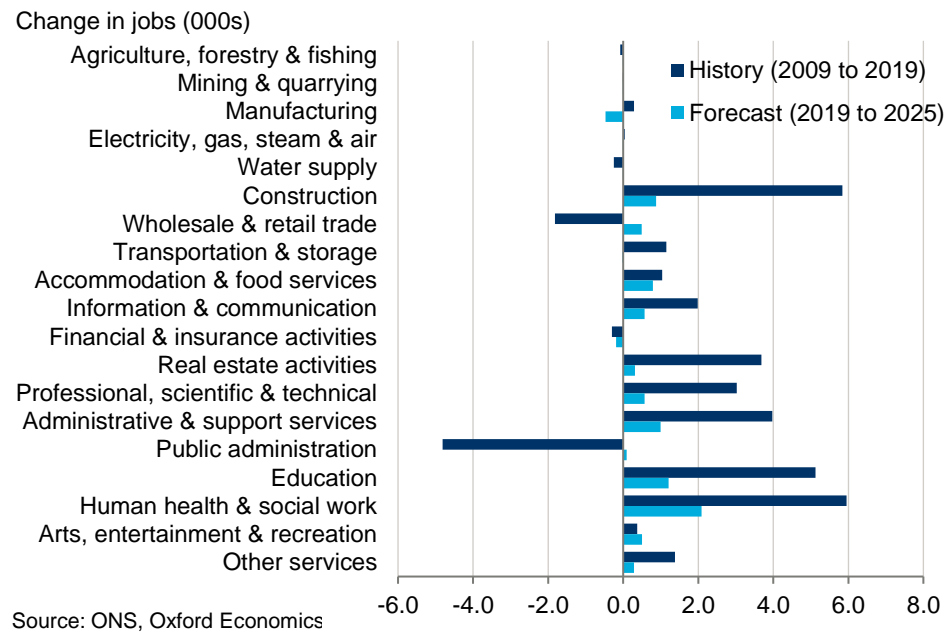
4,600

Decline in jobs total in 2020

---

Employment is to contract at a similar pace to that experienced across London this year.

**Fig. 23. Change in workplace employment by sector, Barnet, 2009-19 and 2019-25 baseline forecast**



**4.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING**

A large proportion of Barnet residents normally commute to other parts of London or the South East for work. Census data show that in 2011 over half of the borough’s employed residents commuted out, with central London boroughs being the principal destinations. More up-to-date data is not available, but by comparing the number of residents with jobs and the number of jobs in the borough, we are able to conclude that in 2019 44,000 more Barnet residents commuted out of the borough to work than commuted in from elsewhere. That is the second strongest net outflow in the WLA.

This pattern is also reflected in earnings data, which show that in 2019, the average wages of Barnet residents were more than 25% higher than those of people whose jobs were located in the borough. On average, those commuting out of Barnet get paid more than those who commute into Barnet to work.

This high level of out-commuting means that job losses in other parts of London are likely to affect the Barnet economy, as well as local job losses. Census data shows that in 2011 the majority of Barnet residents commuted to Westminster, the City of London, and Camden, a pattern that is unlikely to have changed much since then. So, job losses in central London are particularly likely to result in reduced income and consumer spending in the local economy of Barnet.

**4.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS**

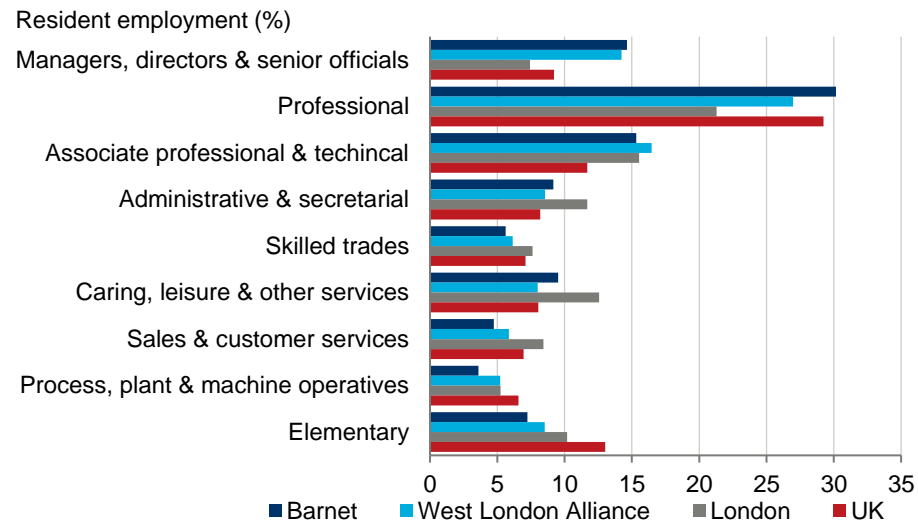
Linked to the net-outward commuting, Barnet has higher shares of residents working in senior office-based roles than the London or UK averages. In 2019, 15% of Barnet residents were employed as managers, directors & senior officials, compared with just 7% in London and 9% in the UK. Similarly,

**44,000 net out-commuting**

In 2019, Barnet had the second largest level of net outward commuting within the WLA.

residents employed in professional occupations accounted for almost a third of the total in Barnet, compared to 21% in London, and 29% in the UK. These roles are in sectors such as professional services which have been experiencing strong underlying growth. In present circumstances those people may be in a stronger position than many other, if their roles are more likely to continue under lockdown, and they may return to normal working conditions sooner.

**Fig. 24. Resident employment by occupation, Barnet, 2019, %**



Source: ONS, Oxford Economic

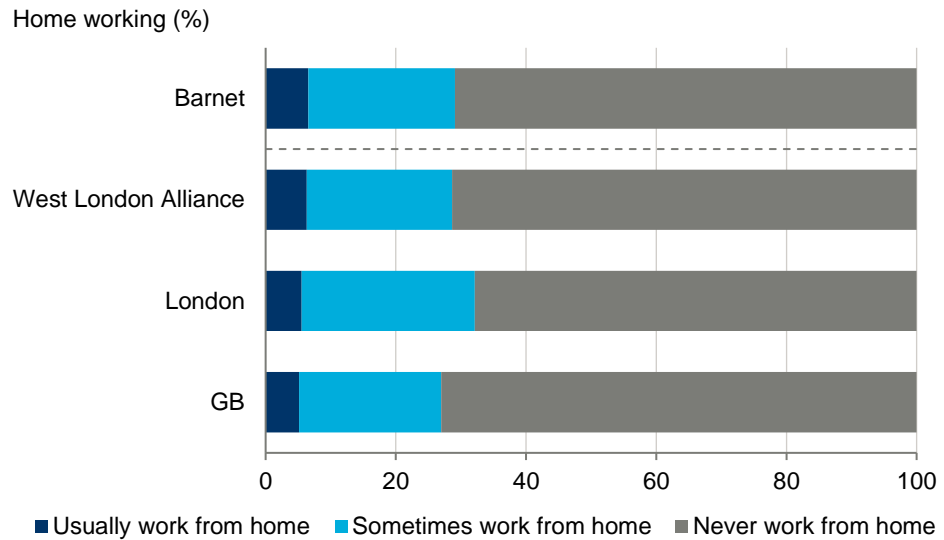
At the other end of the spectrum, Barnet has lower shares of residents working in elementary occupations, than elsewhere. Just 4% are employed as process, plant & machine operatives compared with 5% in London and 7% in the UK. Elementary occupations account for 7% in Barnet, but 10% in London and 13% in the UK.

#### 4.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS

A high representation in higher value-added occupations with strong employment growth outlooks, and a corresponding low representation of lower skilled occupations, may provide Barnet with an element of resilience with respect to the impact of coronavirus, relative to many other local areas in London and the UK. However, Oxford Economics estimates based on survey evidence from 2019 does suggest a need to be cautious in this regard. The share of workers who sometimes work at home may be lower in Barnet than in London as a whole, and the proportion who never do so higher. That may imply a greater than average constraint on Barnet residents' ability to switch from office to home working. This picture is similar for WLA as a whole.

**45%**  
The share of employed residents working in managerial and professional roles in 2019.  
*16 percentage points larger than the London equivalent share.*

**Fig. 25. Resident home working, Barnet, 2019, %**



Source: ONS, Oxford Economics

**23%**

Share of employed residents who sometimes worked from home in 2019.

*Similar to the WLA as a whole, home working is relatively less common compared to London overall.*

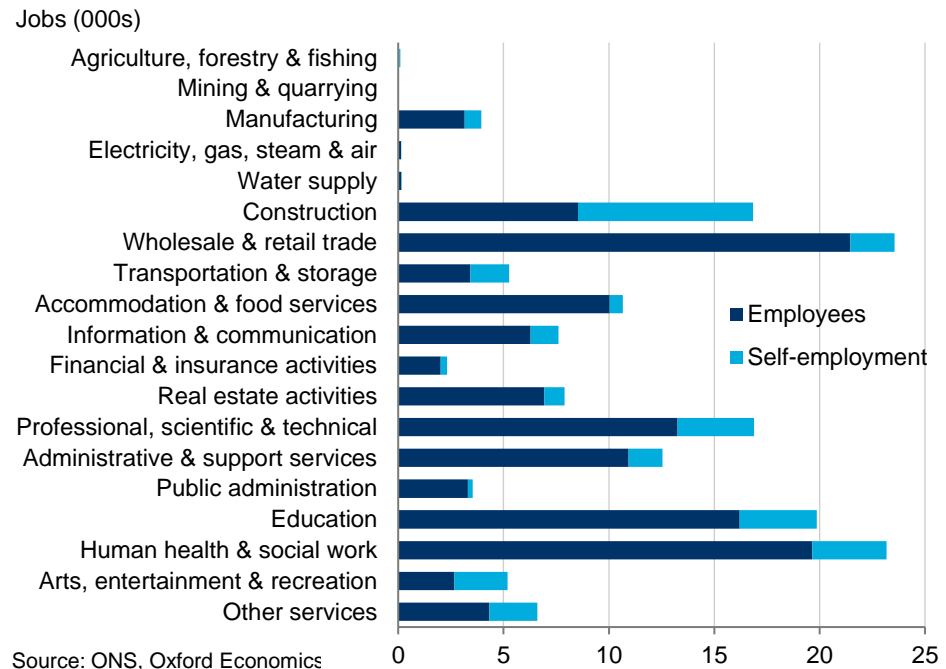
**4.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT**

Barnet is an entrepreneurial Borough, with higher levels of self-employment than the averages for West London, London as whole, or the UK overall. Self-employment accounts for more than a fifth of total employment, compared with 15% for the WLA and 13% in London and the UK overall.

This is consistent with the relatively large number of micro-businesses in Barnet, as discussed in section 1.3. The largest number of self-employed are in the construction sector, ranging from those working on very large regeneration and transport schemes to local painters and decorators. Short term, these people are likely to have been hard-hit, especially those working on small projects, where premises have been closed or people are isolating.

There is also a large number of self-employed people in the borough in the health & social care sector and education sectors. These are essentially agency workers. Those in health and care jobs have probably been in increased demand while those in teaching and training may have seen sharp losses in income, Also very vulnerable are those self-employed workers in the arts, entertainment and recreation sector (artists, gym instructors and the like).

**Fig. 26. Self-employment, Barnet, 2019**



**33,800 jobs**

Self-employment in 2019.

*Consistent with strong concentrations of smaller business types—the self-employed account of a relatively large share of workplace employment.*

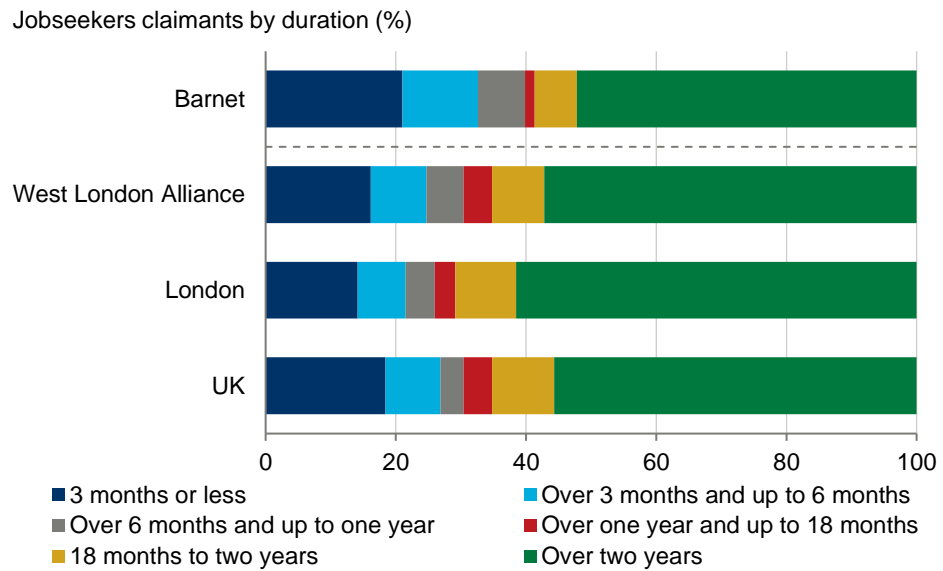
**4.9 IMPACT ON RESIDENTS: UNEMPLOYMENT & INACTIVITY**

UK unemployment has risen sharply in the wake of the coronavirus outbreak, with Barnet no exception. In March 2020, with the crisis just starting to intensify, more than a fifth of those claiming job seekers allowance in the borough had been claiming for three months or less—more than the averages for the WLA, London, or the UK. Long-term unemployment was less of an issue for Barnet, with only two-thirds of the unemployed having claimed for over a year, whereas in London and the UK on average, the figure was 70% or more. This difference in balance was indicative of a situation in which unemployment tended to be more about transitional problems, and less about deep-rooted personal or economic difficulties, than in some places.

Unemployment is now clearly increasing as a result of coronavirus. When lockdown restrictions are eased it will take time for businesses to return to normal and to begin recruiting at pre-outbreak levels. It is also likely that many furloughs will convert to job losses, some of which will be in the supply chain of the sectors in lockdown, with a possible peak in unemployment to come. It will be important for the borough that those who have lost their jobs are able to secure new ones in combination with those from elsewhere in London.



**Fig. 27. Job seekers claimants, Barnet, March 2020, %**



Source: ONS

Almost half of claimants in Barnet in March 2020 were aged 24-49, which is a similar proportion to the rest of the UK. The 18-24 age group made up a smaller proportion of total claimants (4%), but it is likely that youth unemployment will increase in the coming months, given that businesses such as restaurants, bars, and retail stores—which traditionally employ younger staff—have remained closed throughout lockdown, and may be among the last to resume normal service when restrictions are eased.

Another age group which is probably being relatively hard-hit are the more mature workers who have weaker qualifications. They typical will be in less secure employment and have skill sets which do not match those required by the more resilient growth sectors. Without particular attention, these are most likely to fall within the long-term unemployed.

#### 4.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH

Barnet as a whole is significantly less deprived than many other boroughs in the WLA or indeed London. The Index of Multiple Deprivation shows that Barnet has a greater share of its LSOAs ranked among the bottom 10% least deprived in England than the WLA or London areas.<sup>9</sup> Consistent with the patterns for earnings, occupations and commuting, the borough ranks well in the employment, and education, skills & training domains.

Crucially in present circumstances, Barnet scores very well in terms of health deprivation & disability, with half of its LSOAs in the bottom 10% of England's least deprived. This measures the risk of premature death and the impairment of quality of life through poor physical or mental health. With so little of this type of deprivation in Barnet, the borough may have better than average health

<sup>9</sup> Lower Layer Super Output area. A statistical unit used in England and Wales to facilitate the reporting of small area statistics. They have a minimum population of 1000 with a mean size of 1,500.

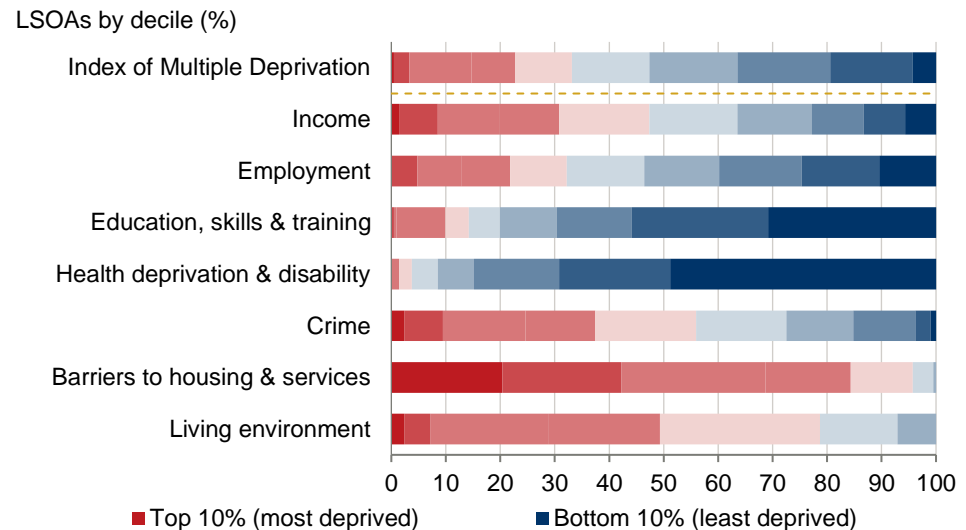
*The Index of Multiple Deprivation shows that Barnet has a greater share of its LSOAs ranked among the bottom 10% least deprived in England than the WLA or London areas...*



resilience to coronavirus, despite the number of cases per 100,000 people being higher in Barnet than the London or UK averages.<sup>10</sup>

The increase in unemployment claims discussed above means that employment deprivation will inevitably increase. However, given that the issue is a UK-wide one, Barnet’s ranking relative to other boroughs may not change significantly.

**Fig. 28. Index of multiple deprivation, Barnet, 2019**



Source: MHCLG

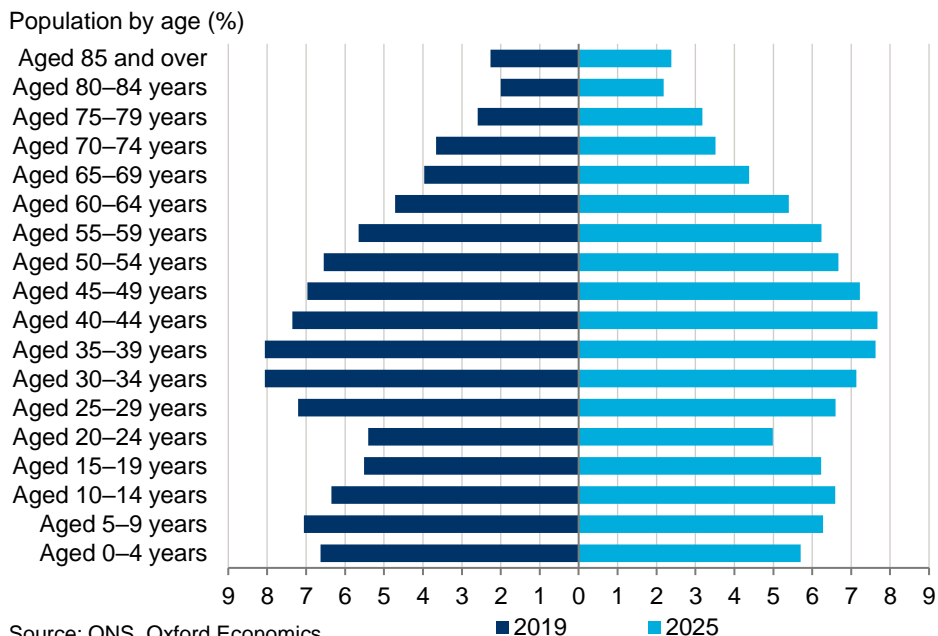
#### 4.11 IMPACT ON RESIDENTS: DEMOGRAPHICS

Many jobs typically occupied by younger workers are currently more likely to be at risk of furlough or job losses, and it is therefore possible that the borough’s younger demographic is being worse hit than others at present. In addition, higher-skilled and more mature office-based workers are better able to work from home than younger colleagues—they tend to be further up the career ladder, have higher incomes, greater job security, and are less likely live in shared accommodation with non-family members. The consequence may be that a disproportionate number of people whose jobs are at risk (or already gone) or in younger demographic groups.

That said, like the rest of London, Barnet has a young population, so the likelihood that a large proportion of young people will become unemployed may not be large. A bigger issue may be the challenges that face those mature residents with low qualifications, who lose their jobs. These people may find it particularly difficult to compete in the jobs market, when recovery comes.

<sup>10</sup> <https://coronavirus.data.gov.uk/#category=utlas&map=rate&area=e09000010>

**Fig. 29. Population by age band, Barnet, 2019 and 2025, %**



**4.12 IMPACT ON RESIDENTS: ETHNICITY**

Barnet has a less ethnically diverse population than the WLA average. Two thirds of Barnet’s population aged 16 and over identify as white, compared with 54% in WLA boroughs on average. Within that, the shares of the 16+ population accounted for by Indian, Pakistani, or black residents are all lower than the average, but ‘other ethnic groups’, at almost 18%, represent a higher share than most other WLA boroughs and the London average.

It will be important to ensure that the impact of coronavirus on Barnet’s residents does not impact any one of these groups particularly hard, relative to others.

**4.13 IMPACT ON RESIDENTS: INCOMES, SPENDING & HOUSE PRICES**

Resident earnings in Barnet, at £685 per week, are higher than the WLA or UK averages, and just slightly below the London average. This is clearly a positive for the borough. It is, however, associated with net outward commuting, rather than with local employers tending to pay particularly high wages. The gap between residence- and workplace-based earnings suggests that those commuting to other parts of London for work are in relatively high-value, well paid roles. The possibility is that job losses in other London boroughs will therefore have a more noticeable impact on the Barnet economy than in most boroughs.

Regardless of job losses, household expenditure is clearly lower than normal at present at all income levels in the borough, given both the inability to spend in shops, restaurants and the like, and also the prevailing mood of uncertainty about the economy. The large number of self-employed residents is likely to make for even greater caution than in some other boroughs.

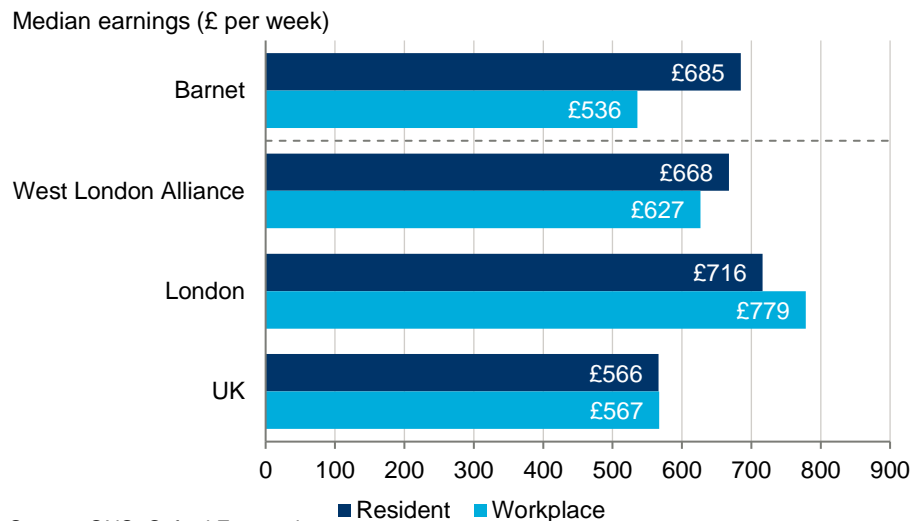
**33%**

Share of population (16+) which are ethnic minority.

*Below average for London and the second lowest across WLA’s seven boroughs.*

Residents are, however, likely to gradually increase their spending as retail and hospitality sectors are progressively re-opened. They are likely to remain cautious about 'big-ticket' spending on non-essentials, where that involves taking out credit, and that could have some impact on the balance of impact between businesses, with high-end retailers and service companies perhaps experiencing a more sluggish rebound than those selling more affordable items.

**Fig. 30. Resident and workplace earnings, Barnet, 2019**



Source: ONS, Oxford Economic

## £685 per week

Average resident earnings in 2019 were weaker than the London average (£716)—impacted both housing affordability and consumer spending across the local economy.



Another factor that will affect confidence will be house prices. These slowed in Barnet in 2018 and 2019. Currently the housing market is effectively closed down, and even when restrictions are formally lifted, transaction numbers will probably be very low. The expectation must be that prices fall this year and next. However, housing affordability will remain a big issue, with the earnings to house price ratio in Barnet remaining around 15 in 2019, which is higher than the London average, and almost double the UK average.

Indeed, potentially one of the biggest challenges for Barnet, and for other boroughs, will be if people who lose their jobs or experience major pay cuts can no longer pay their housing costs, either mortgage payments or rents. Given that housing affordability is the major cause of social deprivation in the borough, it is clear that a significant minority of local residents could easily face serious difficulties in this regard. Housing problems can lead to other difficulties with respect to, for example, health and the ability to find work; so it is important for the borough that difficulties in this regard do not increase markedly.

## 5. BRENT

### KEY FINDINGS

- **Brent is among the most culturally diverse boroughs in the capital, and the issue of how minority group members might be affected differently than others has to be an area of concern.**
- That is especially so since the borough's sectoral mix is relatively reliant on several which are vulnerable during the pandemic—particularly manufacturing, but also transport & storage and construction.
- Furthermore, those Brent residents in work are relatively concentrated in occupations which are most likely to be vulnerable during the current outbreak. Furthermore, the borough's working age population tends to be older than elsewhere, and less highly qualified.
- Long term unemployment and youth unemployment are particularly prevalent in the borough, while students also form a relatively large share of the inactive. Young people may be particularly exposed in terms of risks of falling behind within the labour market.

### 5.1 OVERVIEW & CORONAVIRUS EXPOSURE

Brent is one of London's largest boroughs in population terms. It ranks as the third most populous borough in West London and the second most densely populated. It is also one of the most culturally diverse local authorities in the country. It is the 2020 London Borough of Culture—an initiative that has unfortunately been directly affected by the coronavirus crisis and lockdown.

The economy is more reliant than other West London boroughs on lower value-added sectors, such as wholesale & retail and construction, and has correspondingly lower exposure to higher value-added employment sectors. Productivity per worker ranks among the lowest in West London, and a significant share of those working in the borough are employed in elementary occupations. Qualification attainment among the working age population is also lower than the West London average. As a result of these factors, both workplace-based and residence-based earnings are below the averages for both West London and London as a whole.

Wembley, with its iconic stadium and concert arena, has always been seen as a strategic asset for the Brent economy, and the council has long-identified Wembley as a location to help drive the wider economic regeneration of Brent. The 85-acre Wembley Park development is intended to create 7,000 new homes, a new park and 9,000 new jobs, in addition to those involved in the construction phase.

On its own, however, Wembley Park will not transform the borough. Brent is, however, home to part of the very significant Park Royal-Old Oak Common regeneration scheme, discussed in the box in Chapter 3.



## 13% of jobs

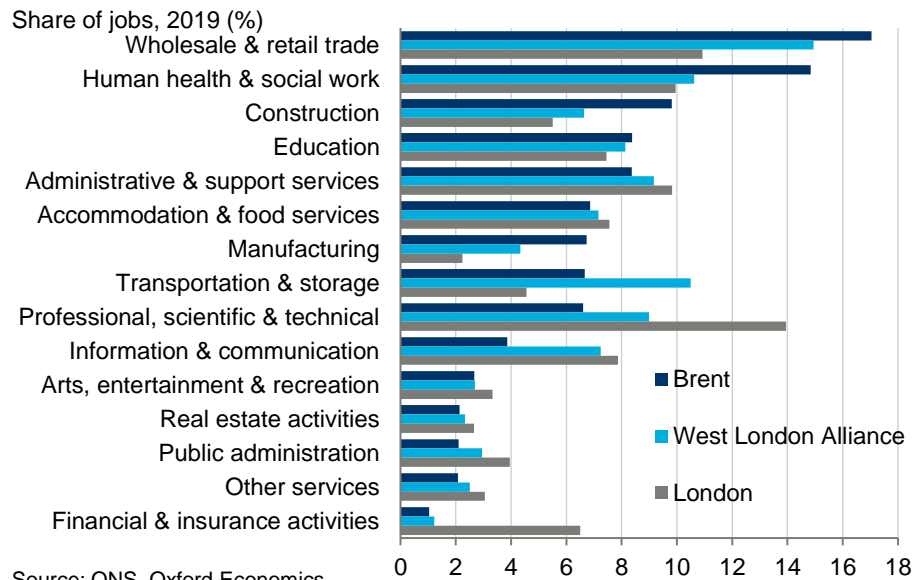
The manufacturing and transport & storage sectors' share of workplace employment in 2019.

Seven percentage points larger than London overall.

### 5.2 SECTORAL STRUCTURE

Brent's sectoral structure creates particular challenges with regard to COVID-19. Compared to the rest of London, Brent's has less exposure to higher value-added office-based sectors than average, particularly professional, scientific and technical and financial services, and more exposure to the wholesale and retail sector. Other prominent sectors are health and social work, and construction.

**Fig. 32. Workplace employment by sector, Brent, 2019, %**



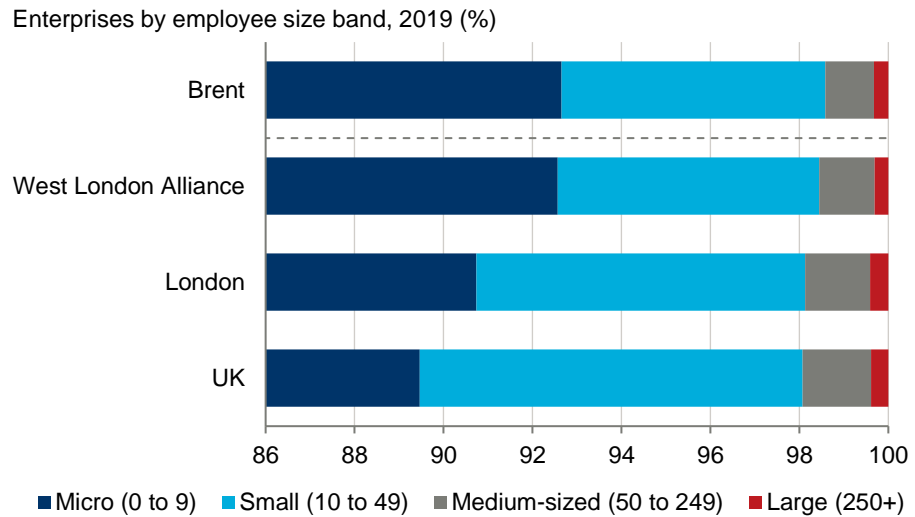
Source: ONS, Oxford Economics

The borough also has above-average exposure to manufacturing and (compared to London as a whole) transport & storage. Combined, these sectors represent 13% of the borough's workplace employment—seven percentage points larger than the London average.

### 5.3 SIZE OF BUSINESSES

Like west London as a whole, micro-sized enterprises (0-9 employees) are important within Brent, while small firms with 10-49 employees are less common than in London as a whole, and larger firms even more so. The latest business stock data show that micro firms' share of the local business stock was almost two percentage points higher than the London average in 2019. The concern is that these firms may be less resilient than others in the face of the current sharp falling away in demand. Many of them are likely to be retailers and others selling services directly to local consumers, and many may have weaker financial positions than larger companies, or other vulnerabilities such as reliance on one or two key people. In addition, since household income levels in the borough are relatively low (see below), local businesses may be reliant on a slightly weaker customer base than similar companies in more prosperous parts of the capital.

**Fig. 33. Businesses by size, Brent, 2019, %**



#### 5.4 IMPACT ON OUTPUT AND WORKPLACE EMPLOYMENT

**Under our baseline scenario** the Brent economy is projected to contract by 9% in 2020, so more sharply than the London average (7% decline). The accommodation & food sector, and the arts, entertainment & recreation sector, are likely to experience the largest rates of decline in output this year, together with the education sector.

Assuming that the lockdown measures are progressively eased over the coming months, we expect the Brent economy to rebound in 2021, with GVA growth of 8%. We forecast an average annual growth rate over the 2020-2025 period of 1.1%—slower than both the West London and Greater London averages (1.2% and 1.6% each year respectively).

**In our downside scenario**, we forecast a 13.4% contraction in GVA in 2020. The same sectors remain the worst impacted, but they face a more severe downturn in 2020, followed by a much weaker recovery in 2021, with growth of next year of just 3.7%.

**9% decline**

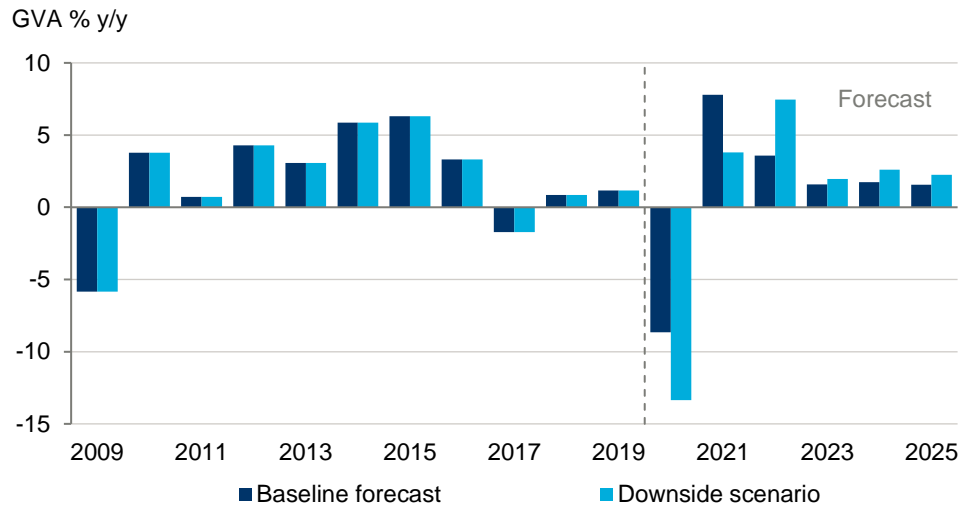
GVA contraction in 2020.

*A relatively stronger decline than that experienced across London (7%) but weaker than the WLA overall (9%)*





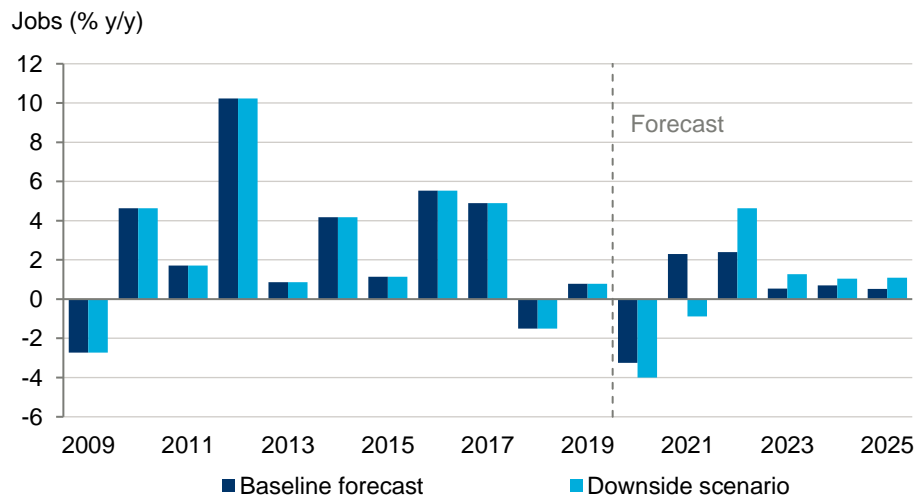
**Fig. 34. Baseline GVA and scenario, Brent, 2009-25, % y/y**



Source: ONS, Oxford Economics

In terms of jobs, our baseline forecast shows that workplace employment in Brent is projected to contract by 5,000 or 3.2% in 2020, with the pace of job losses felt most acutely in the accommodation & food services and arts, entertainment & recreation sectors (13.1% and 12.5% falls respectively). These losses will be offset only partially by job growth in education and health throughout 2020. However, we expect a rebound in 2021, with the local economy recovering 3,400 jobs. The strongest contributions will come from the accommodation & food services and the wholesale & retail sectors as the lockdown eases.

**Fig. 35. Baseline workplace employment and scenario, Brent, 2009-25, % y/y**



Source: ONS, Oxford Economics

Our **medium-term baseline forecast** considers both the lockdown measures and the subsequent rebound through to 2025. Over the six-year period (2020-

**5,000**  
Decline in jobs total in 2020

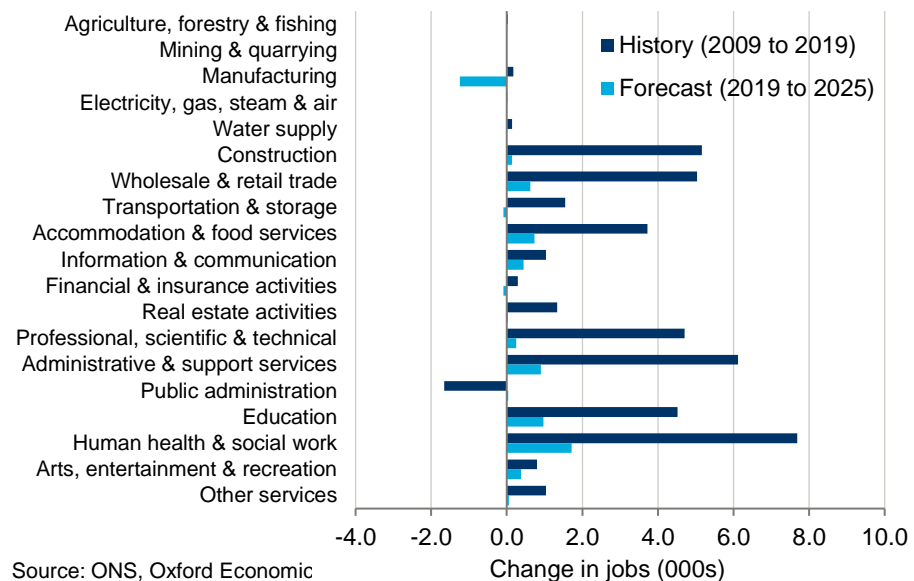
*Employment is to contract at a stronger pace than across London this year.*

25) we expect Brent’s jobs total to grow on average by 0.5% each year—on a par with the West London average but at a rate almost half that of London overall (0.9%). Employment growth will be fastest in the arts, entertainment & recreation sector (1.5% per year). However, the larger health and education sectors will contribute most additional jobs within the borough economy.

Employment in the manufacturing sector will face the strongest headwinds over the forecast, contracting on average by 2.1% each year to 2025.

Under the **downside scenario**, we forecast a 4.0% contraction in workplace employment in 2020, with no return to growth until 2022. Under this scenario, we project employment growth to average 0.3% over each of the six years between 2020 and 2025—half the rate under the baseline.

**Fig. 36. Change in workplace employment, Brent, 2009-19 and 2019-25 baseline forecast**



Source: ONS, Oxford Economic

**29,000 net out-commuting**

Census data show that three in every five employed residents commute out of the borough.

**5.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING**

A significant proportion of Brent’s population take up employment outside the borough itself. To the extent that they commute to places which are less badly hit in employment terms than Brent itself, employment on a residential basis is less exposed than it would otherwise be.

Up-to-date data on this is scarce. Census data show that in 2011 over half of all employed residents worked outside the borough, and that just under half of all Brent’s workplace jobs were filled by people from outside Brent. Since then the size of net outflows (people commuting out minus those commuting in) have been reducing, due to relatively strong workplace employment growth in the borough. We estimate that in 2019, 29,000 more Brent residents commuted out of the borough to work than commuted in from elsewhere.

The above out-commuting patterns are partially reflected in average earnings data across the borough. In 2019, the average wages of Brent residents were

around 4% higher than those of people whose jobs were based in the borough—showing that those who commuted out to work tend to get paid slightly more than those who commute into the borough to work. Boroughs which particularly tend to provide jobs for Brent workers include Westminster and Camden, with other West London boroughs also prominent, including Ealing, Barnet and Harrow.

### 5.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS

Brent’s residents are slightly more exposed to coronavirus-related employment risks, due to their occupational profiles, than the West London average. Those in managerial and professional occupations are more likely than others to have the capacity to work from home, and are also more likely to enjoy employment growth over the medium term. However, as a grouping these occupations accounted for 56% of the borough’s employed residents in 2019, two percentage points below the West London average (58%).

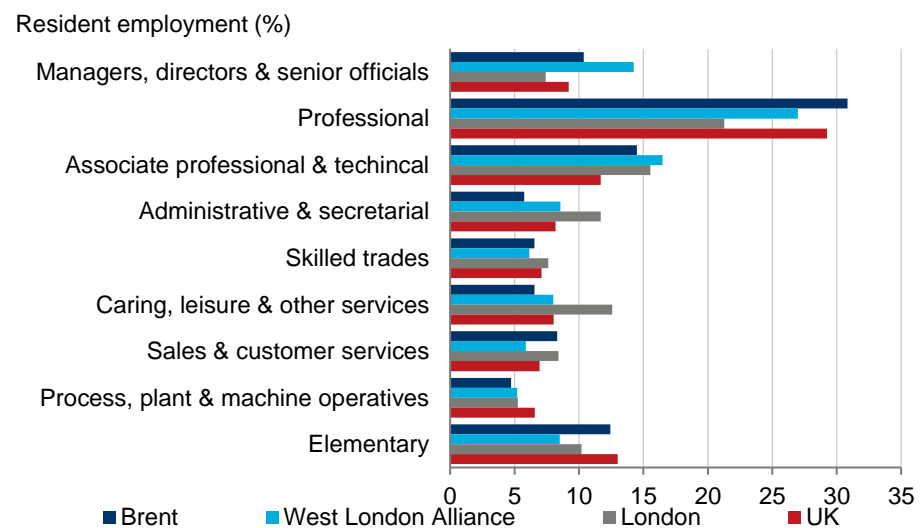
Although Brent has enjoyed some of the strongest workplace employment growth in West London, a relatively large proportion of these new jobs are associated with sectors which cannot easily adopt home working practises (hospitality and construction). Linked to this, the borough has a higher than average representation in lower skilled occupations which are more exposed to Covid-19 related restrictions.<sup>11</sup> These more vulnerable occupations represent almost 26% of residents in employment—a higher share than either the West London or greater London averages (21% and 24% respectively) and the highest among the seven boroughs in the WLA.

**26%**

The share of employed residents working in sales, process operative and elementary roles in 2019.

*The highest share among the seven WLA boroughs.*

**Fig. 37. Resident employment by occupation, Brent, 2019, %**



Occupational patterns are the major drivers of the ability of residents to work at home. ONS estimate that 21% of Brent’s residents sometimes worked at home in 2019—a comparatively smaller share compared to both West London (22%) and London overall (27%). However, the share of Brent’s residents who identify

<sup>11</sup> Sales & customer services, Process, plant & machine operatives and Elementary occupations.

48%

Share of the working age  
with higher level  
qualifications in 2019

*The lowest share across the  
WLA boroughs.*



as usually working from home was the smallest of the seven boroughs within the WLA. Many of these work from home but visit a variety of offices or homes to do their work, and are thus especially vulnerable, so having a smaller share of such people is helpful in terms of the scale of challenge that the borough is facing.

One problematic factor is that qualification attainment data show that only 48% of Brent working age residents were educated to degree level or above in 2019—the lowest share across the WLA, and over six percentage points below the London average. This is an unfavourable factor with respect to coronavirus challenges.

### 5.7 IMPACT ON RESIDENTS: SELF-EMPLOYMENT

The self-employed are generally more exposed to the negative consequences of the pandemic, in terms of both job security and government support. And self-employment accounts for a relatively large share of the jobs total in Brent, measured on a workplace basis, and that makes the borough more vulnerable as a result. The self-employed accounted for close to a fifth of all jobs in the borough in 2019, significantly higher than the equivalent shares in West London and London overall (15% and 13% respectively). This is consistent with the relatively large number of smaller businesses across the borough. A relatively large proportion of these businesses operate within the construction and wholesale & retail sectors.

Linked to this, our baseline forecast shows that self-employment job growth in Brent is set to be much weaker to 2025 than the employee equivalent, with losses likely to be keenly felt in manufacturing and transport & storage.

**Fig. 38. Self-employment, Brent, 2009-25, 000s and %y/y**

Brent	History (2009 to 2019)				Forecast (2019 to 2025)			
	2009	2019	Change	% y/y	2019	2025	Change	% y/y
Agriculture, forestry & fishing	0.0	0.0	0.0	14.2	0.0	0.0	0.0	-1.7
Mining & quarrying	0.0	0.0	0.0		0.0	0.0	0.0	
Manufacturing	1.6	2.0	0.4	2.4	2.0	1.7	-0.3	-2.9
Electricity, gas, steam & air	0.0	0.0	0.0		0.0	0.0	0.0	-0.7
Water supply	0.0	0.1	0.0	3.5	0.1	0.1	0.0	-0.3
Construction	5.0	7.2	2.2	3.7	7.2	7.3	0.0	0.1
Wholesale & retail trade	2.0	2.2	0.3	1.2	2.2	2.2	0.0	0.2
Transport & storage	2.2	3.5	1.3	4.8	3.5	3.4	-0.1	-0.4
Accommodation & food services	0.4	0.6	0.2	4.0	0.6	0.6	0.0	1.0
Information & communication	0.8	1.0	0.2	1.7	1.0	1.0	0.1	1.0
Financial & insurance activities	0.1	0.2	0.1	3.4	0.2	0.2	0.0	-0.9
Real estate activities	0.2	0.4	0.2	7.2	0.4	0.4	0.0	0.1
Professional, scientific & technical	1.2	2.1	0.8	5.3	2.1	2.1	0.0	0.3
Administrative & support services	0.7	1.6	0.9	8.7	1.6	1.7	0.1	1.0
Public administration	0.2	0.2	0.0	1.1	0.2	0.2	0.0	0.0
Education	1.1	2.3	1.2	7.6	2.3	2.4	0.1	1.0
Human health & social work	1.9	3.3	1.4	5.8	3.3	3.5	0.2	1.0
Arts, entertainment & recreation	1.2	1.9	0.8	5.2	1.9	2.1	0.1	1.2
Other services	0.6	1.1	0.5	6.6	1.1	1.1	0.0	0.1
<b>Total</b>	<b>19.1</b>	<b>29.6</b>	<b>10.4</b>	<b>4.5</b>	<b>29.6</b>	<b>30.0</b>	<b>0.4</b>	<b>0.2</b>

Source: ONS, Oxford Economics

### 5.8 IMPACT ON RESIDENTS: UNEMPLOYMENT & INACTIVITY

In 2019 Brent's unemployment rate stood at 4.1% and was therefore slightly lower than both the West London and Greater London averages (4.6% and 4.3% respectively).<sup>12</sup> However, a relatively large proportion of the borough's jobseekers claimants fall within the ranks of the long term unemployed. In March 2020 over 80% of job seekers in the borough had been unemployed for a year or more—a larger share than exhibited across West London or the capital overall (70% and 74% respectively). As others enter the stock of unemployed, these long-term jobless will find it all the more difficult to get back into work.

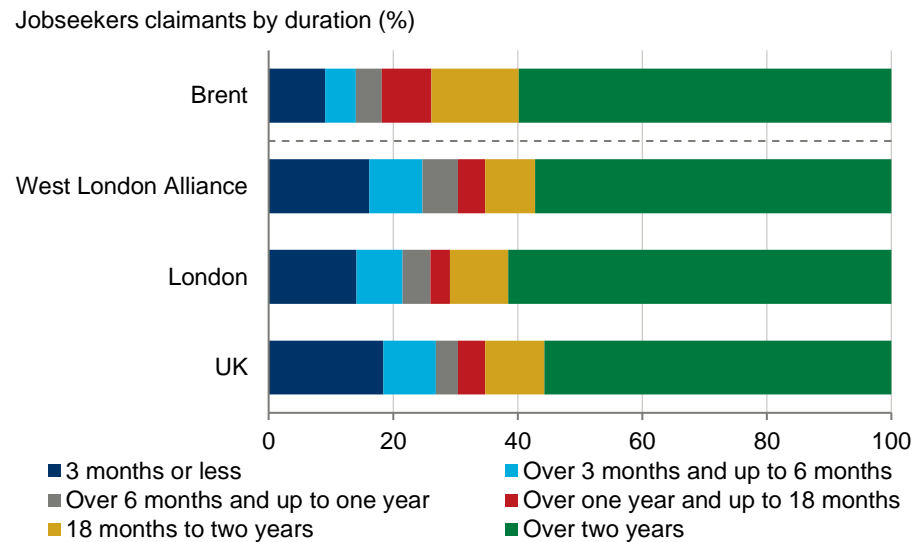
# 29,600 jobs

Self-employment in 2019.

*Workplace based self-employment jobs represent a relatively large share of the borough's total.*

<sup>12</sup> Labour Force Survey definition, not claimant count.

**Fig. 39. Job seekers claimants, Brent, March 2020, %**



Source: ONS

Equally, younger people aged between 18 to 24 also are over-represented within the borough’s jobseekers—they account for 4.9% of the total, compared with just 3.8% across West London. It is true that the proportion of the Brent working age population who are economically inactive stood at 23% in 2019, only marginally higher than London average (22%). However, students represented almost two-fifths of the total—a share almost a third larger than the West London average.

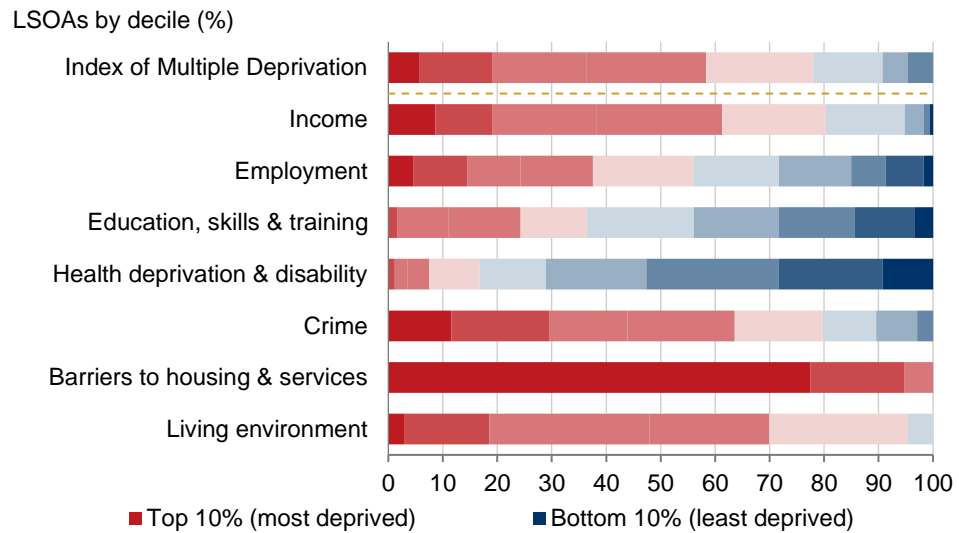
Businesses which traditionally employ younger people have been hit hardest by the lockdown and may be among the last to return to normal service. The coronavirus related restrictions will therefore significantly weaken employment opportunities in those sectors and occupations which are typically more accessible to the young and those with lower skills. As a result, it is likely that youth unemployment will increase particularly markedly.

**5.9 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH**

In terms of overall deprivation, Brent contains a higher than average concentration of some of the England’s most deprived neighbourhoods. The most significant categories of concentrated deprivation in the borough relate to two domains: barriers to housing & services, and crime. Over three quarters of Brent’s LSOAs rank among the top 10% most deprived in England in terms of physical proximity of local services, and wider barriers which include issues relating to access to housing such as affordability.

“ ...over 80% of job seekers in the borough had been unemployed for a year or more—a larger share than exhibited across West London or the capital overall ... ”

**Fig. 40. Index of multiple deprivation, Brent, 2019**



Source: MHCLG

Housing affordability is among the weakest in West London, with the average house costing over 15 times the average salary in 2019. Continued furloughing and job losses may weaken household incomes further and lead to accommodation costs accounting for an even larger share of household spending across the borough.

### 5.10 IMPACT ON RESIDENTS: DEMOGRAPHICS

Brent's demographic characteristics are broadly helpful in terms of exposure to coronavirus-related risks. Those aged over 45 represented 36% of the borough's population in 2019—one percentage point higher than the London average. Equally, Brent's younger working-age cohort (aged 25-44) accounted for 32% of the borough's population, close to three percentage points below the London average. However, the oldest people in society are generally recognised as being a high-risk group and the borough has a relatively large share of this cohort. Residents aged between 55 and 70 years of age represented 15% of the total in 2019—slightly larger than the share across London (13%).

### 5.11 IMPACT ON RESIDENTS: ETHNICITY

Brent is one of the most culturally diverse boroughs in the capital with close to two thirds of the local population identifying as members of ethnic minority groups—significantly higher than both the West London and Greater London averages (46% and 37% respectively). That may imply greater vulnerability for the borough. This could be worsened by relatively high population density and the concentrations of deprivation throughout the borough, mentioned above.

### 5.12 IMPACT ON RESIDENTS: INCOMES, SPENDING & HOUSE PRICES

Brent's average resident earnings are among the lowest in West London and were 16% below the London average in 2019. As well as creating challenges in terms of housing affordability, Brent households are less likely than those elsewhere to have adequate savings to help them get through periods of

**60%**

Ethnic minority share of population (16+) in 2019.

*Significantly larger than the London average and the highest share found across the WLA.*

**£603 per week**

Average resident earnings in  
2019

*Among the weakest in the  
WLA—impacting both  
housing affordability and  
consumer spending.*



unemployment or reduced income through furloughing or reduced working hours. All of these factors can impact other areas, such as of health outcomes, ability to find work, and deprivation more generally.

In 2019 Brent's consumer spending per household ranked among the lowest in the WLA and is likely to grow relatively weakly over the medium-term outlook. This will feed-through to the speed of recovery in the borough's economy, particularly in the retail and other consumer-facing sectors.



## 6. EALING

### KEY FINDINGS

- **Ealing has high exposure to at-risk sectors such as manufacturing, wholesale & retail and transport, as well as a high proportion of micro firms and self-employed residents. The Park Royal industrial estate is particularly important: it contains a lot of food manufacturers, a sub-sector generally not much affected by the lockdown, but many of which serve Heathrow, which is massively affected.**
- Ealing has a corresponding under-representation of workplace jobs in finance, digital and professional services roles. Nevertheless, many Ealing residents do commute to central London for higher-paid office jobs, and may have a degree of protection, because of their scope for homeworking.
- Because of its industrial heritage Ealing has high levels of long-term unemployment, and notable rates of economic inactivity, particularly among certain ethnic minority groups. Economic regeneration is important to the borough: not just at Park Royal and neighbouring Old Oak Common, but elsewhere including at Southall.

### 6.1 OVERVIEW & CORONAVIRUS EXPOSURE

Ealing is home to close to 350,000 people, making it the fourth most populous London borough. Like many other London boroughs it is a very diverse place, with many different local communities, of which the South Asian community in Southall is the most famous. Ealing is at the centre of the WLA area and hence is on the boundaries between inner and outer London, characteristics of both. It also has an important manufacturing sector. So, even more so than other boroughs, Ealing does not lend itself to blanket, once-size-fits-all, policy prescriptions.

We discuss the important industrial estate of Park Royal and the neighbouring Old Oak Common development in Chapter 3. The Park Royal estate is nowadays primarily a location for small and medium sized businesses, especially in the food sector, and that creates strong ties with London as a whole, and also a particular reliance on Heathrow airport. This creates a degree of security going forward, but also for some businesses an extremely challenging short-term situation.

There is also some specialism within Park Royal and other parts of Ealing in film & TV production, a sector that is part of Ealing's heritage, and which offers long-term growth prospects, but a distinctly mixed experience in current circumstances.

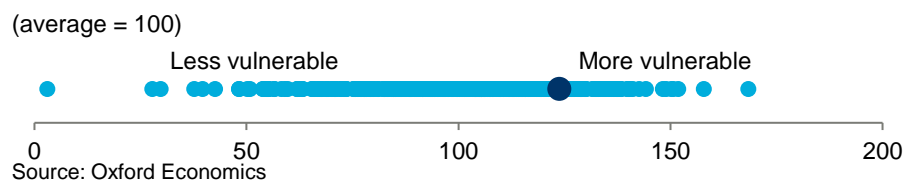
Ealing is also home to the University of West London. While universities are normally advantageous to local economies, the need for social distancing creates potentially large problems. Students studying remotely, or who do not enrol at all, cannot make the contributions to local spending that many

businesses depend on. There is also concern at the national level about the financial viability of some universities in the 2020/21 academic year.

A major source of change and opportunity for Ealing going forward will be the opening of five new Elizabeth Line stations within the borough. That should significantly improve connectivity for the neighbourhoods surrounding those stations. Southall is one of those, and is currently one of 11 Opportunity Areas in West London, with an ambition of building 11,000 homes and creating 3,000 jobs. As part of that, the Shaping Southall project is currently focusing on street-level improvements; it is the kind of scheme that has the potential to help the local community address some of the challenges that are being created by the pandemic, the need for social distancing, and the inability of people to meet one another safely. Adapting and maintaining this and other such schemes, in the face of what is likely to be huge pressure on resources, will be a challenge for the borough council and for its partners.

On the basis of our GB-wide Coronavirus Challenges Index, Ealing faces a high degree of exposure to the economic fallout from the coronavirus pandemic. It scores 124 in our Coronavirus Challenge Index, placing it in the top quartile of the 368 GB local authority areas studied.

**Fig. 41. Coronavirus Challenges Index, GB LADs, 2019**



The primary reason for this lies with the characteristics of Ealing **businesses**. Ealing contains a sizable number of self-employed people in badly affected sectors such as construction, manufacturing, and transport. It is also home to a higher-than-average proportion of micro and small businesses, especially in the wholesale & retail sector, where the effects of lockdown have been particularly pronounced—Ealing Broadway has for example remained largely closed over the lockdown period, with only a handful of essential stores remaining open.

The industrial composition of Ealing is varied, so our finding for the impact of **economic structure** needs some unravelling. With a legacy of post-war industrialisation and the presence of Park Royal, the borough still has a lot of manufacturing—a sector that has felt the pinch from weakened demand, a halt to many frontline production lines, and much supply chain disruption. Furthermore, while Ealing should be sheltered somewhat by its under-exposure to the hospitality sector (compared with the WLA, London, and UK averages), it is much more reliant than most local authorities on transport, a sector experiencing notable losses to jobs and activity.

However, as we discuss below, many Ealing residents commute to central London to work for finance, digital, and professional service firms—sectors that are better able than most to embrace home-working. Ealing scores relatively well by UK standards in terms of **digital connectivity**: a relatively high percentage of residents have worked at home before, aided by good access to high-speed broadband connections.

**Significant coronavirus challenges**  
Particularly with respect to local businesses.

## 10% of jobs

Manufacturing share of workplace jobs in 2019.

*Ealing has the largest concentration of manufacturing employment in the WLA.*

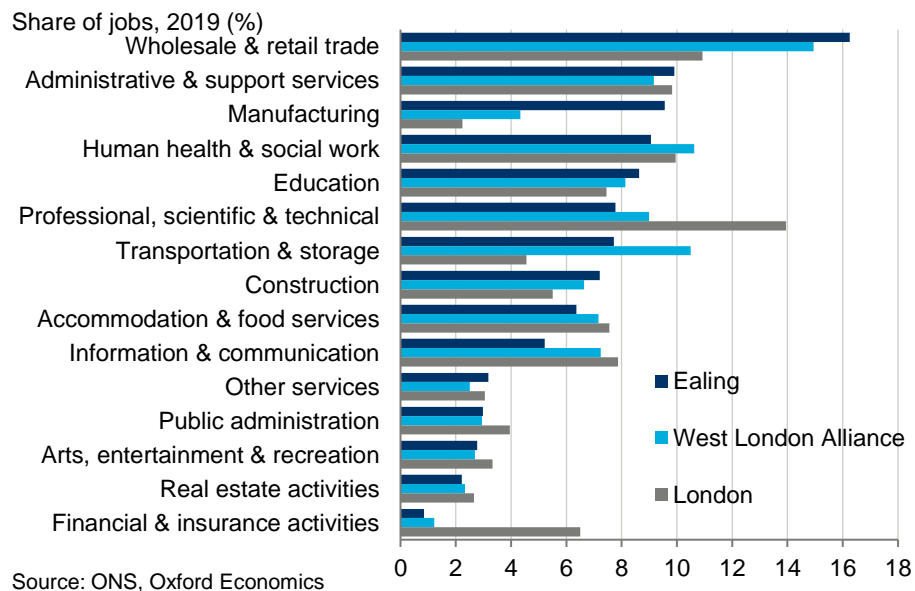
### 6.2 SECTORAL STRUCTURE

Ealing's sectoral structure is skewed towards industries that are among the more exposed to the immediate economic fallout from the coronavirus, underlining why it is one of the more vulnerable boroughs in our Index's **economic diversity theme**. Wholesale & retail trade provide the largest share of Ealing's total workplace jobs at 16%—more than the WLA, London, and UK averages by some margin.

Manufacturing accounts for one in 10 of the borough's workplace jobs; more than twice the WLA share, and over four times greater than the London average. However, more than half of Ealing's manufacturing is involved in making food products, a sub-sector that has been little affected by the lockdown.

Ealing has smaller hospitality, arts, entertainment & sport sectors than other WLA boroughs, which in the immediate short-term is an advantage, but it is under-represented in those sectors that we expect to prove most resilient. Information & communications (5% of total workplace employment), finance (1%), and professional services (8%) all account for lower percentages of workplace jobs in Ealing than both the WLA and rest of London.

**Fig. 42. Workplace employment by sector, Ealing, 2019, %**



We forecast that Ealing will face around 7,200 workforce job losses in 2020—a decline of 5%, compared with just under 3% for London as a whole. Only public services are likely to see muted workplace jobs growth this year, while more than half of the total job cuts will come in three sectors: accommodation & food services, wholesale & retail trade, and manufacturing.

The first two of these sectors should experience some bounce-back later this year, and should recover their previous job levels in around two years. However, the medium-term outlook for manufacturing is more fraught: we expect this sector to shed close to 2,000 jobs between 2020 and 2025. When combining this with net job losses expected across finance, real estate, and


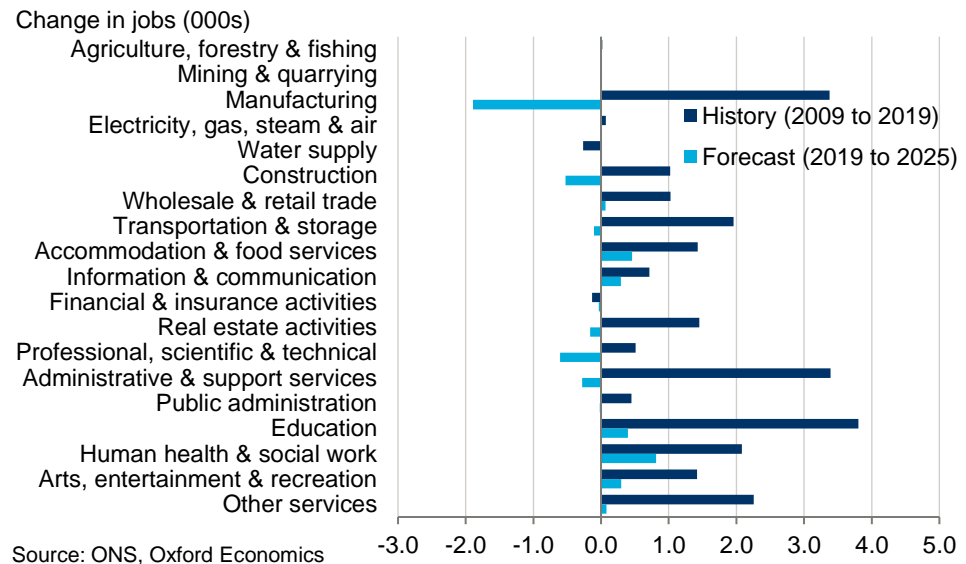
business services (and despite some growth in education and health), we envisage Ealing’s total workplace jobs level will fall slightly, by an annual average of 0.1%, over the next six years.

**Fig. 43. Change in workplace employment by sector, Ealing, 2009-19 and 2019-25 baseline forecast**

7,200

Decline in jobs total in 2020

The strongest rate of employment decline across the WLA *this year*.

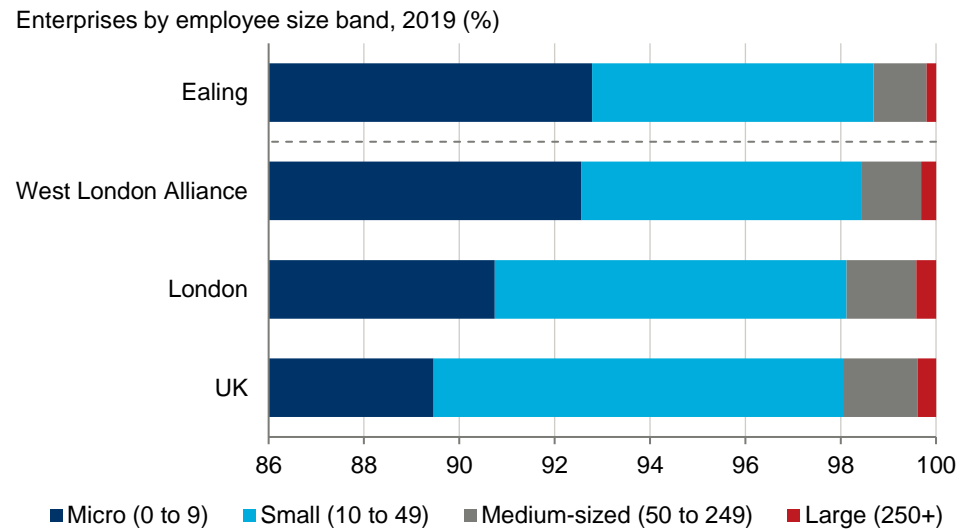



### 6.3 SIZE OF BUSINESSES

Ealing is an entrepreneurial borough, with a large proportion of micro-sized businesses. Of its total of just under 18,000 businesses in 2019, 93% employed fewer than 10 people—a greater proportion than in the WLA, London, and the UK. Indeed, other than Barnet and Harrow, Ealing possesses the most micro firms of any WLA borough. By comparison, just 0.2% of the borough’s businesses are classified as large (containing more than 250 employees). This is a key reason behind Ealing’s poor performance in the **business theme** of our Coronavirus Challenges Index.

Nearly two-thirds of micro firms are confined to four sectors: construction, wholesale & retail, information & communications, and professional services. While many firms in the latter two sectors are likely to have remain open, thanks to remote working, many micro-firms in the construction and retail sectors are likely to be particularly exposed—and indeed in some cases may have failed.

**Fig. 44. Enterprises by size, Ealing, 2019, %**



#### 6.4 OUTPUT AND WORKPLACE EMPLOYMENT

In our baseline forecast we project that Ealing’s economy will contract by 10% in 2020, the largest fall of any WLA borough. We expect that every sector in Ealing other than health will experience a fall in GVA this year, with accommodation & food services and arts & recreation seeing the largest drops in activity. The education sector is forecast to shed around 20% of GVA, with schools and universities closed for much of the year. Output is forecast to fall by some 11% in both construction and manufacturing.

However, Ealing’s economic recovery should be strong once lockdown ends and consumers begin to regain confidence. In our baseline forecast, we expect the borough’s total GVA to grow by around 7% next year, and by an average of 0.4% a year to 2025.

**In our downside scenario**, GVA contracts by just over 15% in 2020, with the same sectors as the baseline being most at risk. In this scenario the recovery is pushed back will into 2021 (only 2.8% growth, versus 6.9% in the baseline) and 2022 (5.6% growth, versus 3.1% in the baseline). That means that over the medium term, the economy would contract in this scenario, averaging a fall of 0.9% year-on-year from 2020 to 2025.

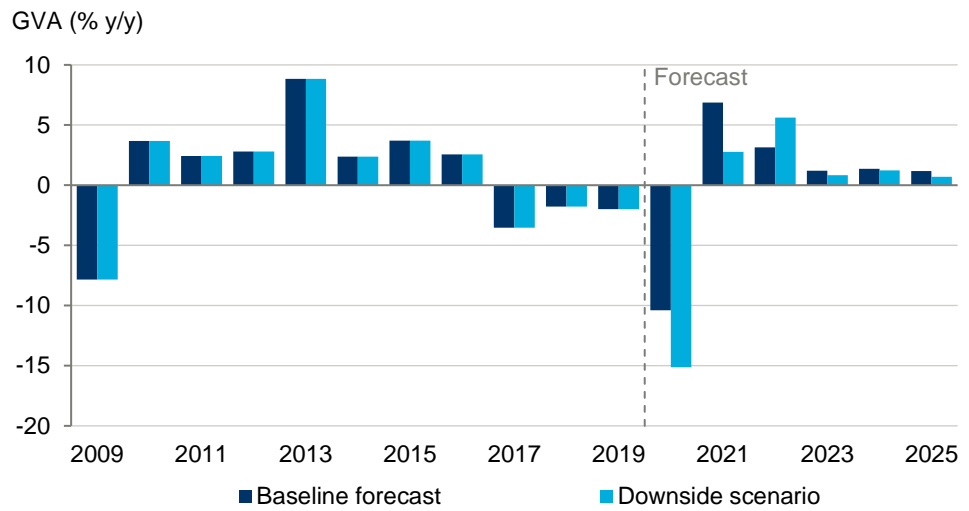
**10% decline**

GVA contraction in 2020.

*The contraction in the local economy will be the strongest across the WLA boroughs this year.*



**Fig. 45. Baseline GVA and scenario, Ealing, 2009-25, % y/y**

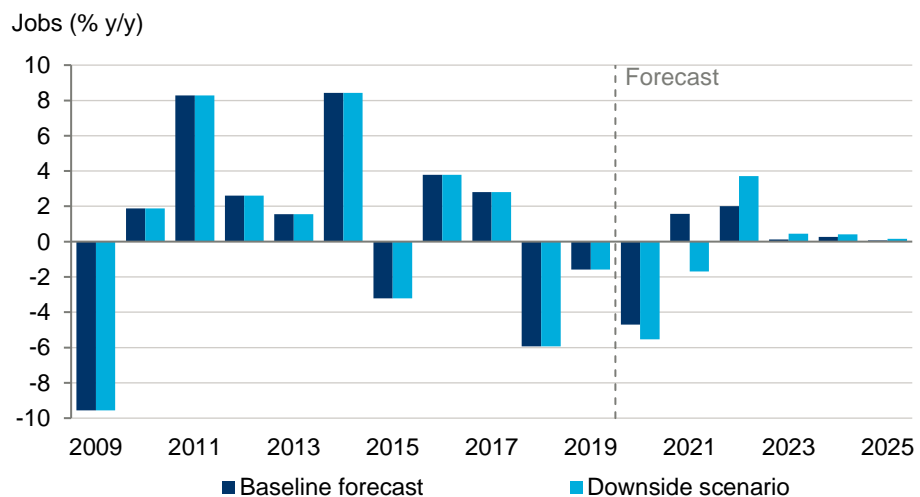


Source: ONS, Oxford Economics

**In our baseline forecast, workplace employment** contracts by 4.7% in Ealing in 2020, or 7,200 jobs. As discussed above, three sectors are largely at risk: accommodation & food services, wholesale & retail, and manufacturing. The last of these, while likely to see some recovery in 2021, is set to face more medium-term pressures, and is a key reason why Ealing’s total employment in 2025 is projected to be lower than in 2019 under our baseline.

**Under the downside scenario** we forecast a 5.5% contraction in workplace employment in 2020, a further 1.7% fall in 2021, and an average annual decline of about 0.5% from 2020 through to 2025.

**Fig. 46. Baseline workplace employment and scenario, Ealing, 2009-25, % y/y)**



Source: ONS, Oxford Economics

## 37,000 net out-commuting

Census data show that nearly three in every five employed residents commute out of the borough.



### 6.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING

By our estimates, in 2019 there were 37,000 more Ealing residents working outside the borough than the number of commuting into Ealing for work—a net outflow of more than a fifth of all employed residents. While the level of out-commuting has fallen slightly in the last decade, we believe that the trend is likely to change, and that Ealing’s subdued outlook for workplace employment means that net out-commuting will become larger over the next five years.

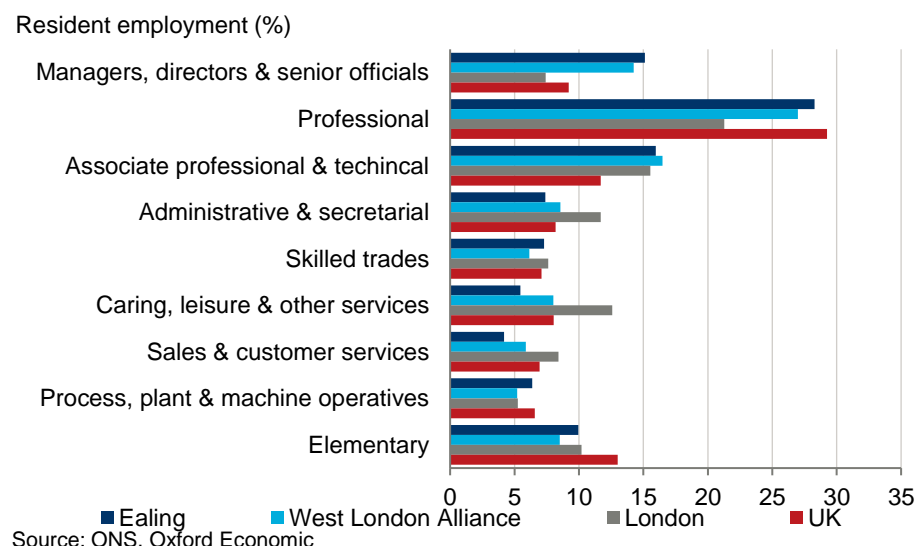
In 2019 resident-based median earnings in Ealing (£649 per week) had a 10% premium on workplace-based median earnings (£593 per week)—in essence, those commuting out were obtaining higher-paid jobs, relative to the jobs on offer within the borough. Back in 2011, when the Census was conducted, the top outflows were to Westminster and the City of London, closely followed by Hillingdon, Hounslow, Hammersmith & Fulham, and Brent.

Net out-commuting means Ealing is not only affected by local job losses, but also by jobs lost in other London boroughs. In particular, job losses in finance, professional services, and retail in central London or at Heathrow Airport, where many Ealing residents work, will have consequences for incomes and spending in the Borough.

### 6.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS

The variegated nature of Ealing’s economy is also apparent in terms of residents’ occupations. Ealing has a greater proportion of residents employed as managers, directors & senior officials and in professional occupations than the WLA or London as a whole, with many of these people doing those jobs in central London. However, Ealing also has a higher share of residents working in process, plant & machine operative roles than either the WLA or London averages. Moreover, one in 10 of the borough’s residents are employed in elementary occupations. In terms of susceptibility to job losses, reduced working hours, or furloughs, there is therefore likely to have been a wide variety of experiences within the borough. Looking ahead, the same will be at least partially true.

Fig. 47. Resident employment by occupation, Ealing, 2019, %



**6.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS**

The scope for home working is one reason why possessing above-average numbers of managerial and professional workers a source of resilience for Ealing, and West London as a whole. However, our estimates, based on 2019 data regarding patterns of home-working, suggest that Ealing is pretty much in the middle compared with other WLA boroughs and has rather more people who, in 2019, never worked at home, compared with the London average. On our estimates, approximately 6% of Ealing residents usually worked from home, 22% sometimes worked from home, and 72% never did so. So the capacity for home working in the borough is probably slightly below the London average but slightly above the national average.

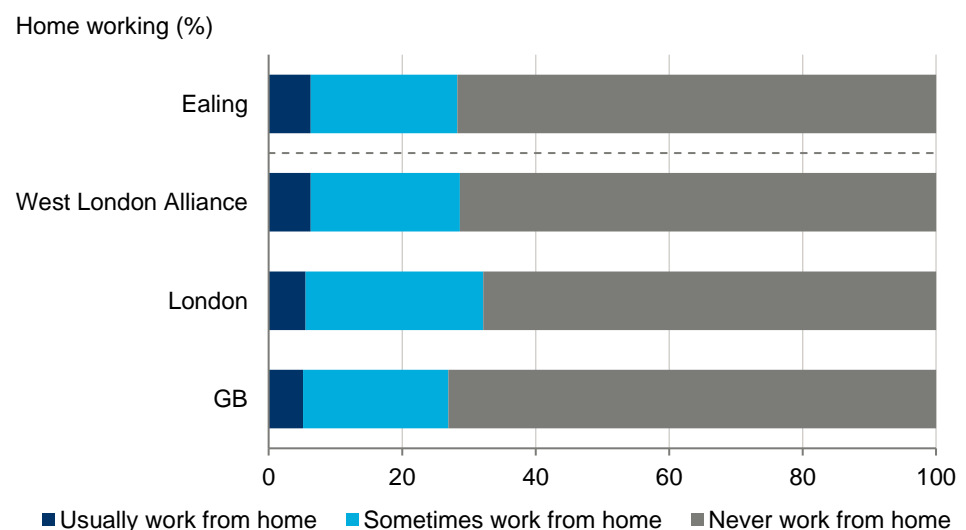
72%

The share of residents who never work from home.

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*The relatively high proportion when compared against the London average (68%).*

**Fig. 48. Resident home working, Ealing, 2019, %**



Source: ONS, Oxford Economics

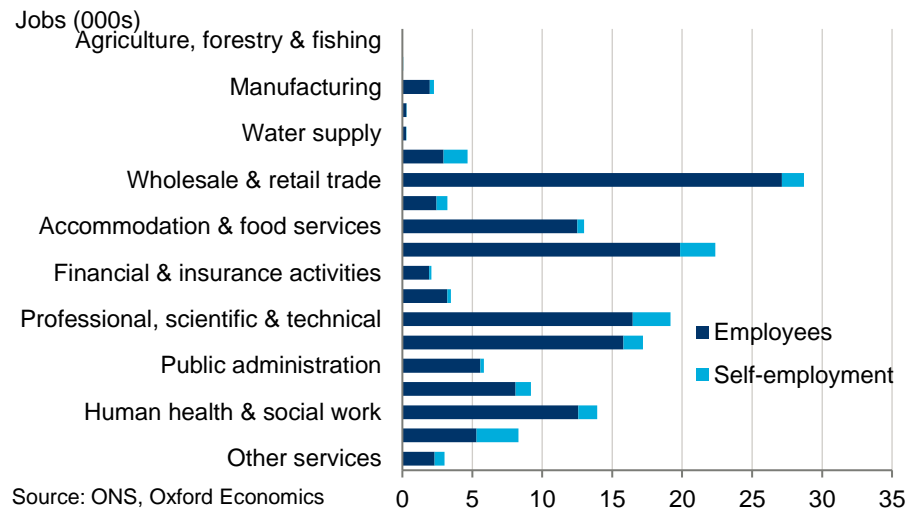
**6.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT**

Ealing is an entrepreneurial borough, in the sense that, at 18%, it had a larger share of self-employed workers in 2019 as a share of total workplace employment than WLA as a whole (15%), London or the UK (both 13%). Moreover, at 3.0%, the annual growth in self-employment between 2010 and 2019 was twice that of workplace employee growth.

This high reliance on self-employment raises Ealing’s overall exposure to the economic impact of coronavirus, especially since self-employment tends to be concentrated in sectors (construction, manufacturing, and transport) particularly vulnerable to job losses from the coronavirus outbreak. We forecast that the level of self-employment in Ealing may fall by 0.5% a year between 2020 and 2025, compared with an average annual decline of 0.1% for total workplace employee jobs over the same period.



**Fig. 49. Self-employment, Ealing, 2019, 000s**



**6.9 IMPACT ON RESIDENTS: UNEMPLOYMENT AND INACTIVITY**

Unemployment in the UK has escalated in the wake of the coronavirus outbreak, with Ealing feeling the impact more than most. The borough is projected to experience the largest increase in unemployment within West London, rising by three percentage points from 6% in 2019 to 9% this year.<sup>13</sup>

Given that many job losses are in shops, bars and restaurants, which typically employ younger staff and students, it is likely that youth unemployment has not only increased but will continue to do so in coming months. This will be a departure for the borough: those aged 18-24 made up just 3% of total claimants in March; only Hammersmith & Fulham had a lower rate.

In contrast, long-term unemployment is a well-established issue in Ealing. ONS data as of March this year show that close to three-quarters of claimants have been unemployed for more than two years, the most of any WLA borough by some margin. This figure will clearly not rise immediately, but the ability of such people to find new work will be reduced by there being an increased number of short-term unemployed, seeking work and likely to be looked on more favourably by employers than the long-term unemployed.

Even once lockdown measures are eased it will take time for normality to return, and for businesses to recruit to the levels experienced pre-outbreak. Those with lower skills or limited employment records within elementary occupations will probably find it hardest to return to work.

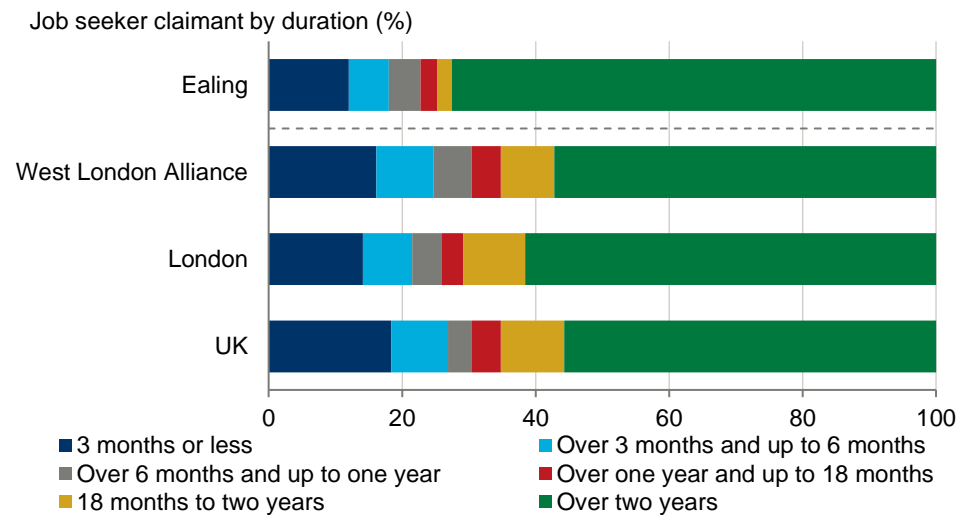
9%

Unemployment rate in 2020.

*The borough will experience a significant jump in unemployment this year. Compounding challenges for the long-term unemployed.*

<sup>13</sup> ILO definition.

**Fig. 50. Job seeker claimants, Ealing, March 2020, %**



### 6.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH

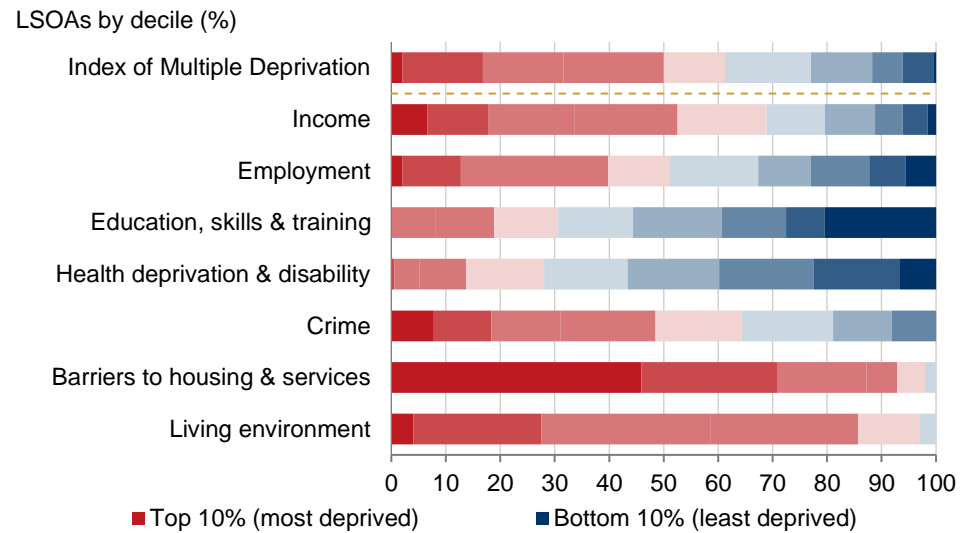
Ealing has more widespread deprivation than most other WLA boroughs. Indeed, only Brent has a larger proportion of LSOAs in the most deprived decile of the Index of Multiple Deprivation in England.<sup>14</sup> Moreover, Ealing contains a lower percentage of LSOAs in the three least deprived deciles than either the WLA or London as a whole.

Ealing performs less well in terms of income deprivation and crime, and ranks among the weakest of all London boroughs in terms of housing conditions. Almost half of the LSOAs in Ealing are in the most deprived decile for barriers to housing & services, reflecting low affordability. And 97% of the borough's LSOAs are in the bottom half for living environment, suggesting that poor housing conditions are a common problem.

Encouragingly, however, Ealing scores well in terms of health deprivation & disability, with more than 70% of its LSOAs in the bottom half of the English local authority deprivation index. This is likely to be a source of strength in terms of the borough's ability to survive the current pandemic without excessive problems, relative to other parts of London, despite a high infection rate.

<sup>14</sup>Lower Layer Super Output area. A statistical unit used in England and Wales to facilitate the reporting of small area statistics. They have a minimum population of 1000 with a mean size of 1,500.

**Fig. 51. Index of Multiple Deprivation, Ealing, 2019**



Source: MHCLG

### 6.11 IMPACT ON RESIDENTS: DEMOGRAPHICS

Jobs typically occupied by younger workers are currently more at risk of furlough or loss, so the borough’s younger demographic may be worse-hit than others. Furthermore, higher-skilled and somewhat more mature office-based workers are better able to work from home than their younger colleagues—as they tend to be further up the career ladder, have higher incomes, greater job security, and are less likely to live in shared accommodation with non-family members. The consequence may be that a disproportionate number of people whose jobs are at risk (or already gone) or in younger demographic groups.

Nevertheless Ealing, like the rest of the capital, has a relatively young population, so the likelihood of a large proportion of its young people becoming unemployed may not be high.

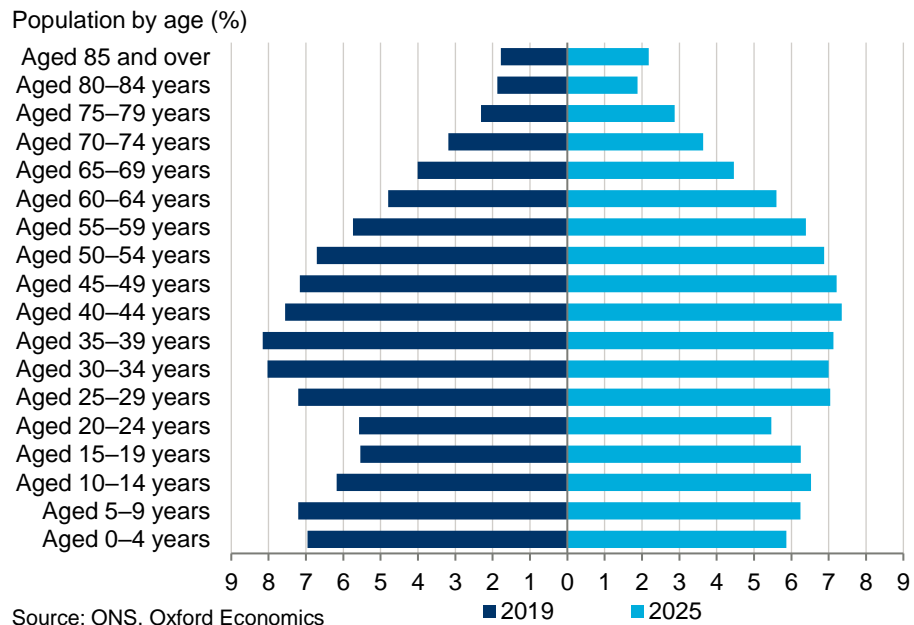
A bigger issue may be the challenges that face those mature residents with low qualifications who lose their jobs. They may find it particularly difficult to compete in the jobs market when recovery comes. Ealing’s share of residents aged over 55 is expected to rise from 24% to 27% between 2019 and 2025. Across London, we expect this equivalent age group to only account for 24% of the total by 2025.

**24%**

Over 55s share of population in 2020.

*Older people will account for a relatively large and increasing share of the local population compared to WLA and London.*

**Fig. 52. Population by age band, Ealing, 2019 and 2025, %**



**6.12 IMPACT ON RESIDENTS: ETHNICITY**

Ealing is a very ethnically diverse borough, with more than 100 languages spoken and the largest Sikh population outside India (Southall is a major centre of South Asian culture).<sup>15</sup> Ethnic minorities accounted for 47% of the borough’s population in 2019, a slightly larger share than across WLA and ten percentage points larger than the London average. A breakdown by grouping shows that representation broadly mirrors West London overall, with Indians as the largest minority group.

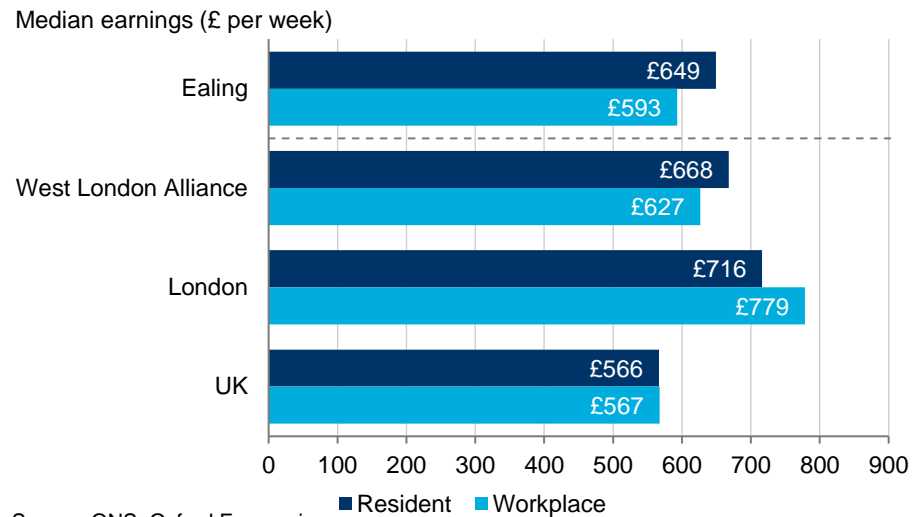
**6.13 IMPACT ON RESIDENTS: INCOMES, SPENDING, AND HOUSE PRICES**

Ealing falls right in the middle of WLA boroughs in terms of median resident and workplace earnings per week (at £649 and £593 respectively). However, this is less than London in both cases.

Household expenditure is almost certainly falling across all income levels in the borough, thanks to people’s inability to spend in shops, bars, restaurants and venues, job losses and pay cuts, and a slump in consumer confidence. Ealing’s relatively large number of self-employed residents may make for even greater caution than in some other boroughs. We forecast that average spend per head in Ealing will fall from £24,500 in 2019 to £21,600 this year—a marginal stronger decline than that experienced across both WLA and London overall. In 2021 we forecast a rebound of 8.6% in our baseline scenario and a softer 5% increase in our downside scenario.

<sup>15</sup> Ealing Arts and Cultural Strategy, 2013-2018

**Fig. 53. Resident and workplace earnings, Ealing, 2019**



**£649 per week**

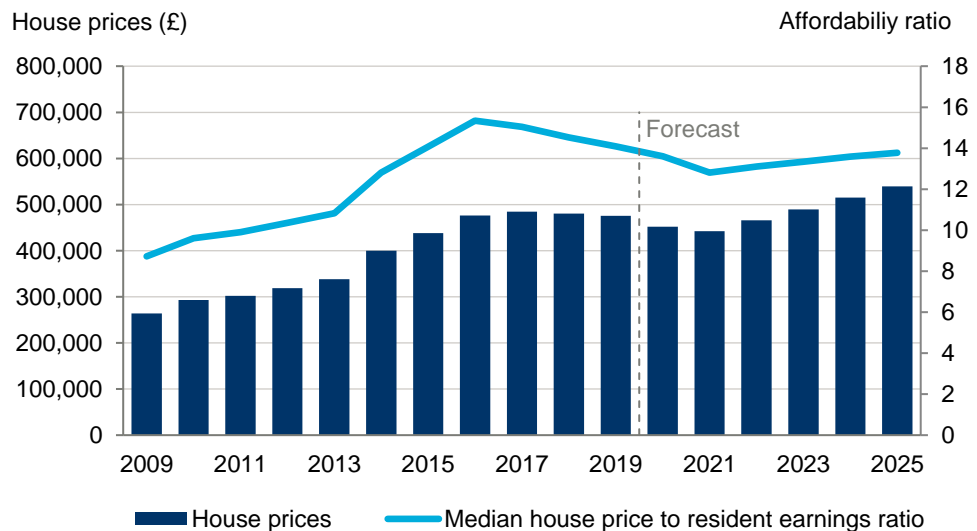
Average resident earnings in 2019

*Below average wages and falling house prices will both likely weaken local consumer confidence.*



Another factor affecting confidence will be house prices. Even before the coronavirus crisis, Ealing house prices have changed little since 2016. Now, job losses in the local economy and huge uncertainty imply that house prices will fall by 5% this year and bottom out in 2021. Affordability will therefore improve somewhat, before worsening again once prices resume rising in 2022. It will be consistently about 10% worse than the London average.

**Fig. 54. House prices and affordability, Ealing, 2009-2025**



One of the biggest challenges for Ealing, and other London boroughs, may arise if residents who lose their jobs or experience major pay cuts can no longer pay their housing costs—either mortgage payments or rents. Given that barriers to housing & services and the living environment are the major causes of social deprivation in Ealing, it is clear that a significant minority of local residents could easily face serious difficulties in this regard. Housing problems

can, of course, also lead to other difficulties such as residents' health and their ability to find work.

## 7. HAMMERSMITH & FULHAM

### KEY FINDINGS

- Hammersmith & Fulham ranks relatively well in terms of our Coronavirus Challenges Index. It has a highly-qualified workforce and the borough's occupational structure is dominated by managerial and professional occupations, with over 70% of residents employed in these groups, and with a higher than average capacity for home-working.
- Hammersmith & Fulham's status as the West London borough with the highest earnings, consumer spending and house prices, all reinforce the same message.
- However, there is deprivation in the borough, and Hammersmith & Fulham is more exposed to the low-wage and very badly affected hospitality sector than any other WLA borough. Entertainment and sport are also important and are being very badly hit by the lockdown, as is the large non-food element of the retail sector.
- Important redevelopment sites within the borough include White City, home to Imperial College London's second campus. The plight of universities across West London is a real source of concern, although Imperial is clearly very robust compared with most.

### 7.1 OVERVIEW & CORONAVIRUS EXPOSURE

Hammersmith & Fulham is the most central borough in the West London Alliance, and indeed forms part of Inner London. It is one of only two WLA boroughs with a positive net inward commuting value, reflecting its central location and its employment opportunities, both of which attract in-commuting. The borough provides the London home to a wide range of high-profile brands, such as Disney, Virgin Media and fashion companies such as for example Ralph & Russo. Some of these companies are being very badly squeezed by the current crisis, but for others the shift towards more digital ways of living and working is probably providing a boost to sales. That could be only temporary, but it might represent a permanent market-shift.

Hammersmith & Fulham has some areas of deprivation, but overall it is by most standards a high-income borough. It ranks first among WLA boroughs for both workplace-based wages and residence-based wages. It is also home to the important White City regeneration scheme, which includes housing and employment, with an important focus on the creative industries sector (building on the BBC heritage). Adjacent to White City is the new campus for Imperial College London. This is a source of short-term concern, since all universities are being hit by social distancing and consequent threats to their 2020/21 fee incomes. But Imperial is among the most highly respected universities in the world, and will be an undoubted survivor. Its investment in Hammersmith & Fulham is a huge strategic asset for the borough, and will be a magnet for private sector businesses and talent, who will be drawn to the immediate area, and perhaps more widely.

**Below average  
coronavirus  
challenges**

Particularly with respect to  
connectivity.



Earls Court is another development opportunity, but one that has proved controversial, and that has been much-delayed. Even before the crisis, the site of the demolished Earls Court Exhibition Centre lost more than half its value in just over four years. If, as is possible, private sector developers are now entering a period of uncertainty and hence caution, there may be a tendency for funds to flow most strongly towards those sites that seem to be the safest bets.

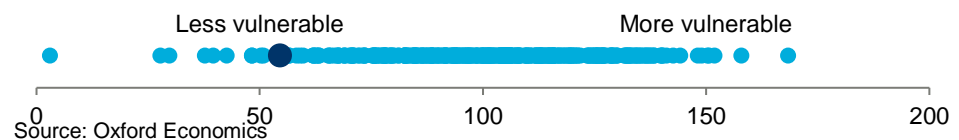
Hammersmith & Fulham is also one of the three boroughs with a stake in the Old Oak Common and Park Royal development, discussed in Chapter 3, above.

Hammersmith & Fulham is uniquely home to three top-tier professional football clubs: Chelsea, Fulham and Queens Park Rangers. These have clearly been very badly affected by the pandemic. While the local multipliers from sports venues are not huge, relative to their sizes, they nevertheless do make economic as well as community contributions to the borough. Uncertainty over when fans will again be allowed to attend matches means that it is not clear when their economic activity will return to the borough.

Overall, the borough's exposure to the challenges created by coronavirus, though undeniably considerable and highly distressing, are probably smaller in scale than those facing some other local authority areas. Indeed, in our Oxford Economics Coronavirus Challenges Index, Hammersmith & Fulham is ranked 14th least vulnerable of the local authority areas included.

**Fig. 55. Coronavirus Challenges Index, GB LADs, 2019**

(average = 100)



The borough ranks particularly well regarding **connectivity**, due to good broadband speeds in the area and a likely high incidence of home working. Low exposure to the manufacturing and transport **sectors**, and the presence of a lot of **high growth businesses** also mean Hammersmith & Fulham is relatively well set to weather the crisis. Factors which leave Hammersmith & Fulham more vulnerable include the relative importance of the **hospitality** sector, and the large share of **small businesses** in the area.

**7.2 SECTORAL STRUCTURE**

Wholesale and retail trade is the largest sector in Hammersmith & Fulham by workplace employment and the third largest by GVA, reflecting the presence of the Westfield shopping centre in the borough. The sector accounted for 18% of borough employment in 2019, compared with 11% and 15% for both London and West London respectively. But it has of course been one of the worst-hit sectors nationally, in terms of the immediate impact of the coronavirus pandemic, and that therefore feeds through to a particularly large impact on Hammersmith & Fulham's economy. Wholesale and retail trade was the largest contributor to workplace employment growth over the last decade, and is



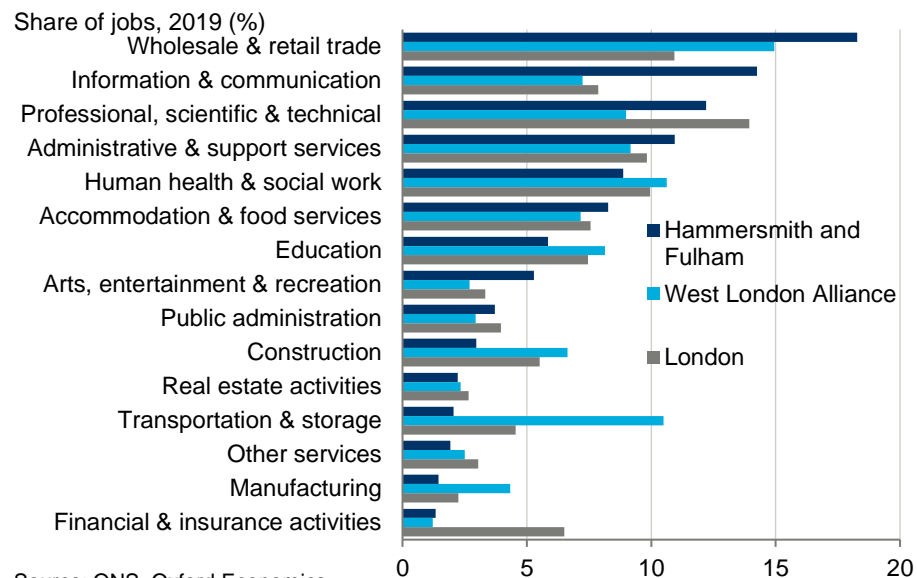
forecast to be the biggest contributor over the period to 2025 as well, but with a sharp dislocation in 2020.

## 14% of jobs

Information & comms share of workplace jobs in 2019.

*The sector's share of local workplace jobs is over six percentage points larger than the London average.*

**Fig. 56. Workplace employment by sector, Hammersmith & Fulham, 2019, %**

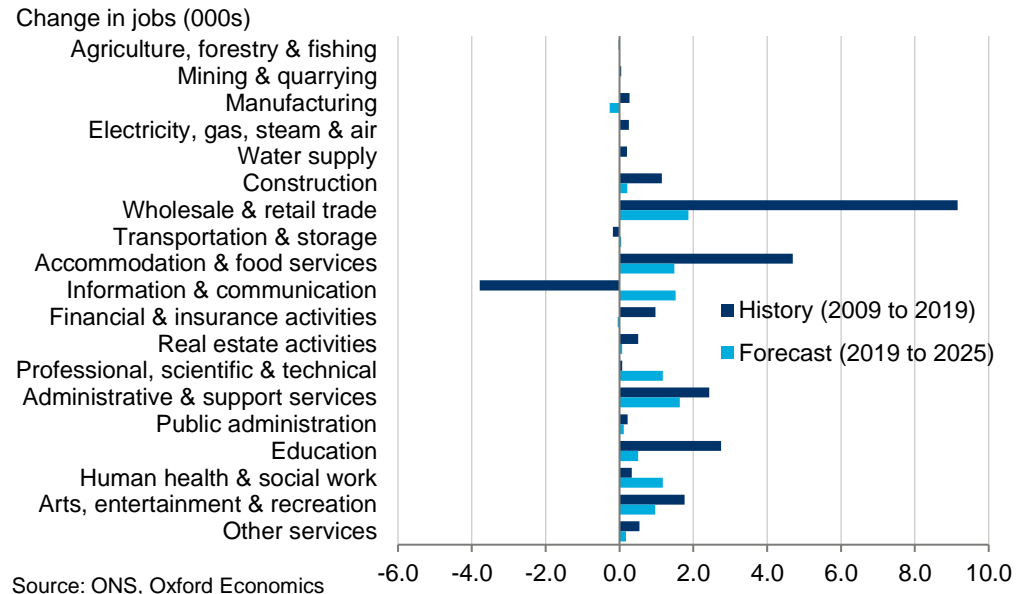


Source: ONS, Oxford Economics

Arts, entertainment and recreation is another sector that has been badly damaged by the crisis and which is over-represented in Hammersmith & Fulham, reflecting a range of nationally important sporting and cultural venues. Hospitality has also been badly hit, and although it is not a sector that the borough particularly specialises in, it did grow markedly in employment terms in the decade to 2019. That growth will return, but not at anything like historic rates. Meanwhile the manufacturing sector is small in the borough, even by London standards, so that its problems have not hit Hammersmith & Fulham particularly hard, compared with many places, especially where employment is concerned.

On the positive side information & communications sector is a sector in which Hammersmith & Fulham clearly does have a specialism, and is experiencing less of a hit to output and employment than most. Indeed, some parts of it are experiencing a boost to growth, as both home life and working life become more digital. It is possible that recent experience will provoke a permanent change in the use of digital technology, and an acceleration in future growth, although it is too early to be sure of that: a return to real experiences is also a possibility, both in the workplace and in people's personal lives.

**Fig. 57. Change in workplace employment by sector, Hammersmith & Fulham, 2009-19 and 2019-25 baseline forecast**

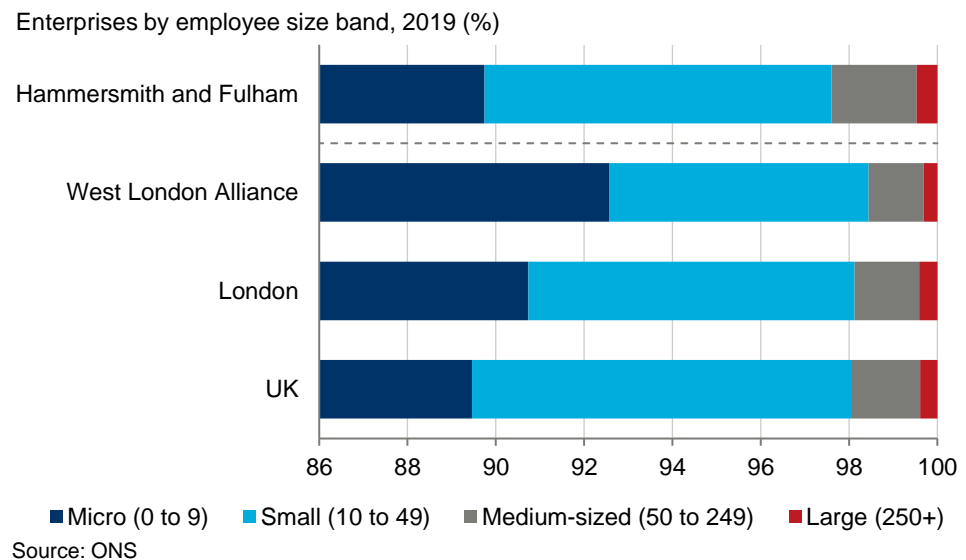


**7.3 SIZE OF BUSINESSES**

Hammersmith & Fulham’s share of micro businesses (90%) is marginally lower than in any other WLA borough. Many such businesses are likely to be particularly vulnerable to the effects of the crisis, and so a smaller share provides a source of resilience for the borough. Furthermore, over 40% of Hammersmith & Fulham’s micro businesses are in the professional, scientific & technical and information & communication sectors, while 6.2% of all businesses are identifies by the ONS as high growth enterprises. This is the highest of any of the West London boroughs, and the 40th highest of the 368 LADs in Great Britain.

**28%**  
Professional services sector’s share of micro businesses in 2019.  
*The largest share across the West London boroughs and higher than the Greater London average (24%).*

**Fig. 58. Enterprises by size, Hammersmith & Fulham, 2019, %**



### 7.4 OUTPUT AND WORKPLACE EMPLOYMENT

**In our baseline scenario** we estimate that the Hammersmith & Fulham economy contracts by a little over 7% in 2020. This is followed by a strong return to growth in 2021, with expansion at about the same rate. In the period from 2020 to 2025, growth is forecast to average under 2% per year. The worst hit sectors in 2020 are accommodation and food services, arts entertainment and recreation, and education. We estimate that all of these contract by around 20% in 2020, but rebound strongly in 2021.

**Our downside scenario** sees a larger contraction in 2020 of nearly 13%. Just as importantly, growth is subdued to just over 3% in 2021. In the period from 2020 to 2025, growth is just 0.4% per year. The sectors that are worse affected in our baseline view are also the worst affected in this scenario, with contractions of over 20% in 2020, while their recoveries in 2021 are much reduced compared with the baseline.

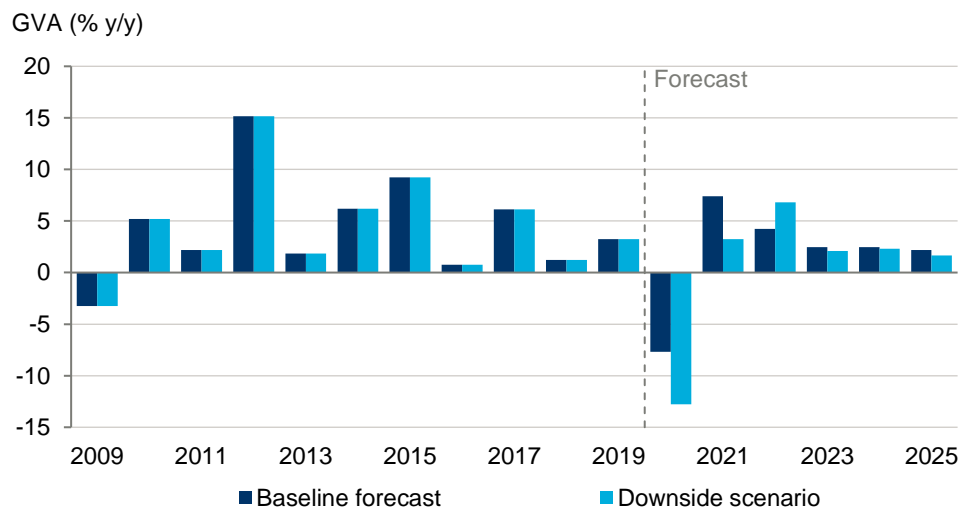
**7% decline**

GVA contraction in 2020.

*The contraction in the local economy will be the weakest across the WLA boroughs this year.*



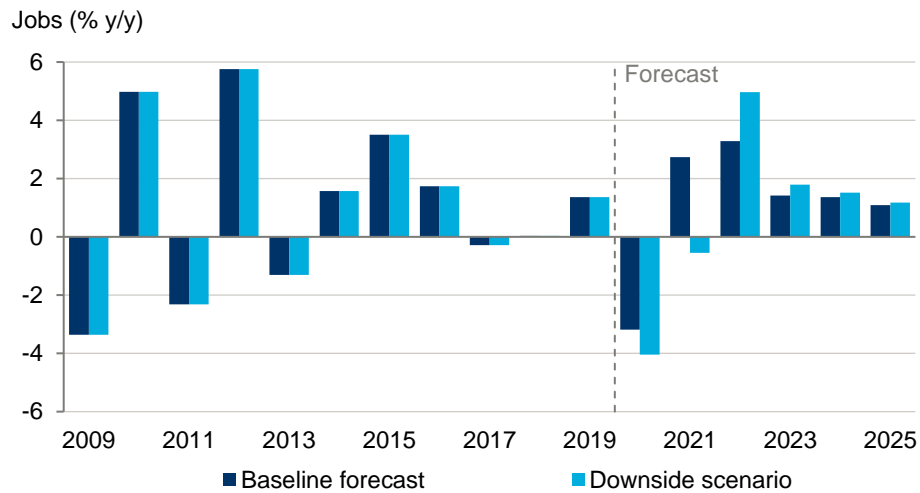
**Fig. 59. Baseline GVA and scenario, Hammersmith & Fulham, 2009-25, % y/y**



Source: ONS, Oxford Economics

**Workplace employment** contracts by over 3%, or 5,000 jobs, in 2020 in our baseline, with 2021 seeing growth of under 3%. In the period to 2025, growth averages over 1% per annum, partly because jobs are lost in the finance and manufacturing sectors. In our downside scenario workplace employment falls by 4% in 2020, with growth not returning until 2022.

**Fig. 60. Baseline workplace employment and scenario, Hammersmith & Fulham, 2009-25, %/y/y**



Source: ONS, Oxford Economics

**5,000**  
Decline in jobs total in 2020

However, the medium-term employment outlook is the strongest across the West London boroughs.

**7.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING**

Census data shows that, back in 2011, almost two thirds of people who lived in Hammersmith & Fulham and who were in work, commuted to jobs outside the borough, while more than 70% of people who worked in the borough commuted in from elsewhere. Overall, however, inward commuting easily exceeded outward. This is still true: we estimate that in 2019, Hammersmith & Fulham had 24,000 more people working in the borough than there were residents in employment, indicating the scale of the net difference between inward and outward commuting. Hammersmith & Fulham is one of only two WLA boroughs with net inward commuting, along with Hillingdon.

Despite being a borough with net in-commuting, earnings data shows that in 2019 the average wages of residents were more than 20% higher than those of people whose jobs were located in the borough. So, Hammersmith & Fulham residents commuting to work elsewhere typically earn higher wages than workers commuting into the borough from elsewhere. It seems likely that a lot of those who commute into the borough are working in retailing and other sectors that offer lower than average wages and/or job security and/or ability to work from home. It also seems likely that for outward commuters, the reverse is true. That pattern means that from the point of view of residents, the borough's exposure to the coronavirus downturn is likely to be less than would appear to be the case, based purely on the jobs that are done within Hammersmith & Fulham.

**7.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS**

Reinforcing that, a large proportion of Hammersmith & Fulham residents work in managerial, professional and associate professional occupations. Over 70% of resident employment is in these three occupational groups, which is the WLA's highest share. Within that, over 23% of resident employment is in managerial occupations, the largest proportion among WLA boroughs and well above the London and national averages. This high representation in higher

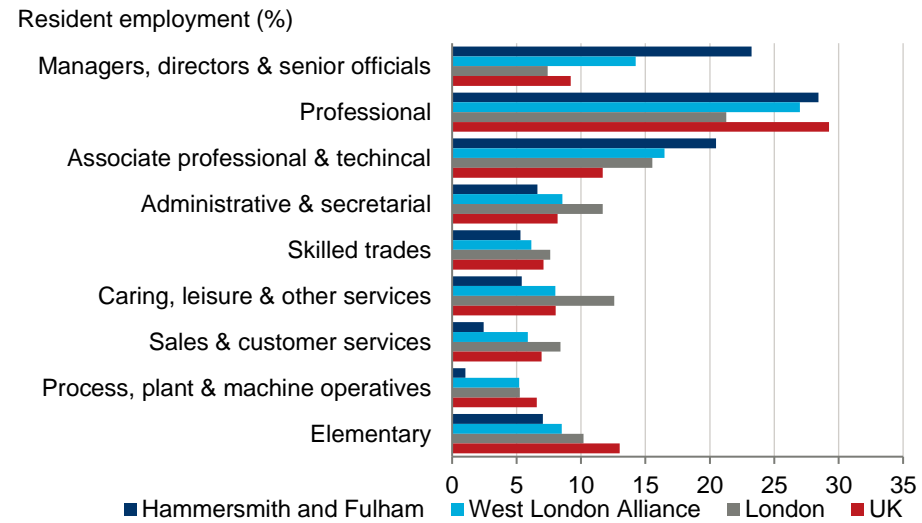
## 24,000 net in-commuting

Despite this, census data show that nearly two in every three employed residents commute out of the borough.



value-added occupations with strong employment growth outlooks, and a corresponding low representation of lower skilled occupations, provides Hammersmith & Fulham with an element of resilience with respect to the impact of coronavirus, relative to many other local areas in London and the UK.

**Fig. 61. Resident employment by occupation, Hammersmith & Fulham, 2019, %**



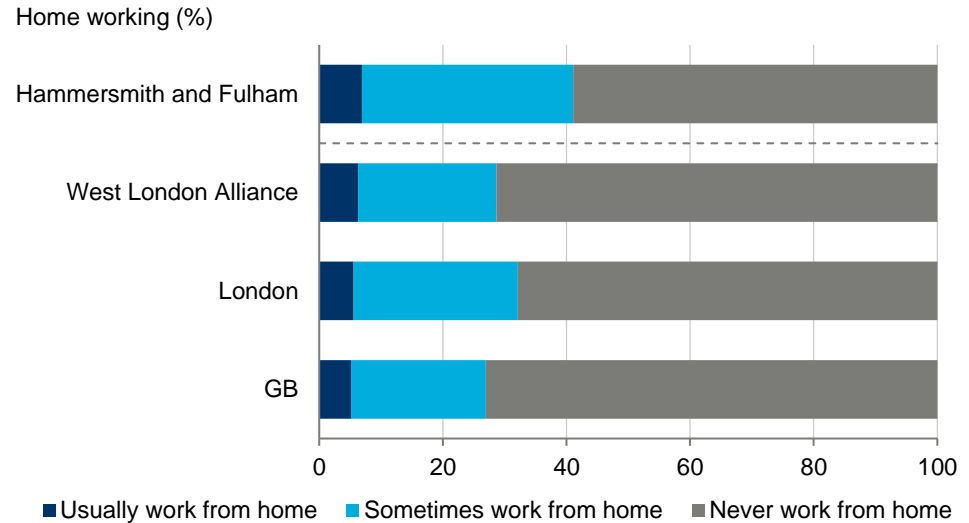
Source: ONS, Oxford Economic

### 7.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS

With those in managerial or professional occupations more likely to be able to work from home, Hammersmith & Fulham's occupational mix means it is relatively well adapted for home working. And indeed, on our estimates Hammersmith & Fulham has a larger incidence of residents who sometimes work from home than any other borough in the WLA, while the share of those

who never work from home is the fourth smallest of all of the 33 London boroughs.

**Fig. 62. Resident home working, Hammersmith & Fulham, 2019, %**

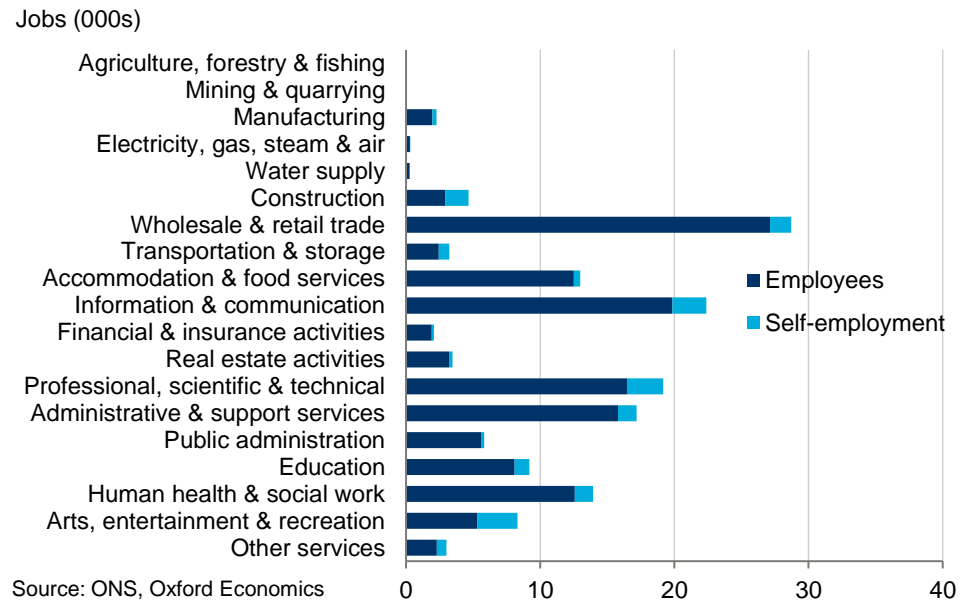


Source: ONS, Oxford Economics

### 7.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT

Another possible source of resilience is the fact that a low share of workplace based employment in Hammersmith & Fulham is accounted for by people who are self-employed. At 12% in 2019, the share is the third lowest in the WLA area and lower than the proportions for both London and the UK. However, the largest number of self-employed people at work in the borough are in the arts, entertainment & recreation sector (ranging widely from musicians to gym instructors), and these are being very badly hit by the lockdown. Those self-employed in professional services and information & communication should on average be much more secure.

**Fig. 63. Self-employment, Hammersmith & Fulham, 2019, 000s**



**7.9 IMPACT ON RESIDENTS: UNEMPLOYMENT & INACTIVITY**

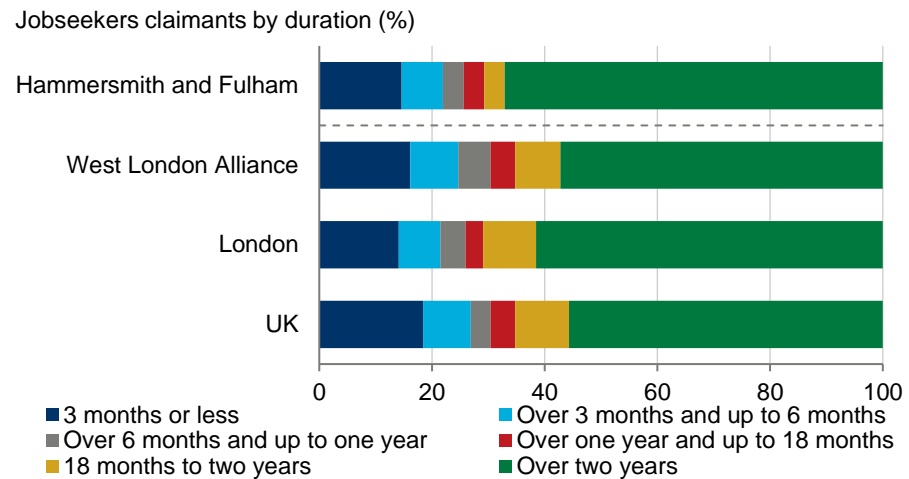
UK unemployment has risen sharply following the coronavirus outbreak, with Hammersmith & Fulham no exception. In our baseline, we see the borough’s unemployment rate increase by nearly half—to 6.1% in 2020.<sup>16</sup>

Quite a large proportion of unemployment in Hammersmith & Fulham is long term, with 67% of those unemployed in March having been so for over two years, the second largest such share among WLA boroughs. The current increase in unemployment caused by the coronavirus crisis will clearly not boost this figure immediately, but it does mean that a large cohort of people recently in work are now entering the pool of unemployed people. That implies a sharp intensification in the competition for work, with the long-term unemployed likely to find themselves even more disadvantaged than before.

Looking ahead, when lockdown restrictions are eased, it will take time for businesses to return to normal and to begin recruiting at pre-outbreak levels. It is also likely that many furloughs will convert to job losses, with a possible peak in unemployment to come. In our baseline scenario we forecast the unemployment rate of fall to 5.3% in 2021 as job loses soften but remain significantly above the 2019 rate of 4.2%.

<sup>16</sup> ILO definition.

**Fig. 64. Job seekers claimants, Hammersmith & Fulham, March 2020, %**



Source: ONS

Hammersmith & Fulham entered the current crisis with the lowest prevalence of unemployment among 18 to 24 year-olds of all seven WLA boroughs. However, it is likely that youth unemployment will increase in the coming months, given that businesses such as restaurants, bars, and retail stores frequently employ younger staff and are being particularly badly hit. The hope is that these sectors will be among the first to resume normal service when restrictions are eased, and will recruit quickly to meet demand.

From a broader perspective, Hammersmith & Fulham has the lowest incidence of economic inactivity among WLA boroughs, with only 21% of 16 to 64 year-olds inactive. Being a student is the most common cause of inactivity in the borough, accounting for 44% of inactivity. This is a larger proportion than anywhere else in West London. Hammersmith & Fulham also leads the WLA in its share of inactive people who want a job (20%). These indicators suggest a borough where inactivity is less of a concern than in some others.

### 7.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH

Although in normal circumstances Hammersmith & Fulham is in many respects a very prosperous borough, it does have some genuine problems of deprivation. Indeed, the borough has a larger share of Lower Super Output Areas (LSOAs) in the two most deprived deciles of the Index of Multiple Deprivation than either the WLA area as a whole, or London overall. In this regard, the borough's share (18%) is second only to Brent's (19%) among WLA boroughs.

The most significant form of deprivation in Hammersmith & Fulham relates to the living environment, which largely relates to housing conditions. Of the 113 LSOAs in the borough, 94 are among England's 30% most deprived on this theme. This has become a much more immediate issue in the context of people being required to remain at home under lockdown.

Equally, deprivation is also relatively concentrated within the borough in terms of barriers to housing & services. This theme typically touches on issues relating to access to housing generally, such as affordability. Nearly two thirds

**18%**

Share of LSOAs which rank among the top 20% most deprived in England.

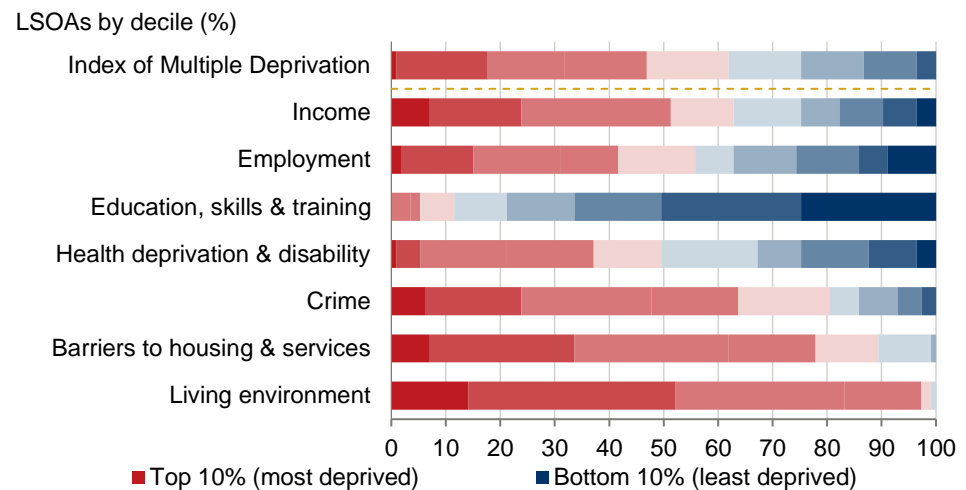
*Above the London average and the second largest concentration within the WLA.*



of the borough's LSOAs were ranked among England's top 30% most deprived according to this characteristic.

In contrast, deprivation relating to education, skills and training is less marked in Hammersmith & Fulham than in many London boroughs. None of Hammersmith & Fulham's LSOAs are in the 20% most deprived, and 89 of the 113 are in the 40% least deprived. It is, however, true that disruption to schools and higher education providers caused by the crisis may be adding to educational deprivation in the borough.

**Fig. 65. Index of multiple deprivation, Hammersmith & Fulham, 2019**



**7.11 IMPACT ON RESIDENTS: DEMOGRAPHICS**

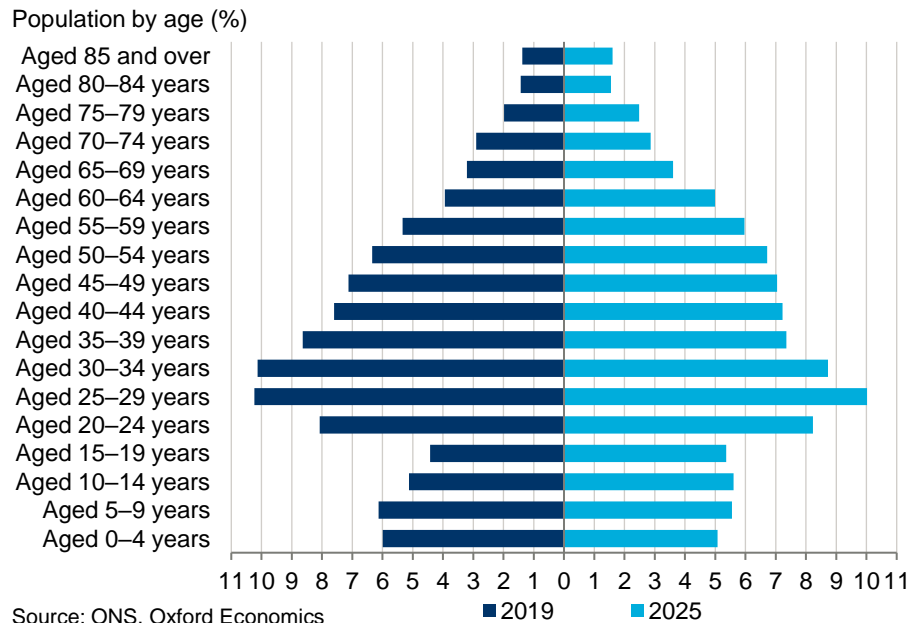
As we have already noted, many jobs typically occupied by younger workers are currently more likely to be subject to furlough or job losses, and it is therefore possible that the borough's younger demographic is being worse hit than others at present, at least initially and temporarily. In normal circumstances more mature office-based workers are more likely to work from home than younger colleagues—they tend to be further up the career ladder, have higher incomes, greater job security, and are less likely to be living in shared accommodation with non-family members.

That said, like the rest of London, Hammersmith & Fulham has a young population, so the likelihood that a large proportion of young people will become unemployed may not be large. Indeed, a bigger issue may be the challenges that face mature residents with low qualifications in occupations that are not suited to home working, and who lose their jobs. These people may find it particularly difficult to compete in the jobs market, when recovery comes. Fortunately, qualification attainment is relatively high across the borough. In 2019, over two thirds of the working age population were educated to degree level or above, the highest share across West London and 15 percentage points larger than the London average. Equally, those with no qualifications represented a relatively small share of working age residents (4.7% compared to 6.7% across London).

**70%**

The share of working age residents educated to degree level or above in 2019—significantly stronger than both the WLA and London equivalent shares.

**Fig. 66. Fig 12. Population by age band, Hammersmith & Fulham, 2019 and 2025, %**



**7.12 IMPACT ON RESIDENTS: ETHNICITY**

Hammersmith & Fulham has a less ethnically diverse population than the WLA average. Close to three quarters of the borough’s population aged 16 and over identify as white, compared with 54% in WLA boroughs on average. The shares of the 16+ population accounted for by Indian, Pakistani, or ‘other ethnic group’ residents are all lower than the average, although there is a larger share of black residents than the WLA average.

It will be important to seek to ensure that the impact of coronavirus on Hammersmith & Fulham’s residents does not impact any one of these groups particularly hard, relative to others.

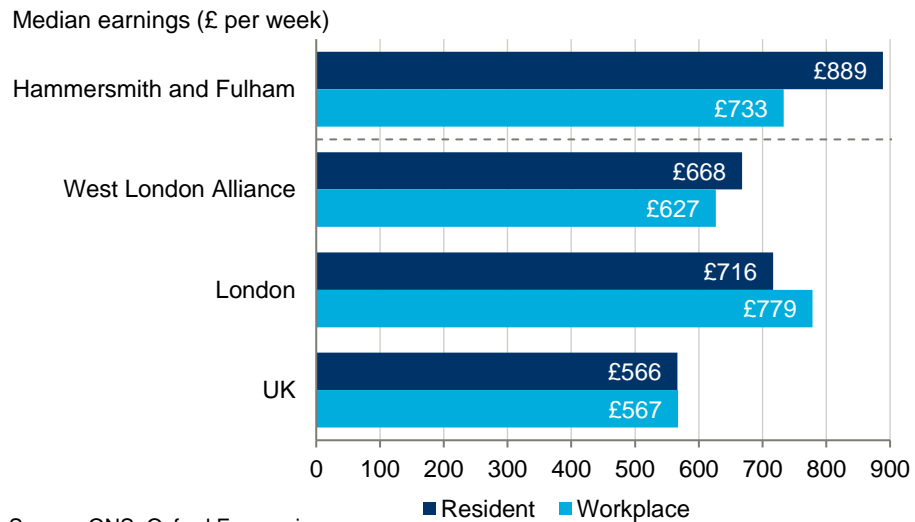
**7.13 IMPACT ON RESIDENTS: INCOMES, SPENDING & HOUSE PRICES**

Hammersmith & Fulham is a high-wage borough. Those commuting to other parts of London for work are typically in more highly paid roles than those work within the borough. But both Hammersmith & Fulham’s resident earnings and its workplace-based earnings, at £889 and £733 per week respectively, place it first among West London boroughs and well above the London and UK averages.

During the current crisis household expenditure is of course falling for people at all income levels in the borough, given both their inability to spend in shops, restaurants and the like, and also the prevailing mood of uncertainty about the economy. At more than £46,000 per head, residents’ spending levels were very high in 2019, much higher than in any other West London borough and more than double the UK average. We forecast that this falls by more than 10% in 2020, but that it returns to 2019 levels sooner in Hammersmith & Fulham than either West London or London as a whole, reflecting the fact that on average, local residents start with stronger household finances, and that many of them

have more secure jobs than on average. Residents are particularly likely to increase their spending in shops, bars and restaurants.

**Fig. 67. Resident and workplace earnings, Hammersmith & Fulham, 2019**



On a less bullish note, house prices in Hammersmith & Fulham are the highest in West London, and are the least affordable, with the earnings to house price ratio over 15, so double the UK average. Potentially one of the biggest challenges will be if people who lose their jobs or experience major pay cuts can no longer pay their housing costs, either mortgage payments or rents. Given that the Living Environment and Barriers to Housing & Services are the major causes of social deprivation in the borough, it is clear that a significant minority of local residents could easily face serious difficulties in this regard. Housing problems can lead to other difficulties with respect to, for example, health and the ability to find work; so it is important for the borough that difficulties in this regard do not increase markedly.

## 8. HARROW

### KEY FINDINGS

- **Harrow is an archetypal suburban borough. Resident earnings are higher than the WLA or UK averages and over half of residents in work commute to elsewhere in London, typically to well-paid and relatively secure roles offering high scope for home working. Over half of residents in work are employed in managerial and professional occupations.**
- Harrow also has low exposure to the more vulnerable sectors. Overall, therefore, it may seem to face fewer challenges than other parts of West London.
- The borough does, however, have high rates of self-employment and especially very small businesses, and that rather alters the picture.

### 8.1 OVERVIEW & CORONAVIRUS EXPOSURE

Harrow is primarily a residential borough, with very strong commuting links to central London, as well as to other boroughs and indeed Hertfordshire and other parts of the greater south east. By West London standards the wages received by residents are high; indeed, the third highest of the seven boroughs. But the same is not true for wages paid to people who work within the borough, which are the second lowest. The reason is that the borough has few large employers but a great many small businesses, with the latter mainly providing services locally. Indeed, micro sized enterprises account for a relatively large share of the local business stock. There are also relatively high levels of self-employment within the borough.

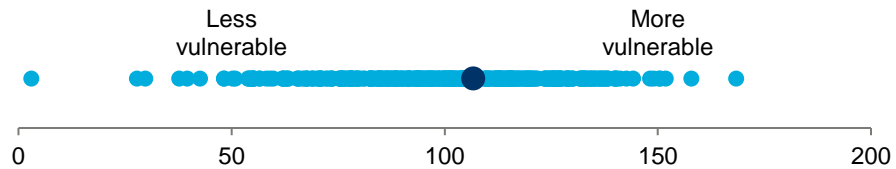
However, Harrow has in the past struggled to replace jobs that disappear from the borough, and as a business location it suffers in competition with other parts of West London and beyond, which provide greater scale and a wider range of property than Harrow can offer. The town centre has also suffered from high vacancy rates in commercial and retail properties. The Harrow & Wealdstone or 'Heart of Harrow' district has therefore been identified by the Mayor as one of London's Opportunity Areas, with the expectation of attracting 3,000 new jobs and around 5,500 new homes, in addition to two new schools and a range of upgraded infrastructure.

Work is well underway, with significant new residential and retail investment already in place in the town centre. But in the face of unprecedented economic uncertainty, and market conditions that may be difficult for some time to come, there is a need going forward to provide reassurance to developers, investors and buyers.

In our Coronavirus Challenges Index, Harrow sits in the middle of the pack, ranking 146th most exposed out of the 368 local areas across the GB. An important factor is its reliance on small and especially micro sized **businesses**, as well as its high share of workers who are self-employed.

**Fig. 68. Coronavirus Challenges Index, GB LADs, 2019**

(average = 100)



Source: Oxford Economics

**Above average coronavirus challenges**

Particularly with respect to local businesses.



Fortunately, the business theme is partially offset by the **economic structure** theme in which Harrow ranks in the top 53 least vulnerable boroughs. This is, in part, for ranking as the 22<sup>nd</sup> least vulnerable borough in terms of exposure to manufacturing. Furthermore, Harrow ranks the lowest out of all WLA boroughs for exposure to hospitality.

Our final theme, **digital connectivity**, is less extreme but equally as important. Harrow performs relatively well as it ranks in the top 80 least vulnerable boroughs due to strong broadband speeds and a relatively high proportion of people who are able to work from home.

**8.2 SECTORAL STRUCTURE**

As we noted in Chapter 3, some sectors are more directly affected by coronavirus than others, particularly those in which workers have physical proximity to colleagues or members of the public, or which face drastically reduced demand.

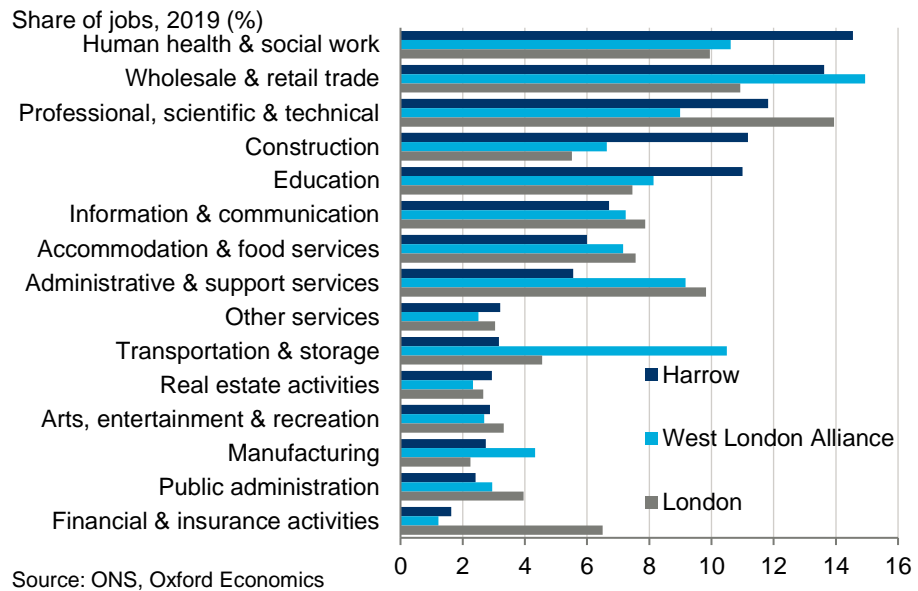
Fortunately, and as we noted above, Harrow's sectoral structure suggests that it has less exposure to these vulnerable sectors than other boroughs in the WLA and wider London areas. Indeed, in terms of its sectoral structure, we rank Harrow as one of the UK's least vulnerable areas with respect to coronavirus impacts.

Human health & social work activities is the sector which makes the largest contribution to workplace employment in Harrow. In 2019 it provided 13,000 jobs, equivalent to 14.5% of the total. This rate is significantly higher than for the rest of the WLA as well as for London and the UK (5.1%, 9.9% and 12.5% respectively), and the sector is forecast to grow through to 2025.

Harrow also has higher shares of jobs in the construction sector, despite a contraction in the last decade, and in the education sector, in comparison with both the rest of the WLA and the UK.

In contrast, a number of sectors are smaller in relative terms in Harrow than in the rest of the WLA or London. Transport & storage represents just 3.2% of total employment in the borough, a rate lower than the WLA equivalent, and also lower than London as a whole (5.1%). Harrow also has a relatively small share of jobs in the administrative & supports services sector.

**Fig. 69. Workplace employment by sector, Harrow, 2019, %**



**8.3 SIZE OF BUSINESSES**

The vast majority of the 15,000 companies in Harrow are micro-businesses with less than ten employees, which is the highest share of all WLA boroughs, and is also higher than the London and UK averages. Professional services account for more than a fifth of these. The Information & communication and construction sectors make up another 15% each.

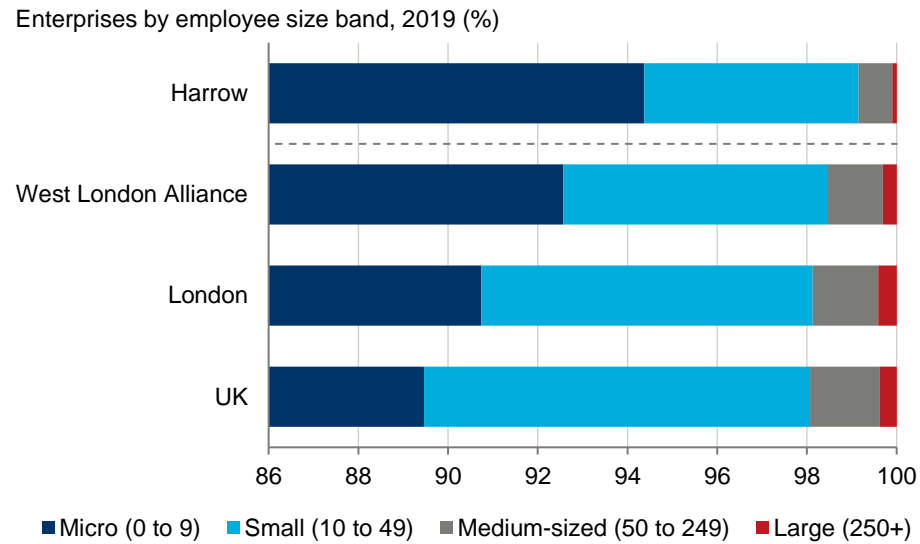
Small, medium and large businesses all account for low shares relative to the rest of London and the UK. This is unsurprising given that Harrow is primarily a residential borough, with few large private sector employers. A large number of micro-businesses are likely to be focused on providing services to local residents, and may therefore be particularly vulnerable in the short term to consumers being unable to buy from them. However, since Harrow is a relatively high income borough (see below) it is also possible that when the rebound comes, it will be somewhat stronger than average.

**94%**

Micro businesses share of the total in 2019.

*Businesses with less than 10 employees are more common in harrow than any other borough in WLA..*

**Fig. 70. Enterprises by size, Harrow, 2019, %**



#### 8.4 OUTPUT AND WORKPLACE EMPLOYMENT

In our baseline scenario the Harrow economy is projected to contract by 9% in 2020, with some sectors seeing more of a decline than others. Real estate activities, education and construction are all likely to be experiencing particularly large falls in GVA.

However, assuming lockdown measures are eased in the coming months, we forecast a strong recovery in 2021, with GVA growth of more than 7%. And over the medium term from 2020 to 2025, we project annual average growth of 1%.

Under our downside scenario, we forecast a 14% contraction in GVA in 2020. The pattern across sectors is much the same as in the baseline, but the extent of decline is greater. Because of the stricter/longer lockdown assumptions in the downside scenario, we expect a longer-lasting downturn in 2020, and a weaker recovery in 2021, with growth below 4%.

In terms of jobs, and in our baseline forecast, workplace employment in Harrow is projected to contract by 3%, or 2,800 people, in 2020. The accommodation & food services, wholesale & retail, construction and professional services sectors account for the majority of job losses.

However, these sectors, like most others, are expected to see strong rebounds in 2021.

Over the period from 2020 to 2025, we forecast in our baseline an additional 3,100 workplace jobs in Harrow, with health, accommodation & food, wholesale & retail and professional services accounting for more than half of the increase. Manufacturing is, however, set to contract over the forecast period.

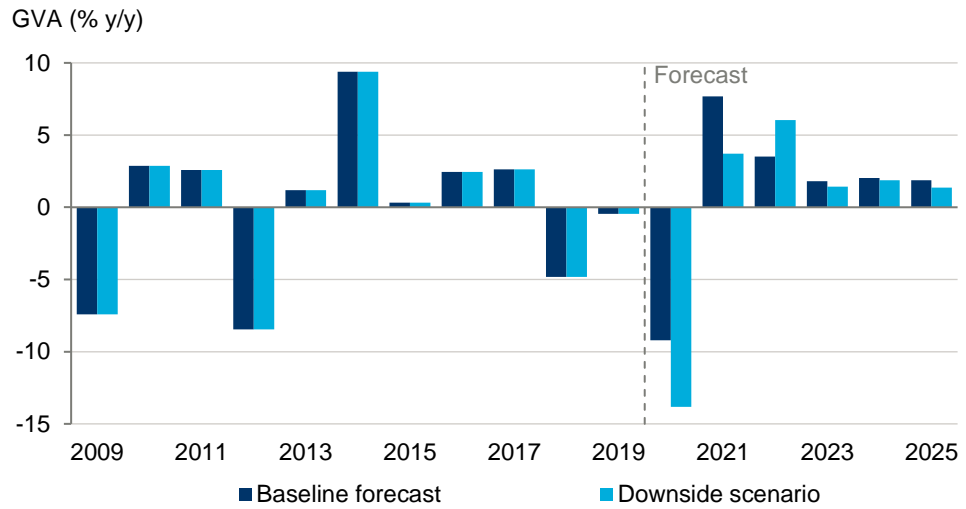
**9% decline**

GVA contraction in 2020.

*The contraction in the local economy will be on par with the WLA average this year, but stronger than the London overall.*



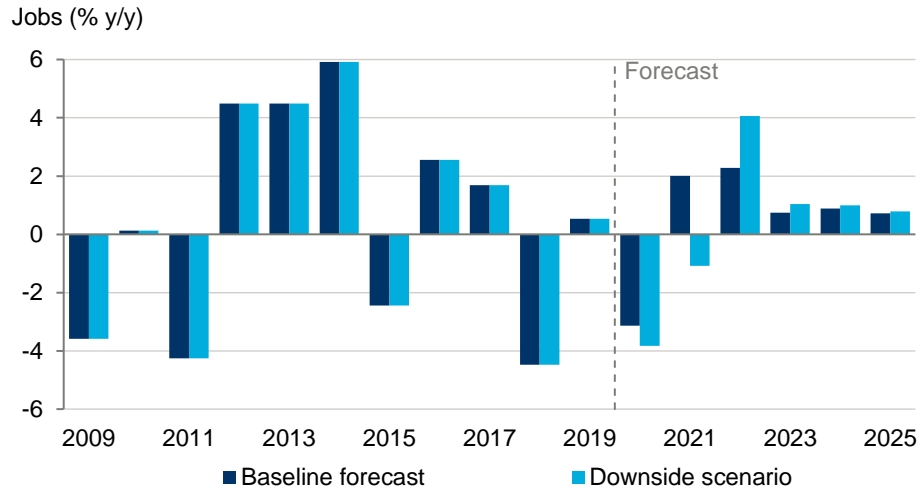
**Fig. 71. Baseline GVA and scenario, Harrow, 2009-25, % y/y**



Source: ONS, Oxford Economics

Under our downside scenario, we forecast a 4% contraction in workplace employment in 2020, with no return to growth until 2022. By 2025, workplace employment is only 2,900 higher in this scenario than it was in 2019.

**Fig. 72. Baseline workplace employment and scenario, Harrow, 2009-25, % y/y**



Source: ONS, Oxford Economics

**8.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING**

Harrow is a commuter borough. We calculate that in 2019, 44,000 more Harrow residents commuted out of the borough to work than commuted in from elsewhere. And that large figure almost certainly conceals rather larger flows in each direction. At the time of the Census, in 2011, more than 50% of Harrow’s employed residents normally commuted to other parts of London, or beyond, for work. The only other borough where that was true was Hammersmith and Fulham.

**2,800**  
Decline in jobs total in 2020

The rate of employment decline is below the WLA average *this year*.



## 44,100 net out-commuting

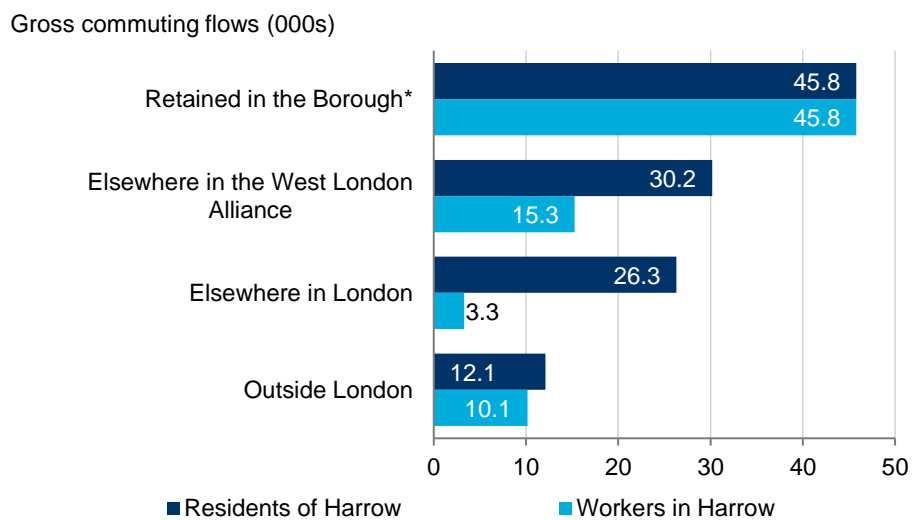
Net outward commuting was the largest of any WLA borough in 2020.



This pattern is also reflected in earnings data, which show that in 2019 the average wages of Harrow residents were more than 18% higher than those of people whose jobs were located in the borough, showing that those commuting out of Harrow to work tend to get paid more than those who work in the borough.

The high level of out-commuting means that job losses in other parts of London are likely to affect the Harrow economy, as well as local job losses. In particular, labour market developments in central London are especially important, and job cuts or pay cuts in boroughs such as Westminster and Camden, or in the City of London, are likely to result in some reduction in income and consumer spending in the local economy of Harrow.

**Fig. 73. Commuting flows, Harrow, 2019, 000s**



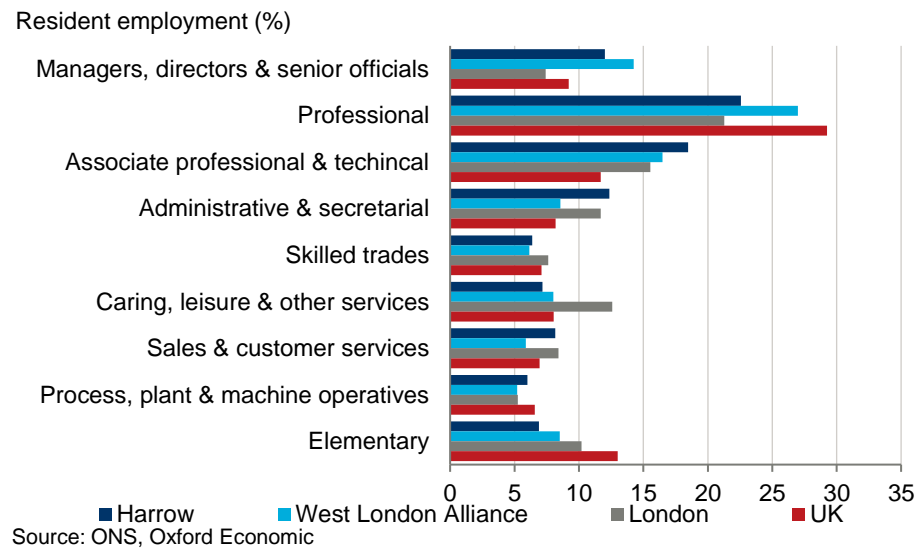
Source: ONS, Oxford Economics

\* includes home workers and no fixed place

### 8.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS

Net outward commuting is associated with a higher share of Harrow residents employed in senior roles than the average across London boroughs. In 2019, 12% of Harrow residents were employed as managers, directors & senior officials, compared with just 7% in London and 9% in the UK. Residents employed in professional occupations accounted for over a fifth of the total in Harrow, slightly higher than London at 21%, although behind the UK at 29%. These roles offer more scope for home-working than average, and tend to be concentrated in sectors enjoying higher than average employment growth. For both of these reasons, Harrow's residents may be in a stronger position than many others, with more of the borough's people able to continue working under lockdown.

**Fig. 74. Resident employment by occupation, Harrow, 2019, %**



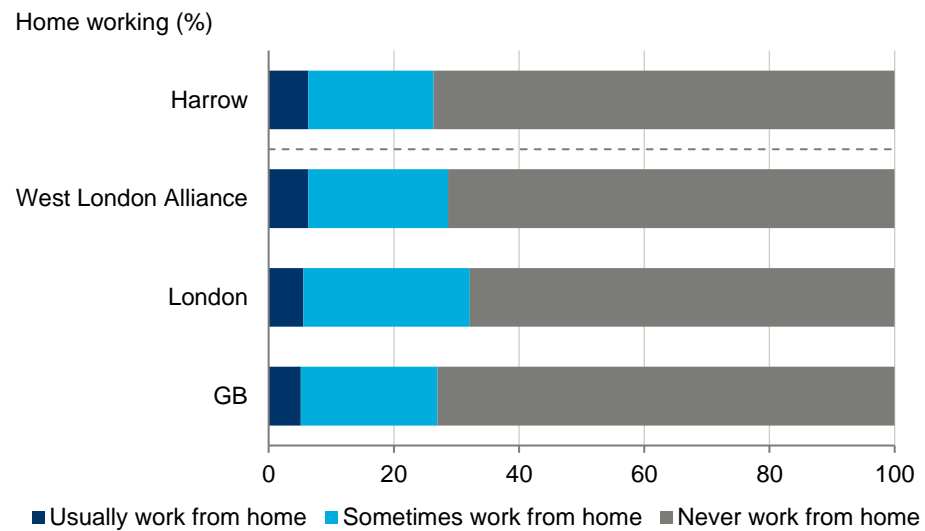
At the other end of the spectrum, Harrow also has lower shares of residents working in elementary occupations. These account for 7% in Harrow, but 10% in London and 13% in the UK.

This relatively high representation in higher value-added occupations with strong employment growth outlooks, and a corresponding low representation of lower skilled occupations provides Harrow with an element of resilience with respect to the impacts of the coronavirus relative to many other local areas in London and the UK.

### 8.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS

That said, based on 2019 evidence, the proportion of residents in employment who sometimes worked from home prior to the pandemic may have been slightly lower in Harrow than in West London as a whole, which seems to have been slightly lower in turn than the London average. Since then it is likely that working at home has become the norm for a large proportion of Harrow residents.

**Fig. 75. Resident home working, Harrow, 2019, %**



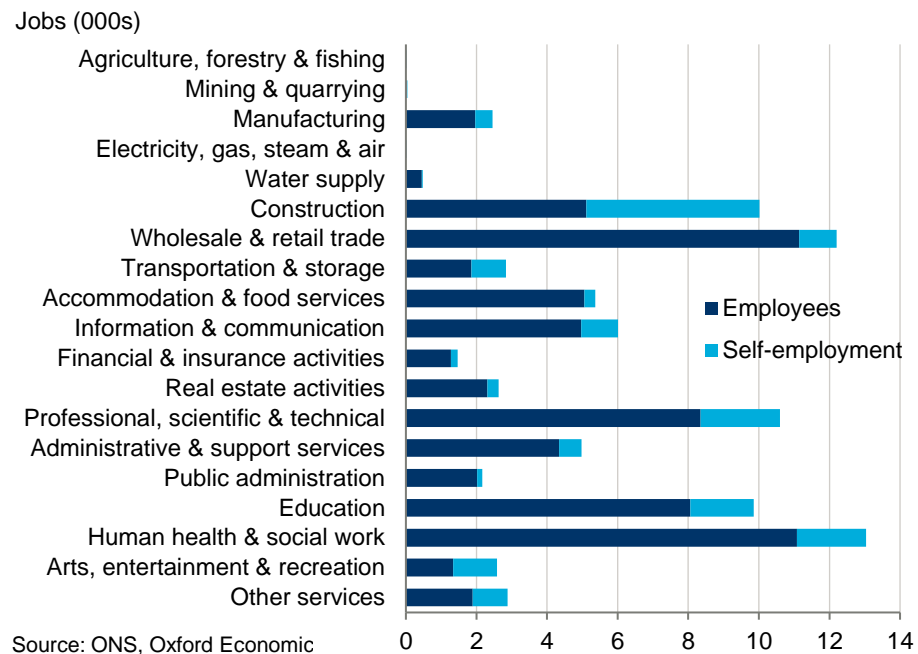
Source: ONS, Oxford Economic

### 8.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT

Harrow has higher levels of self-employment than the averages for West London, London as a whole, and the UK. Self-employment accounts for more than a fifth of total employment in the borough, measured on a workplace base, compared to 15% for the WLA, and 13% in London and the UK overall.

This is consistent with the relatively large number of micro businesses in Harrow, as discussed above, and with the fact that Harrow is a primarily residential borough. A large proportion of the self-employed in Harrow work in retail, or provide services to individuals or to small businesses. In addition, however, there were in 2019 over 1,100 self-employed people in the borough in the health & social care sector, and another 800 working in the education sector. Care workers in particular will have seen very high demand for their services in the present pandemic; the same will have been much less true for teachers and lecturers. These are primarily agency workers, and in the short term the former are likely to be very secure and many of the latter perhaps the opposite. Most vulnerable are those in the arts, entertainment and recreation sector, although this is a small sector overall.

**Fig. 76. Self-employment, Harrow, 2019, 000s**

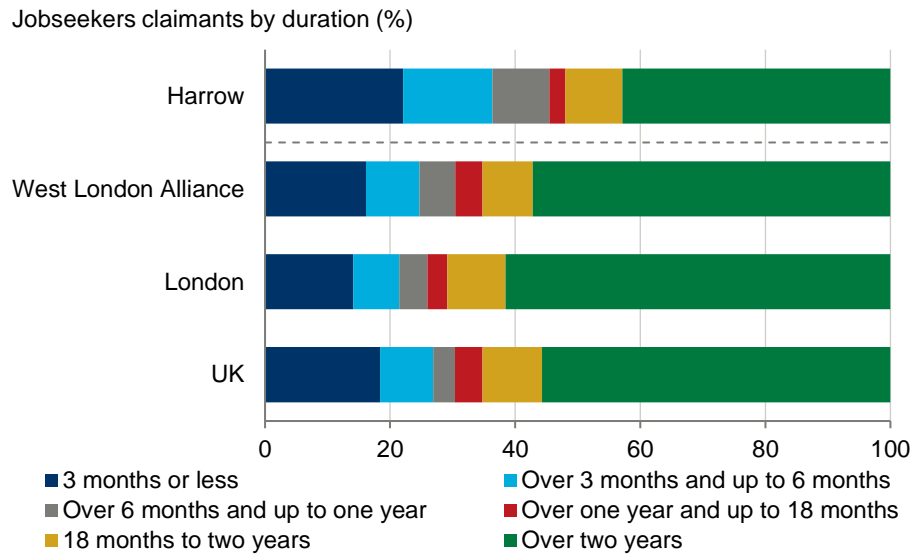


### 8.9 IMPACT ON RESIDENTS: UNEMPLOYMENT AND INACTIVITY

UK unemployment has risen sharply in the wake of the coronavirus outbreak, with Harrow no exception. In March 2020, with the crisis just starting to intensify, more than a fifth of those claiming job seekers allowance in the borough had been claiming for three months or less – more than the averages for the WLA, London, or the UK. Long-term unemployment was therefore less of an issue for Harrow, with just 55% of the unemployed having claimed for over a year, whereas in London and the UK the figures were 70% or more. This difference is indicative of a situation in which unemployment tends to be slightly more about transitional problems, with people moving between jobs, and less about deep-rooted personal or economic difficulties, than in some other places.

But unemployment is clearly increasing as a result of coronavirus, in Harrow as across the UK. When lockdown restrictions are eased, it will take time for businesses to return to normal and to begin recruiting at pre-outbreak levels. It is also likely that many furloughs will convert to job losses, some of which will be in the supply chain of the sectors in lockdown, with a possible peak in unemployment to come. It will therefore be important for the borough that those who have lost their jobs are able to secure new ones in combination with those elsewhere in London.

**Fig. 77. Job seeker claimants, Harrow, March 2020, %**



Source: ONS

More than half of claimants in Harrow in March 2020 were aged 24-49, which is a similar proportion to the rest of the UK. The 18-24 age group made up a smaller proportion of total claimants (4%), but it is likely that youth unemployment will increase in the coming months, given that businesses such as restaurants, bars, and non-food retail stores—which have a high propensity to employ younger staff—have been in the frontline of the lockdown, and will be among the last to return to normal.

**8.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH**

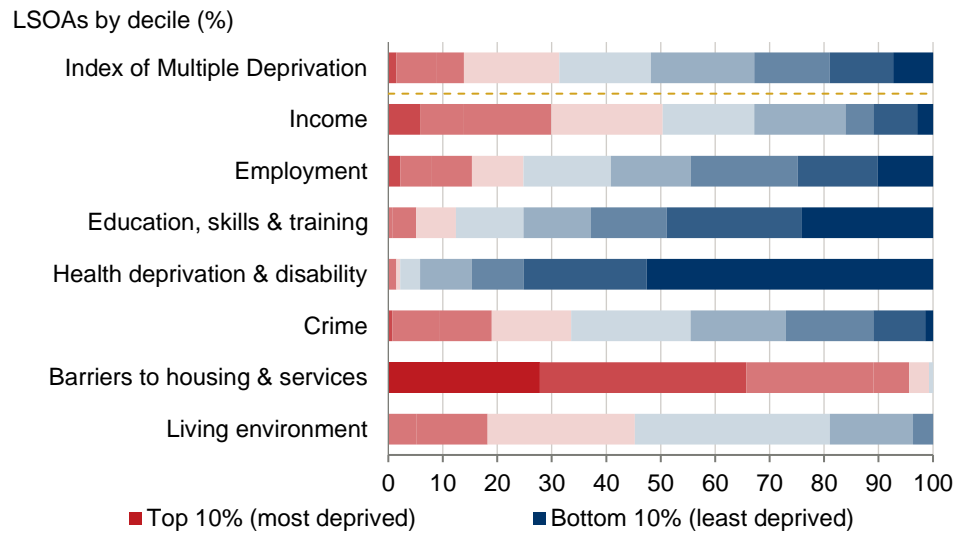
In comparison with the rest of the WLA and London as a whole, Harrow performs relatively well in terms of deprivation. The Index of Multiple Deprivation shows that Harrow has the greatest share of its LSOAs in the bottom 10% least deprived in England of any WLA borough. And, consistent with the patterns for earnings, occupations and commuting, the borough ranks well in terms of the employment and education, skills & training domains of the deprivation index. In contrast, housing affordability is the major cause of social deprivation in the borough with nearly 30% of LSOAs ranked among England top 10% most deprived according to the barriers to housing & services theme. In 2019, housing affordability in the borough, as a ratio of average house prices to earnings, was above the London average, but below that of the WLA average.

Crucially perhaps, Harrow also scores very well in terms of the health deprivation & disability domain, with more than half of its LSOAs in the bottom 10% of England’s least deprived. This domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. With relatively little of this type of deprivation in Harrow, the borough may have a higher than average degree of health resilience with respect to coronavirus. Nevertheless, the number of cases per 100,000 people has tended to be higher in Harrow than either the London or UK averages.

“ ... Harrow has the greatest share of its LSOAs in the bottom 10% least deprived in England of any WLA borough ... ”

With unemployment claims rising, employment deprivation in Harrow will inevitably have increased and will continue doing so until the labour market picks up. However, given that the issue is a UK-wide one, Harrow's ranking relative to other boroughs will probably not change significantly.

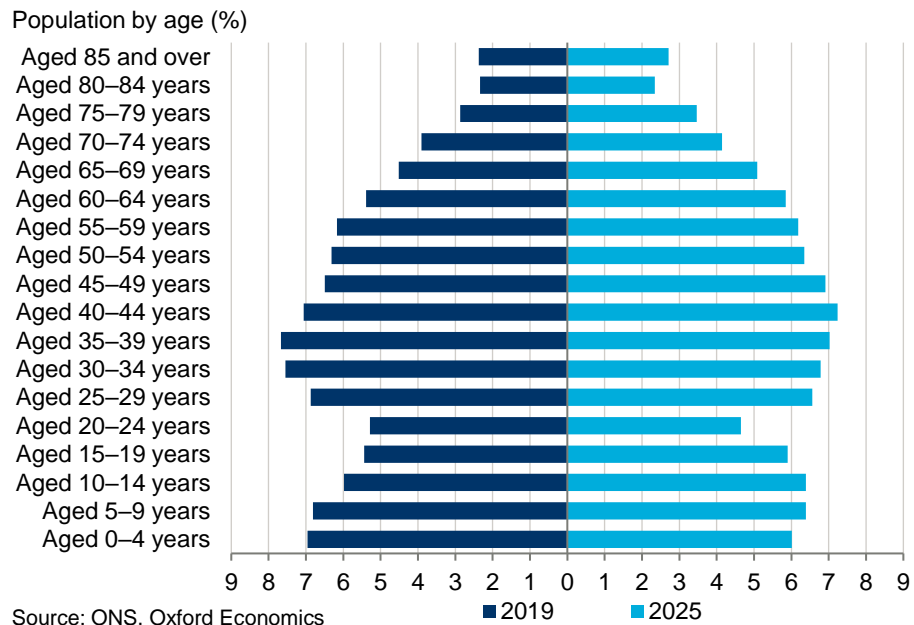
**Fig. 78. Index of Multiple Deprivation, Harrow, 2019**



### 8.11 IMPACT ON RESIDENTS: DEMOGRAPHICS

Like the rest of London, Harrow has a young population. So although younger people are currently more exposed to the risk of unemployment, the rate of unemployment for young people will probably not become especially high by national standards. Indeed, a bigger issue going forward may be the challenges that face any mature residents with low qualifications, who lose their jobs. These people may find it particularly difficult to compete in the jobs market, when recovery comes. In 2019, just over half of working age residents were educated to degree level or above—slightly below both the London and WLA average shares.

**Fig. 79. Population by age band, Harrow, 2019 and 2025, %**



**8.12 IMPACT ON RESIDENTS: ETHNICITY**

Harrow has a more ethnically diverse population than the WLA average. Only 45% of Harrow’s population aged 16 and over identify as white, compared with 54% in WLA boroughs on average. Within that, the share of the 16+ population accounted for by Indian and ‘other ethnic groups’ residents are higher than the average, whereas Pakistani/ Bangladeshi and black residents, both around 3%, represent lower shares than in West London as a whole.

It will be important to ensure that the impact of coronavirus on Harrow’s residents does not impact any one of these groups particularly hard, relative to others.

**8.13 IMPACT ON RESIDENTS: INCOMES, SPENDING, AND HOUSE PRICES**

Resident earnings in Harrow, at £677 per week, are higher than the WLA or UK averages, and just slightly below the London average. This is clearly a positive for the borough. It is, however, associated with net outward commuting, rather than local employers tending to pay particularly high wages. As we noted above, the gap between residence- and workplace-based earning suggests that those commuting to other parts of London for work are in high-value, well paid jobs. As a result, the possibility is that job losses in other London boroughs will have a larger impact on the Harrow economy than in many boroughs.

Regardless of job losses, household expenditure is likely to fall at all income levels in the borough, given both the inability to spend in shops, restaurants and the like, and also the prevailing mood of uncertainty about the economy. The large number of self-employed residents is likely to make for even greater caution than in some other boroughs.

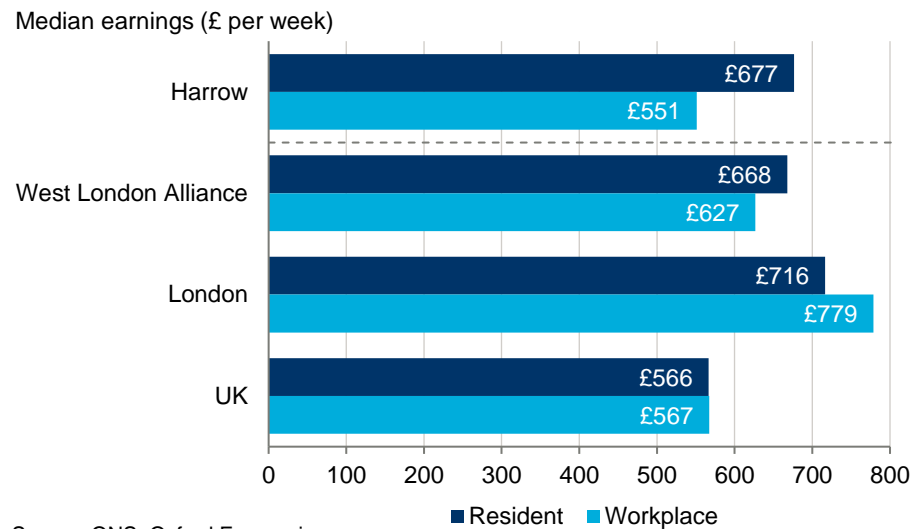
Residents are likely to gradually increase their spending as retail and hospitality sectors are progressively re-opened. They are, however, likely to be

**£677 per week**  
Average resident earnings in 2019

*Above the average for WLA boroughs but still below that of London overall.*

cautious about 'big-ticket' spending on non-essentials, especially if that involves taking out credit. This may be helpful for local shops and consumer service providers, if they can secure larger shares of residents' spending than previously.

**Fig. 80. Resident and workplace earnings, Harrow, 2019**



A factor affecting consumer confidence and hence spending will be house prices. These slowed in 2018 and 2019. Currently the market is effectively closed, and even when restrictions are fully lifted, transaction numbers may remain low for some time. That makes price comparisons through time potentially misleading. Nevertheless, our expectation is that prices will fall in 2021 as well as in 2020.

Potentially one of the biggest challenges for Harrow, and for other boroughs, will be if people who lose their jobs, or who experience major pay cuts, find that they can no longer pay their housing costs (either mortgage payments or rents). Given that housing affordability is the major cause of social deprivation in the borough, it is clear that a significant minority of local residents could easily face serious difficulties in this regard. This matters since housing problems lead to other difficulties with respect to, for example, health and the ability to find work; so it is important for the borough that difficulties in this domain do not increase markedly.



## 9. HILLINGDON

### KEY FINDINGS

- **Hillingdon faces notable economic challenges due to coronavirus pandemic. It has high exposure to the most vulnerable sectors, transport and hospitality, and relies on a heavily impacted Heathrow Airport as a source of employment.**
- Heathrow Airport is Hillingdon's key asset, employing 1 in 15 residents and many more both directly and indirectly. But it faces unique challenges as the UK's largest passenger and cargo hub. Passenger numbers have nosedived, and macro-economic impacts leave a question mark over long-term investment projects.
- Self-employment is less common in Hillingdon than across the WLA, and the share of businesses that are micro or small is one of the lowest.
- Unemployment will rise in Hillingdon, as elsewhere, as a result of the coronavirus pandemic. Youth unemployment, and that among black residents, are particular challenges that may require specific policy responses. On a positive note, long-term unemployment is less prevalent in Hillingdon than in other boroughs.

### 9.1 OVERVIEW & CORONAVIRUS EXPOSURE

Hillingdon forms the western-most boundary of Greater London and is the largest borough by area in the West London Alliance. In many respects, it is a borough of two halves. The north is very suburban, even semi-rural, with large green spaces surrounding Ruislip. The southern half is more urban in nature, dominated by Heathrow Airport on the southern boundary and by the town centres of Hayes and Uxbridge.

Heathrow is clearly hugely important, and never more so than at present. Normally, there is a net commuting inflow of approximately 30,000 people into Hillingdon, and a gross inflow rather greater than that, largely to meet the airport's needs. But at present the vast majority of commercial flights are suspended, and large numbers of people have lost their jobs, or been furloughed or had their hours of work or wage rates cut. These problems will not disappear quickly: the likelihood is that international travel will be one of the slower sectors to rebound, and there is a possibility that some of the business lost will never be regained. The planned third-runway, which was already subject to considerable uncertainty on environmental and cost grounds, now looks likely to be further delayed or abandoned.

A wide range of global businesses have located in Hillingdon because of the presence of Heathrow, including several in the tech sector. These companies are well-established and their presence is highly secure: indeed many of them form part of a tech-corridor stretching all the way along the M3 as far as Bristol. But there are other smaller companies that are service-providers to the airport, and their survival will depend on the timing and strength of its recovery. They in turn support other local businesses, as do their employees and those working at the airport itself. Over 97% of local businesses are micro or small

enterprises, employing fewer than 50 workers. These will mostly be in an insecure situation at present.

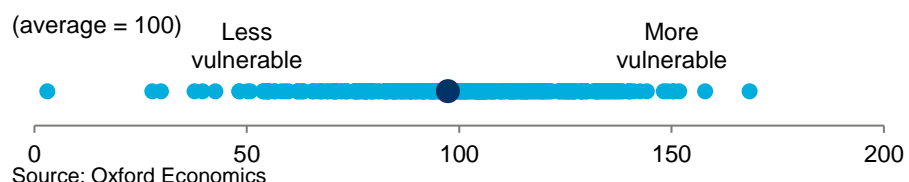
Heathrow does mean that at least some of Hillingdon has excellent surface transport connectivity, both road and rail. East-west road links include the A40 and M4, and the M25 is nearby. These support high commuting rates, but they also generate high levels of congestion and air pollution, both of which have economic consequences. Piccadilly line stations at Uxbridge and Heathrow provide good links into central London, while the Elizabeth line is set to call at five stations across Hillingdon. There is also the possibility of a direct rail connection into the HS2 railway line—although this was uncertain before the coronavirus crisis and is now probably more so.

Furthermore, Hillingdon is not defined solely by Heathrow. Among its town centres, Hayes is an Opportunity Area, reflecting local problems of deprivation, the need to reuse former industrial space, and also the need to revive the town centre. Like other parts of West London, Hayes expanded rapidly in the interwar period as an industrial location, notably for food manufacturing and the recording sector, but is now left with a legacy of under-used assets and a town centre in need of uplifting. The arrival of the Elizabeth Line is seen as an important factor here, although as with all transport facilities, there is the possibility that economic activity will leak away from the area as well as being drawn to it, if the necessary improvements in local assets are not in place. Presenting an appealing and exciting image for Hayes, and for other towns including Uxbridge, is therefore an important challenge facing local partners—and one that has been made all the greater by the current period of profound economic uncertainty and caution.

Uxbridge itself is home to Brunel University. All UK universities have faced a period without the physical presence of students, and that has impacted on the local economy via spending foregone. That may continue into the 2020/21 academic year, and there is also the possibility of a sharp fall in enrolments, with consequent loss of fees, and of payments for accommodation and the like. Similar challenges are faced by several other boroughs, and a collaborative approach to thinking through possible responses is something that partners may wish to consider.

Our GB-wide Coronavirus Challenges Index is not calibrated to pay specific attention to the collapse in the **air-transport sector**, and therefore does not fully pick-up the acute short-term crisis that Hillingdon currently faces. The index does, however, reflect the rather broader transport and storage sector, which provided more than one in six workplace jobs in 2019, and also the hospitality sector, which is also prominent in Hillingdon because of the airport.

**Fig. 81. Coronavirus Challenges Index, GB LADs, 2019**



**Average coronavirus challenges**

However, more exposed in terms of economic diversity.

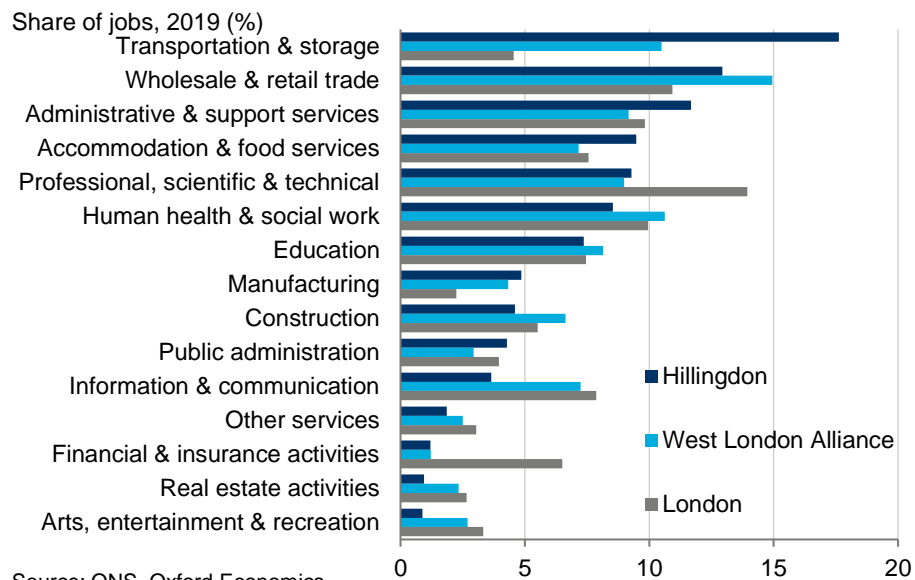
On the positive side, Hillingdon has a modest **self-employment** rate, and is less exposed to **micro and small sized enterprises** within its business stock than most other boroughs in West London or indeed London as a whole. Against that, the scope for exploiting **digital connectivity** is the lowest in the WLA, reflecting lower working from home rates and below average high-speed broadband capacity.

Overall, therefore, our index ranks Hillingdon near the middle of all of Great Britain’s local authorities, but this is a generous assessment, given the challenges posed by Heathrow’s problems. How soon and how completely the airport reopens is therefore of great importance.

**9.2 IMPACT ON BUSINESSES: SECTORAL STRUCTURE**

It is hard to overstate the importance of Heathrow Airport to Hillingdon. The airport is the UK’s largest single employment site, directly employing 76,500 people in 2010 but has seen passenger numbers fall by over 90% since the start of the pandemic.<sup>17 18</sup> Over one in six workplace jobs in Hillingdon are in transport and logistics, three times higher than the London and national averages. There is also employment in Hillingdon via the airport’s supply chain, and local businesses that are located in the borough because of the convenience of being near the airport. And since Heathrow and the many companies located on the site are the major employers of the local population, the reliance of local shops, restaurants and service businesses on Heathrow is enormous.

**Fig. 82. Workplace employment by sector, Hillingdon, 2019, %**



Source: ONS, Oxford Economics

Several other sectors are under-represented in Hillingdon, partly just because the transport sector takes up such a large share. Professional and financial

<sup>17</sup> Hillingdon, A Vision for 2026. 2010.

<sup>18</sup> <https://www.reuters.com/article/us-health-coronavirus-heathrow-fin/uks-heathrow-airport-sees-passenger-demand-down-by-90-in-april-idUSKCN21W0KO>

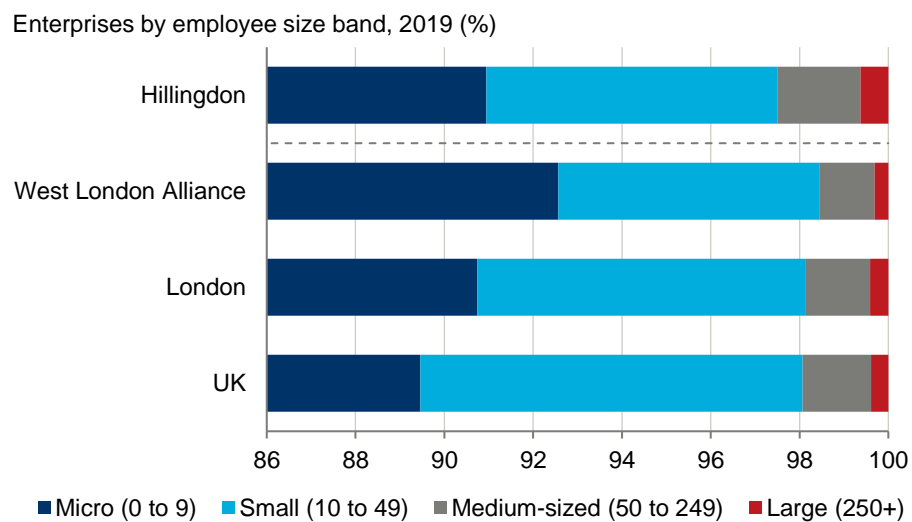
services are below the London average but are similar to the West London average as a share of the local economy, but information and communications is small even by West London standards. This is an important sector in terms of long-term growth prospects, and it is also likely to be withstanding the coronavirus crisis better than most, reflecting the widespread shift towards digital work and leisure that has taken place.

### 9.3 SIZE OF BUSINESSES

There were over 13,500 businesses operating in Hillingdon in 2019, representing 12% of all business enterprises across the WLA. Of these, 97% were classed as micro or small, the lowest combined share in the WLA. The corollary being that medium and large businesses represent a relatively large share of Hillingdon’s business stock. These trends are reflected in business density across the borough, with 44 businesses per 1,000 residents, much lower than the WLA average.

Ordinarily this would be a positive for the borough because larger employers are generally better positioned to be able to weather downturns over the short-to-medium term. However, in Hillingdon’s case the reason is almost certainly that companies operating on the airport, or supplying it directly, are less likely than average to be small or micro sized. In this case, therefore, larger than average business size is unlikely to be a source of resilience for the borough.

**Fig. 83. Enterprises by size, Hillingdon, 2019, %**



**3%**

Local businesses employing 50+ people in 2019.

Larger employers account for a relatively large share of the total compared to the WLA and London averages.

Close to a third of Hillingdon’s micro-sized business are in the construction and wholesale & retail sectors. Many of these will be very vulnerable and under pressure, including self-employed trades people and small local retailers.

### 9.4 IMPACT ON OUTPUT AND WORKPLACE EMPLOYMENT

**Our baseline view** is that the Hillingdon economy is contracting by just over 10% in 2020, even after allowing for the hoped-for strong rebound in the year’s second half. The accommodation & food services and arts, entertainment & recreation sectors are heavily impacted, as of course is the transport sector.

# 10% decline

GVA contraction in 2020.

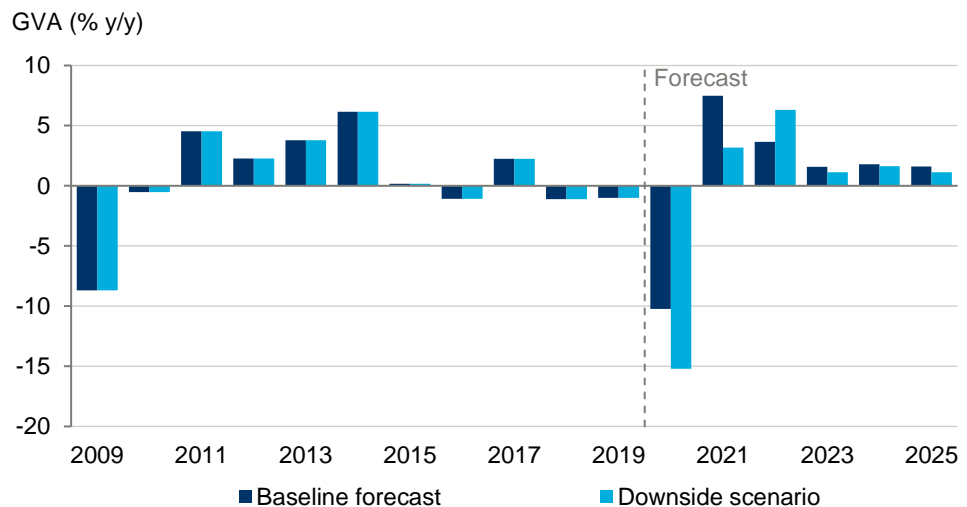
*The second strongest shrinkage across the WLA borough economies this year.*



However, as lockdown measures are eased, we forecast a rebound in 2021 with GVA growth of over 7%, so making up roughly two-thirds of this year's losses. Over the medium term from 2020 to 2025 the local economy grows on average by 0.8% each year, significantly weaker than the WLA and London growth rates (1.2% and 1.6% respectively), reflecting the 2020 fall being so sharp.

**Under our downside scenario** we forecast that Hillingdon's output contracts this year by an additional 5 percentage points over our baseline—so a contraction of 15% in 2020. This scenario assumes a longer lockdown period and a weaker recovery. Under this scenario, the growth in 2021 is just 3%. That is likely to imply significant numbers of business failures within the borough.

**Fig. 84. Baseline GVA and scenario, Hillingdon, 2009-25, %y/y**



Source: ONS, Oxford Economics

**Our baseline jobs forecast** projects workplace employment in Hillingdon to contract by 4%, or 8,700 jobs, in 2020. The largest fall occurs within the accommodation & food services sector, with a fall of 2,700 jobs over the year. After this, transport & storage accounts for the largest number of job losses (1,700 net fall), although losses in wholesale & retail are also significant (a 1,300 fall). These sectors, along with others, are likely to rebound as restrictions are eased, leading to an expansion in the jobs total of about 2% in 2021 in our baseline forecast.

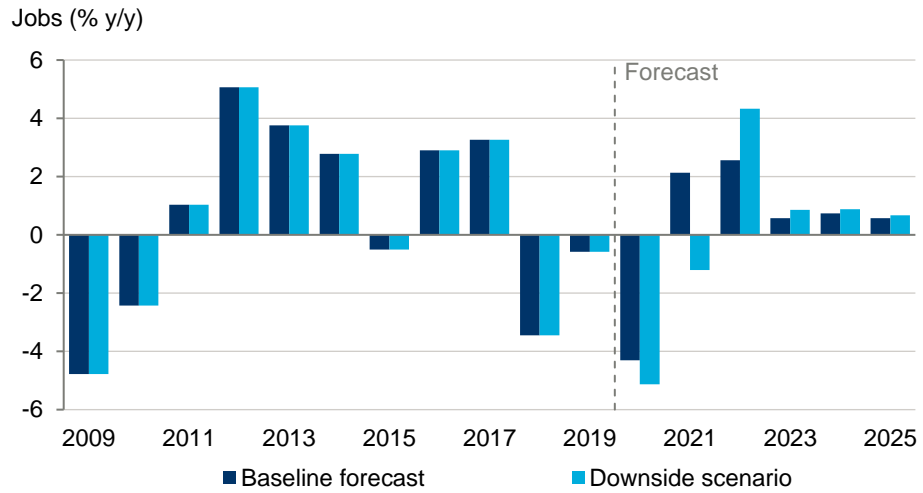
8,700

Decline in jobs total in 2020

A stronger rate of job losses than that experienced across WLA and London overall.



**Fig. 85. Baseline workplace employment and scenario, Hillingdon, 2009-25 % y/y**

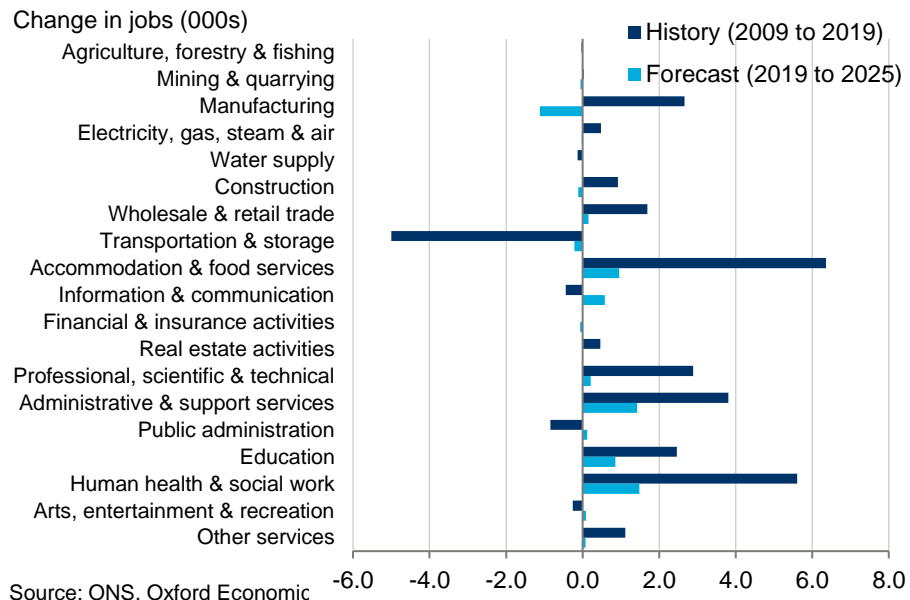


Source: ONS, Oxford Economics

**Over the medium-term (2020-2025) our baseline forecast** suggests that the borough's jobs total increase by 4,300, or on average by 0.4% each year. That is weaker than the WLA average and just half the increase expected for London as a whole. Health, administrative & support services and accommodation & food look set to be the strongest sectoral contributors to jobs growth over this period. In contrast the manufacturing sector will experience the largest number of job losses, with 1,100 fewer jobs in 2025 than in 2019.

**Under our downside scenario** we forecast that workplace employment falls more strongly in 2020 (-5%), with full-year recovery postponed until 2022. The prolonged lockdown restrictions that are assumed in this scenario lead to employment in 2025 being no higher than in 2019.

**Fig. 86. Change in workplace employment by sector, Hillingdon, 2009-19 and 2019-25 baseline forecast**



**9.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING**

Although Hillingdon is dominated by Heathrow in numerical terms, a large part of the borough is suburban residential, and there are significant commuter flows out of the borough as well as into it. Census data reveal that in 2011, although people from outside the borough filled close to 60% of local workplace jobs, close to half of all Hillingdon residents in work commuted to jobs outside the borough.

We estimate that in 2019 there were over 30,000 more people commuting into the borough than Hillingdon residents commuting out. Unusually, the average earnings of Hillingdon’s employed residents in 2019 was 7% lower than those working in the borough. This suggests that on average, those residents commuting out of the borough are not necessarily acquiring better paid employment than that which is available in the borough itself. Many of these are commuting, not into central London, but to other boroughs and indeed to work outside of London. By London standards they are unusually likely to commute by car. Whether the net effect is to make Hillingdon more or less resilient than elsewhere is unclear: although in any case the dominance of the airport remains the central issue.

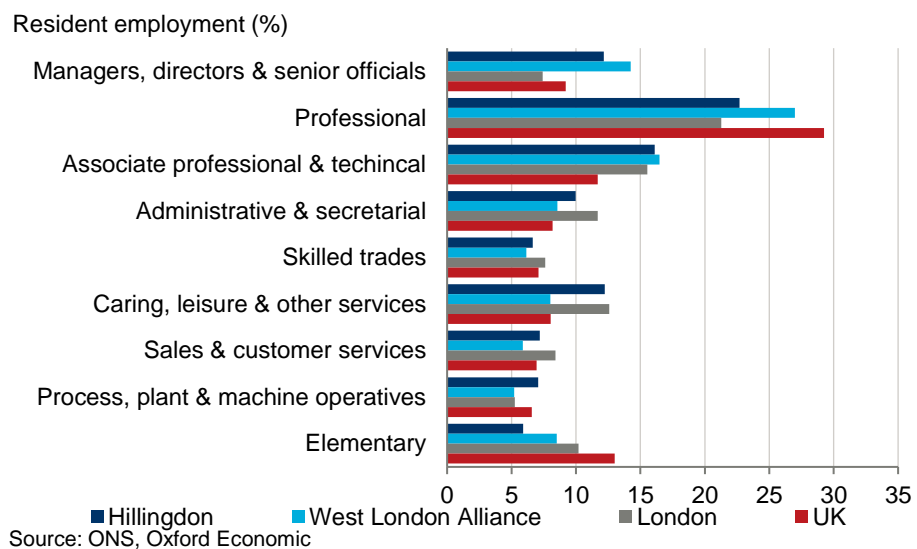
**9.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS**

In terms of the share of residents working in both managerial and professional roles, Hillingdon outperforms the London average but lags the WLA overall. In 2019, 12% of Hillingdon’s residents were employed as managers, directors & senior officials, compared to 14% in WLA and 7% across London. Similarly, 23% of employed residents were employed in professional occupations: 4 percentage points lower than the WLA average but a slightly stronger share than that observed across London. This is important because professional roles are typically more able to be carried out at home. They also tend to be

based in sectors where underlying growth is likely to be more resilient, such as within the professional, scientific & technical services sector.

Equally, the borough has a relatively low share of residents working within roles which are most vulnerable during the pandemic. In 2019, 13% of the borough's residents were employed in either elementary roles or process, plant & machine operatives—lower than that experienced across WLA and London (14% and 15% respectively). That would suggest that the borough's employed residents might be relatively resilient to coronavirus shocks, compared to residents elsewhere. Clearly, however, the fact that many of these people will be working at Heathrow, or will have jobs that are indirectly dependent on the airport, alters the picture radically.

**Fig. 87. Resident employment by occupation, Hillingdon, 2019, %**



**20%**

Share of residents who sometimes work from home.

*Below average when compared to both the WLA and London averages.*

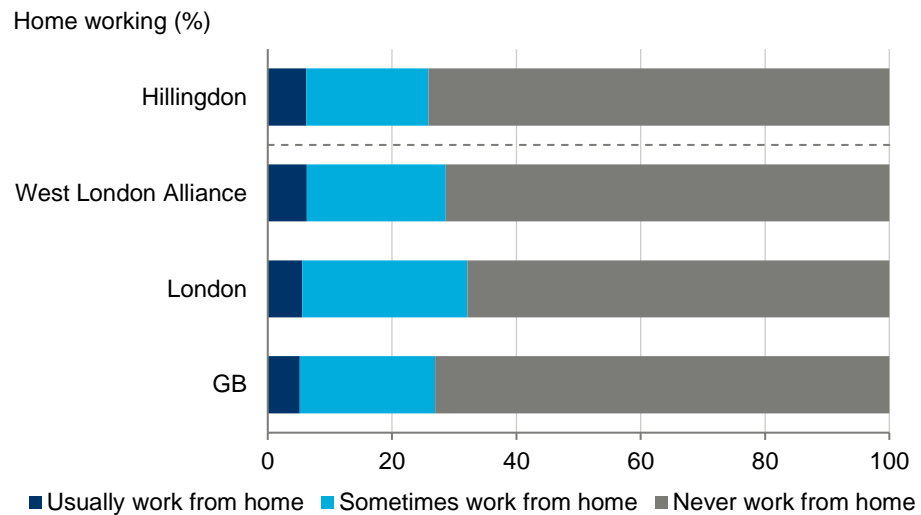
### 9.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS

Relative to London as a whole, Hillingdon has a lower share of residents employed in roles that are generally less compatible with home working and a larger share of residents employed in roles that tend to favour it. Even so, ONS data plus Oxford Economics estimates suggest that the tendency for home working is relatively weak among the borough's employed. In 2019, the share of Hillingdon residents who sometimes worked from home stood at 20%, so weaker than the WLA and London averages (22% and 27% respectively). And a relatively large proportion of the borough's residents are likely to have never worked from home (74%).

It is therefore important to realise that although the borough may have a high proportion of residents employed in roles which are typically office-based, this does not necessarily mean that all of those will be able to easily do so. That is likely to be particularly true for those engaged in airport management and associated services such as retail and hospitality at the airport.



**Fig. 88. Resident home working, Hillingdon, 2019, %**



Source: ONS, Oxford Economic

**9.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT**

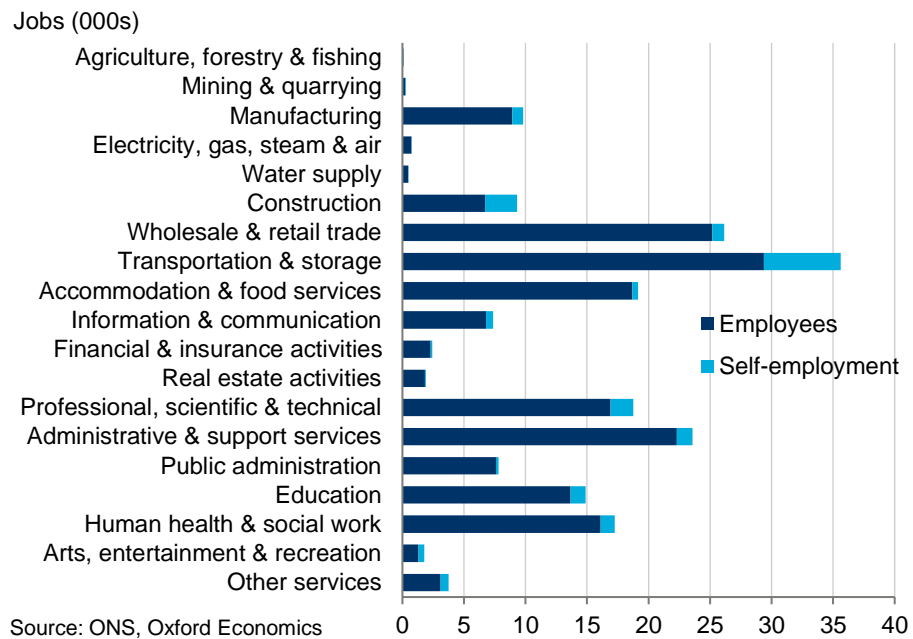
Hillingdon has the lowest concentration of self-employed people across the WLA boroughs. In 2019 self-employment accounted for just 9% of workplace-based jobs across the borough, compared to 15% for the WLA and 13% across London. This is consistent with the lower share of micro and small businesses in the borough. The self-employed are particularly vulnerable to the effects of coronavirus because they suffer from increased financial/cash flow risk, and because support available to them tends to be more patchy.

Furthermore, examination of the sectoral breakdown of those who are self-employed shows that one third of self-employed workers in Hillingdon work in the transport and storage sector, and will therefore be directly affected by the loss of flights at Heathrow Airport (even allowing for the fact that the cargo side is slightly less reduced in operation than the passenger side).

The next largest concentration of self-employed (2,600 jobs) in the borough work within construction. This sector has been hit by shutdowns during the pandemic, and is vulnerable to potential reduced investment in large construction projects as a result of the economic downturn. A likely consequence of the current crisis is that the construction of Heathrow’s proposed third runway has become less likely than it was before, and that may have implications for such workers over the medium term.

**9%**  
Self-employed share of workplace employment in 2019.  
*The lowest share across the WLA boroughs.*

**Fig. 89. Self-employment, Hillingdon, 2019, 000s**



### 9.9 IMPACT ON RESIDENTS: UNEMPLOYMENT & INACTIVITY

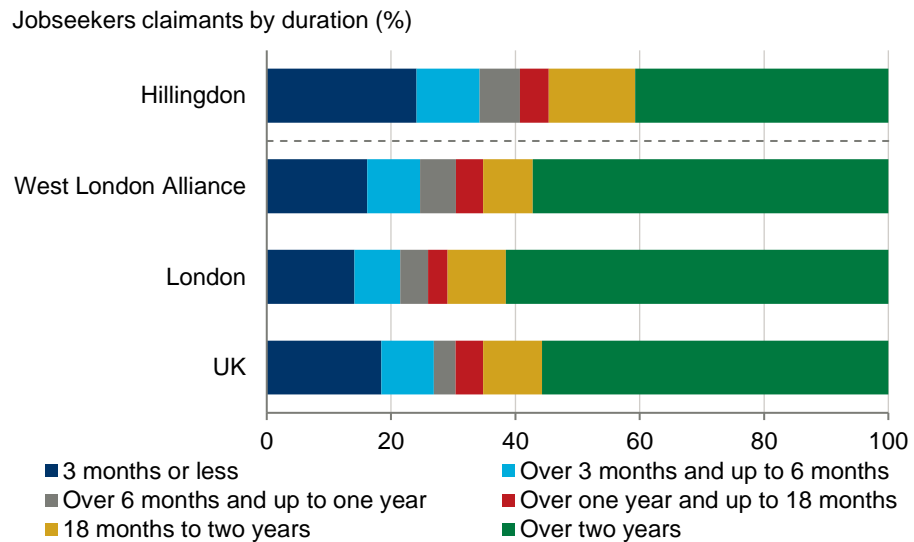
Unemployment has increased in Hillingdon this year. We estimate that the borough's unemployment rate across 2020 as a whole will be two percentage points higher, on average, than in 2019, at 6.2%.<sup>19</sup> In 2021 it averages 5.5% in our baseline forecast.

A relatively high share of job seekers in the borough belong to the 18 to 24 age grouping. Almost 6% of all locally unemployed belonged to this age cohort, compared to 4% across both the WLA and London. This age group tends to have weaker career experience, and works disproportionately in sectors which are currently the most vulnerable, notably retail and hospitality. A large number of these jobs are directly or indirectly connected to the fortunes of Heathrow, which adds to the present difficulties. And even when lockdown restrictions are eased, it may take time some for businesses to return to normal and to begin recruiting at pre-outbreak levels.

More positively, long-term unemployment is relatively low in Hillingdon compared to London and the WLA; only Hounslow has a lower proportion of jobseekers claiming for over two years. March claimant data shows that 24% of jobseeker's recipients had been claiming for less than three months: a higher figure than for either the WLA or London averages.

<sup>19</sup> ILO definition.

**Fig. 90. Job seekers claimants, Hillingdon, March 2020, %**



Source: ONS

### 9.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH

As we noted above, Hillingdon is a borough with marked local variations within it. While parts are quite affluent, other local areas such as parts of West Drayton, Yeading and Townfield show rather higher levels of deprivation.<sup>20</sup> In these areas qualification levels are typically lower than elsewhere in the borough, limiting job mobility and almost certainly heightening people’s exposure to coronavirus related job losses.<sup>21</sup>

Overall, however, the levels of deprivation in Hillingdon compare well against other boroughs within the WLA. The Index of Multiple Deprivation shows none of Hillingdon’s LSOA areas appears in the top 10% most deprived areas in England, while it has 6% in the bottom decile, higher than both the WLA and London averages. Hillingdon is also best positioned in terms of employment deprivation, with 12% of LSOAs ranking among the 10% least deprived nationally, and just 1% of LSOAs ranked among the top 20% most deprived across England. This reflects the strong employment base within the borough. However, the extreme problems of Heathrow mean that at least in the short-term, the borough’s ranking is likely to suffer sharply.

Hillingdon also performs strongly on the health, deprivation and disability score, with 75% of LSOAs in the bottom 50% of least deprived areas. This metric rates the risk of premature death, and impairment of quality of life through poor physical or mental health. A low level of deprivation in this area indicates that on a like-for-like basis, the adverse health impacts of coronavirus would probably have less of an impact in Hillingdon than would be expected elsewhere.

From a medium-term perspective, education, skills and training are key areas in tackling the adverse consequences of coronavirus, especially for young

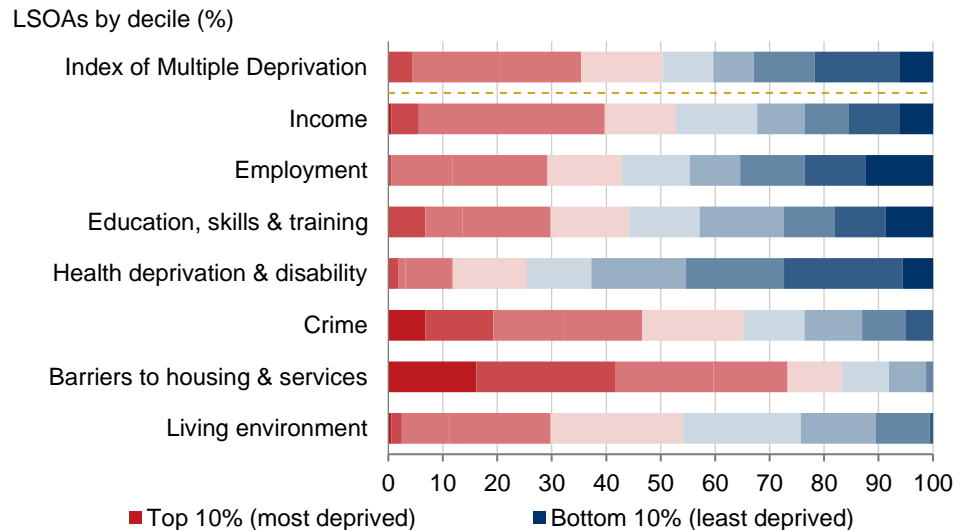
“ ... none of Hillingdon’s LSOA areas appears in the top 10% most deprived areas in England, while it has 6% in the bottom decile ... ”

<sup>20</sup> Hillingdon, A Vision for 2026. 2010.

<sup>21</sup> Sustain, Renew and Prosper. 2011.

people first entering the labour force. Although overall Hillingdon scores modestly for educational deprivation, it is a concern that nearly 40% of 19-year olds in Hillingdon do not have any level 3 qualifications (A Level or equivalent), which is a higher proportion than the UK average.<sup>22</sup> That means they are likely to find it harder to secure new work, if they find themselves unemployed.

**Fig. 91. Index of multiple deprivation, Hillingdon, 2019**



Source: MHCLG

Localised deprivation within the borough is more prevalent within the theme of barriers to housing & services, with over 40% of LSOAs in the borough ranking in the top 20% most deprived nationally. The upshot of this is that if job losses put people’s homes at risk, then that is a problem that it is harder for them to overcome than in local areas where housing tends to be more affordable. Providing safeguards may be an appropriate part of any plan to help the most vulnerable people back into employment.

**9.11 IMPACT ON RESIDENTS: DEMOGRAPHICS**

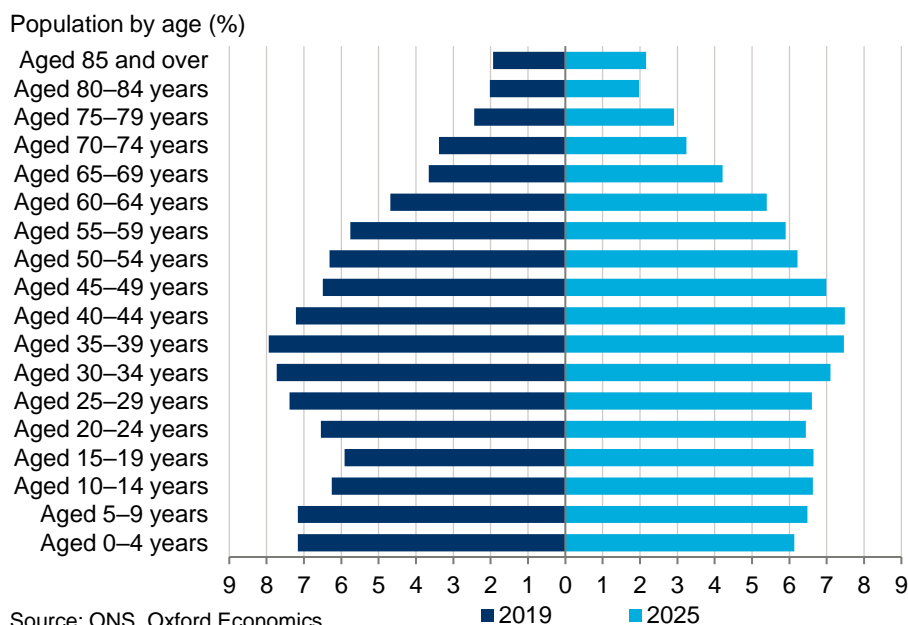
In 2019, younger people (aged 20-39) represented just under 30% of the local population, a relatively low share when compared against the London average (33%). Young people are more likely than most to lose their jobs or have their income cut during the pandemic, and so this group might see a marked increase in problems of worklessness or low incomes.

More mature and higher skilled office-based workers are typically at a more advanced stage in their careers and are arguably better placed to work from home, and also tend to have stronger job security and higher incomes. However, there is evidence that those aged 55 and above also have a higher than average likelihood of losing their jobs, having their hours or pay cut, or

<sup>22</sup> Trust for London. 2020. <https://www.trustforlondon.org.uk/data/boroughs/hillingdon-poverty-and-inequality-indicators/>.

being furloughed, during the current crisis.<sup>23</sup> Accordingly, this is another group that may need special attention.

**Fig. 92. Population by age band, Hillingdon, 2019 and 2025, %**



**9.12 IMPACT ON RESIDENTS: ETHNICITY**

Like much of London, Hillingdon has a diverse population. In 2019 over half (51%) of the population aged 16+ came from black and minority ethnic backgrounds (BAME), behind only Brent and Harrow in the WLA. This is important to note as rates of economic activity differ somewhat by ethnicity, and so do rates of coronavirus infection.

The total employment rate for all ethnic minorities in Hillingdon is 68%, compared to 78% for white residents. However, this represents the second highest BAME employment rate in the WLA, below only Hounslow. Likewise, Hillingdon had the second lowest BAME unemployment rate in 2019 at 4.4%, lower than the equivalent for white residents in Hillingdon and significantly lower than the ethnic minority unemployment rates in both London (6.7%) and the WLA (7.5%). This suggests a local strength in Hillingdon, tempering some of the vulnerability seen elsewhere in London.

However, one area of potential concern is the high unemployment rate among black residents, which was 12.8% in 2019, over 4 percentage points higher than the London equivalent. With this cohort representing over 7% of Hillingdon’s population aged 16+, this group could be particularly vulnerable to coronavirus employment shocks.

**51%**  
Ethnic minority share of population aged 16+ in 2019.  
*Above the London average and the third highest share across the WLA boroughs.*

<sup>23</sup> In 2019, A third of over 50s who were made redundant found re-employment within three months: the lowest re-employment rate of any age group. <https://www.employment-studies.co.uk/news/what-next-older-workers-losing-their-jobs-coronavirus-0>

### 9.13 IMPACT ON RESIDENTS: INCOMES, SPENDING & HOUSE PRICES

Average resident earnings in the borough were around £600 per week in 2019—the lowest in the WLA and over 15% below the London average. This is clearly a negative for the borough if, as is likely, residents become increasingly financial insecure, the longer lockdown measures remain in place.

Workplace based earnings within Hillingdon are £48 per week higher than for residents, reflecting the fact that jobs within Hillingdon pay on average more than those taken by Hillingdon residents. It seems likely that a significant number of higher-paid roles in the borough, not least at Heathrow, are taken by people who live outside the borough.

One of the risk for Hillingdon is that job losses elsewhere could have a negative impact on spending in Hillingdon itself. This is especially the case for the more deprived areas in the south of the borough, where household incomes are typically lower than the wealthier villages to the north.<sup>24</sup>

More positively, house prices in the borough are lower than both the WLA and London averages. Therefore, housing affordability and the stress that can place on household spending is relatively less pertinent.

Regardless of job losses, spending has clearly fallen at all income levels in the borough. We expect consumer spending per head of the population in Hillingdon to fall 12% this year, the equivalent of a £2,600 cut for every Hillingdon resident and a total reduction of £767m in consumer expenditure from 2019 levels. In the short term the capacity for spending has been reduced as many retail and leisure establishments have been closed, while furloughed workers have seen their incomes become increasingly uncertain, and others have lost their jobs or are threatened with it. Combined with a two percentage point increase in Hillingdon's unemployment rate, the reasons for expecting spending to remain weak are clear, even though some bounce in 2021 is still likely.

**£600 per week**

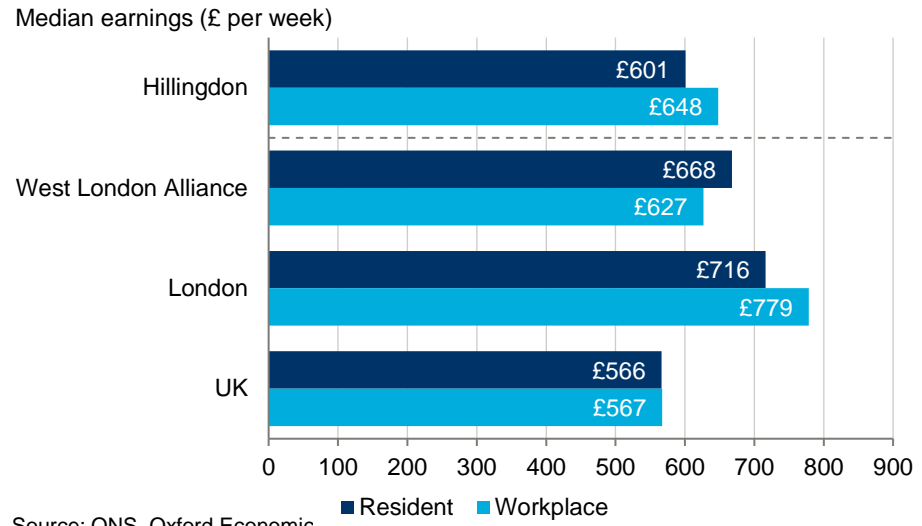
Average resident earnings in  
2019

Both earnings and consumer  
spending per household are  
the weakest across WLA.



<sup>24</sup> Hillingdon, Joint Strategic Needs Assessment. 2017.

**Fig. 93. Resident and workplace earnings, Hillingdon, 2019**



# 10. HOUNSLOW

## KEY FINDINGS

- Hounslow is hugely dependent on Heathrow Airport. Resident earnings are lower than across the average for the WLA area, and notably below the London average. But workplace earnings are among the highest of all boroughs in the WLA.
- This suggests that residents commute to other parts of London for work in lower-paid roles, while the best paid local jobs (at or around the airport) are taken by people from elsewhere.
- The development of the Golden Mile is an important project for Hounslow, and a lot will depend on whether plans survive the pandemic unscathed. The scheme is very reliant on public transport investment, and hence on the need to make the necessary investment case.

### 10.1 OVERVIEW & CORONAVIRUS EXPOSURE

Hounslow stretches from Chiswick to the boundaries of Heathrow Airport, covering more than 20 square miles. It is home to a little over 270,000 residents, making it one of the smaller boroughs in the WLA area in population terms. Nonetheless its population is very diverse, including one of the largest South Asian communities across London.

Hounslow has several town centres, and some parts are very suburbanised, with high rates of commuting into the city centre, albeit with ever-increasing problems of over-crowding (ever-increasing, that is, until the present crisis—the ability to home-work will be a source of resilience for a significant share of the borough's population). Road and rail links out of London also make it possible for people to travel in the opposite direction, although in normal circumstances road congestion can be a barrier.

More than 90% of businesses in the borough are micro businesses, with up to nine employees. This is a lower share than the WLA, but slightly higher than the London average. Of these, a fifth are within the information & communications sector, followed by almost 20% in professional, scientific & technical activities. Those figures suggest a borough with a good representation in the high-growth, high-value added sectors that tend to drive urban economies around the world, and that are probably more robust than average, during the current crisis.

The picture is greatly strengthened by the presence of important multinational companies such as Sky, Cisco, SAP and Dell, plus importantly the headquarters of GlaxoSmithKline. Indeed, building on that commercial base, the Great West Corridor Opportunity Area is the location for a hugely ambitious programme to grow Hounslow's economy, particularly in the digital and creative sectors.

This plan centres on the Golden Mile, a 2½ mile stretch of art deco current and former factories along the A4 Great West Road, stretching from the Sky



Campus at Osterley in the west to the very successful Chiswick Business Park in the east. Much of the area is currently in use for industrial and commercial purposes, but it also includes Brentford town centre and some heritage locations. There is significant scope for more intensive use, and while that includes new homes, there is an estimated capacity for approximately 29,000 jobs, of which about two thirds would be new.

Crucially the plans include, and are dependent on, the provision of new public transport—currently a significant weakness of the area. The scheme will therefore be reliant upon considerable investment by both public and private sectors, at a time when the coronavirus pandemic may have severely adverse impact on the capacity and willingness of both of those to make commitments on the scale needed. There will be a corresponding requirement to demonstrate that the scheme meets what are likely to be tougher-than-before investment criteria. One of the most important impacts of coronavirus may indeed be the need for all of those engaged in regeneration, in Hounslow as elsewhere, to re-examine and improve their business cases.

The other major issue facing Hounslow is very immediate and very obvious. Heathrow Airport sits just beyond the borough’s northern boundary and directly and indirectly, it is by far Hounslow’s most important employer. At present the vast majority of commercial flights are suspended, and large numbers of Hounslow residents are likely to have lost their jobs, or been furloughed, or had their hours of work or wage rates cut. Most of those who work at the airport are likely to have little or no scope for home-working, in stark contrast to a lot of the residents who commute into central London, or who are employed in its major office workplaces.

Our baseline forecast assumes that the situation does change, and that Heathrow rebounds strongly, but not quite as quickly or completely as happens to employers in most other sectors. Indeed, there is a risk that behavioural changes by tourists and perhaps even more so by business travellers will mean that Heathrow’s growth rate is permanently weakened. The likelihood of investment in the third runway has probably been reduced sharply.

This means that Hounslow is probably one of the most challenged boroughs across the UK, where coronavirus is concerned, at least temporarily, and along with Hillingdon. Our GB-wide Coronavirus Challenges Index takes account of dependence on the broad **transport and storage sector**, rather than the specific air-transport sector, so it is not able to pick up the full extent of this problem. It ranks Hounslow in the centre of local authorities across Great Britain in terms of the scale of challenges, which may be a realistic assessment from a medium-term perspective, but is probably rather optimistic where the challenges of the next few months are concerned.

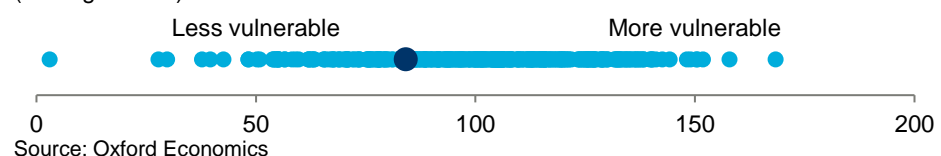
## Below average coronavirus challenges

Particularly with respect to connectivity.



**Fig. 94. Coronavirus Challenges Index, GB LADs, 2019**

(average = 100)



## 1 in every 4

Workplace jobs within the transport & storage sector in 2019.

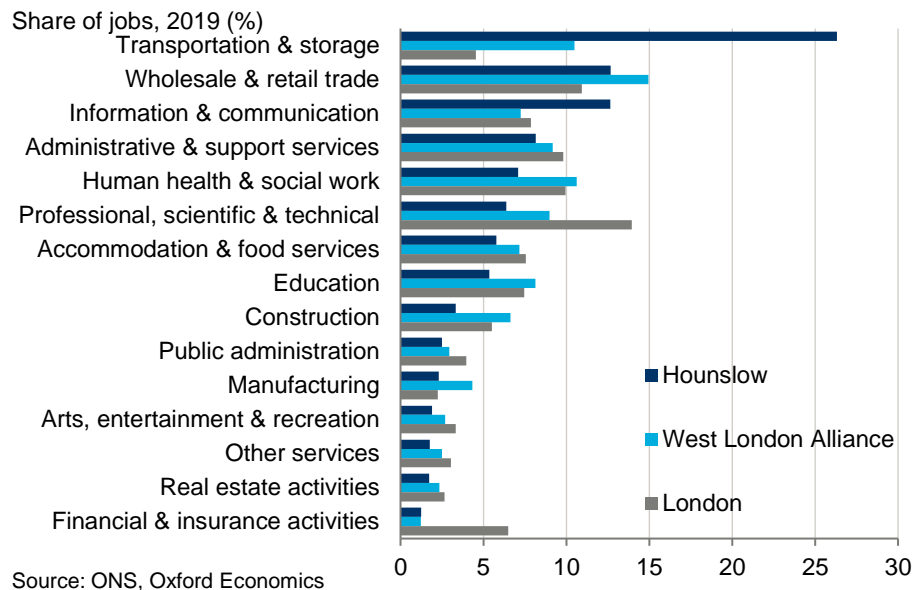
*Heathrow has a relatively large influence on the local economy.*

### 10.2 SECTORAL STRUCTURE

Picking up the point just made, transport & storage is the largest source of employment in Hounslow, accounting for more than a quarter of total workplace employment, or 46,200 jobs in 2019. A large proportion of these are jobs related to Heathrow, and hence heavily affected by the radical decline in aircraft movements at the airport. This is followed by the wholesale & retail trade and information & communication sectors, with each sustaining 22,200 jobs in the borough. The former is not particularly high for a borough of Hounslow's size, but the latter is larger, relatively speaking, than at either the West London or all-London levels. This sector is almost certainly performing better than most during the current crisis and may also experience a stronger than average rebound, thanks to the shift towards digital working and leisure that the lockdown has provoked.

In contrast, a sector that is noticeably smaller than average is professional, scientific and technical services.

**Fig. 95. Workplace employment by sector, Hounslow, 2019, %**



**Fig. 96.**

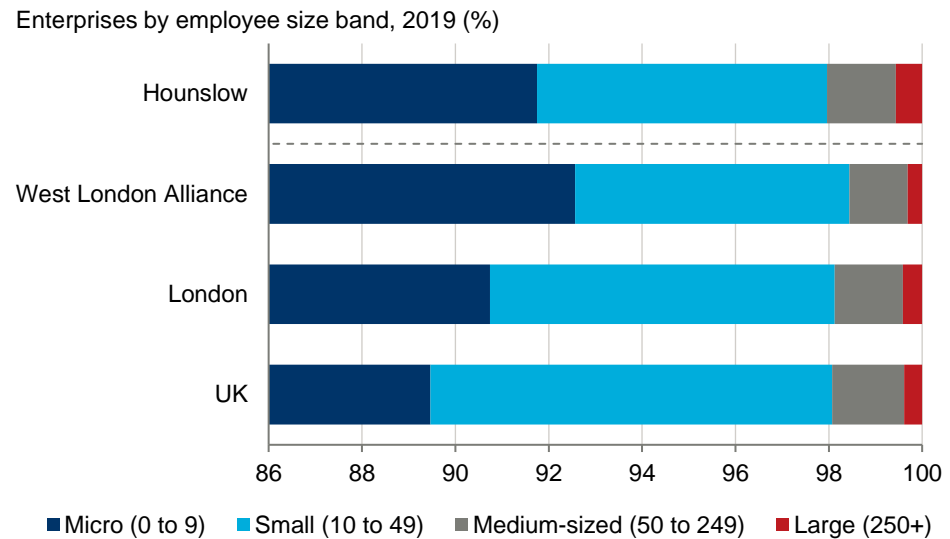
### 10.3 SIZE OF BUSINESSES

Of the 13,300 companies in Hounslow, 92% are micro businesses with fewer than ten employees—almost the same as the 93% for the WLA area, and the 91% for London as a whole. A fifth of these firms are in the information & communication sector, followed closely by professional, scientific & technical activities (19%). This suggests a reasonably strong entrepreneurial base in Hounslow, which may be helpful in terms of the borough’s ability to recover from the present crisis.

Small businesses, with 10 to 49 employees, form 6% of all businesses within Hounslow—with almost 20% in wholesale & retail trade. This includes many businesses across the borough’s several town centres and high streets. A further 13% are within accommodation & food services.

Like most areas across the UK, the share of medium and large businesses is relatively low. Nonetheless, Hounslow has among highest share of large businesses across the West London boroughs. Examples include GlaxoSmithKline, Sky (UK), SAP and Cisco Systems. Proximity to Heathrow is clearly part of the reason for the location of many such firms—although this part of London also has a legacy or large firm location, stretching back to the 1930s.

**Fig. 97. Enterprises by size, Hounslow, 2019, %**



### 10.4 IMPACT ON OUTPUT AND WORKPLACE EMPLOYMENT

**In our baseline scenario**, we project that output in the borough will contract by 8% in 2020. In absolute terms, information & communication and transportation & storage are the hardest hit sectors, while accommodation & food services and arts, entertainment & recreation also see marked declines.

**Under our downside scenario**, we forecast a 14% contraction in GVA in 2020, with the same sectors being the worst affected. The downside scenario involves the lockdown being extended well into the second half of the year, and

**8% decline**

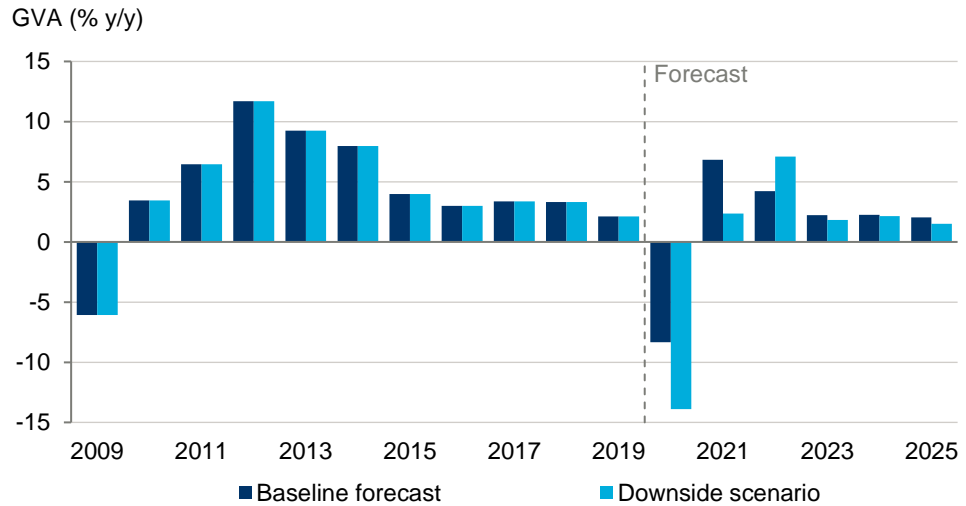
GVA contraction in 2020.

*A weaker contraction than that felt across the WLA but above the London average.*



the recovery being much shallower and more tentative than in our baseline scenario.

**Fig. 98. Baseline GVA and scenario, Hounslow, 2009-25, %y/y**



Source: ONS, Oxford Economics

**In terms of jobs, in our baseline forecast**, workplace employment in the borough is projected to contract by 4%, or 7,400, in 2020. A vast number of losses are of course occurring in the transport & storage sector; we estimate 2,600 fewer jobs in 2020 than in 2019. Accommodation & food services and wholesale & retail trade see similar levels of job shedding this year—combined, these sectors account for 37% of total job losses in the borough. We expect these sectors to recover in 2021. But over the medium term, between 2020 and 2025, job growth will average just 0.4% per year—equivalent to 4,400 additional workplace jobs compared with 2019. Administrative & support services, information & communication and professional services account for more than half of the increase. In contrast, workplace employment in transport & storage is expected to remain below the 2019 level, even by 2025, and manufacturing employment also contracts.

**Under our downside scenario**, we forecast a 5% contraction in workplace employment in 2020, with no return to growth until 2022. By 2025, workplace employment is only 500 jobs higher than it was in 2019.

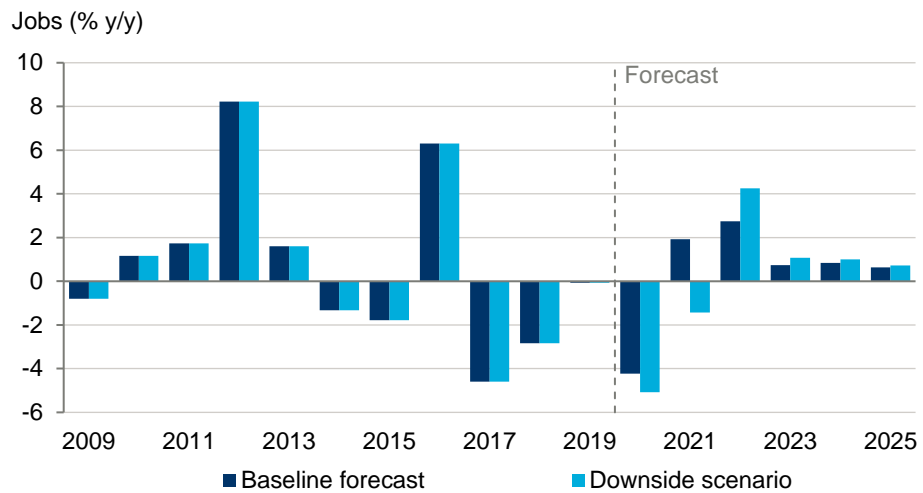
7,400

Decline in jobs total in 2020

The contraction in workplace employment will be among the strongest in the WLA *this year*.



**Fig. 99. Baseline workplace employment and scenario, 2009-25, % y/y**



Source: ONS, Oxford Economics

## 6,000 net in-commuting

Census data show that over half of employed residents commute out of the borough.



### 10.5 IMPACT ON RESIDENTS: WORKING LOCALLY VERSUS COMMUTING

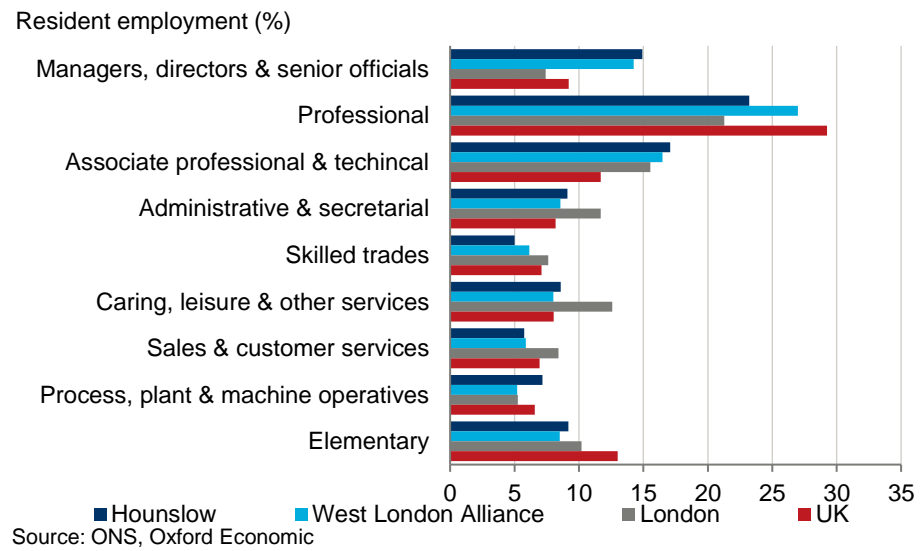
To assess the impact of the crisis on Hounslow residents we also need to take into consideration commuting patterns. We estimate that in 2019, 6,000 more Hounslow residents (equivalent to 4.3% of resident employment) commuted out of the borough for work than those who commuted in from elsewhere. Historical evidence from the 2011 Census suggests, that the largest outflow of the borough’s commuters travel to Hillingdon, mainly to work at the airport, or into central London.

Earnings data shows that for Hounslow, residence-based wages are notably lower than workplace-based wages, suggesting that many of the better-paid jobs in the borough are taken by people who live elsewhere, and that quite a lot of residents commute to jobs that are not particularly well paid. It is also possible—indeed likely—that the former jobs are more secure than the latter.

### 10.6 IMPACT ON RESIDENTS: THE OCCUPATIONS OF LOCAL RESIDENTS

The London borough of Hounslow has a higher share of residents working as managers, directors & senior officials than is the case for either London or the UK as a whole: 15% compared to 7% and 9% respectively. In many sectors, managers are relatively well able to work from home, but that is probably not so much the case for a large proportion of management jobs associated with Heathrow airport. In addition, with passenger operations largely closed down, the management work that needs to be done will have been dramatically reduced.

**Fig. 100. Resident employment by occupation, Hounslow, 2019, %**

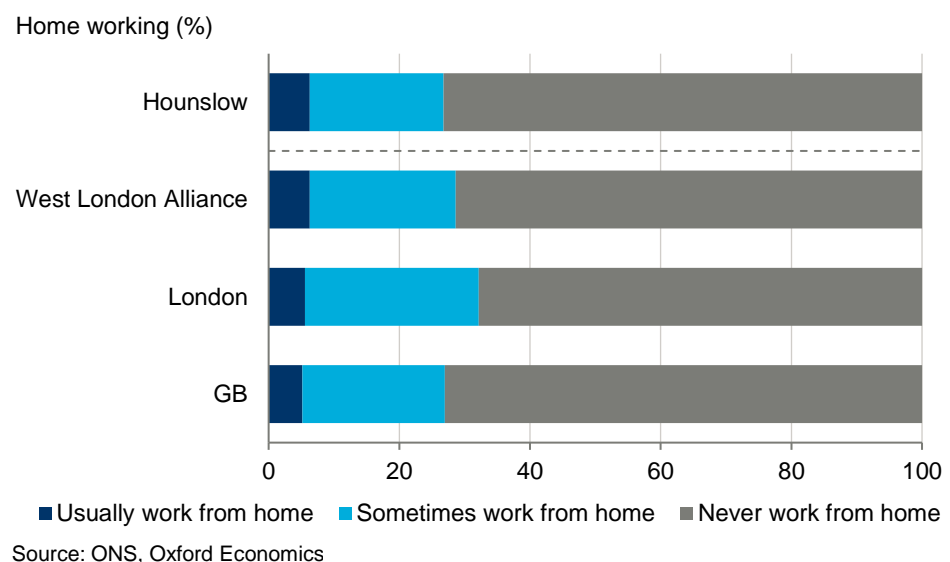


A rather larger share of residents are employed in professional occupations. In this case the share is similar to that of London but a little behind West London. At the other end of the scale, Hounslow has the strongest presence of residents occupied as process, plant & machine operatives out of all WLA boroughs, at 7%. Again, the airport and the firms located there doubtless explains this.

**10.7 IMPACT ON RESIDENTS: HOME WORKING PATTERNS**

Our estimates, based on 2019 evidence relating to the proportion of residents who sometimes, always or never work from home, suggests that the scope for home-working in Hounslow is at best no higher than in other boroughs, and probably behind the London average.

**Fig. 101. Resident home working, Hounslow, 2019, %**



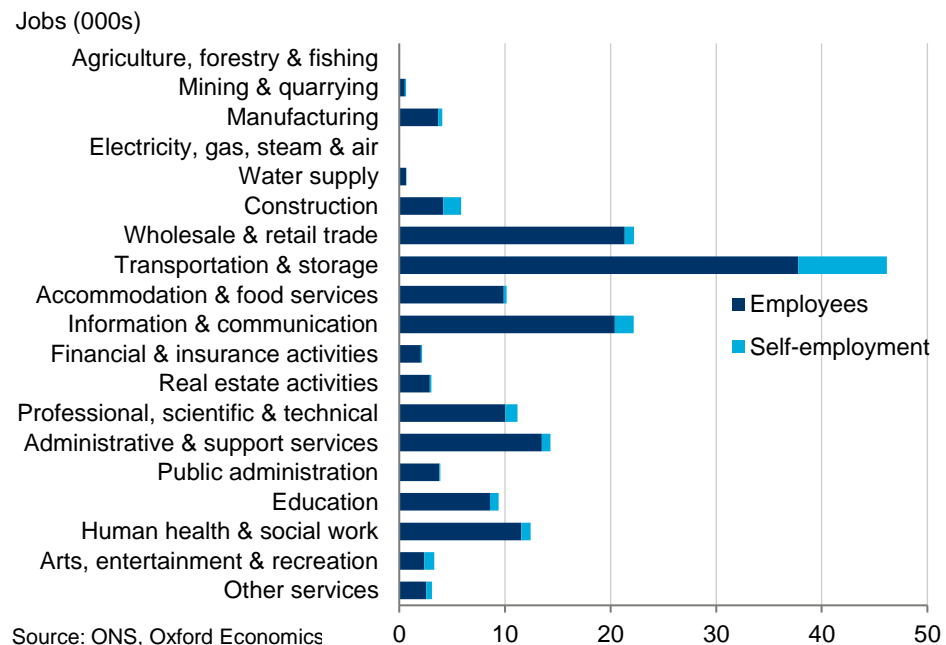
**20%**  
Share of employed residents who 'sometimes' work from home in 2019.  
*Below the WLA and London average and broadly reflective of the local occupational makeup.*

The point here is one that we have already made: the impact of the near-complete cessation of passenger flights at Heathrow is compounded by the fact that a large proportion of airport jobs cannot be done remotely. This probably implies that in the short-term, and for as long as flights are significantly curtailed, Hounslow is probably being affected particularly badly by the coronavirus pandemic.

### 10.8 IMPACT ON RESIDENTS: SELF-EMPLOYMENT

Relative to the wider WLA area and London as a whole, the self-employed are under-represented in the borough. In 2019, just over 10% of workplace jobs were accounted for by the self-employed—approximately 4 percentage points lower than the WLA average, and 3 percentage points lower than London as a whole. However, more than 40% of all self-employed jobs are in the transport & storage sector. This may reflect taxi-drivers and hire-car drivers, amongst other detailed employment categories.

**Fig. 102. Self-employment, Hounslow, 2019, 000s**

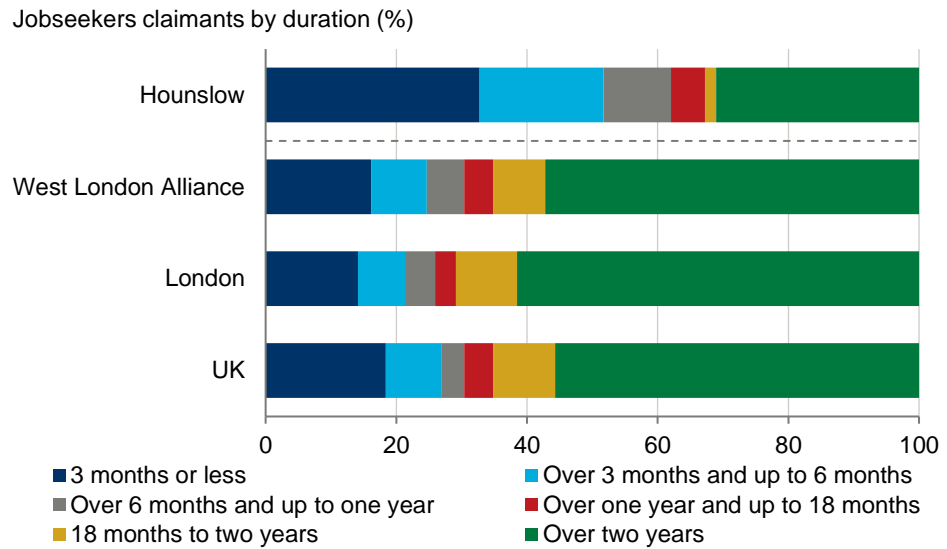


### 10.9 IMPACT ON RESIDENTS: UNEMPLOYMENT & INACTIVITY

UK unemployment has risen sharply in the wake of the coronavirus outbreak, with Hounslow no exception. Our baseline shows Hounslow’s unemployment rate averaging at 8.9% in 2020 (ILO definition)—a near three percentage point increase on the 2019 rate.

In March 2020, a third of those claiming job seekers allowance in the borough had claimed for three months or less—more than twice the WLA and London averages. Linked to that, long-term unemployment is less of a concern in the borough than elsewhere. In March 2020 fewer than two-fifths of the unemployed had claimed for more than a year—the lowest across all boroughs in the WLA area. Indeed, the equivalent rate for the WLA stood at almost 70%, while the London average stood at 74%.

**Fig. 103. Job seekers claimants, Hounslow, March 2020, %**



Source: ONS

As elsewhere, unemployment is most prevalent among the young. Over half of claimants in Hounslow in March 2020 were aged 24-29, a similar proportion to the rest of the UK. The 18-24 age group made up quite a smaller proportion of total claimants (4%), but it is likely that youth unemployment will increase in the coming months, given that businesses such as restaurants, bars, and retail stores, which typically employ younger staff, have remained closed throughout lockdown, and may in many cases struggle to reopen.

**10.10 IMPACT ON RESIDENTS: DEPRIVATION IN THE BOROUGH**

According to the Index of Multiple Deprivation (IMD), a relatively small proportion of LSOAs in Hounslow are ranked among England’s most deprived areas. Approximately 9% of LSOAs in Hounslow are in the 20% most deprived in England, a smaller share than experienced across the WLA (11%) and London (16%).

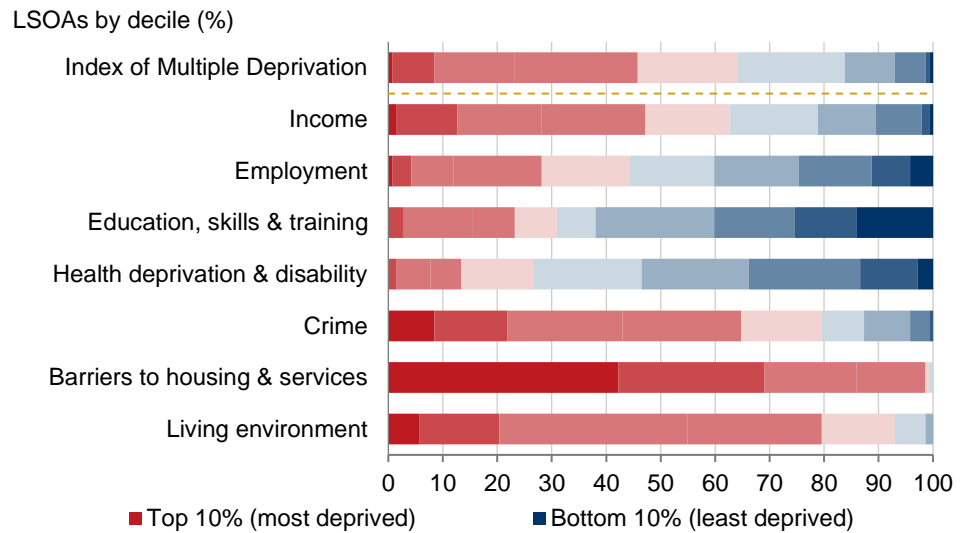
Fortunately, given present circumstances, Hounslow also scores well in terms of health deprivation & disability, with nearly three quarters of its LSOAs ranked among the 50% of England’s least deprived according to this theme. This measures the risk of premature death and the impairment of quality of life through poor physical or mental health. With relatively little of this type of deprivation in Hounslow, the borough may have better than average health resilience to coronavirus.

The current increase in unemployment claims means that employment deprivation is clearly increasing. The same may be true for housing deprivation. Barriers to housing & services is the major cause of social deprivation in the borough. Indeed, over two fifths of the borough’s LSOAs are ranked among England’s top 10% most deprived according to this theme.

**“** Barriers to housing & services ... over two fifths of the borough’s LSOAs are ranked among England’s top 10% most deprived ... **”**



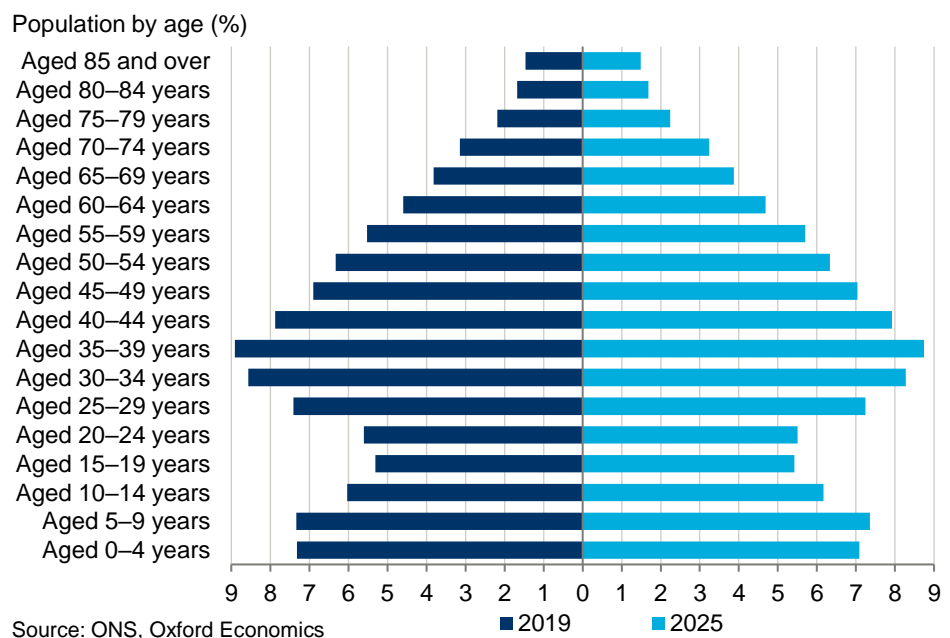
**Fig. 104. Index of multiple deprivation, Hounslow, 2019**



**10.11 IMPACT ON RESIDENTS: DEMOGRAPHICS**

Many jobs typically occupied by younger workers are currently more likely to be at risk of furlough or job losses, and it is therefore possible that the borough’s younger demographic is being worse hit than others at present. That said, like the rest of London, Hounslow has a young population, so the likelihood that a large proportion of young people will become unemployed is not large. Indeed, a bigger issue may be the challenges that face those mature residents with low qualifications, who lose their jobs. These people may find it particularly difficult to compete in the jobs market, when recovery comes. The issue of retaining may therefore become more acute than it has been in the recent past.

**Fig. 105. Population by age band, Hounslow, 2019 and 2025, %**



### 10.12 IMPACT ON RESIDENTS: ETHNICITY

Just under 50% of Hounslow's population aged 16 and over are white, compared with 54% in WLA boroughs on average, so that Hounslow has a slightly more ethnically diverse population than the WLA average. Within that, the shares accounted for by Indian, Pakistani and black residents are all higher than the WLA average, but 'other ethnic groups', at 10%, represent a lower share.

It will be important to ensure that the impact of coronavirus on Hounslow's residents does not impact any one of these groups particularly hard, relative to others.

### 10.13 IMPACT ON RESIDENTS: INCOMES, SPENDING & HOUSE PRICES

From the perspective of residents, Hounslow is not a high-income borough. It has among the lowest median resident-based earnings per week (at £635) in the WLA area, and is notably below the London average.

However, at £727 a week, Hounslow has the second highest workplace-based earnings within West London, only just behind Hammersmith & Fulham at £733. The message is clear: that the borough's best jobs tend not to be taken by residents, many of whom commute to other parts of London (and the South East) to work in lower-paid roles.

Many of the borough's residents, will be experiencing falls in income levels, even if they have not lost their jobs entirely. Combined with great uncertainty about the timing and strength of the recovery, and hence depressed confidence even amongst those not directly affected, it is inevitable that spending levels are depressed. We estimate that the average spend per head of the population in the borough will fall from £25,900 in 2019 to £22,900 this year (slightly lower than the WLA on average). And while residents are likely to increase spending when lockdown restrictions are eased, many will be disinclined to make the same amount of purchases as they did before the lockdown.

Another factor affecting confidence will be house prices. These slowed in Hounslow in 2018 before making a very small gain in 2019. Currently the market is effectively closed down and even when restrictions are formally lifted, transaction numbers will probably be very low. The expectation must be that in underlying terms, prices fall this year and next.

Potentially one of the biggest challenges for Hounslow, and for other boroughs, will be if people who lose their jobs or experience major pay cuts can no longer pay their housing costs. Given that housing affordability is the major cause of social deprivation in the borough, it would be particularly problematic if rising health or employment difficulties were to feed through to housing insecurity. It is important for the borough that housing difficulties do not increase markedly.

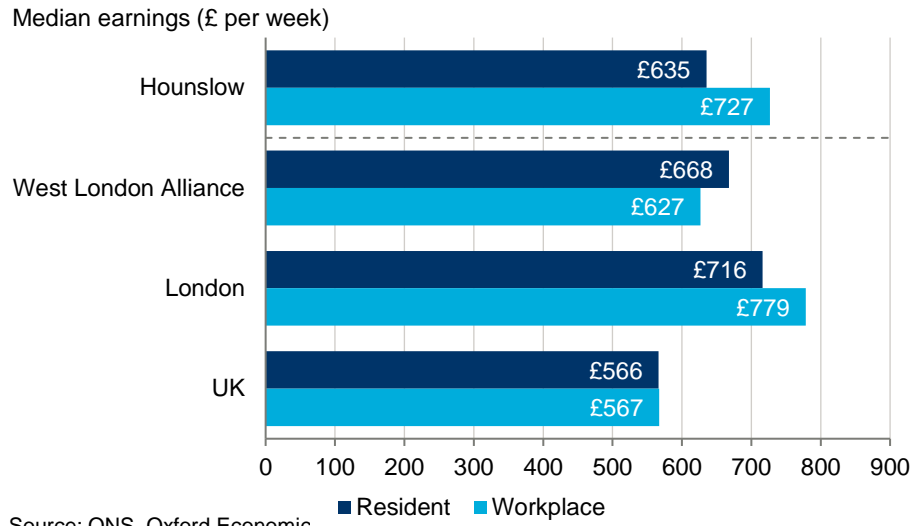
**£635 per week**

Average resident earnings in  
2019

*Employed residents typically  
don't have the same access  
to better paid local  
employment.*



**Fig. 106. Resident and workplace earnings, Hounslow, 2019**



# 11. KEY ISSUES, POSSIBLE RESPONSES

Our analysis suggests that while the coronavirus pandemic is generating some new and unfamiliar issues for the seven boroughs of West London, in economic terms it is tending to change the intensity or immediacy of existing issues, rather than creating wholly new ones.

This implies that, while the existing strategic goals that partners have set themselves probably remain appropriate, a shift in emphasis is needed in places, especially with respect to short-term considerations. Over the rest of this concluding chapter, we discuss seven key areas that could be addressed in this way.

## 11.1 HELPING TO REDUCE JOB LOSSES AND BUSINESS FAILURES

In our baseline forecast, unemployment in West London in 2020 is 27,000 higher than in 2019, while in our downside scenario, it is 35,000 higher. In the former case, most of the job losses are then reversed in 2021, whereas in the downside scenario, the situation gets slightly worse. The position with regard to business failures will mimic this—data on these are subject to distortion and we do not seek to forecast company closures, but both are driven by essentially the same factors.

The main difference between our two scenarios is down to epidemiology. This implies local partners can influence which of the two scenarios occurs via the work they do to encourage social distancing, and through their service delivery in areas such as education and social care.

But another factor influencing which of the scenarios comes about is confidence. This is a matter of economics, which local governments in West London have some ability to influence. Methods include:

- conveying a message that a recovery is indeed likely if social distancing is adhered to;
- communicating what local authorities and partners are doing in terms of (for example) rent and rate collection, applying for central government support, and so on; and
- active campaigns to encourage local consumers and businesses to support one another by buying locally.

The notion that “we are all powerless” is not helpful, and local authorities and their partners can demonstrate it is not correct by seeking to improve the rebound in their local areas.

## 11.2 RESPONDING TO THE PROBLEMS OF PARTICULAR GROUPS

This report has repeatedly stressed that young people are largely in the frontline when it comes to job losses and pay cuts. This applies in all seven boroughs to a similar degree (even if the extent to which there is a pre-existing problem of young people’s unemployment differs). It is important to address this issue. Further Education colleges, and other training providers, are the first

responders here, and local authorities need to connect with them to see what assistance can be provided.

However, we caution against the view that young people should be the main focus of concern, at the expense of other groups. It is possible, indeed likely, that many young people will be quickly reabsorbed into work when the recovery happens. In contrast, those at the older end of the working-age spectrum may find returning to work more challenging, while those in the intermediate age bracket typically have the largest liabilities and responsibilities, not least housing costs—so the consequences of their losing income or jobs, while less likely, are probably more severe.

Since social deprivation in West London (as elsewhere in London) is more likely to reflect housing costs/quality of housing than other factors, it is particularly important to avoid a situation in which unemployment translates into homelessness, since this is a harder challenge for individuals to address in West London than in most of the country. Therefore, we suggest the coronavirus crisis has raised the importance of housing services relative to other services, and that preventing unemployment from spiralling into homelessness and then other problems (health, anti-social behaviour) should be a higher priority than prior to the outbreak.

The impact of coronavirus on particular ethnic communities is also important. We have emphasised that all West London boroughs are ethnically diverse, and that infection rates vary by community—even if the reasons for that remain unclear. While keen to avoid broad generalisations, we think it useful to draw attention to two factors that are essentially economic:

- where people work and what their working conditions are; and
- where people shop.

Local authorities have responsibilities in these areas, and ensuring that (for example) street markets are well managed with respect to social distancing, or that mini-cab drivers are well protected, may be particularly helpful to some communities. This same remark also applies to people on low incomes, who are another group with a strong case for receiving special attention.

### **11.3 SUPPORT FOR SELF-EMPLOYED AND SMALL BUSINESSES**

Those who work for themselves or for very small employers are likely to be less resilient than those who work for medium-sized and large employers. Many of these small firms will either be (i) retailers; (ii) restaurants, bars and cafes; or (iii) people selling personal services to local consumers, and they may only have limited capacity to respond to lockdowns or personal problems with work availability. Their employees may also have unfavourable employment terms and low personal savings.

Among the possible responses is for local councils to encourage people to shop or trade locally, as mentioned above. A step beyond this would be to focus on local neighbourhoods, especially high streets and parades of shops—providing resources for local marketing campaigns, and helping local businesses make any adjustments they require to manage social distancing. An obvious example is with respect to on-street eating and drinking outside bars and cafes.

This principle is especially important for boroughs with a large proportion of out-commuters—people who bring income into the local economy, but who also have a tendency to spend outside it both during and at the end of their working days. Encouraging them to spend more locally would be a positive step.

#### **11.4 RETHINKING HIGH STREETS**

It should be noted that many retailers were already struggling prior to the pandemic because of the growth of online shopping. Similarly, a number of restaurant chains were already failing in part because of problems with their business models, and partly because of a growing tendency for people to stay at home and enjoy online media. This behaviour has been temporarily—but hugely—boosted by the lockdown, and the concern must be that consumers will only partially return to their previous patterns. This would have further adverse consequences for local high streets and for individual neighbourhood shops, restaurants and pubs, intensifying a process of decline that was already in place.

Local authorities cannot expect to prevent a fundamental shift in consumer preferences. So, while they may understandably wish to provide temporary support to high streets and individual establishments, they should also recognise that over the long run, a shift towards fewer shops should be reflected both in planning policies and decisions, and in local business support schemes.

The bigger issue, however, is that poorly performing local high streets are much more likely to be the result of poorly performing local economies than changing consumer behaviour. Generally speaking, successful local economies are those with increasing numbers of office jobs, particularly in the high-growth sectors of professional and support services and digital services. And since office workers tend to spend in shops, cafes and restaurants, the best way to boost the retail and hospitality sectors may be to boost the office sector.

In part, this may entail allowing (or, indeed, encouraging) a change in use for some shops from retail to office use, precisely so that other retail establishments can become more prosperous. Indeed, if the pandemic creates a rise in retail vacancies, this may prove a one-off opportunity for refocusing some local economies within West London. The boroughs may therefore wish to prioritise finding ways to improve their office-based economies, in order to strengthen their retail economies.

#### **11.5 REGENERATION SCHEMES**

It is also possible that the West London economy is facing a much larger, coronavirus-driven threat to its 11 Opportunity Areas, and the very ambitious regeneration schemes that most of these are host to—schemes that collectively amount to many billions of pounds.

There are two (parallel) reasons why this might happen. Firstly, all of these schemes rely, to some degree, on public funds, and the surge in government borrowing provoked by the pandemic may be followed by a severe cut back in spending. Secondly, private sector investors may also have to retrench

radically if bond markets turn down, and if bank credit becomes much harder or more expensive to obtain.

At the macroeconomic level, we rate both of these risks as small. While there has been a huge expansion in the state's involvement in the UK economy (the government's deficit is likely to expand to around £290bn this year, or 14% of GDP—by far the biggest deficit in post-war history), in funding this deficit, the government faces very favourable financing conditions. Far from having been driven up, the interest rate on UK Government debt is close to record lows, and with borrowing costs likely to stay low as the economy recovers, there should be no urgency to cut the deficit quickly. Instead, economic growth can deliver a gradual decline in the UK's debt-to-GDP ratio.

It is a similar story for private investors. Investment in West London real estate must be high up the list of globally safe assets—providing the delivery of such investment schemes is well managed, and the investment cases are well presented. This suggests a role for local economic development teams in ensuring that these conditions prevail.

A first step would be to make sure lines of communication with developers are open, and that investors share any anxieties they may be feeling with regard to post-coronavirus investments. Beyond that, the need to convince central government on schemes from Old Oak Common/Park Royal downwards has increased—because while more government spending may be here to stay, the competition between spending categories has become tougher. More strategically, the economic case for West London as a whole needs to be made more strongly—including, but not confined to, the case for transport infrastructure investment, particularly with respect to both Old Oak Common and the Golden Mile.

## **11.6 CULTURE, SPORT AND THE UNIVERSITIES**

While not on anything like the same scale as the Opportunity Areas, West London's cultural and sporting sector also requires mention. Along with hospitality, it is one of the most heavily affected sectors in the economy—and although the scale of the sector is slight, the psychological importance of Wembley Stadium, the Hammersmith Apollo, the Lyric Theatre (widely commended for its community engagement) and a very large number of other venues and groups, is large.

In addition, the creative and cultural industries sector features prominently in West London's overall strategic ambition, and there are clear synergies between a strong digital sector and a strong real experience sector—not least because they typically share talent and audiences in common. As a third reason, the need to increase economic activity by first boosting consumer and business confidence makes a case for celebratory or community-building outdoor events in 2021. The cultural and sporting sectors should be integral to this, so a taskforce to address the role of the sector in the recovery might be a good idea.

The other heavily affected sector is education: we have mentioned several times the plight of universities, which are significant net contributors to their local economies but which face potentially severe declines in their incomes. While this may not be an issue where local government can make a major

contribution, there is a case for working with universities and HE colleges to establish what help might be provided.

### **11.7 RE-OPENING HEATHROW**

In absolute and immediate quantitative terms, the final issue to which we draw attention may be the most important: the near-closure of Heathrow airport in terms of passenger flights. The airport is not only the largest employer in West London but the UK as a whole. Its importance extends well beyond Hillingdon and Hounslow into the economies of the other five West London boroughs, with food production at Park Royal the most obvious example.

While the economics of the air travel sector is not something these boroughs can significantly affect, cooperating with the airport's management and its major tenants such as British Airways, to provide information and temporary relief to local businesses, is a reasonable step. Even if there are some large differences of view about long-term strategic goals, they do not reduce the need for immediate collaboration on supporting individuals and employers within the seven boroughs.



# APPENDIX 1: CORONAVIRUS CHALLENGES INDEX

Our Coronavirus Challenges Index is designed to help identify the ability of an area to withstand and respond to the economic shock resulting from the coronavirus pandemic. It is based on three key themes; Economic Structure, Business Characteristics, and Digital Connectivity. We have developed this in order to compare local authorities across Great Britain on a comparable basis, rather than tailoring it to West London specifically.

The variables included under each theme and the rationale for inclusion are summarised below:

Theme	Variables	Rationale
Economic structure	Share of GVA in arts, entertainment, & recreation, and accommodation & food services	Tourism and hospitality services will take a significant hit as people suspend their travel plans and social activities.
	Share of GVA in manufacturing	Manufacturing will be the most hit by supply-chain disruptions
	Share of GVA in transportation & storage	Transport & storage activity will fall as a result of reduced economic activity during lockdown.
Business characteristics	Share of small firms: share of businesses with 0-9 persons employed of the total number of businesses	Small firms are at a higher risk of bankruptcy due to lower cash buffers and more restricted access to credit.
	Share of employment who are self-employed	The self-employed are generally more exposed to the negative consequences of the pandemic both in terms of job security and support.
	Share of high-growth businesses as a proportion of all firms over 10 persons employed	Areas with small proportions of high-growth firms are potentially more vulnerable as these firms play an important role in contributing to economic growth in an area.
Digital connectivity	Share of properties that are unable to receive a 10Mbps broadband connection.	As lockdown is imposed, many people (especially in services) will work from home and connectivity of at least 8Mbps is recommended for reliable video conferencing.
	Share of workers that never work from home.	As lockdown is imposed, many people (especially in services) will work from home and connectivity of at least 8Mbps is recommended for reliable video conferencing.



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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	9 July 2020
<b>Subject:</b>	Award of a one year contract to Quality Heating Services for the provision of domestic gas services and approval to proceed with re-procurement
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Nick Powell, Divisional Director of Housing
<b>Portfolio Holder:</b>	Councillor Philip O'Dell, Portfolio Holder for Housing; Councillor Adam Swersky, Portfolio Holder for Finance and Resources.
<b>Exempt:</b>	Appendices 1, 2 & 3 are exempt, under Category 3 of the Exemption Schedule as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1: KPIs – Quality Heating Services Appendix 2: Contract Value Appendix 3: Upgrades - Basket Rates

## Section 1 – Summary and Recommendations

- 1.1 This report asks Cabinet for authority to award a 1 year contract to the incumbent provider Quality Heating Services (QHS) in order to continue to deliver a domestic gas contract for boiler and central heating repairs, servicing, new installations and smoke/carbon monoxide detector servicing to Council homes.

The recommendation for a new contract for an additional year has arisen as a result of the Covid-19 pandemic. The procurement process would otherwise have taken place during the period since lockdown commenced. As services moved to P1 activity it required this procurement to be put on hold. As we move into recovery phase we will look to commence a competitive re-procurement process in the latter part of this year with an award of a longer term new contract for June 2021.

Although the contract expires on 30 June 2020 the contract has financial capacity to continue in the short term and purchase orders are already in place as the works discharge Landlord Health & Safety obligations.

This route has been discussed at Housing Contracts board. As we were not able to extend this contract further, a direct award of a new contract to our incumbent supplier has been advised by our legal colleagues to enable:-

- A continued provision of gas services as per our statutory requirement as a social housing landlord.
- An update of all the necessary documentation to re-procure the contract, and put in place an appropriate tender exercise.

### Recommendations:

- 1.2 That Cabinet:

1. Approve the direct award of contract to Quality Heating Services for a period of one year commencing on the 01<sup>st</sup> July 2020 and terminating on the 30<sup>th</sup> June 2021. The value of this one year contract is £866,600.00.
2. Approve the commencement of the procurement process for a contractor or contractors to carry out domestic gas boiler and central heating repairs, servicing, new installations and testing of smoke/carbon monoxide detector testing to Council housing properties on a four year contract from 1 July 2021 to 30 June 2025 with an option to extend for up to a further two years (4+2). The total value of this contract(s) for the initial four year term will be £3,466,400.00. The value of the two year contract extension if used will be £1,733,200.00.

3. Delegate authority to the Corporate Director of Community, following consultation with the Portfolio Holder for Housing, Portfolio Holder for Finance and Resources, and Director of Finance to award a new contract(s).

**Reason:**

1. Due to the estimated value of the proposed contract award we require Cabinet authorisation to comply with the Council's Contract procedure rules.
2. So that we continue to provide this essential service to meet our statutory duties as a landlord across Council homes within the Borough and comply with Health and Safety Gas Regulations.

## **Section 2 – Report**

### **2. Introductory paragraph**

- 2.1 In 2012 the Council let a 4 year contract to Quality Heating Services to undertake the gas repairs, servicing, new boiler and central heating systems and servicing of carbon dioxide and monoxide detectors within the Council's domestic housing stock. This was extended by the Council following approval by Cabinet in May 2015 along with a request for an extension that was granted until 30 June 2020.
- 2.2 We are seeking a new contract via direct award to the incumbent provider (Quality Heating Services) for a period of 12 months so that we can continue to provide this essential service to the Council's stock, until we are able to carry out a tendering exercise and award a contract. All extension options within the current terms and conditions of contract with the provider have been exhausted. We are therefore now requesting Cabinet approval for an additional 1 year contract to the incumbent provider.
- 2.3 Quality Heating Services are currently contracted to provide a service for both the Borough's Domestic and Communal repairs and maintenance. Both contracts expire on 30 June 2020 and this was planned so that we would have the option to review the procurement options available to us for both contracts. With the onset of the current Coronavirus crises the award of contract is also necessary as resources have been diverted to the ongoing pandemic, and we do not have resources at this time to carry out a procurement exercise.
- 2.4 A direct award of contract to the incumbent supplier would ensure that we are able to continue with the repairs and maintenance of our

housing stock whilst we prepare the scope of the future service and the associated procurement tender documents.

- 2.5. Extension of the existing contract has been discussed at Housing Contracts Board, but as all options to extend have been exhausted, Direct award of a new contract has been advised by our legal colleagues to enable a continued service and this provision of service has been discussed between Asset Management and our Procurement colleagues, to enable points as mentioned above in paragraph 2.4.
- 2.6 Due to the Council's statutory obligations as a social landlord it is imperative we have a contract in place to meet gas compliancy to ensure the health and safety of our residents, including those that are elderly and vulnerable. Again this is also vital particularly at this time.
- 2.7 In addition we are also seeking approval to commence a re-procurement process that will culminate in the award of a 4 year contract with an option to extend for a further two years (4+2) and have requested delegated authority to award following the tender exercise.

### **3.0 Options considered**

#### **3.1 Options considered for continued provision of statutory services**

##### **(a). Award of new contract to Quality Heating services**

- (i) This ensures that staff have sufficient time to put the re-procurement of this service in place. This extra time is particularly significant as we wish to maintain this vital service during such an uncertain time.
- (ii) This option is also particularly attractive as this has been a historically well performing contract, with consistently good KPI performance and solid joint working, as discussed further in Section 4 (Performance Monitoring and KPI) of the report and illustrated further in Appendix 1.
- (iii) Ongoing performance, and performance during our Business Continuity phase has been excellent and Quality Heating have not furloughed employees or have not applied for relief payment from the Council.

##### **(b). Do nothing**

- (i) This is not an option due to the statutory nature of this service.

#### **3.2 Options considered for re-procurement of the contract**

**(a). Open tender and award to one or more providers**

- (i) Engaging in an open tender will allow for wider competition, and competitive pricing.

**(b). Exploration of procurement frameworks for re-tendering**

- (i) Consideration will be given to explore the re-procurement of the contract via a framework agreement and establish if there are cost benefits to the Council without compromising service quality standards. Accessing frameworks may levy an administration fee, so cost will be reviewed against overall value for money and current contract costs.

**(c). Do nothing**

- (i) Both a new contract award and re-procurement are essential.
- (ii) Doing nothing is not an option, as failure to have a contract provision in place for the delivery of this integral service could result in a breach of Health and Safety Gas Regulations and our statutory responsibilities as a social housing landlord.
- (iii) Failure to award the contract and re-procure appropriately means that the Council will be in breach of our internal governance policies and Contract Procedure Rules.

**4.0 Performance Monitoring and Key Performance Indicators**

4.1 Performance is monitored regularly through our Contractor Appraisal Panels that are attended by the contractor, monitoring officers and Residents who work in partnership to ensure that a consistently high quality service is delivered. This is further evidenced by residents robustly monitoring performance and challenging any issues that have arisen. Originally held monthly, these panels have moved to bi-monthly because performance is consistently good.

4.2 Resident Contracts Monitoring Representatives have been proactive in monitoring performance. They have visited Quality Heating's offices to undertake quarterly annual audits to ensure that performance figures are robust and service delivery is maximised.

4.3 Gas performance monitoring also forms part of the Housing Department's quarterly monitoring regime. Our gas data has also been transferred to the new Housing compliance IT system C365. This means that we have greater depth of performance reporting available to us as a client.

4.4 **Appendix 1:** Details performance during 2019/2020 for Quality Heating Services and overall the performance has met contract targets.

## 5.0 Pricing

### 5.1 **Appendix 2:** Details the 3\* contract value

The contract for repairs and servicing is a three star contract, the terms of which are highly competitive and ensures an excellent service to tenants.

### 5.2 Quality Heating Services have agreed to maintain the current gas contract rate per property at £106.27 (excl. VAT) for our stock of 3,971 properties (as at 2<sup>nd</sup> June 2020).

This gives a 3\* domestic contract value of £550,000 of which £452,000 is for the 3\* gas servicing and repairs contract, plus £70,000. for chargeable gas repairs (not included within the 3\* gas rate). An additional £28,000 is required for essential H&S repairs and maintenance to gas meter cupboards. An additional £16,600 is required from General Fund for 132 properties. The rates also include associated costs to service smoke and carbon dioxide detectors and provision of a call centre. .

### 5.3 For new installations, the basket rates for capital (new) installations will increase by 2% (in line with industry standard Building Cost Inflation rates) and are detailed in **Appendix 3**. We have allocated £300,000 from the capital programme.

There is financial capacity within the current contract value as a £300,000 order has been placed with QHS. This programme comprises of the following:

- 1 Bed Flat, maisonette ,bungalow x 17 x £2,833.36 = £48,167.12
- 2 Bed Flat , House x 31 x £3,398.35 = £105,348.85
- 3 Bed House x 35 x £4,042.59 = £141,490.65
- Associated building works = £4993.38

Total properties = 83

Total amount = £300,000.00

All new boilers installed automatically come with a 5 year manufacturer warranty.

### 5.4 Taking resident calls directly (QHS Call Centre) - QHS continue to take repair and service calls directly from the customer rather than going through Access Harrow. This has meant a more accurate diagnosis and faster response times, all with no extra cost incurred by the Council. Their call centre is also responsible for managing new installations and co-ordinating schedules.

## 6.0 Social Value benefits



During the term of the contract, there have been a number of social value benefits that have been derived from the contract:

- 6.1 Quality Heating have employed 4 apprentices one of whom is currently working on the contract full time. They also ensure a high percentage of their supplier spend is in Harrow.
- 6.2 Quality Heating Services have provided upgraded appliances in communal kitchens free of charge and sponsored local community events such as Summer Fayre's (donating raffle prizes) and have supported Tenant Association events and Estate Action Days.
- 6.3 More recently, Quality Heating Services have been making contribution to fund events for the most vulnerable tenants within the Borough. This is co-ordinated through our Tenants and Representatives body HFTRA.
- 6.4 Furthermore Quality Heating Services have indicated that they will be continuing with this initiative through the term of the contract. They will also be involved in other one off initiatives as part of their continued social value commitment to Harrow Council.
- 6.5 Quality Heating Services will continue to invest heavily in the development and improvement of their systems to make them accessible and interactive for residents.
- 6.6 Quality Heating Services have also agreed to recruit a new apprentice for 2020/21 and will be proactive in engaging with Harrow Council's Community Engagement strategy.

## **7.0 Partnership working**

- 7.1 All of the above points are important and add value to the contract. Quality Heating Services also put a high value on the opportunity to continue working with Harrow, to ensure that we are truly continuing to work in partnership.
- 7.2 We would like to highlight how pleased we have been with Quality Heating's response and performance in the current Covid-19 crises.
- 7.3 We are also pleased to report that they have maintained consistently high performance rates throughout the last 2 months and compared amongst the best reported in London Sit Rep reports. Use of the contractors Service Centre has meant that customers have been able to directly access its Call Centre. This has been vital in ensuring that the engineers are able to flexibly arrange appointments for vital boiler checks and perform appropriate pre-visit screening.
- 7.4 In re-procuring the contract we would expect the same or improved levels of partnership working in our new contract.

## **8.0 Current situation**

- 8.1 As stated above, the contract award will allow the Council to prepare appropriately for the re-procurement of the domestic heating contract.

We are requesting contract provision via a direct award to the incumbent contractor Quality Heating Services, as:-

- 8.2 More officer time is required to refresh and update the appropriate tender documentation especially in light of new technology and climate change initiatives. This will lead to more efficient systems of working and reporting, delivery of services, resident satisfaction and cost savings for both residents and to the Council.
- 8.3 The new contract tender documents will take into account the Council's relevant policies and statutory obligations to meet gas compliance at 100%. This also includes a provision to ensure we make the best use of available technology and to support Considerate Contractor initiatives.
- 8.4 In addition to the above, the Directorate has also been through a major tender exercise to procure a new IT system and this project has taken considerable resourcing, being a project that has been rolled out across the whole of the Housing Directorate. The re-procurement exercise and award of the gas contracts will run in parallel with this project.

## **9.0 Innovation and IT improvements.**

- 9.1 Quality Heating Services also fully support the IT improvements that are taking place within Harrow and parallel to that, they are also investing in the development and improvement to facilitate further innovation to their own systems.
- 9.2 One particular area of focus for Quality Heating is that they are reviewing current system particularly the digitisation of the service. This will enable resident to report issues online, make a convenient appointment, track job progress, viewing the location of the engineer prior to their arrival and being able to provide customer feedback whilst the job is in progress /when it has been completed, providing a service to residents that would prefer to use online reporting facilities.
- 9.3 In re-procuring the contract we would expect the successful contractor to bring the same or improved levels of partnership working and innovation.
- 9.4 In part of Harrow's response to Climate Change and targets that have been set we are aiming to become Carbon neutral by 2030. As the re-procured contract would run until 2025 we will be jointly working with the successful contractor to agree on ways to implement relevant

measures in response to the Council's declared Climate Emergency. We would expect any successful contractor to also have experience in the implementation of new technology such as ground source heat pumps. This would allow us to gradually move away from the use of gas in our stock towards the back end of this decade.

## **10.0 Implications of the Recommendation**

- 10.1 The recommended path allows us to continue with statutory duties in our domestic dwellings and Council wide premises with a trusted contractor. It also allows us to implement the steps necessary to achieve a robust procurement exercise going forward.
- 10.2 It is also crucial that gas repairs and maintenance continues to a high level of efficiency for all our residents and there is minimum disruption arising from the loss of heating and hot water, particularly during the winter months.
- 10.3 The new contract provision will mean that we will be able to manage our internal resources more efficiently.

## **11.0 Ward Councillors' comments**

- 11.1 The gas maintenance and repairs service affect tenant's dwellings across the Borough and it is Harrow Council's statutory duty as a Social Housing Landlord to carry out the necessary works to ensure the continued safety and wellbeing of our residents.

## **12.0 Performance issues**

- 12.1 We have provided evidence of Quality Heating's performance levels in **Appendix 1**.
- 12.2 Post the tender evaluation and subsequent award; the successful contractor will be managed effectively starting from mobilisation. Performance statistics will be reviewed on a monthly basis and monitored through a combination of KPI's and formal meetings, where any arising issues can be worked through jointly. The resulting data/information will also be uploaded onto SharePoint so that information is more easily accessible to all relevant officers. The appointed contractors will be compliant with Gas Safety regulations 2018.

## **13.0 Environmental Implications**

- 13.1 It is the intention that the delivery of any contract will contribute to the Council's objectives around social, economic and environmental sustainability. The Council intends to do all it can to ensure that it

supports Harrow's economy by buying locally wherever practical and maximise opportunities for local people in employment and training.

- 13.2 Environmental considerations have extra significance as the Council has declared a Climate Emergency. As such the Council will be moving towards ensuring carbon neutrality. With the Council declaring a Climate change emergency we will work together with all partners to ensure that the measures we are putting in place are compliant with this policy.
- 13.3 Where financially practicable we will work with the current contractor Quality Heating Services and any new contractor to ensure that we move towards carbon neutrality. This will mean an exploration and implementation of carbon reducing options such as ground source heat pumps. This is also balanced with the need to reduce residents' fuel bills and fuel poverty within the Borough overall.
- 13.4 The re-procurement will ensure that tenders provide detailed information about their contribution to the environment and sustainability. The tender will require bidders to sign up to the Considerate Contractor Scheme.
- 13.5 Specific requirements on social, economic and environmental matters will vary according to the value and duration of each contract and will be part of the pre-tender procurement documentation for inclusion in the online tender portal.
- 13.6 Where practical the scheme will use products that will help reduce the Council's Carbon footprint. Requirements will be detailed in the specification as part of the procurement exercise.
- 13.7 During 2020/21 we will also be liaising with Quality Heating Services about any potential application of innovation for the duration of the new contract term that will feed into the Council's Climate emergency policy toward our goals of being carbon neutral by 2030.
- 13.8 The contract specification will ensure that tenders provide detailed information about their contribution to the environment and sustainability.
- 13.9 The expectation will be for the successful contractor to make contributions during the life of the contract such as:
  - Targets will be set and monitored for employing apprentices and offering work placements and training opportunities to local young people.
  - A supply chain that makes best use of opportunities for Harrow businesses and voluntary and community organisations to compete to participate in our supply chains. Contributing not only to the local economy but reducing 'supply miles'.
  - Environmental performance in such areas of reduction of waste, reducing energy costs and reuse of products and materials.

- Making the existing boilers more energy efficient by improving control mechanisms and other associated equipment.
- As we bring improvements to the energy efficiencies of our boilers, less gas will be used which is better for the environment as well as reducing running costs.
- Exploring options for, and implementing the introduction of new technology to reduce our stock's carbon footprint.

#### **14. Data Protection Implications**

- 14.1 All personal data processed in connection with the contract will be carried out in full compliance with data protection laws including the Data Protection Act 2018 and GDPR.

#### **15. Risk Management Implications**

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

A number of risks have been identified and contingencies planned for:

- 15.1 Key performance indicators are in place to measure and analyse service standards. Deviations are identified at an early stage and corrective action taken.
- 15.2 With reduced capital investment there is a drive to maximise efficiencies through technological improvements in service delivery together with more favourable warranties and grant applications.
- 15.3 In the event Quality Heating Services default on their contract obligations in full or in part the gas contract will transfer to Slade Group on an interim basis until an alternative provider is found
- 15.4 In particular our focus will be on gas compliancy in terms of yearly statutory gas safety checks and servicing of smoke and carbon dioxide detectors. Any issues during yearly checks will be managed on a yearly basis as part of an agreed schedule and will be uploaded on our new compliance database, C365. Any corrective repairs/ upgrades will be carried out by term repair contractors.
- 15.5 Business continuity plans are in place to deal with immediate and short-term risks e.g. working remotely and relocating premises, adopting interim reporting procedure and implementing alternative communications.
- 15.6 Outcome of Covid19 and impact on the industry is yet an unknown. This will be reviewed on regular basis to monitor cost impact.

## 16. Procurement Implications

As set out in the Options considered section above we are seeking:-

### **Direct award of contract to the incumbent supplier Quality Heating Services:**

- 16.1 The request for the approval of a 1 year contract to be awarded to Quality Heating is supported by the Procurement Team. The value of the contract is under the OJEU threshold for works and as such is not subject to the full scope of the Public Contract Regulations 2015.
- 16.2 The use of waivers to make direct awards is permitted under the Contract Procedure Rules in defined circumstances. The request within this paper is compliant with a number of these circumstances such as:
- (a) **Emergency:** There is a clear need to provide a service or a product immediately in the instance of a sudden unforeseen crisis; the immediate risk is to health, life, property or environment.
  - (b) **Service Imperative: Demonstrable circumstance that is exceptional.**
  - (c) **Extension as a Waiver:** Where an extension to a contract is being sought but it is not possible under the current terms and conditions of the contract.
- 16.3 In respect of the recommendation to approve the commencement of a re-procurement exercise; the Procurement Team will support the service area and ensure any future award is made compliantly and demonstrates value.
- 16.4 An optimum route to market is still to be discussed and agreed but the likely options to be utilised will probably be the use of Open Procedure or the use of an existing compliant framework vehicle.

### **Our proposed top level evaluation criteria will be:**

**Price: 40%**  
**Quality: 50%**  
**Social Value: 10%**

## 17. Legal Implications

17.1 We are seeking to directly award a 1 year contract to the incumbent supplier to ensure that we continue to be able to provide a service to Council homes and ensure the safety of our residents as per our statutory duty.

17.2 The values of both the 1 year contract directly awarded to the

incumbent contractor and the re-procurement of the overall service for 4 years plus 2 years, falls below the financial threshold stipulated under the Public Contractor Regulations 2015 (PCRs) in relation to works contracts.

17.3 Therefore, whilst strict adherence to the PCRs is not required for the direct award of the contract to Quality Heating Services and the future procurement exercise, the Council must ensure it complies with the general principles of equal treatment, transparency, mutual recognition and proportionality.

17.4 The award of the contracts complies with the Council's Contract Procedure Rules.

## **18. Financial Implications**

Financial implications of the proposed decision:

18.1 Revenue expenditure for 2020/21 estimated at £566,600.00, made up £550k HRA and £16,600.00 General Fund, although General Fund expenditure expected to increase as the number of properties acquired under Council's Property Acquisition Programme increases.

18.2 Capital expenditure for 2020/21 estimated at £300k and relates to HRA only.

18.3 Purchase order commitments for all these items, with the exception of £16,600.00 for General Fund units, have already been raised therefore to ensure Council discharges its' landlord obligations as referenced in paragraph 2.3.

18.4 Although there is adequate budget for revenue and capital works, some revenue budgets will require reconfiguration to reflect the expenditure profile.

18.5 No lease-holders are affected therefore no Section 20 notices are required to be served.

18.6 Expenditure on HRA units is funded entirely from HRA resources with no requirement to borrow and no impact on General Fund. Expenditure on General Fund units, acquired under the Property Acquisition Programme, is funded from the rental income from those units and reconfiguration of budgets will be required to accommodate the expenditure leaving no overall impact.

18.7 This contracts put in place will pay the London living Wage (LLW).

## **19.0 Equalities implications / Public Sector Equality Duty**

- 19.1 The procurement exercise will be designed to deliver existing policies and strategies maintaining the current level of equality in service provision. The contract specification will be very clear on the equalities related duties on contractors, given the wide range of needs of our customers.
- 19.2 An initial Equality Impact Assessment has been prepared specifically for the procurement exercise. This identified no need for a full assessment at this stage because it did not identify any potential for unlawful conduct or disproportionate impact. All opportunities to address diversity-particularly vulnerability for all tenants and will be addressed through the contract specification and ensure residents receive the same service regardless of, but taking into account specific needs. We will address these in our tendering documents and processes. The assessment will be updated as the contract moves forward.

## **20.0 Council Priorities**

Below we have identified how the decision sought will deliver on some of the Council's priorities:

### **20.1 Improving the environment and addressing climate change**

As previously stated in Section 9 of this report, the re-tendering will take into account modernisation (use of appropriate technology) related to Climate Change, and will encourage implementation of relevant measures in response to the Council's declared Climate Emergency.

As the re-procured contract would run until 2025 we will be jointly working with the successful contractor to agree on ways to implement relevant measures in response to the Council's declared Climate Emergency.

### **20.2 Addressing health and social care inequality**

The procurement exercise will be designed to deliver existing policies and strategies maintaining the current level of equality in service provision.

The contract specification will be very clear on the equalities related duties on contractors, given the wide range of needs of our customers.

The specification for the contract will ensure that the successful contractor is equipped to provide a high level of customer service to all our residents.



Quality Heating Services will also continue to provide a same day service for vulnerable and elderly tenants and service schedules will prioritise replacements for these residents.

### 20.3 Thriving economy

Section 6 of the report discusses current social value initiatives that are in place and Quality Heating Services have agreed to recruit a new apprentice for 2020/21. Quality Heating will also be proactive in engaging with Harrow Council's Community Engagement strategy.

Every effort will be made to ensure that local businesses are encouraged to submit tenders, and that added social value to support communities will be a part of the evaluation process.

Quality heating will also continue to use local suppliers (where possible) to ensure a high percentage of their supplier spend is in Harrow.

## Section 3 - Statutory Officer Clearance

Name: Tasleem Kazmi	<input type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 11 <sup>th</sup> June 2020		
Name: Sarah Inverary	<input type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 9 <sup>th</sup> June 2020		
Name: Nimesh Mehta	<input checked="" type="checkbox"/>	Head of Procurement
Date: 11 <sup>th</sup> June 2020		
Name: Paul Walker	<input checked="" type="checkbox"/>	Corporate Director
Date: 18 <sup>th</sup> June 2020		

<b>MANDATORY</b>	
<b>Ward Councillors notified:</b>	<b>No - as impacts all ward</b>
<b>EqIA carried out:</b>	<b>YES</b> An overarching EQIA was undertaken for the programme
<b>EqIA cleared by:</b>	Directorate Equality Task Group <b>(DETG) Chair</b>

## **Section 4 - Contact Details and Background Papers**

**Contact:** Andrew Campion  
 Head of Asset Management  
 0208 424 1339  
 Andrew.Campion@harrow.gov.uk

**Background Papers: None**

<b>Call-In Waived by the Chair of Overview and Scrutiny Committee</b>	<b>NO</b>
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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	9 July 2020
<b>Subject:</b>	Honeypot Lane Clinic – NHS Lease Renewal
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Paul Walker, Corporate Director, Community
<b>Portfolio Holder:</b>	Cllr Keith Ferry, Deputy Leader, Portfolio Holder Regeneration, Planning & Employment
<b>Exempt:</b>	Appendix 1 is exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended) - information relating to the financial or business affairs of any particular person (including the authority holding that information).
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1 – Exempt Information

**Section 1 – Summary and Recommendations**

This report sets out proposed lease renewal terms to be documented between the Council, as landlord, and the tenant, NHS.

**Recommendations:**  
Cabinet is requested to:

1. Approve the proposed stepped rental terms set out in the exempt appendix and the disposal at less than best consideration.
2. Delegate to the Corporate Director Community in consultation with the Portfolio Holder of Regeneration, Planning and Employment authority to approve the terms of the lease and complete of the required legal documentation.

**Reason: (For recommendations)**

A stepped rent has been provisionally agreed following a request from the CCG (Clinical Commissioning Group), a partner organisation, to assist them with their budgeting.

## **Section 2 – Report**

### **Introductory paragraph**

1. The recommendation in this report will assist in addressing health and social care issues as it helps to protect the budgets of the CCG while also delivering an additional rental income to the Council.
2. Approval is sought to document the lease renewal of the Honey Pot Lane Clinic, consistent with the Council's policy to ensure effective management of the commercial property portfolio.

### **Background**

3. This property is a 2/3/4 storey 'Art Deco' style building which was previously used as a Library but has been occupied by the CCG on preferential terms as a mental health clinic under a 25 year lease from 29 November 1993 on very beneficial terms. The rent was reviewable every 5<sup>th</sup> year based on the retail price index and the rent passing at the end of the lease was £8,902 pa.
4. The lease is held by NHS Property Services who paid the Council's rent but as the NHS operate an internal market the rent charged by NHS Property Services to the CCG was £73,000 pa which they deemed the market rent of the property.
5. The Council serviced the appropriate notice terminating the lease in November 2018 and has been negotiating a new lease with NHS Property Services. The market rent has been agreed as £140,000 pa which should be back dated to November 2018, the lease expiry date. The CCG would then be required to pay the difference between £140,000 pa and £73,000 pa to NHS Property Services which would then form part of the back rental payment to the Council.
6. Paying this back rent will put strain on the CCG's budgets as the amounts will have to be paid from 2020-21 budgets. The CCG has asked the Council to agree to a stepped rent.

7. The CCG is an important partner to the Council in its effort to deliver better health outcomes for residents.

## Options

8. **Option1** - To renew the lease at the market rent of £140,000 pa as at the date of renewal.
9. **Option 2** - To renew the lease on a stepped rent basis as set out in the exempt appendix.
10. Option 2 is recommended due to the partnership rewards it delivers for the Council with the CCG.

## Ward Councillors' comments

Ward Councillors have not been notified as this impacts all wards.

## Risk Management Implications

There are no risk management implications.

## Procurement Implications

There are no Procurement Implications from this report.
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## Legal Implications

<p>Section 123(1) of the Local Government Act 1972 provides the Council with the power to dispose of land and property, provided such disposition is made for the best consideration reasonably obtainable. Where a disposition is to be made for a consideration which is less than the best reasonably obtainable, the consent of the Secretary of State is required, unless such a disposal falls within the limit set prescribed by the Local Government Act 1972: General Disposal Consent 2003, which permits disposals at an undervalue not exceeding £2million.</p>
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<p>Pursuant to the Constitution of the Council, only Cabinet may approve disposals at less than the best consideration reasonably obtainable.</p>
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## Financial Implications

Rent income generated at Honeypot Lane clinic under the old lease was a modest sum of less than £10k per annum, which was significantly less than market value of £140k.

Following extensive negotiations with the tenant, the proposed rent renewal terms are for a step rent, increasing to the market rent from November 2021 onwards. This arrangement provides an additional rent income to the Council albeit not recovering the full market value over a 3 year period.

Under the proposal, there will be a one-off backdated rent of £113,000 (relating to the period from November 2018 to March 2020) to be paid to the Council in 2020/21.

In 2020/21, the rent income will be £120k and this will gradually increase to £140k per annum in 2022/23.

There is a commercial rent target set in the previous MTFS, which has not been fully achieved in 2019/20. The additional rent from this lease can be used to contribute towards the MTFS target.

## Equalities implications / Public Sector Equality Duty

There are no equalities implications from this report.

## Council Priorities

The decision sought in this report delivers additional rental income to the Council whilst protecting the budget position of the CCG thus assisting in health provision in Harrow.

## Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the * Chief Financial Officer
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Date: 23 June 2020

Name: Matthew Dineen	<input checked="" type="checkbox"/>	on behalf of the * Monitoring Officer
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Date: 22 June 2020

Name: Nimesh Mehta

on behalf of the \*  
Head of Procurement

Date: 22 June 2020

Name: Paul Walker

Corporate Director

Date: 1 July 2020

**Ward Councillors notified:**

**NO, as it impacts on  
all Wards**

**EqIA carried out:**

**NO\***

**EqIA cleared by:**

There are no equalities  
issues relating to the  
recommendations in this  
report.

## **Section 4 - Contact Details and Background Papers**

### **Contact**

Belinda Prichard, Head of Corporate Estate  
Ext: 5330  
DD: 0208 420 9330

**Background Papers:** None

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

**NO**

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	9 July 2020
<b>Subject:</b>	Regeneration Programme Update - Building a Better Harrow
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Paul Walker - Corporate Director, Community
<b>Portfolio Holder:</b>	Cllr Keith Ferry, Deputy Leader and Portfolio Holder for Regeneration, Planning and Employment Cllr Adam Swersky, Portfolio Holder for Finance and Resources
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All wards
<b>Enclosures:</b>	None

## **Section 1 – Summary and Recommendations**

### **Reason for the Report:**

To provide an update report to Members on the progress of all Regeneration activity being designed and delivered across the borough. This update includes UK lockdown period and any impact on live projects which are currently on site.

### **Recommendations:**

Cabinet is requested to note the ongoing progress of both the delivery of the council led regeneration activities and our public and private sector partners across the borough.

### **Reason: (For recommendations)**

To provide an update report to members on the progress of all Regeneration activity being designed and delivered across the borough. This update includes UK lockdown period and any impact on live projects which are currently on site.

## Section 2 – Report

### Introductory paragraph

**2.1** The purpose of this report is to highlight progress to date of all Regeneration activity across the borough which is being delivered through a range of Council led schemes and private developers. This report incorporates the past three months from March through to June 2020 which includes the Covid 19 UK lockdown period outlines any impact on project and programmes including sites closures and where applicable restart on all Council and Partner led projects and programmes.

### Regeneration Strategy

**2.2** The Council's Regeneration Strategy covers the period from 2015 to 2026 and it outlines three core themes:

**Place** - Providing the homes, schools and infrastructure needed to meet the demands of our growing population and business base, with high quality town and district centres that attract business investment and foster community engagement.

**Communities** - Creating new jobs, breaking down barriers to employment, tackling overcrowding and fuel poverty in our homes and working alongside other services to address health and welfare issues.

**Business** - Reinforcing our commercial centres, promoting Harrow as an investment location, addressing skills shortages, and supporting new business start ups and developing local supply chains through procurement.

**2.3** Harrow is a unique borough and over the past years the benefits of our borough have been recognised by our growing population and increased developer interest in Harrow.

**2.4** The Councils aim is to continue to promote sustainable communities by encouraging the right type of Development and Growth throughout Harrow. This is key to the success of the Regeneration Programme, building in sufficient infrastructure across the borough that will invigorate our local economy, attract new businesses and employers to the borough improving employment, education, and work opportunities for our residents. Providing a sense of place, well being and welcome community for all. Harrow already has a wide ranging and diverse set of communities and the regeneration programme will build on this success by encouraging new families and people who want to come to live, work and relax in Harrow.

**2.5** An update on all Council led schemes and developer led projects is included in *Section 4* of this report.

## Section 3 – Economic Development

**3.1** The Regeneration Strategy also outlines the Economic Actions, Performance Measures and Outcomes that are anticipated to be achieved and delivered.

**3.2** To support this a detailed Economic dashboard has been developed to outline a base position with regards to raw data gathered. This will aid in monitoring trends across the various economic areas. The current dataset includes data covering the past 12 months up to April 2020. This gives the opportunity to reflect on this early dataset in the following sections.

**3.3** The information below outlines the objectives, key performance measures and delivery for the **“Heart of Harrow Action Plan”**.

**Performance Measure:** To provide new homes and new jobs created including apprenticeships, local labour, private sector investment, new commercial space, new businesses located in Harrow and to progress against infrastructure delivery plan.

**Outcome:** To achieve the development programme to be delivered, improve town centre facilities, renew, and expand housing stock, promote healthier communities, increase economic activity, and provide a resilient business base.

**Performance to date:**

### 3.4 New Homes:

Measure	Quantity
Net Housing Completions from 1/4/14 to 31/5/19	4,027
Homes within the opportunity area (47.5%)	1,914

### 3.5 Employment:

The Council’s application of Procurement and Planning Policies together with the Economic Development employment projects had led to 1,675 residents employed through the council’s supply chain, 1,489 of which have been employed on development sites. 1,101 young people have been supported into employment and 525 into apprenticeships. Over £700k has been secured in the past five years from development projects to support local employment and training initiatives. As a result of COVID 19 we are still updating final performance figures and these will change by the next Cabinet report.

The Council is yet to see the true impact of COVID-19 on unemployment however, The claimant count for May was 10,425 residents (6.6%) compared to unemployment of 4,670 (3.1%) at the peak of the recession in October 2009.. This reaffirms the importance of a regeneration programme that will help create new jobs through a capital funding.

### 3.6 Improving Harrow's Strategic Accessibility

**Performance Measure:** Public transport service improvements to Central London, improving Public Transport Accessibility Levels (PTAL) and increasing numbers of people using public transport (bus and rail/tube), increasing the number of stations and bus stops that are fully accessible.

**Outcome:** Enhanced offer to business, improved levels of inward investment and business retention levels increase.

**Performance to date:**

**3.7 The Wealdstone Transport Study** - was completed in 2017 which assessed the future impact of the Regeneration Programme on the transport network and recommended transport interventions including a bus priority scheme to facilitate improved reliability and expansion of bus services in the town. Increasing the bus mode share was highlighted as important to facilitate growth.

A bus priority scheme for the town centre has subsequently been under development and been subject to detailed modelling and ongoing liaison with Transport for London (TfL). The scheme involves major changes to the High Street, A409 corridor, bus routes, traffic signals infrastructure and the public realm. A comprehensive business case for the scheme was considered and accepted by TfL in November 2019 and funding has been released to undertake public consultation and detailed design in 2019/20. Public consultation was undertaken in January/February 2020 and the results have been approved by the Portfolio Holder and TfL. Implementation of the scheme is proposed for 2020/21 at an estimated construction cost of approximately £2.25 million. However, the coronavirus health crisis has led to transport programmes in London being suspended by Transport for London and this project is on hold currently. Opportunities for other funding from government are being explored to source alternative funding for the project.

Of the 13 stations in Harrow, two have full step free access (Harrow & Wealdstone and Pinner) and three have partial step free access (Stanmore, Hatch End and Headstone Lane). TfL accessibility improvements in the form of new lifts are being implemented at Harrow-on-the-Hill station – phase 1, will see the lifts on the College Road side due for completion in 2020, with phase 2 of the step free access project, allied to the wider development plans for the station. Redevelopment of the car park at Stanmore station will provide an opportunity to make the station fully accessible. Work is underway at Sudbury Hill station to install lifts.

Proposals to make Sudbury Hill Station step free are currently under review and will require land acquisition issues to be resolved and to identify funding. South Harrow station is currently being considered for step free as part of potential development plans for the car park.

The use of annual TfL funding provided to deliver the Council LIP programme over a number of years has increased the number of accessible bus stops to approximately 99% of the 430 bus stops in Harrow. This means that nearly all

bus stops have a marked out 'bus stop clearway' so that buses can pull up in the correct position, the correct layout and kerb height to allow buses to deploy ramps for step free access and provision of seating and shelters, etc.

### 3.8 Investing in Improved Infrastructure

**Performance Measure:** Access to new or improved open spaces and sports/leisure facilities, access to improved libraries and other cultural facilities. Access to school places, production of local energy, local suppliers engaged and spend in the local supply chain. Reduce the percentage of residents living in fuel poverty and invest in Community Infrastructure Levy.

**Outcome:** High educational standards sustained, locally generated heat and power on major development sites. Healthier, more active community and improved accessibility of green spaces. Following a survey of the 28 parks play areas a programme has been established to upgrade/renew key sites with accessible modern equipment. Six have been launched this year, with a further four to be completed by the end of the financial year. Business growth and retention. Increased economic activity.

**Performance to date:**

Table 1 below sets out the range of successful projects Harrow has delivered since 2018. These projects were focused on park and open space restoration to deliver multiple infrastructure benefits and many other amenities, physical and mental health, air quality, biodiversity, habitat, education, flood risk protection, water quality etc.

Project	Description	Year completed
National Lottery and Heritage Fund	National Lottery and Heritage Fund award of £1.5m to undertake a heritage and parks restoration project that includes construction of sedimentation pond, wetlands, planting a new orchard, de culverting of the Yeading Brook, flood storage, desilting of the ancient scheduled monument moat, new paths, five new bridges, nature and heritage trail, new play equipment, new outdoor learning area, new overflow car park, refurbishment of existing car park, new entrances, signs and interpretation posts and appointment of a full time outdoor learning officer for 3yrs and two apprentices for 2yrs.	2018/19
MHCLG – Volunteer Groups	Volunteer groups in Harrow parks have been successful in gaining £93K from the MHCLG to bring underused sections of four parks back into public use. Three of the four projects are complete and flood defence elements are operational. The fourth project, Headstone Manor is in construction. Due to wet weather conditions over the last five months the programme has been delayed until May 2020 with further planting of trees and wetlands programmed between June and November 2020.	2020
Natural Storage Basin	Project in the design stage and will be going out to consultation as the location is a flood storage area in Headstone Manor. Project will be a natural storage basin with flow control structures. £720k has been secured from the EA Defence Aid grant and Local Levy. An additional £250k has been requested	31 <sup>st</sup> March 2021

	to increase risk percentage due to wet weather and health epidemic. Construction to begin in late summer/early autumn subject to the increased risk percentage.	
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### **3.9 Strategic Infrastructure Projects and Proposals:**

The council continues to build on this work to improve strategic infrastructure with the following projects currently underway:

**3.10 The Wealdstone Transport Study** – this study highlighted the need to improve transport infrastructure to facilitate an increase in the walking, cycling and public transport mode share in accordance with the “healthy streets” aspiration in the London Mayor’s Transport Strategy. Two main transport infrastructure projects are being taken forward from the study (i) a town centre improvement scheme for the High Street bus services in the town and (ii) a livable neighborhood for Wealdstone.

**3.11 The Liveable Neighbourhood Bid** – This bid proposes to introduce strategic north/south and east/west corridors through the town to facilitate greater walking and cycling and also create localised healthy streets within residential neighbourhoods surrounding the town centre to facilitate greater walking, cycling and public transport use. A comprehensive liveable neighbourhood bid was submitted to TfL in November 2019 and the outcome of bid submissions across London was expected to be announced by TfL in March 2020, however, the Covid 19 health crisis has led to transport programmes in London being suspended by Transport for London and announcements are on hold currently. Opportunities for other funding from government are being explored to source alternative funding for the project.

The liveable neighbourhood bid proposes to unlock the potential of Wealdstone’s strengths (public transport) and address its weaknesses (vehicular traffic dominance) through a combination of physical interventions and behaviour change initiatives to increase the level of walking, cycling and public transport use. A range of strategic interventions on key travel gateways into the town will be introduced at key areas of severance as well as a range of localised area initiatives surrounding the town centre. Increasing active travel in the town will also have public health benefits.

Access to green spaces will be facilitated by improving crossing points, including a new bridge, over the railway line which creates a barrier to active travel (walking/cycling) in order to open up access to Headstone Manor, Byron Park and Kenton Recreation grounds. The co funded National Lottery Heritage Fund, GLA & Harrow Council Parks for People Project is due for completion in the next 12 weeks and provides new cycle and walking routes around new works specifically in Headstone Manor park and beyond to North Harrow, Hatch End and Pinner.

It will link Kenton Recreation Ground via the new Harrow View West public open space as well as Kodak East green corridor and Byron Park. It strengthens Harrow’s existing Green Grid.

**3.12 Heat Network** – The Council continue to review potential opportunity to provide a local heat network which would serve the main council regeneration

sites has been progressed to draft business case stage, which will be refined once the Strategic Development Partner is procured.

**3.13 Clinical Commissioning Group** - Work continues with the Clinical Commissioning Group (CCG) to assist them in planning for the health infrastructure required to support new development in the Opportunity Area, including facilitating a new Health Centre on the Harrow View East site.

**3.14 Education** - Harrow schools continue to be rated either Outstanding or Good. The Not in Education Employment or Training (NEET) figure is 0.45% in March 2019. This is the percentage of young people aged 16-18 who were not meeting Harrow's 'duty to participate'. This is the third lowest rate in England out of the 152 Local Authority areas. Economic Activity levels have increased from 76.7% in 2014 to 78% in June 2019 (NOMIS - Official Labour Market Statistics).

**3.15 Town Centre** - In March 2020, the majority of businesses in the town centre shut down in response to government guidance following the COVID-19 outbreak.

Around 60% of premises in the District Centres and Harrow Town Centre will be able to open from the 15th June. 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.

As a consequence of the coronavirus health crisis an application for Streetspace funds has been submitted to TfL for schemes to increase walking and cycling as an alternative means of travel due to the limited public transport capacity caused by social distancing and a need to restrict the volume of journeys by private car on the road network. Many of these improvements whilst temporary in nature could become longer term interventions with wider benefits for town centres. The programme will be enhanced by funds from Harrow's Capital 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 a Commonplace community engagement website.

The Public and Community Protection team is assessing options to widen pavement. 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.

In the period June 2018 to June 2019 Harrow's major; district and local centre shop vacancy rates have risen slightly from 3.05% to 4.28% across Harrow's district centres and the Metropolitan Centre. This increase largely relates to changes in Burnt Oak and Edgware, based on those units located within Harrow only. It should be noted that the vacancy rates in the Heart of Harrow Opportunity Area have dropped over a 5-year period by 1.09% in Harrow Town Centre and by 4.91% in Wealdstone. The resilience of these centres is



notable, given a national background of increased vacancy rates due to an increase in internet shopping.

Following consultations on public realm improvements, a procurement process has been undertaken to select artists to provide public art in Rayners Lane and Wealdstone. The intention is that the art will help provide a sense of identity to these district centres.

**3.16 Parks** - With the relaxation of lockdown restrictions, all the boroughs parks are opened 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.

### **3.17 Maximising local economic benefits**

**Performance Measure:** Jobs created including apprenticeships, local labour and local suppliers engaged and spend in the local supply chain. Private sector investment, new commercial space, new business located in Harrow 15% spend with local suppliers and 500 young people into jobs and apprenticeships.

**Outcome:** Increased Business start-ups, business growth/retention and increased economic activity. Skills profile further enhanced, economic benefits throughout the supply chain, improved business facilities and supporting infrastructure. Business growth, business resilience, jobs created enhanced skills and productivity.

#### **Performance to date:**

**3.18 Economic Activity** - COVID-19 has had a significant impact on the economic activity in Harrow since March 2020. Early indications from the monitoring of key indicators show a reduction in business rate collection performance of approximately 5% as at 15/6/20. However, this is from a much reduced collection target of £38m instead of £56m considering that the awarding of 100% retail relief to around 3,200 businesses reduced the collectible yield by around £18m. Rent collection from council tenants is also down from 97.00% in March 2020 to 74.36% in April 2020.

The number of planning applications reduced from 394 in March 2020 to 267 in April 2020, which was the lowest number of applications in the data collected. The number of applications received in May then increased to 292 which is encouraging the true impact of COVID-19 is yet to be fully understood and trends will likely emerge over the coming months and will be monitored

**3.19 Economic Recovery** - Harrow's local economy like many other local authorities has been significantly impacted COVID-19. West London's economic recovery is key to the recovery of the wider London and the UK. Therefore, Harrow senior officers are working with the West London Alliance

Leaders Board which have created an “Economic Recovery Vision” for West London.

**There are 7 themes in this vision:**

- Sustainability and the circular economy
- Social and economic inclusion
- Data and digital innovation
- Global connectivity
- Work and productivity
- Growing sectors
- Devolution

**3.20 Economic impact of Covid-19 in West London**

- Passenger demand 97% down at Heathrow in May with a possible implication for 80,000 plus jobs
- Micro-businesses are particularly vulnerable
- Loss of customer spending in local economies
- Sectors such as non-food retail, hospitality, leisure impacted
- TfL Transport schemes at risk due to revenue cuts

**3.21 Quantifying the economic impact**

- 40,000 job losses in 2020 Baseline Scenario, 50,000 in Downside Scenario.
- In Baseline, 20,000 jobs recovery in 2021. In Downside, 10,000 more job losses in 2021.

**3.22 Economic recovery planning focussing on 7 work-streams (each led by a WLA borough)**

- Heathrow and supply chain
- Town centres
- Microbusinesses and the self-employed
- Growth Sectors (e.g. digital, green, and life sciences)
- Employment and skills
- Entrepreneurship / business start-up support
- Housing & infrastructure

The seven work streams include 2 cross cutting themes: Socio and Economic inclusion.

**3.23 West London Economic Recovery** – There are four phases to support West London’s economic recover these are:

**Phase 1: Immediate business support**

- Understand the impact and prepare to ramp up support
- Signpost businesses and individuals to support, advice, grants and relief

- Local responses (for example: rent holidays for commercial tenants and waiving waste charges)
- Agree consistent WLA approach to Discretionary Grant
- Engage with large employers to understand and influence post lockdown plans

**Phase 2: 3-6 months responses**

- The main objective is to support West London Economy to bounce back quickly & safely from the current restrictions

**Phase 3: Next 6 months**

- Continued support to businesses at risk
- The main objective is to support West London's enterprises and workers through recovery and reform

**Phase 4: 12 months plus**

- To provide continued support to reduce the impact of unemployment, business failure, acceleration of trends (for example: high street decline, remote working, transition to low carbon)
- The main objective is to provide a more inclusive and sustainable economy through ongoing support to promote recovery.

The action plans for each theme, including an assessment of the economic impacts, short, medium and long term objectives, offer and ask to Government will be brought together into a single Recovery Plan to be considered by West London Chief Executives and Leaders over the next few weeks.

## **Section 4 – Achievements to date**

**4.1** The council has continued to build on its early successes by accelerating the pace of housing delivery; exploiting the council's property assets; working with external developers to improve Harrow's infrastructure. Continuing to maximise the local economic activity for communities and businesses and focussing on the Heart of Harrow as an area of opportunity.

**4.2** The council's achievements to date are set out below:

- Harrow scored 169% in the second Housing Delivery Test (HDT) (published February 2020), an annual national measure of housing delivery over the preceding three years (i.e. 2016/17-2018/19), relative to housing targets in adopted development plans (i.e. London Plan/Harrow Local Plan). Harrow's score compares favourably to the London average of 93% and meant it ranked equal 2nd in London (with Hammersmith & Fulham). The highest score was 184% (Hillingdon) and the lowest was 32% (City of London).

Harrow's score means that it faces no 'consequence' (penalty) against the test. Those boroughs that fail to meet the relevant percentage thresholds (which will increase over time) face a series of penalties, ranging from having to prepare an action plan (to identify how the Council boost housing delivery), adding 20% on to our five year housing supply requirement (with potential risk of not being able to demonstrate an adequate five year supply) or in the worst case scenario, being forced to apply the Government's presumption in favour of sustainable development / give little weight to our Local Plan in making decisions on planning applications (two London boroughs are already forced to do this – City of London and Havering).

- The council has supported 4,604 businesses between the approval of the Regeneration Strategy and March 2020. Data collection has been difficult since Covid 19 and a full report on KPI's is not yet possible. Funding secured from the Strategic Investment Pot (£70k) to support business growth is being utilised to support economic recovery.
- The Council has now awarded in excess of £33m in local support grants to more than 2,150 businesses as part of the Governments Covid19 support programme.
- The percentage of spend with local suppliers has increased to 27% of total spend in 2018-19; it is also 27% for the first quarter of 2019-2020.
- The procurement policies and procedures have been reviewed to ensure a greater emphasis on securing jobs and apprenticeships for Harrow residents and support to Harrow's Community and Voluntary sector. For example, the HSDP procurement was weighted 10% in social value to ensure that bidders social value submission were clearly prioritised as part of the bid.

- In 2019/20 £150k was secured from MHCLG to develop a business case to secure further investment from the Future High Street Fund for Wealdstone. The business case will be submitted at the end of July 2020 for circa £7-10m (dependent capital costs). If successful funding will be used to create affordable workspace, improve the digital infrastructure and match fund the Liveable Neighbourhood proposal for a bridge between Harrow View East and the district centre.

A £16m capital proposal has been submitted by Regeneration pulling together housing (energy efficiency), transport (replacing LFN funds for Wealdstone), and Economic Development (HAC) to MHCLG at less than 3 days notice to develop and submit a programme. If successful, this would provide a huge capital stimulus to Harrow's economy. Learn Harrow has secured an additional £100k for ESOL from MHCLG ESOL Integration Fund.

- Harrow's housing completions target has been met. Between 2014/15 and 2018/19 there have been 4,027 housing completions. There were a record number of 1,209 completions in 2018/19.
- Following consultations on public realm improvements, a procurement process has been undertaken to select artists to provide public art in Rayners Lane and Wealdstone. The intention is that the art will help provide a sense of identity to these district centres.

## **Section 5 – Update on Projects**

### **5.1 Working in Partnership**

The Council continues to work closely with developers and partners building long term relationships encouraging sustainable development and regeneration opportunities across the borough which includes:

### **5.2 Canons, Rayners Lane and Stanmore station car parks**

TfL have selected Catalyst Housing Ltd as the preferred development partner, to provide provisionally 400 affordable housing on the site. The pre-application process commenced in Spring 2019. Planning application has been received for Cannons Park Station.

*Post Lockdown:* Planning applications have been submitted and formal consultation taking place week commencing 8<sup>th</sup> June 2020. We have agreed an extended consultation period of 6 weeks for these sites. References are:- Canons P/0858/20, Stanmore P/1221/20 and Rayners Lane P/1448/20.

### **5.3 The Ridgeway (No.265)**

A planning application has been submitted for the redevelopment of the site to provide a mixed-use scheme comprising buildings ranging from 3-7 storeys for the provision of 178 residential units (C3); 900 sqm of D1 floorspace and associated open space, landscaping, access, car parking, refuse stores and cycle parking and other associated works.

*Post Lockdown:* Formal extended consultation period of 6 weeks for this site is taking place week commencing 8<sup>th</sup> June 2020. Reference is P/1492/20.

### **5.4 Harrow-on-the-Hill station**

TfL are considering options for the site including the potential for bring forward a masterplan for the wider development. Project is on hold. There was a meeting with TfL back in February this year and they were looking into re-starting the project, but there has been no further movement on the scheme since this meeting.

*No change post lockdown*

### **5.5 Former Cumberland Hotel/Victoria Hall sites**

Origin Housing is currently on site with Hill Development as their main contractor. The scheme will deliver a mixed use development including 204 residential units, 569 sqm for replacement Victoria Hall community facilities (Use Class D2) and a 79 sqm retail unit along St Johns Road (Use Classes A1-A4, B1, C3, D1 and D2). Following some soft market assessments for use, the commercial space is now envisioned to be marketed commercially on completion of the development. *Pre-Lockdown:* Scheme was progressing well in advanced of its construction programme.

*Post Lockdown:* Construction work stopped during lockdown and has now recommenced.

## **5.6 Origin Housing**

The Northolt Road 116 residential unit scheme on the site of the former Eaton House and Townsend House completed in April 2019. In December 2019 builders moved onto Origin's Wealdstone site in Palmerston Road. Planning permission was approved in November 2019 for 187 units (40% affordable), in a mixed-use scheme in buildings between 1-17 storeys in height.

*No change post lockdown as the scheme was completed on April 2019*

## **5.7 Hyde/Barratt**

The 318 unit Harrow Square scheme at 51 College Road completed in March 2019 and the commercial units are currently awaiting occupation. The new library was scheduled to open in Spring 2020; however, this has been delayed due to the Covid-19 crisis.

*No change post lockdown*

## **5.8 Harrow View East**

Hyde Housing and Barratt Homes are progressing well on site with their redevelopment of the former Kodak site, with full approval given for 810 units on sites B1, C1 and D7. A further planning application (P/3944/19) was submitted in September 2019 for Plots D1, D2, D4 to D6 for 1,298 residential dwellings (including a 60 unit Extra Care Facility) in a mixed use scheme with buildings up to 18 storeys in height. This application was approved by Planning Committee in January 2020, subject to legal agreement. L&Q have planning permission for 650 units on sites A1 to A5 and have technically commenced on site (to keep this permission alive), although it is not yet clear when these units will be delivered.

*Post Lockdown:* The intensified scheme (P/3944/19) is due to be referred to the Mayor under the Stage 2 process. Construction work on Plot D7 has resumed on site and approval granted for extended construction hours to enable social distancing on site. All construction activity was ceased during lock down.

## **5.9 Harrow View West**

Persimmon Homes are constructing 314 units on the Harrow View West site - 137 units were complete by the end of March 2019. P/4224/29 - Development to provide eight two storey residential dwellings (5 x 2 Bed and 3 x 3 Bed) in north west corner of the site resulting in an increase of 5 dwellings bringing overall total to 319 units; Parking; Landscaping; Refuse storage was granted subject to a S106 agreement at committee in January. This is in the process of being completed.

*Post Lockdown:* Construction work has recommenced on site on the original permission.

### **5.10 Harrow School**

The council has adopted a Supplementary Planning Document, in collaboration with Harrow School, to plan the future of the estate. The school is Harrow's most well-known institution and the continued success of the school will continue to attract investment into the Borough. The school has developed plans for a new science and sports block. Planning Committee resolved to grant planning permission, but the Mayor of London 'called-in' the application and directed that it should be refused in February 2018. Harrow School appealed the decision in August 2018. The appeal was considered at Public Inquiry in April/May 2019 and subsequently allowed on 31 October 2019, with costs awarded against the GLA by the Secretary of State.

*Post Lockdown:* The GLA challenged both Secretary of State decisions (grant of planning permission and award of costs against) to the High Court, which was heard virtually over the 22<sup>nd</sup> and 23<sup>rd</sup> of April 2020. A High Court Order on both decisions was handed down on the 12<sup>th</sup> May 2020, which dismissed the GLA claim (planning permission remained granted), but the order for costs was quashed.

### **5.11 Palmerston Road**

A mixed-use scheme with 222 co-living units was granted full planning permission in January 2019. Currently known as 'The Collective', work commenced on site in June 2019. Construction on the Palmerston Road project is commencing well, and they are almost halfway in constructing the superstructure.

*No change post lockdown*

### **5.12 The Council's Regeneration Programme**

The Regeneration Programme Strategic Objectives are to make the best use of council assets by building new homes, making the best commercial value of the assets, stimulating the local economy and giving the local community a sense of place.

The London wide move to delivering priority services only in light of the Covid-19 has driven the redeployment of some staff into emergency response activities.

All Project Managers who are responsible for live projects have met together twice per week since the COVID-19 caused the shut down. The team have reviewed the advice provided by legal, employer's agents and other advisors, sharing information between the teams to ensure consistency in our approach across the council led projects.

### **5.13 Harrow Strategic Development Partner Update (HSDP)**

The procurement of the HSDP was paused to allow staff to focus on emergency activity across the council. The HSDP evaluation has since restarted and moderation is planned for w/c. 15th June. The Preferred Bidder selection has been programmed to complete over the next few months. A separate report will be brought forward at the next stage of the process



#### **5.14 Wealdstone Regeneration Plan**

The council has commenced the development of a Wealdstone Regeneration Plan. The plan outlines the council's ambition to regenerate Wealdstone and the surrounding Opportunity Area. The Plan currently looks at the following areas:

- Complete or underway projects
- Future areas of opportunity within Wealdstone

*Post Lockdown:* The plan will transform into a Regeneration Strategy and will form part of the Regeneration Masterplan for Wealdstone which will be brought back to Cabinet at a later date for consideration.

#### **5.15 Wealdstone Square**

A scheme to transform the underused public space in Wealdstone, that sits between Holy Trinity Church and Subway, into a new town square. The postponement of works in March 2020 has pushed expected completion to Q2 2020/21.

#### **5.16 Depot Redevelopment- Forward Drive**

The Planning Committee resolved to grant planning permission for the revised scheme in January 2019, subsequently approved by the GLA. The current contractual programme will see phase 1 of the scheme completed in June 2020, with the handover of the workshops, with the new offices and multi storey car park due to be handed over in the Spring 2021.

*Post lockdown:* Works have continued on site despite COVID-19 and are still progressing, however, the programme has slowed down due to adherence to social distancing measures.

#### **5.17 Gayton Road**

The Gayton Road scheme was developed in partnership with Fairview New Homes (FNH). The development totals 355 homes of which 230 are owned by FNH, to be sold on the open market. In accordance with the terms of the land transaction agreed with FNH, the remaining 125 units are owned by Harrow Council on a long leasehold basis.

*Post Lockdown:* The handover of the commercial unit was delayed due to Covid 19. Aim for handover during June or July depending on lockdown rules.

#### **5.18 Haslam House Redevelopment**

Indecon were appointed to bring forward this scheme of nine new homes for private sale. The pre-commencement planning conditions have been discharged and site enabling works are complete.

*Post lockdown:* The site has closed temporarily due to Covid 19. The piling is due to commence mid June followed by drainage and in ground works. The project is now expected to complete in May 2021 however, this is currently being reviewed in light of Covid 19. The programme will most likely be extended due to working restrictions given the tight proximity of the site and to adhere with social distancing guidance.

### **5.19 Waxwell Lane Redevelopment**

The scheme plans the construction of 20 houses (two of which are affordable rent and two shared ownership) at Waxwell Lane and Claritas (formerly AMCM) have been appointed as the contractor to deliver the project. Claritas commenced on site in January 2020 and to date have completed the piling work, laid the drainage and are about to complete the groundwork, ready for the bricklayers to commence early June.

*Post Lockdown:* The site closed for four weeks in April due to Covid 19 and so the programme is currently being reviewed to confirm the impact of Covid 19 on the completion of the project.

### **5.20 Plot S**

Plot S is a standalone plot outside Poets Corner outside the remit of Harrow Strategic Development Partnership. This project aims to deliver over 30 new homes for affordable housing which are funded by the GLA and a corner retail plot on the ground floor. The site is currently occupied by Civic 9 and a staff car park. A business case has been approved by Housing Regeneration Programme Board and Capital Forum. Procurement of a design team has commenced with nine bids being received. A design team will be appointed by the mid June and work will begin in earnest to develop proposals. The construction phase of this project will need to be programmed closely with the wider Poets Corner development to ensure realignment of Milton Road which provides the critical space needed to bring this site forward.

*No impact by lockdown*

### **5.21 Greenhill Way**

Greenhill Way is an operational town centre car park that is currently underutilised. The site backs onto the Debenhams store. The Regeneration Programme review found that the proposals for Greenhill Way are in the earliest stage of design development, looking at potential uses for the site such as: retail, student, residential or hotel. The Regeneration Review has suggested that the council reviews the potential project options and explores the proposals outlining the pros and cons for future development making best use of the site. The council considered that Greenhill Way is a good centrally located site which would gain the interest of a Joint Venture Partner or a Development Agreement.

*Post lockdown:* It was also recommended for the council to engage with all town centre retailers to understand their long term plans for their sites. Due to Covid 19 this project is currently on hold.

### **5.22 Greenhill Place**

Funding has been secured from the GLA and through Redrow's s106 to create a new public square on the site of the surface car park in St John's Road. The new square will include five kiosks and an Arts Showcase. Planning permission has been granted and works are underway.

*Post Lockdown:* The impact of Covid has pushed back the construction phase significantly. The opening of the kiosks will be phased in response to government guidance.

### **5.23 Harrow Arts Centre**

£1.86m secured for Harrow Arts Centre (HAC) (£760k GLA funding and £1.1m Borough Community Infrastructure Levy;) project to ensure the site is planned better, to support improvements to the public realm, to bring empty buildings back into use, provide new units to replace the old units; to expand and improve provision for lessons & workshops and to provide workspace for artists & creative businesses. The project had originally anticipated delivering modular units, but due to the heritage nature of the site have decided to progress with traditional build. As a result of this, additional costs are anticipated which is estimated to be £1.776m. This has been included in the 2020/21 Capital Programme.

The total funding allocated for HAC is therefore £3.686m (£1.91m + £1.776m) now. Phase 1 seeks to bring 3 redundant buildings back into use on the HAC site and works are underway. Phase 2 seeks to build a new build and deliver public realm improvements; the project is at RIBA Stage 3 (detailed design).

The Business Plan for Harrow Arts Centre will make HAC financially sustainable and increase participation in the arts. The commencement of the implementation of the plan has already increased the seating capacity of the theatre and delivered a programme of events that has attracted larger audiences. The current phase of the business plan is to increase HAC's income generating assets. The Business Plan identified that, 1) there is a shortage of creative workspace and 2) HAC has more demand for classrooms to hire than it has available space.

*Post Lockdown:* Works recommenced on the HAC site under phase 1 in May 2020. Phase 1 is now expected to be completed in November 2020 rather than August 2020.

### **5.24 Libraries**

Whilst good progress has been made on the fit out of Greenhill Library, works on the new library ceased on the 26th March 2020 due to the Covid-19 pandemic and re-commenced on the 11th May 2020. The Council is awaiting final confirmation of the revised programme of works from the fit out contractor. The current lease for Gayton Library has therefore been extended until the 31st August 2020. Works to decant a rolling stock and associated book stock from Gayton Library to the new library will be completed in June 2020. Decisions have been made in relation to furniture and fittings, including shelving, for the new library, as well as for the wayfinding. Approval from Barratt Homes is currently being sought for the proposed external signage. The shell and core of the library has been provided by the developer (Hyde Housing and Barratt Homes), instead of a cash CIL payment due to the council, under the terms of the Section 106 (S106) Agreement. The library will incorporate improved ICT facilities and study areas, an exhibition space, meeting rooms, and a separate pavilion space for flexible community use. There will also be a library garden area for relaxation.

An application for £150k of Neighbourhood Community Infrastructure Levy (NCIL) funding has been submitted to the Planning Department for the refurbishment of Wealdstone Library following the completion of a public consultation undertaken in March 2020 to inform the proposals. Changes to

the layout of the library and redecorating the library were seen as the most important priorities. Feedback was also sought on what new stock customers would most like to see in the refurbished library.

A project to refurbish the windows at Kenton Library was advertised on the Council's Minor Works Framework on the 19th May 2020. An award to the successful tender is due to be made in July 2020 with works to start soon after the contract has been finalised. The works are also to include the installation of a new front door to the library and roof insulation works. All works are scheduled to be completed by the end of September 2020 (subject to planning permission being received for the roof insulation works).

*Post Lockdown:* Greenhill Library fit out works ceased for 6 weeks and have now recommenced. There was a delay of 4 weeks in the progression of the project to refurbish the windows at Kenton Library due to the lockdown, but the project has now been advertised on the Council's Minor Works Framework.

### **5.25 The Council's Housing Programme**

Cabinet approved the new Homes for Harrow council house building programme in February 2019 for 659 homes in total, of which 639 are within the Mayor's Council House Building for Londoners programme with £32m of grant. Housing Regeneration is now operating a normal service with all contractors now back on site and projects being progressed.

*Post lockdown:* 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.

### **5.26 The Council's Education Programme**

The third phase for the school expansion programme is completed. The next stage is to monitor the impact of the Council's Regeneration Programme and other large private developments on demand for school places. Two sites have been identified for new free primary schools. Harrow View Primary School on the Kodak East site and space has been identified within the Civic Centre site for a new two form entry primary school (Poet's Corner). The current priorities are to meet the rising demand for secondary school places by working with high schools to provide additional places and working with special and mainstream schools to increase Special Educational Needs and Disability (SE ND) places within Harrow as part of the SEND Strategy.

*Post lockdown:* The majority of Harrow schools will be opening to more children from the 1<sup>st</sup> June. In the primary phase this is for nursery, Reception, Year 1 and Year 6 children. Schools have received guidance from the Department for Education (DfE) on how to do this safely, including by implementing social distancing and creating 'bubbles' of learners that do not mix with others. The school is required to have a suitable risk assessment in place. To support this, the Council's Health & Safety Team have developed a model risk assessment tool for all schools to use in guiding their work.

## **5.27 The Council's Transport Programme**

### **5.28 Wealdstone Major Transport Infrastructure Projects**

Harrow's transport study undertaken in 2017 recommended taking forward two major initiatives to address the future transport demands of the wider regeneration.

### **5.29 Wealdstone Town Centre/Bus Priority Improvement Scheme**

A scheme to transform the High Street in Wealdstone between H&W station and Locket Road is required to improve the efficiency and future expansion of bus services which will become an increasingly important mode of transport in the town. A business case was accepted by TFL in November 2019 and £300k released for design and consultation in 2019/20. The implementation of the scheme is being jointly funded by TFL and Harrow and is estimated to cost £2.25m to implement, £1.35m from TFL and a Harrow match fund of £900k. The match fund is within the 2020/21 capital programme and was approved by Cabinet.

*Post Lockdown:* A public consultation was completed in January / February 2020 and subsequently approved by the Portfolio Holder and implementation was planned for 2020/21, however, the coronavirus health crisis has led to transport programmes in London being suspended by Transport for London and this project is on hold currently.

### **5.30 Liveable Neighbourhood**

The liveable neighbourhood bid proposes to unlock the potential of Wealdstone's strengths (public transport) and address its weaknesses (vehicular traffic dominance) through a combination of physical interventions and behaviour change initiatives to increase the level of walking, cycling and public transport use. The bid includes plans to introduce strategic north/south and east/west corridors through the town to facilitate more walking and cycling and also to create localised "healthy streets" environments within residential neighbourhoods surrounding the town centre to facilitate greater walking, cycling and improve connectivity to bus services to improve public transport use.

*Post Lockdown:* A comprehensive liveable neighbourhood bid was submitted to TfL in November 2019 and the outcome of bid submissions across London was expected to be announced by TfL by March 2020, however, the coronavirus health crisis has led to transport programmes in London being suspended by Transport for London and this announcement is on hold currently.

### **5.31 London Streetspace Programme**

Following the coronavirus health crisis an application for Streetspace funds was submitted to Transport for London (TfL) for schemes to address the health crisis and accommodate any changes required to transport and travel due to government restrictions and to ensure social distancing. Many of these

proposals are intended as short term interventions however, some have the potential to be longer term interventions to be incorporated into permanent schemes within the borough and in areas of regeneration if the trend of lower levels of vehicular traffic can be maintained.

It is considered that many of the behaviour changes in travel caused by the crisis may have longer lasting effects which could have significant benefits on public health, the environment and climate change. The proposals are targeting schemes to improve pedestrian space, cycling, low traffic neighbourhoods and school streets and a full programme of proposals has been submitted for consideration. To date the borough has been successful in being awarded £638k from TfL and £100k from the Department of Transport to implement improvements.

An increase in pedestrian space is required in many shopping areas and transport hubs to enable social distancing as the lockdown restrictions are eased this is due to a greater pedestrian footfall anticipated. Four schemes have been implemented to date in Station Road (Wealdstone), Harrow & Wealdstone station, High Road (Harrow Weald) shops and Porlock Avenue (West Harrow) shops with a further 5 schemes will be introduced soon. There is potential to make some schemes permanent as an increase in pedestrian space is beneficial to the local economy although this would require further consultation.

Proposals for additional cycling facilities are also included to encourage a greater uptake in cycling as an alternative means of travel due to the limited public transport capacity caused by social distancing and a need to restrict the volume of journeys by private car on the road network. The volume of cycling has already increased as a consequence of the crisis and there is an opportunity to maximise the proportion of active travel and the associated health benefits. Four schemes have been developed where road space will be reallocated from vehicles to cycles along key routes at Honeypot Lane, Sheepcote Road, Uxbridge Road and George V Avenue. Cycling has been Harrow's weakest mode share and so there is a real opportunity to increase the mode share by introducing these schemes permanently.

Low traffic neighbourhoods and school streets will create residential areas that limit through vehicle traffic in residential estates and schools in favour of walking and cycling. Nine low traffic neighbourhoods and four school street proposals are currently being developed. The key benefits are to encourage more local walking and cycling and improved road safety and air quality.

A community engagement portal has been setup to provide information about all of the schemes in the programme in order to receive general ideas and feedback, provide details of schemes and also detailed feedback on schemes. This is the public focal point for the programme of works.

Additional funds from Harrow's High Street Fund are also being considered for use in enhancing this programme of work to maximise the number of people walking and cycling, particularly in and to district centres. Ideas are being developed for South Harrow, North Harrow and Rayners Lane currently for wider member scrutiny.

## **Section 6 – Strategic Direction**

**6.1** The Regeneration Programme is overseen by the Council’s Building a Better Harrow Board. Established in January 2018 to: provide (at Corporate Strategic Board level) an overarching strategic view of regeneration in its broadest sense across the council; to have a clear understanding of the links between investment, performance and outcomes; and to review and agree all regeneration projects before formal approval by Cabinet.

**6.2** The terms of reference for the Board include: to take stock of wider interactions of regeneration programmes within the Council’s Ambition Plan, patterns of need in the community and service delivery across the range of council functions, for example: impact on homelessness, care provision, education and health. In addition, to look at the broader economic impacts, such as business rates, employment and health of the town centre.

**6.3** The Board monitors the performance and budget of all regeneration projects across the council and provides CSB members with the opportunity to understand the wider remit of the current regeneration programme and interrelationships between different elements of the programme, including housing, extra care, the Harrow New Civic Centre, the Depot development and the Poets’ Corner and Byron Quarter developments.

**6.4** The Council has continued to take a strategic and coordinated approach on all Council projects throughout the Covid 19 crisis and lockdown. A Project team was established to ensure the consistent approach across all Live projects being delivered across the Council. This was a great benefit to Council staff and assisted with accurate briefing to members and senior officers.

### **6.5 Council Priorities**

The updating of the planning policy framework for the Borough will not only enable the council to better control development but will assist in the delivery of the Harrow Ambition Plan:

- Building a Better Harrow by seeking to manage growth in a way that provides the housing, employment and infrastructure required by our residents, business and visitors in a sustainable manner, promoting good quality design and protecting our historic and natural heritage.
- Being more Business-like and Business Friendly by supporting our town centres, our local shopping centres and businesses by promoting new development opportunities within our town centres and securing new business and employment through enabling development.
- Protecting the Most Vulnerable and Supporting Families through supporting and protecting people who are most in need through securing affording housing, including supported accommodation and by securing new and enhances social and physical infrastructure. Making

a difference for families by preventing the loss of further open space; implementing the Harrow Green Grid; and ensuring new development incorporates designing out crime principles.

## **6.6 Risk Management Implications**

Risk included in Corporate Risk Register as at Q4 2019/20 was rated as medium likelihood with a critical impact. Please see appendix 1

As part of the governance arrangements for the Regeneration Programme, risks are to be assessed at a project level and at individual project boards. These will then be reported up to Building A Better Harrow Board on a monthly basis and through onto Cabinet on a quarterly basis, in line with the corporate governance arrangements.

## **6.7 Procurement Implications**

Any procurement arising from the updated Regeneration Strategy will be supported by the Council's Procurement Team and will comply with the Council's Contract Procedure Rules and Public Contract Regulations 2015.

## **6.8 Legal Implications**

The council has a range of powers to enter into the contractual arrangements arising from the regeneration programme, including the general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation.

The council also has the power to acquire and dispose of land by agreement in accordance with Sections 120 and 123 of the Local Government Act 1972 subject to obtaining all appropriate consents and approvals and ensuring that any disposals of a freehold interest or leasehold interest for more than seven years are for a consideration that is the best that can reasonably be obtained (unless Secretary of State consent is obtained).

All procurement activity of works and services must be carried out in compliance with the Public Contracts Regulations 2015 and Council Contract Procedure Rules.

## **6.9 Financial Implications**

In 2019/20 there are eight council projects proceeding which require capital investment:

1. Harrow New Civic Centre
2. Poets' Corner
3. Haslam House
4. Waxwell Lane
5. Wealdstone Square
6. Depot
7. Harrow Arts Centre (HAC)
8. Libraries



The Existing Capital Programme, approved by council in February 2020, includes a total capital budget provision (inclusive of carry forwards) of £58.045m to support these schemes:

Total 2020/21 -2022/23 budgets inclusive of carryforward	2020/21	2021/22	2022/23	Total
Regen capital programme	31.157			
Depot Redevelopment	14.571			
Harrow Arts Centre	2.131	1.177		
Town Centre Library	1.009			
Wealdstone Major Transport Infrastructure projects	2.7	3.4	1.9	
	51.568	4.577	1.900	58.045

Within the Regeneration Capital Programme, there is place holder funding of £19.5m included for the Harrow New Civic Centre and Poets' Corner and this funding will not be drawn down until the approval of a business case. The first call against the placeholder funds is the commercial unit on Plot S.

There is budget capacity to fund the revenue elements of the Regeneration Programme over the period of the current MTFs which will be reported as part of the quarterly financial updates to Cabinet. As the HSDP procurement exercise concludes this will inform the future costs and cash flow implications for the council, including the capital borrowing requirement, capital financing costs, financial returns and the ongoing support required.

The council's housing programme, approved as part of the budget report on 28th February 2019 and totalling £171.163m, has secured GLA grant funding of £32.144m and HIF grant of £10m. The new build programme will require full utilisation of these external grants together with external borrowing of £77.2m, within the required timescales, to ensure the external funding is not lost. Borrowing estimates for Building Council Homes for Londoners (BCHfL) have been reduced from £83.6m, originally approved in February 2019, through reconfiguration of the planned investment programme and increased resources expected from Right To Buy Ring-fenced Offer (RTBRFO). This is detailed in the Housing Revenue account Budget 2020-21 & Medium Term Financial Strategy 2021-22 to 2022-23.

The HRA Business Plan will, be updated for changes in assumptions and results for financial year 2019/20.

As a result of COVID-19 a fundamental review of all capital schemes, including BCHfL programme, is in progress which will take into account changes in costs, time lines and rental yields. After consultation with appropriate stakeholders, including the Greater London Authority which supplies the majority of external funding, the update will be reported to Cabinet.

Please find below the link to Building a Better Harrow website and Regeneration Strategy document 2015-2016:

<http://www.buildingabetterharrow.co.uk/#/about/>

## Section 7 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 16/06/2020		
Name: Matthew Dineen	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 10/06/2020		
Name: Nimesh Mehta	<input checked="" type="checkbox"/>	Head of Procurement
Date: 10/06/2020		
Name: Paul Walker	<input checked="" type="checkbox"/>	Corporate Director
Date: 22/06/2020		

<b>Ward Councillors notified:</b>	<b>NO, as it impacts on all Wards</b>
<b>EqIA carried out:</b>	<b>YES</b>
<b>EqIA cleared by:</b>	Dave Corby

## **Section 8 - Contact Details and Background Papers**

**Contact:** Paul Walker, Corporate Director, Community

E: [paul.walker@harrow.gov.uk](mailto:paul.walker@harrow.gov.uk)

T: 020 8416 8658

**Background Papers: None**

<b>Call-In Waived by the Chair of Overview and Scrutiny Committee</b>	<b>NO</b>
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**REPORT FOR: CABINET**

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<b>Date of meeting:</b>	09 July 2020
<b>Subject:</b>	Revenue and Capital Outturn 2019/20
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Dawn Calvert, Director of Finance
<b>Portfolio Holder:</b>	Councillor Adam Swersky, Portfolio Holder for Finance and Resources
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All wards
<b>Enclosures:</b>	Appendix 1 - Revenue Carry Forward Schedule 2019/20. Appendix 2 - Capital Receipts Flexibility Outturn 2019/20. Appendix 3 - Movement in Reserves 2019/20. Appendix 4 - 2019/20 MTFS Savings Tracker. Appendix 5 - Capital Outturn and Funding 2019/20. Appendix 6 - Council Trading Company Outturn 2019/20.

## Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital outturn position for 2019/20.

### **Recommendations:**

1. That Cabinet notes the revenue and capital outturn position for 2019/20 as summarised in paragraphs 1 to 1.2.
2. That Cabinet notes the movement between reserves as summarised in table 2, paragraphs 2.41 to 2.53.
3. That Cabinet notes the revenue carry forwards as summarised in table 3, paragraph 2.54, which have been approved under delegated authority by the Director of Finance.
4. That Cabinet notes the slippages on the Capital Programme, summarised in tables 6 and 7 that have been approved under delegated authority by the Director of Finance for carry forward into 2020/21.
5. That Cabinet approve the proposed addition to the Capital Programme as set out in paragraphs 3.23 to 3.24.
6. That Cabinet notes the Council's Trading Company's outturn position, as detailed in Appendix 6.

### **Reason (for recommendation)**

To report the final position for the financial year 2019/20

## Section 2 – Report

### EXECUTIVE SUMMARY

- 1.0 The revenue outturn position for the Council's General Fund at the end of the financial year 2019/20 shows a balanced position after a transfer to reserves.
- 1.1 The balanced budget position assumes a total revenue budget carry forward of £3.171m on general fund budgets and £52k on HRA budgets, which are added to reserves in 2019/20 for use in 2020/21.
- 1.2 Total spend on the Capital Programme for the year is £90.586m against a budget of £319.069m, giving a variance of £228.483m. The variance of £228.483m is made up of a total slippage of £215.731m which will be carried forward into 2020/21 and underspends of £12.752m across the General Fund and HRA.

## 2.0 REVENUE OUTTURN

The revenue outturn position for the Council's General Fund at the end of the financial year 2019/20 year shows a balanced position after transfers to and from reserves. The outturn position is summarised below:

	£m
• Overspend on Directorates	2.451
• Directorates Carry forward	2.637
• Corporate Items	(0.387)
• Technical and Corporate Adjustments	(6.670)
• Corporate Carry Forward	0.534
• Corporate Contingency	(1.248)
• one-off WLWA Income	<u>(0.289)</u>
• Sub Total transfer to reserves as follows:	<u>(2.972)</u>
• Business Rate Pool Income built into 2020/21 budget	1.800
• Pinner Wood income transfer to Capacity/Transformation reserve	<u>1.172</u>
	0

The Council's net position after a net Directorate overspend of £5.088m and Corporate adjustments is a balanced position. This is after a total contribution to reserve of £2.972m, which is made up of, (£1.800m) 2019/20 Business Rate Pool income that is built into the 2020/21 budget and a one-off income of (£1.172m) received from the Department for Education for the Pinner Wood School which is transferred into the Council's Capacity Built/Transformation Reserve.

2.1 Table 1 below sets out the Summary Revenue Outturn position

**Table 1: Revenue Outturn 2019/20 Summary**

Approved Budget	Directorate	Controllable Budget	Uncontrollable Budget	Revised Budget	Outturn	Outturn variance	Carry Forward	Outturn variance after carry forward
		£000	£000	£000	£000	£000	£000	£000
<b>37,231</b>	<b>Resources</b>	<b>37,065</b>	<b>(18,286)</b>	<b>18,779</b>	<b>17,950</b>	<b>(829)</b>	<b>439</b>	<b>(390)</b>
	<b>Community</b>							
15,590	Commissioning, Environment and Culture	16,585	17,138	33,723	37,461	3,739	44	3,783
3,849	Housing General Fund	4,530	3,826	8,356	8,122	(234)	124	(110)
928	Regeneration Enterprise and Planning	1,048	1,383	2,431	3,066	635	277	912
<b>20,367</b>	<b>Total Community</b>	<b>22,163</b>	<b>22,347</b>	<b>44,510</b>	<b>48,649</b>	<b>4,140</b>	<b>445</b>	<b>4,585</b>
	<b>People</b>							
32,591	Children	33,082	8,824	41,906	42,469	563	-	563
62,226	Adults	61,904	5,826	67,730	66,307	(1,423)	1,753	330
(1,814)	Public Health	(1,814)	110	(1,704)	(1,704)	0		-
<b>93,003</b>	<b>Total People</b>	<b>93,172</b>	<b>14,760</b>	<b>107,932</b>	<b>107,072</b>	<b>(860)</b>	<b>1,753</b>	<b>893</b>
<b>150,601</b>	<b>Directorates sub total</b>	<b>152,399</b>	<b>18,821</b>	<b>171,220</b>	<b>173,671</b>	<b>2,451</b>	<b>2,637</b>	<b>5,088</b>
	<b>Corporate &amp; Technical</b>							
4976	Corporate Items	4,976	1,014	5,990	5,603	(387)		(387)
17396	Technical and Corporate Adjustments	15,598	(23,875)	(8,277)	(14,947)	(6,670)	534	(6,136)
1248	Corporate Contingency	1,248		1,248		(1,248)		(1,248)
(3,100)	Use of Capital Receipts	(3,100)		(3,100)	(3,100)	0		-
	Refund from WLWA	-		-	(289)	(289)		(289)
	one-off Income transfer to Capacity Build/Transformation Reserve.				1,172	1,172		1,172
	Planned 2019/20 NNDR Pool Income Built into 2020/21 Budget Transfer to Reserve.				1,800	1,800		1,800
<b>20,520</b>	<b>Corporate and Technical total</b>	<b>18,722</b>	<b>(22,861)</b>	<b>(4,139)</b>	<b>(9,761)</b>	<b>(5,622)</b>	<b>534</b>	<b>(5,088)</b>
(4,040)	Uncontrollable Budget					-		0
<b>167,081</b>	<b>Total Budget Requirement</b>	<b>171,121</b>	<b>(4,040)</b>	<b>167,081</b>	<b>163,910</b>	<b>(3,171)</b>	<b>3,171</b>	<b>0</b>

### Directorates' Outturn

2.2 The outturn for the Directorates is a net over spend of £5.088m after taking into consideration carry forwards of £2.637m. The position for each directorate is summarised as follows:

### RESOURCES

2.3 The outturn position for Resources is an under spend of (£390k) after allowing for a carry forward of £439k. The key reasons for the under spend are detailed below:



- Customers Services are reporting a net (£163k) underspend. This mainly relates to a reduction in BT charges, lower Sopra Steria charges, lower printing costs and staff savings due to the rescheduled delivery of the MyHarrow Account replacement by Capita which enabled existing staff to carry out work rather than bringing in additional resource.
- Revenues and Benefits are reporting a (£511k) net underspend. £260k relates to the Revenues section and reflects higher than expected summons income, an under spend in concessionary travel assessments caused by policy change, an underspend in Cashier's caused by staff vacancies and reduced credit/debit card fees. A further £251k underspend relates to Benefits and is due to a cumulative collection of housing benefits overpayments and the DWP compensation exceeding the original overpayment amount.
- The Finance division is reporting a net (£95k) underspend, which largely relates to increased insurance recoveries throughout the year and a number of other minor variances across the service. This underspend is after allowing for a transfer into an Investment Property Reserve of £7k to contribute towards potential future repairs and voids.
- Legal and Governance are reporting an overall net (£395k) under spend due to a higher than anticipated demand for Land Charges, Registration and Legal Services.
- Other net minor under spends across the services of (£107k).

2.4 The above underspends are partly offset by a number of over spends:

- Human Resources are reporting a net £227k overspend which is the additional cost of bringing the HR service back in house on 1 October 2019.
- The Strategy division is reporting a net overspend of £654k after allowing for a £439k grant funded carry forward. The variance relates mainly to £414k in the communication service; of which £300k had been anticipated and reflects budget growth which has been included in the 2020/21 budget. The further overspend of £114k relates to increased demand higher than in previous years for internal communication, cost of essential software and loss of external income and sponsorship due to COVID-19. The remaining overspend of £240k relates mainly to loss of income from schools and additional staff cost required to meet the increased service demands.

2.5 The recommended carry forward requests of £439k are set out in Appendix 1

## **COMMUNITY**

2.6 The outturn position for the Community directorate is an over spend of £4.585m after taking into consideration £445k of carry forwards.

### **Commissioning, Environment and Culture Services**

2.7 The Commissioning, Environment and Culture service has an overspend of £3.783m, which is made-up of the following:

## Environment and Culture

2.8 Environment and Culture services have an over spend of £643k, the key reasons for the over spend are detailed below:

- Waste Management £497k: There was a cost pressure in waste disposal due primarily to the increasing cost of disposing of dry recycling waste.
- Interim management arrangements were in place for the majority of the year, resulting in an overspend in staffing costs of £188k.
- Public Protection £168k: There was an underachievement of Health & Safety SLA income (£52k) due to the reduced uptake of the service by schools. Income from licensing activities was less than budgeted (£100k).
- Cultural Services £16k: There was an underachievement of income relating to the MTFs target for the Harrow Arts Centre £106k, which was partially offset by an under spend on the expenditure budgets within the Music Services (£91k).
- Libraries and Leisure (£132k): The libraries service underspent on salaries due to vacancies and the changes to the staffing structure following operational changes. There was also an overachievement of income from school SLAs. The unachieved MTFs target relating to the Harrow Leisure Centre (£100k) was offset by a planned drawdown from the Library reserve.
- Clean & Green (£92k): The under spend was the result of a lower than anticipated spend on agency staff. In addition, there was an overachievement of income from grounds maintenance works.

## Commissioning and Commercial Services

2.8 Commissioning and Commercial services has an over spend of £3.108m, which is made-up of the following:

- Facilities Management £2.873m: The building maintenance and cleaning budget overspent by £2m. There was a cost pressure on repairs and maintenance works across the corporate property portfolio. The budget was insufficient to fund all planned preventative maintenance and reactive maintenance works. A growth budget of £500k has been provided as part of the 2020/21 MTFs, and the Service is being reviewed to ensure that better cost controls and budgetary management are put in place in 2020/21. The school building cleaning service overspent by £760k, which is a combination of an underachievement of income budget and additional service costs resulting in an under recovery of costs from schools. Other overspends in the service also included utilities costs at Civic Centre.
- Catering Services £134k: There was an over spend of £158k for both canteens in Civic Centre and the depot, primarily due to an increased spend on staffing costs and a shortfall in income. This was partially offset by the management fee generated from the school meals managed service (£15k).

- Contracts Management £133k: There was a cost pressure on Public Mortuary SLA £38k. Staffing costs for the year overspent by £54k. In addition, there was an unachieved procurement MTFS target £40k.
- Corporate Estates £113k: There was a net underachievement of rental income across the corporate property portfolio.
- Business and Commercial £43k: The cost pressures in commercial grounds maintenance, meals on wheels and advertising were partially offset by an overachievement of income in Trade Waste, resulting in a net overspend of £43k in the service.
- Parking and Network Management (£94k): Parking Service had a net overspend of £53k due mainly to a reduced parking income in March 2020 amid COVID-19 pandemic. This is offset by an overachievement of income from street works (£147k).

2.9 The above pressures were mitigated in part by a net underspend of (£94k) achieved in other service areas in the Commissioning and Commercial area.

#### Directorate Management

2.10 There was a net overspend of £35k, due mainly to an increase in bad debt provision across the directorate.

#### Housing General Fund

2.11 Housing General Fund shows an under spend of (£110k) which is attributable to the following:

- The (£110k) underspend is from the additional receipts from a Housing Association in exchange for release of Council nomination rights secured on properties sold and a loan repayment.

2.12 Following the transfer of the 72 Gayton Road affordable units to the HRA from 1st of October 2019, there was a shortfall of £241k against the Community MTFS saving which has been met corporately.

#### Regeneration, Enterprise and Planning

2.13 The Regeneration, Enterprise and Planning services achieved a break-even position.

2.14 The revenue costs of regeneration activity totalled £2.21m. £1.3m of this is funded from capacity already set aside within the Minimum Revenue Position (MRP). This is inclusive of regeneration programme delivery costs, staff time and additional consultancy advice costs. The outturn position includes the write off of abortive costs associated with Vaughan Road disposal (£910k).

2.15 The recommended carry forward requests of £445k for Community are set out in Appendix 1.

## PEOPLE SERVICES

2.16 The outturn position for People's directorate is an over spend of £893k after taking into consideration a £1.753m carry forward.

### Adult Services

2.17 The final outturn for Adult Services is an over spend of £330k. This is due to the abortive costs of Project Infinity being written off from capital to revenue following the cessation of the IBM agreement in May 2019.

2.18 In 2019/20, £2.6m of additional funding was received for social care. As this funding was announced for 1 year only, it was not built into the budget and held centrally. At year end, £2.4m of this grant was drawn down and the balance has been put in the reserve.

2.19 The final outturn position required a £665k additional draw down from the £2.4m budget set aside from the corporate budgets, leaving a balance of £1.753m that is been carried forward for Adult Social care pressure in 2020/21.

### Public Health

2.20 Public Health is reporting a balanced position after drawing down £279k from the Public health reserve in relation to 2019/20. Underspends within the Sexual Health, Health check and Tobacco control services have been offset against overspends in the wider determinants of health and wider health improvement service, which led to a need for a drawdown from the reserves.

### Children's Services

2.21 Children's services has an over spend of £563k detailed as follows:

- Special Educational Needs Transport £823k: There is reliance on commissioned taxi provision and ongoing use of agency staff to cover driver and escort vacancies as well as an increase in demand. SEN Transport is subject to a whole systems review commissioned by the Corporate Director Resources.
- Frontline Teams Staffing & Resources £512k: In order to manage caseloads agency staff are required to cover vacant Social Work posts, including sickness and maternity cover. There are around 18%-20% of frontline posts which are covered by agency and 'As and when' workers to provide statutory supervised contact sessions.
- Alexandra Avenue £159k : These are costs for relocation and refurbishment of Civic 5/6 to allow staff from Alexandra Avenue (SEN Service, Educational Psychology, Children & Young Adults with Disabilities) and staff from CNWL to relocate to Alexandra Avenue. In the longer term there will be a saving from not paying the rent and for 2020/21 the £196k lease budget will be transferred permanently out of Children's Services to Corporate.

- Mosaic team Staffing £126k: This overspend is mainly due to specialist agency staff required to cover vacancies during the implementation of a new social care system Mosaic.
- Schools Private Finance Initiative £111k: This is as a result of a contribution to the PFI sinking fund to ensure the PFI contract is affordable in future years.
- Section 17 and Client Related Spend £83k: Expenditure to support families with children subject to a Child Protection or Children in Need plan, to help children remain at home where it is safe to do so.
- External Legal costs £60k: These are legal disbursement costs in relation to care proceedings, including expenditure on barristers, court fees, expert fees and solicitor fees. The use of external barristers is increasing. Also during proceedings the Court can require specific assessments to be completed by experts.

2.22 The above pressures have been partially mitigated by the maximisation of grants, additional one off income and centrally held management actions.

### Dedicated Schools Grant (DSG)

2.23 The Dedicated Schools Grant (DSG) is a ring-fenced grant of which the majority is used to fund individual school budgets in maintained schools, academies and free schools in Harrow. It also funds Early Years nursery free entitlement places for 2, 3 and 4 year olds in maintained council nursery classes and private, voluntary and independent (PVI) nurseries as well as provision for pupils with High Needs including those with Education Health & Care Plans (EHCPs) in special schools and special provision and mainstream schools in Harrow and out of borough. The DSG is split into blocks: schools block, early years block and high needs block.

2.24 There is an underspend on the Schools, Early Years and Central Blocks of (£1.250m) which will be transferred to a reserve which is held and controlled by Schools Forum. There is an over spend on the High Needs Block of £2.944m which will be transferred to a separate reserve which will hold a deficit balance which sits with the LA.

### DSG Deficits

2.25 The government consulted on the accounting treatments of deficits on the DSG. The consultation focussed on changing the conditions of grant and regulations applying to the DSG so as to clarify that the DSG is a ring-fenced specific grant separate from the general funding of local authorities. Therefore any deficits an authority may have on its DSG account is expected to be carried forward and does not require to be covered by the authority's general reserves.

2.26 With effect from 2019-20 the DfE has tightened up the rules under which local authorities have to explain their plans for bringing the DSG account back into balance.

2.27 The DfE will require a report from any LA that has a cumulative DSG deficit of more than 1% at the end of the financial year. The 1% calculation will be based on the latest published DSG allocations for 2019-20 compared with the deficit shown in the authority's published draft accounts.

- 2.28 The final deficit in 2019-20 of £2.944m represents 1.35% of the overall DSG allocation (including academy funding).
- 2.29 Recovery plans will need to be discussed with Schools Forum and should set out the authority's plans for bringing the DSG account back into balance. The Chief Finance Officer (CFO) must also review and sign off the report before submitting to the DfE. If the LA judges that it cannot recover the whole of its cumulative DSG deficit within a timely period it must explain the reasons for this.
- 2.30 The deficit of £2.944m will be carried forward into the next or subsequent years. Plans are continuing to be developed to discover ways to be more efficient on spending on services for children and young people with Special Educational Needs and Disabilities, in particular focusing on increasing certain provision within the borough and thereby reducing the council's reliance on expensive out-of-borough provision.
- 2.31 A recent survey by the Association of Local Authority Treasurers reveals that 83% of responding LAs reported a HNB deficit in 2018-19 totalling £210m rising to 88% (90% in London) forecasting a deficit in 2019-20.
- 2.32 For Harrow there has been an increase in the HNB budget since 2013 of £6.908m (29%) compared with an increase in HNB spend of £9.4 (38%) over the same period and increase in Education Health and Care Plans from 1,168 January 2014 to 1,796 January 2020 (54%).
- 2.33 The recommended carry forward requests of £1.753m for People's directorate are set out in Appendix 1

## **CORPORATE**

### Corporate Items

2.34 Corporate items are underspent by (£387k) as follows:

- (£244k) under spend against the Pension Augmentation budget of £3m.
- (£80k) underspend on subscription charges paid in the year.
- (£63k) underspend on external audit fees.

### Technical and Corporate Adjustments

2.35 The variance of (£6.671m) on Technical and Corporate Adjustments, after allowing for a carry forward of £534k, is detailed as follows:

- (£2.316m) is the saving against capital financing charges due to a reduced spends against the Capital Programme and securing in-year borrowing at a rate lower than budgeted.

- (£411k) is a net underspend as a result of the final value of the goods or services received and invoiced been lower than the original purchase order commitment amounts.
- (£1.8m) is the 2019/20 Business Rates Retention Pilot income which is built into the 2020/21 budget.
- Other underspends on the technical budget of (£153k).

2.36 Additional grant income of (£1.456m) was received after the budget was set:

- (£151k) from the 2018/19 Section 31 grant finalised after the audit process.
- (£133k) Levy Account Surplus that was announced in December 2019 as part of the 2019/20 financial settlement.
- (£1.172m) of one-off income was received from the Department for Education (DFE) toward the expenditure incurred for Pinner Wood school. This will be transferred to the Capacity Build/Transformation Reserve.

2.37 The council also received (£289k) one-off income from the West London Waste Authority which relates to a rebate on the 2018/19 waste levy.

#### Contingency

2.38 There have been no calls against the (£1.248m) contingency for unforeseen items this year.

#### Capital Receipts Flexibility 2019/20

2.39 The budgeted £3.1m capital receipt to be applied to Capital Flexibility was fully applied. A detailed breakdown of the £3.1m applied is included in Appendix 2.

2.40 The recommended carry forward requests of £534k on Corporate budgets are set out in Appendix 1

#### RESERVES

2.41 The main reserves are set out in the following table, supported by narrative. A more detailed analysis of the movement in reserves is set out in Appendix 3.

**Table 2: Movement In Reserves**

Description	Balance Brought Forward 1/4/2019	Draw Down From Reserves	Addition to Reserves	Balance Carry Forward 31/03/2020
	£'000	£'000	£'000	£'000
CIL Harrow	(8,948)	3,612	(2,452)	(7,788)
Business Risk Reserve	(7,526)			(7,526)
Budget Planning Reserve	(6,829)	4,200		(2,629)
Revenue Grant Reserve	(4,940)	719	(2,861)	(7,082)
Business Pool Reserve	(4,279)	4,279	(1,800)	(1,800)
Capacity build/ transformation Reserve	(4,261)	2,212	(1,172)	(3,221)
Public Health Reserve	(2,127)	280		(1,847)
MTFS Implementation Reserve	(2,067)	292		(1,775)
Legal Services Contingency	(1,216)	162		(1,054)
Commercialisation Reserve	(1,265)			(1,265)
HRA Transformation Reserve	(493)	124	(53)	(422)
Other HRA Reserves	(198)			(198)
Carry Forward Reserve	(2,384)	2,384	(3,223)	(3,223)
<b>Total Main Earmarked Reserves</b>	<b>(46,533)</b>	<b>18,264</b>	<b>(11,560)</b>	<b>(39,829)</b>
<b>Other Earmarked Reserves</b>	<b>(6,475)</b>	<b>3,400</b>	<b>(1,485)</b>	<b>(4,559)</b>
<b>Total Earmarked Reserves</b>	<b>(53,008)</b>	<b>21,664</b>	<b>(13,045)</b>	<b>(44,388)</b>
General Fund Reserve	(10,008)			(10,008)
<b>Total Reserves</b>	<b>(63,016)</b>	<b>21,664</b>	<b>(13,045)</b>	<b>(54,396)</b>

2.42 **CIL Harrow Reserve** – The **Community Infrastructure Levy** is a planning charge introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. Harrow has £8.948m in the reserve as at 31<sup>st</sup> March 2019, £2.452m has been added during the year and £3.612m drawn down, giving a closing balance of £7.788m. This will be used to support the Capital Programme.

2.43 **Business Risk** – Established to cover potential shortfall/risk of achieving sufficient savings to cover future year budget gaps. £3m from the reserve is planned for investment in front line priorities at £1m per annum. The remaining balance of £4.526m is built into the MTFS in 2020/21 and 2021/22.

2.44 **Budget Planning Reserve** – The balance at the beginning of the year was £6.829m. £4.2m has been drawn down in year leaving a balance of £2.629m which is built into the 2020/21 budget. The full balance of £2.629m on this reserve has been applied to the 2020/21 budget.

2.45 **Revenue Grant Reserve** – This reserve holds revenue grants to be used for specific purposes or which may be subject to claw back if conditions of the grant are not met. The net contribution to this reserve in 2019/20 is £2.145m, bringing the total to £7.085m as at 31<sup>st</sup> March 2020.

2.46 **Business Rate Pool Reserve** – This reserve of £1.8m relates to the funding from the 2019/20 Business Rates Pool. The full value is built into the 2020/21 budget.



- 2.47 **Capacity Building/Transformation Reserve** – The balance of this reserve at the beginning of the year was £4.261m. £2.212m has been drawn down in year and £1.172m added which leaves a balance of £3.221m. The balance is ear marked for organisational transformation costs.
- 2.48 **Public Health Reserve** – This reserve relates to unspent government grant paid in relation to the delivery of public health responsibilities. The conditions which apply to the use of the ring-fenced grant also apply to unspent balances, with the Department of Health reserving the right to reduce future year allocations where underspends are considered material.
- 2.49 **MTFS Implementation Reserve** – This reserve is earmarked to facilitate the achievement of MTFS savings. The balance at the start of the year was £2.067m, £280k has been drawn down in the year to fund redundancy and pension strain costs, which leaves a balance of £1.847m at 31<sup>st</sup> of March 2020.
- 2.50 **Legal Services Contingency** – This reserve is a contingency to cover any possible income shortfalls from the legal shared services arrangement with other local Authorities.
- 2.51 **Commercialisation Reserve** – The balance on this reserve is £1.265m. This is ear marked to support the Community directorates.
- 2.52 **HRA Transformation Reserve** – This reserve will be used to support funding of the new mandatory replacement Housing IT system.
- 2.53 **Other HRA Reserves** – These reserves will support the BCHfL programme, housing repairs and the impact of welfare reforms on Council tenants.
- 2.54 **Projects in Progress (c/fwds)** – This reserve holds the revenue carry forward requests from the 2019/20 outturn process. The carry forward requests are summarised below in table 5 and detailed in Appendix 1.

**Table 3: Summary of Revenue Carry Forwards**

Directorate	Council Funding	Grant Funding	Total
	£000	£000	£000
Resources		439	439
Community		445	445
People	1,753		1,753
Corporate	534		534
HRA	52		52
<b>Total</b>	<b>2,339</b>	<b>884</b>	<b>3,223</b>

## GENERAL FUND BALANCES

2.55 General Fund balances remain at £10.008m.

### MTFS Implementation Tracker

2.56 The 2019/20 budget includes approved savings of £5.946m. The actual achievement of savings is summarised in table 4 below and shown in detail in Appendix 4:

**Table 4: Savings Tracker 2019/20 summary of MTFS Tracker**

	Resources	People	Community	Final Outturn	% Split
	£000	£000	£000	£000	
Red	0	0	(776)	(776)	13%
Amber	0	(1,251)	(530)	(1,781)	30%
Green	(823)	(981)	(1,585)	(3,389)	57%
Total	(823)	(2,232)	(2,891)	(5,946)	100%

2.57 Of the £5.946m of savings in 2019/20, a total of £776k are being categorised as red savings which means they were not achieved in 2019/20.

#### Analysis of the Red Savings

2.58 In **Community** directorate, £776k of savings were classified as red:

- Income from depot expansion £246k: This saving reflects the repayment of borrowing costs of the capital investment of £24.2m. The timeline for completion has been revised due to having to go back to planning for additional floors and car parking. The result is a delay in the completion of workshops/warehouses which were originally planned for 2019/20 in order to generate additional rent income to meet the target. This target was partially mitigated by the rent income within the corporate property portfolio.
- Partial reversal of Environment growth £255k: This is unachievable as a reduction in budget in Waste Services will adversely impact on the capacity to deliver front line services. This shortfall was met by corporate contingency in 2019/20.
- Food Waste route optimization £75k: There is a saving target of £150k profiled over 18/19 and 19/20. The food waste related initiatives are being progressed as part of the implementation of Waste Review. However, this has not been achieved but was mitigated by salaries underspend within Waste Services in 2019/20.
- Phoenix – commercialization of CCTV operations £200k: Commercial activities are linked to the creation of a new Alarm Receiving Centre at the depot. The procurement of CCTV infrastructure will be undertaken in line with the depot construction timeline. This pressure was mitigated by an over-achievement of parking permits income in 2019/20.

## Analysis of the Amber Savings

2.59 The amber rating indicates that a saving was partially achieved in the year but not fully achieved. The £1.251m of amber savings (in Table 5) have been further analysed to show how much was achieved (green) and the amount of unachieved savings (Red).

**Table 5: Analysis of 2019/20 Amber Savings.**

	<b>People</b>	<b>Community</b>	<b>Percentage Split</b>
	£000	£000	£000
Amber	1,251	530	
Red	76	197	15%
Green	1175	333	85%
<b>Total</b>	<b>1251</b>	<b>530</b>	<b>100%</b>

2.60 **Community** - Of the £530k savings categorised as amber in Community, the following savings of £197k has been re-categorised as red:

- Harrow Arts Centre £107k: A delay in implementing the capital project to refurbish buildings and bring redundant units into use resulted in a shortfall of income. This savings is expected to be fully achieved in 2020/21.
- Vernon Lodge and Atkins House £50k: the MTFs target of £130k profiled in 2019/20 relates to Atkins House. The delay in completing the refurbishment works resulted in a part-year occupancy of the units and hence a part-year rental income only.
- Contract re-procurement £40k: Of the MTFs target of £250k profiled in 2019/20, procurement savings of £210k were achieved from highway works contract and vehicles contract, leaving a residual £40k that remained unachieved. This savings is expected to be fully achieved in 2020/21.
- The remaining £333k of amber savings were re-categorised as green as these were achieved

2.61 **People Services** – Of the £1.251m Home in Harrow savings (PA 05), £1.175m has been re-classified as green while £76k is re-classified as red.

2.62 Of the £76k now rated red, £17k shortfall is due to the commissioning moves with the most complex individuals that are taking longer than expected. The remaining shortfall of £59k relates to targeted reviews. In relation to these, both shortfalls have been mitigated within the services' budgets.

## **HOUSING REVENUE ACCOUNT (HRA)**

2.63 HRA achieved a surplus of (£52k), after reserve transfers to support the new Housing IT system and repairs programme. The under spend will be used to support a carry

forward request of £52k for a stock condition survey, resulting in an overall neutral position.

2.64 Pressures on repairs have been offset by capacities in staffing, utilities and other operating expenditure combined with unutilised contingency and increased capitalisation of regeneration costs as a result of progress in the Building Council Homes for Londoners' (BCHfL) programme.

2.65 The management restructure, implemented 2nd December 2019, and service reviews are aimed at achieving permanent revenue cost reductions of £1.9m by March 2021.

2.66 Data underpinning 2019/20 results, impact of COVID-19 on both revenue and capital accounts together with future Government announcements will have to be evaluated through the HRA Business Plan. This will be reported to Cabinet to gauge the impact of unprecedented events on the property and construction industries together with broader macro-economic assumptions.

### 3.0 CAPITAL

3.1 Total spend on the Capital Programme for the year is £90.586m, which is 28% of the approved budget of £319.069m. The variance of £228.483m comprises slippage of £215.731m and an under spend of £12.752m.

- £7.735m of the under spend relates to HRA which is due mainly to Gayton Road as set out in paragraph 3.21 and £5.017m is for the General Fund.
- Of the £5.017m underspend on General Fund budget, £2.797m mainly relates to the historical capital projects write offs, within the Community and People directorate and other budget adjustments. This leaves a net balance of £2.219m real underspend, £1.745m of this has already been taken into account as part of the 2020/21 budget setting leaving a balance of £474k. £435k will remain in the Capital programme as a budget to fund future Capital projects and the balance of £39k will be removed from the Capital programme.

**Table 6: Summary of Capital Outturn**

Directorate	Total Budget	Outturn	Variance	Slippage to 2020/21	Under spend after slippage	LBH	External	Unreal Underspend
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Total General Fund</b>	286,504	81,102	(205,402)	200,385	(5,017)	(2,186)	(33)	(2,797)
<b>Total HRA</b>	32,565	9,483	(23,082)	15,347	(7,735)	(39)	0	(7,696)
<b>Grand Total</b>	319,069	90,586	(228,483)	215,731	(12,752)	(2,225)	(33)	(10,493)

3.2 The slippage identified in Table 7 below and detailed in Appendix 5 has been approved under delegated authority as carry forwards by the Chief Finance Officer.

**Table 7: Capital Outturn 2019/20**

Directorate	Original Programme	CFWD's 18/19	Adjustments	External	LBH	Total Budget	Actual	Variance	Slippage	Under spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
People	8,624	19,569	856	15,022	14,027	29,049	4,464	-24,585	24,034	-551
Community	58,350	53,541	2,129	13,875	100,145	114,021	40,369	-73,652	70,082	-3,569
Resources	30,700	11,321	101,413	59	143,375	143,434	36,269	-107,165	106,268	-897
<b>TOTAL GENERAL FUND</b>	<b>97,674</b>	<b>84,432</b>	<b>104,398</b>	<b>28,957</b>	<b>257,547</b>	<b>286,504</b>	<b>81,102</b>	<b>-205,402</b>	<b>200,385</b>	<b>-5,017</b>
HRA	26,606	10,184	-4,225	0	32,565	32,565	9,483	-23,082	15,347	-7,735
<b>TOTAL GENERAL FUND &amp; HRA</b>	<b>124,280</b>	<b>94,616</b>	<b>100,173</b>	<b>28,957</b>	<b>290,112</b>	<b>319,069</b>	<b>90,586</b>	<b>-228,483</b>	<b>215,731</b>	<b>-12,752</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>124,280</b>	<b>94,616</b>	<b>100,173</b>	<b>28,957</b>	<b>290,112</b>	<b>319,069</b>	<b>90,586</b>	<b>-228,483</b>	<b>215,731</b>	<b>-12,752</b>

### **DIRECTORATE PERFORMANCE ON CAPITAL**

3.3 The capital programme by directorate is included in Appendix 5 showing performance against the latest approved budget for each programme line. Set out below is narrative to explain the capital outturn and the major variances:

#### **Resources**

3.4 The directorate spent £36.269m against a budget of £143.434m, a 25% spend and a variance of £107.165m of which £106.268m will all be slipped to 2020/21. The remaining balance of £897k is reported as an underspend. There are no revenue budget implications as a result of this slippage. The key reasons for slippage are listed below:

- Devolved Application (£927k) expenditure has been re-profiled to better reflect millstone delivery. The remaining work will be delivered in 2020/21.
- Property Investment (£94.407m) slippage reflects the delay in the purchase of investment properties. Recent CIPFA guidance on this subject has been to inform Local Authorities that borrowing solely for the purpose of purchasing investment properties will no longer be regarded as prudent borrowing. Given there is an income target attached to investment property purchases in 2021/22, this will need to be addressed as part of the 2021/22 budget setting process.
- The on-going refresh and enhancement of ICT (£4.483m), the expenditure has been re-profiled to reflect revised delivery plans. The projects must be delivered by 2020/21.
- ABAVUS (£513k), the slippage reflects planned expenditure in the second final year of project delivery.

- Enterprise Resource Planning System ERP: (£2.362m) will be slipped into 2020/21 to reflect planned schedule of delivery of new ERP system in 2020/21.
- ICT Recommissioning (£1.044m) the slippage reflects planned schedule of project completion and corresponding cost to be incurred in 2020/21.
- Other Council Wide under spend (£2.202m) will be slipped into 2020/21.
- The remainder relates to numbers of smaller amounts which will be used to complete projects in 2020/21

### Community

- 3.5 The net position for the Community Directorate is an outturn of £40.369m against the budget of £114.021m, a 35% spend. The variance is £73.652m, £70.082m will be slipped to 2020/21 while £3.569m underspend will be removed from the programme.

### Commissioning, Environmental and Culture Services

- 3.6 The services spent £28.141m against a budget of £62.959m. £34.291m is requested to be slipped into 2020/21 and relates mainly to the following projects.

### Commissioning, Environmental

- 3.7 The services spent £25.987m against a budget of £58.303m. £31.791m is requested to be slipped into 2020/21 and relates mainly to the following projects

- Depot redevelopment (£8.921m). The construction completion timeline has been revised following the addition of additional floors and car park on the development and various changes made to the programme. The project is now scheduled to be completed in April 2021.

There are MTFS targets of £246k and £1.154m in 2019/20 and 2020/21 respectively associated with this project. The MTFS target for 2019/20 was not achieved but was partly offset by an over-achievement of rent income within the corporate property portfolio. The achievement of future year savings is being assessed by the directorate.

- Redevelopment of Vernon Lodge (£7.858m) and Probation Centre (£2m). The originally planned scheme at Vernon Lodge is no longer progressed. A revised business case for the project is currently being reviewed, along with the inclusion of the Probation Centre as part of a wider proposal to provide homeless accommodation, to assess the financial viability of the scheme.
- There are MTFS savings targets of £80k and £643k in 2020/21 and 2021/22 respectively associated with Vernon Lodge and £275k in 2021/22 associated with Probation Centre. The delay may have an impact on the achievement of the MTFS savings and this will be assessed once the scheme redesign is complete.

- Vehicle procurement (£7.659m). The original vehicle replacement programme was complete in 2019/20. The remaining budget will be used to fund vehicle replacement in future as part of the rolling programme. A contribution of £100k saving to the MTFS target relating to contract re-procurement was achieved in 2019/20.
- CCTV Infrastructure (£1.265m) and Unmanned Aerial Vehicles UAV (£400k). The CCTV project originally covered the replacement of aged CCTV equipment and the building of a new Alarm Receiving Centre. Following a review of the original business case, subsequent changes have been made to deliver a CCTV Control Room instead. The CCTV Control Room will be located in the depot and is scheduled to be completed in line with the depot redevelopment project.
- There is a MTFS target of £200k in 2019/20 in relation to CCTV commercialisation, which was not achieved but was mitigated within Parking & Network Management Services to offset this pressure.
- There is also a MTFS target of £92k in 2021/22 in relation to UAV to reflect the capital financing costs associated with the project. The financial viability of the project is being assessed by the directorate to inform a decision on this.
- Headstone Manor Park for People project (£897k). This project is externally funded by Heritage Lottery Fund and other match funding. The delay is due to winter storms and wet ground conditions, which prevented works from being completed as per original timeline. The slippage has no implications on the revenue budget.
- Redevelopment of Rayners Lane toilet block (£71k), Harrow Weald toilet block (£149k) and the former civil defence building at Bannister Sports Centre (£348k). Due to the delay in obtaining planning permission, these projects are now expected to be completed in early 2020/21. The redeveloped buildings are expected to generate a rent income which has been assumed in the existing MTFS with savings of £36k profiled in 2021/22. As the works are due to be completed in 2020/21, there should not be any significant impact on the achievement of MTFS targets.
- Parks Infrastructure (£276k) and Parks Playground Improvement (£123k). The improvement works on park path network and playground replacement are on-going. Due to the impact of health pandemic, the work programme has been put on hold and will resume once the social distancing restrictions are eased. The slippage has no implications on the revenue budget.
- High Priority Planned Maintenance (£248k) and Corporate Accommodation (£174k). Some improvement works were planned at Sancroft to utilise the budget. Due to the impact of health pandemic, this project, along with works at other corporate sites which already started during the year, were not completed in 2019/20. In addition, the results of a Conditions Survey commissioned during 2019/20 were not yet available to help identify and prioritise building works. The slippage could potentially increase the revenue reactive repair costs until the capital works are completed.

- Harrow Weald Pavilion (£209k). Works were delayed due to a health and safety issue. The improved pavilion will enable a sustainable future for Kodak FC following their relocation from the Kodak site which has been redeveloped.
- Bannister Sports Centre (£950k). A 3G Artificial Grass Pitch is to be installed at Bannister Sports Centre from April 2020. There have been delays in getting full planning permission due to the site being located within the green belt. Pitch works are a planning condition requirement relating to the redevelopment of Harrow View West.
- Other projects (£245k) including Trade waste bins and Green Grid. These projects are on-going and are scheduled to be completed in 2020/21. The slippage has no implications on the revenue budget.

### Culture

3.8 The services spent £2.154m against a budget of £4.656m. £2.501m is requested to be slipped into 2020/21 and relates mainly to the following projects.

- New Town Centre library (£1.009m). The new library is required to replace the current Gayton Library which is to be redeveloped by the landlord. The fit out of the library was originally scheduled to be completed by the end of April 2020 with the new library due to open in mid-May 2020. This is now further delayed due to the health pandemic.
- Harrow Arts Centre refurbishment project (£1.110m): This project is funded by the GLA and BCIL. The Masterplan for HAC has been completed that suggests a strategy for phases 1 & 2 that were different from the initial GLA Bid. This along with the findings of a Building Condition survey and a couple of procurement exercises resulted in delays from the initial timeframes
- Libraries projects (£232k). Delays in completing priority health and safety works at Kenton Library due to the requirement for a listed building consent.
- Refurbishment of Libraries (£150k). This project is assumed to be NCIL funded. The refurbishment work was not undertaken in 2019/20 due to the new Town Centre Library project being prioritised. Wealdstone Library is planned to be refurbished subject to members' agreement for the NCIL funding. The refurbishment will result in a library that better meets user needs in the future and therefore increased usage.

3.9 The slippage of the above projects has no implications on the revenue budget.

### Housing General Fund

3.10 The services spent £10.102m against a budget of £18.482m. £7.425m is requested to be slipped into 2020/21 with the remaining £955k treated as underspend:

- Additional Property Purchase Acquisition Programme £7.411m slippage relates to the completion of the Council's acquisition of properties which, in addition to the one hundred already acquired and let, will be used to mitigate the costs of



homelessness. As at 31<sup>st</sup> March 2020, twenty four properties had been acquired with remainder to be acquired in 2020/21. A review of the financial performance of the programme has shown it continues to be viable although will have to be kept under review with regard to costs of borrowing and other factors.

- DFGs and the Council's Careline scheme £14k slippage will support continued support of disabled owner occupiers in the Borough in 2020/21 with remaining £848k treated as underspend.

The remainder of the £955k underspend relates to Empty Property Grants which have experienced a lower than expected demand. There are no implications on the revenue budgets as a result of the above slippage.

### Enterprise and Planning

3.11 The service spent £1.122m against a budget of £3.524m. £2.401m is requested to be slipped into 2020/21 and relates to the following projects.

- Lyon Road project (£481k): This is a multiple year project. The project is slipped due to a delay in tenders with sub-contractors and the production of technical drawings.
- Harrow High Street Fund (£737k): This project is CIL funded. The community consultation and engagement has been carried out, in addition to ward member consultation, and a list of projects for delivery for 20/21 have been agreed in principle.
- Wealdstone Square (£151k): The project is near completion with some minor works remaining at year-end.
- Planning IT replacement (£875k): This is a multiple-year project. The procurement was delayed pending wider IT review corporately.
- The slippage on NCIL funded projects of (157k).

The slippage of the above projects has no implications on the revenue budget.

### Regeneration

3.12 The main regeneration programme spent £1.005m against a budget of £29.056m. £25,964m is requested to be slipped into 2020/21.

3.13 Of the £2.087m underspend, £910k relates to the write off to revenue of the abortive costs associated with the sale of Vaughan Road site, as scheme is no longer going ahead and will be funded from underspends and other corporate provision.

3.14 There are no further revenue implications as a result of this slippage that are listed below:

- Haslam House (£1.625m): the contractor is now in place following a retender exercise, which has resulted in a slippage to the scheme with completion, expected mid 2021.
- Waxwell lane (£824k): following delayed procurement process which resulted in the direct appoint of the contractor. This has resulted in delays to the scheme with completion now anticipated by September 2021.
- Client contingency (£1.700m): the client contingency budget is being carried forward as there will be cost implications as a result of covid 19.
- Gayton Rd (£2.298m): this slippage relates to the commercial unit at Gayton road for which options are currently being worked up.
- Harrow Strategic Development Partnership set aside (£19.515m): this is funding that is set aside to seek a Strategic Development Partner for three core sites within the borough; Poets Corner, Byron Quarter (Phase 1), and Peel Road Car Park. Due to delays in the procurement process this funding is requested to be carried forward into 2020/21.

## **People Services**

3.15 The net position for People Service is an outturn of £4.464m against the budget of £29.049m, a 15% spend, with a variance of £24.585m. £24.034m of which is slippage and £550k is an under spend.

### Adults Services

3.16 The net outturn position for the Adults services is (£267k) against a budget of £391k, with a variance of (£517k), £140k is requested to be slipped as follows:

- Integrated Health Model £85k: whilst this project has been finalised, the under spend is being carried forward as there may be some WLA functionality around Care Place and bedded care to be developed in 2020-21. Adults do not have any other additional capital to vire for this purpose should this be required, hence this being carried forward to fund these works if required in 2020-21.
- In House Residential £55k: £46k of this relates to a delay to capital works at Wiseworks Day Centre, with the work expected to be completed in 2020/21 and the slippage required in order to complete these works. The remainder relates to charging required to be finalised in relation to the Vaughan Party wall in 2020/21.
- The net underspend of £517k relates to In house services budget which is no longer required as there is a separate budget assigned for In house services in 2020-21 of £0.125m, and the £327k project infinity write-off to revenue following the cessation of the IBM agreement in May 2019.

## **Public Health**

3.17 The service had been given Healthy Pupils Capital Fund ring fenced grant of £174k in 2018/19 for the Water Fountain Project of which £39k was spent in 2018-19 and

£57k spent in 2019-20, with the balance of £78k slipping into 2020-21 for expenditure committed.

### Children's Services

3.18 The final outturn in 2019-20 for the schools capital programme is expenditure of £4.712m against a total budget of £28.524m. This represents expenditure of 17% against the budget. £23.850m of the variance will be slipped into 2020-21 and there is a small net underspend on the capital programme of £33k

3.19 There are no revenue implications as a result of this slippage. The majority of these items are set out as follows:

- £13.233m relates to funding set aside for secondary expansions for projected shortfall in the number of secondary school places. It is proposed to slip the funding to 2021-22 and ensure that the secondary school place numbers continue to be monitored so that a local solution to meet the growing need is developed with the High Schools.
- Special Educational Needs provision slippage totals £5.965m. Funding has been included in the capital programme to support additional in-borough SEND provision will be delivered in line with the SEND Strategy reported to Cabinet in February 2019.
- Slippage of £1.266m relates to the previous SEP2 schools expansion programme. There was an ongoing contractual dispute which was resolved in December 2019. The remaining grant funding will be slipped to 2020-21 and considered within the context of the overall need for secondary and SEN expansion.
- The remainder of the slippage is for IT, capital maintenance, funding for bulge classes and amalgamations which were not needed this financial year.

### Housing Revenue Account

3.20 HRA spent £9.483m against a budget of £32.565m, including Homes-4-Harrow, a spend of 29%, generating an underspend of £23.082m. £15.347m will be slipped to 2020/21 leaving an under spend of £7.737m.

3.21 This underspend relates to the Gayton Road project. Cabinet approved, on 12<sup>th</sup> September 2019, the transfer of seventy-two units at Gayton Road from the General Fund to the HRA effective 1<sup>st</sup> October 2019. In line with regulations this was dealt with as an exchange of capital resources between the two funds and therefore did not go through the Capital programme as an expenditure item which has therefore resulted in an underspend against budget. However, the HRA has transferred funds to the General Fund of £8.208m to reflect the value of the seventy two units. This was higher than the original expected valuation of £7.696m as the value of the units had increase at the date of transfer.

3.22 The main items of slippage of £15.347m are detailed below:

- Homes-4-Harrow, £10.130m comprises Grange Farm £3.522m which has a contractor appointed and is undertaking works to enable demolition prior to construction of the new homes. A further £6.608m relates to BCHfL which, combined with Grange Farm, will contribute towards the overall programme approved by Council 27<sup>th</sup> February 2020 to deliver some six hundred and sixty new homes across the Borough.
- The remaining £5.217m comprises £3.694m including some compliance and health & safety works for existing Council houses identified earlier in 2019/20 for delivery in 2020/21, £0.736m earmarked for the set up of a client contingency to support the BCHfL programme and £0.785m for the mandatory Housing IT system replacement.

### **Amendment to the Capital Programme**

3.23 The Council has received the announcement of the 2020/21 Capital maintenance grant of £1.708m from the Department for Education. The grant will be used to maintain and improve the condition of school buildings and grounds. The grant announcement was made after the approval of the 2020/21 Capital Programme in February. It is therefore requested that this grant is added to the 2020/21 schools Capital programme.

3.24 Realignment of Schools capital funding and increase to the Corporate Capital budget – a £13.233m budget for secondary expansions will be slipped to 2021-21. This budget has been funded from borrowing; however, a capital grant of £6.797m has been allocated from the DFE for this programme which means that this sum of borrowing will be replaced by grant funding. The Schools capital budget will remain the same but with a reduction in borrowing as a funding source to be replaced with grant funding. An additional budget of £6.797m will be added to the Capital programme which will be funded from borrowing. This new budget will be held as a Corporate Capital budget to be utilised for any Capital requirement in 2020/21 with no impact on the revenue budget.

## **4.0 COMMERCIALISATION UPDATE**

4.1 The Council's 2019/20 Trading Company's Outturn is included as Appendix 6.

## **5.0 TIMETABLE FOR PREPARATION OF DRAFT STATEMENT OF ACCOUNTS AND EXTERNAL AUDIT REVIEW.**

5.1 All Local Authorities have statutory deadlines to adhere to for the production of their draft statement of accounts (31<sup>st</sup> May each year) and for the external audit of those accounts (31<sup>st</sup> July each year).

5.2 As a consequence of the COVID19 pandemic the MHCLG has granted a one year concession to allow Local Authorities until 31<sup>st</sup> August 2020 to produce their draft Statement of Accounts and until 30<sup>th</sup> November 2020 to have those accounts audited.

5.3 This Authority is working to an earlier deadline of 10<sup>th</sup> July 2020 to have its draft accounts published and with the external audit to commence in the middle of July

2020 for sign off by the external auditors by the new extended deadline of 30<sup>th</sup> November 2020.

## **6.0 IMPLICATIONS OF THE RECOMMENDATIONS**

The recommendations are asking the Cabinet mainly to:

- To note the revenue and capital outturn position for the 2019/20
- To note the movement between reserves
- To note the revenue carry forwards
- To note the slippages on the Capital Programme
- To note the Council's Trading Company's outturn position, as detailed in Appendix 6.

6.1 These recommendations do not affect the Council's staffing / workforce and have no equalities, procurement, data protection or community safety impact.

## **7.0 PERFORMANCE ISSUES**

Financial performance is considered quarterly to Cabinet.

## **8.0 ENVIRONMENTAL IMPACT**

There is no direct environmental impact

## **9.0 RISK MANAGEMENT IMPLICATIONS**

The key financial risks are managed through the risk management strategy. There is one significant financial risks currently included on the Corporate Risk Register:

- Inability to deliver the Council's approved MTFs over the next 3 years leading to an inability to set a balanced budget and provide core services.
- This is currently a red risk rated as a B2, a high likelihood with a critical impact.

## **10.0 PROCUREMENT IMPLICATIONS**

There are no procurement implications arising from this report

## **11.0 LEGAL IMPLICATIONS**

Section 151 of the Local Government Act 1972 states that, "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs"

Section 28 of the Local government Act 2003 imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against budget calculations.

Under B67 of the Financial Regulations, a year-end balance is the amount by which actual income and expenditure varies from the final budget, normally identified down to budget manager level. Unspent balances will not be carried forward, except with the permission of the CFO. Unspent balances will only be considered for carry forward where;

- There is an unspent ring fenced grant and grant must be repaid if it is not spent on its intended purpose.
- Funding has been allocated to a specific project and the project is not yet complete, and both the directorate and the Council in total are not overspent.
- External funding has been received for a specific project which is not yet complete.
- Under B48 of the Financial Regulations Cabinet can approve up to £20million additional capital spending.

## 12.0 FINANCIAL IMPLICATIONS

Financial implications are contained within the body of the report.

## 13.0 EQUALITIES IMPLICATIONS / PUBLIC SECTOR EQUALITY DUTY

There is no direct equalities impact.

The MTFs savings have had equality impact assessments completed on them where required and these have been published with the budget setting report.

## 14.0 CORPORATE PRIORITIES

The Council's Outturn Report for 2019/20 has been prepared in line with the Council's priorities:

- Building a Better Harrow
- Supporting Those Most in Need
- Protecting Vital Public Services
- Delivering a Strong Local Economy for All
- Modernising Harrow Council

## Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Director of Finance and Assurance
Date: 29 <sup>th</sup> June 2020		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date 15 <sup>th</sup> June 2020		

Name: Nimesh Mehta	<input checked="" type="checkbox"/>	on behalf of the Head of Procurement
Date: 15 <sup>th</sup> June 2020		

Name: Charlie Stewart	<input checked="" type="checkbox"/>	Corporate Director
Date: 29 <sup>th</sup> June 2020		

<b>Ward Councillors notified:</b>	NO
<b>EqlA carried out:</b>	NO
<b>EqlA cleared by:</b>	N/A

## Section 4 - Contact Details and Background Papers

**Contact:** Sharon Daniels, Head of Strategic and Technical Finance (Deputy S151),  
Telephone 0208 424 7544. ([Sharon.daniels@harrow.gov.uk](mailto:Sharon.daniels@harrow.gov.uk))

### Background Papers:

- MTFS 2019/20 to 2021/22
  - 2019/20 Budget Report
  - 2019/20 to 2021/22 Capital Programme Report
- <http://modern.gov:8080/documents/g64382/Public%20reports%20pack%20Thursday%2021-Feb-2019%2018.30%20Cabinet.pdf?T=10>

<b>Call-In Waived by the Chair of Overview and Scrutiny Committee</b>	NO
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Services		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward	Reason for Carry Forward & Consequences of not carrying forward.
Division	Description	£000	£000	£000	£000	
<b>Resources Directorate</b>						
Strategic Commissioning	Community Premises		128		128	This grant is awarded by LGA One Public Estate, supporting public property projects such as share, re-use or release properties in the borough.
Strategic Commissioning	Policy And Partnerships		311		311	This carry forward relates to various grant funding from Mayors Office for Policing and Crime (MOPAC) to fund crime prevention projects in London such as domestic violence, youth violence and gangs as well as support for the victims of domestic and sexual violence delivered through Hestia.
<b>Total Resources</b>		-	<b>439</b>	-	<b>439</b>	
<b>Community Directorate</b>						
Community Engagement	Local Authorities Parks Improvement Funding: MHCLG allocated the above funding to local authorities with the expectation the award will be used to undertake remedial work and renovation of existing parks to enhance the green space available to their local communities.		37		37	Works are on-going to deliver various improvements in parks. MHCLG sets out specific criteria on this grant. They hope that the monitoring regime in place will confirm that this grant has been spent on the purpose we have set out. They may take this into consideration if local authorities do not spend this money for its intended purpose, including when they make regeneration funding decisions in future. Other teams within the Ministry will be notified.

Services		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward	Reason for Carry Forward & Consequences of not carrying forward.
Community Engagement	High Street Community Clean Up Funding The funding was provided by MHCLG in March 19 to support the works with existing community groups to undertake community led street and town centre cleans.		7		7	The majority of works was completed in 19/20. This carry forward request will allow all planned works to be completed in 20/21. MHCLG sets out specific criteria on this grant. They hope that the monitoring regime in place will confirm that this grant has been spent on the purpose we have set out. They may take this into consideration if local authorities do not spend this money for its intended purpose, including when they make regeneration funding decisions in future. Other teams within the Ministry will be notified.
Total Commissioning, Environment and Culture		0	44	0	44	
Housing Needs	Rough sleepers grant		66		66	The grant is ring fenced to the purpose that it was given. The grant conditions allow carryforward of grant.
Housing Needs	Rapid rehousing pathways: the grant is to support single people at risk of becoming homeless find alternative accommodation without		58		58	The grant is a ring fenced to the purpose that it was given. The grant conditions allow carryforward of grant
Total Housing		-	124	-	124	

Services		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward	Reason for Carry Forward & Consequences of not carrying forward.
Economic Development	MHCLG Future High Street Fund: Capacity and Resource grant for business case development		50		50	This is a £150k grant paid to us by MHCLG to develop a Business Case/Cost Benefit analysis for a bid to MHCLG to be submitted in June 2020. A contract has already been awarded to ARUP and work is underway. Total spend in 19/20 is £100k, therefore the remaining £50k needs to be carried forward into 20/21 to fund the remaining cost of the contract. If the grant isn't carried forward we will not be able to develop the bid and pay ARUP in line with their contract.
Economic Development	Strategic Investment Pot (SIP) This is a two-year project (2019/20 and 2020/21) focusing on Skills, Businesses and Digital Broadband, with a total funding £550k over the period.		101		101	Up-front payment of 25% was received and subsequent payments quarterly in arrears. In 19/20, total funding of £246,840 was received for Skills and Businesses strands of the project. The works have been committed and will continue into 2020/21, to provide support to residents on skills and apprenticeship and to support entrepreneurs and micro businesses. The unspent sum in 19/20 (£101k) will need to be carried forward into 20/21 to pay for the remaining costs.
Economic Development	MHCLG Controlling Migration Fund		7		7	The Controlling Migration fund is used to provide support to the Romanian community. The unspent fund will be used in 2020/21 to continue the work.

Services		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward	Reason for Carry Forward & Consequences of not carrying forward.
Planning	Grant from Heat Network Delivery Unit (HNDU) (former Department of Energy and Climate Change)		48		48	Work on potential heat network serving the main Council regeneration sites was put on hold as part of the broader review of the Regeneration programme. Consequently the work proposed to be undertaken using this grant was not progressed in 2019/20. Grant condition requires it to be spent on heat network investigations.
Economic Development	Raising Ambition Harrow: JCP DWP grant to support unemployed into work		72		72	Funding is exclusively for purpose, must be repaid if not used in accordance with contract. If the fund is not carried forward then the project will not be delivered and money will be clawed back. Reputational risk.
Total Enterprise and Planning		0	278	0	278	
Total Community Directorate		-	444.87	-	444.87	
Adult	Corporate Budget allocated to Adult	1,753			1,753	£2.4m budget was centrally allocated to Adult after budget setting in February 2019, £665k of this budget was spent in 2019/20, the balance is been carried forward to mitigate Adult social care pressure in 2020/21
Corporate	Ward Priority	39			39	£100k was allocated for the Ward Priorities projects, £61k of this budget has already been spend, the carried forward budget is to fund projects that have already started but were not completed in 2019/20.

Services		Council Funding	Ring Fenced Grant Funding	Non Ring Fenced Grant Funding	Total Carry Forward	Reason for Carry Forward & Consequences of not carrying forward.
Corporate	Manifesto commitment	125			125	The carry forward budget is for the on-going Domestic Violence and Community Cohesion work that will be carried out by the council in 2020/21. Funding was approved from the manifesto commitment budget in 2019/20
Corporate	Capacity for Health & Care Integration	21			21	£40k budget was allocated for the Capacity for Health and Care Integration, £19k of this budget have been spent in 2019/20, the balance will be carried forward to enable further work in 2020/21.
Corporate	Inflation Provision	349			349	This underspend relates to the inflation provision and is being carried forward to meet any one off costs.
Total Corporate	Total Corporate	534	-	-	534	
<b>Total General Fund Carry Forward</b>		<b>2,287</b>	<b>884</b>	<b>0</b>	<b>3,171</b>	
HRA	Stock condition survey	52			52	The carry forward is to support the review of Council Housing stock which will feed into Capital strategy, project already started, budget required to complete.
<b>Total HRA Carry Forward</b>		<b>52</b>	<b>-</b>	<b>-</b>	<b>52</b>	
<b>Total Carry Forward</b>		<b>2,339</b>	<b>884</b>	<b>-</b>	<b>3,223</b>	

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Reference	Description Funding	Category of expenditure	Outturn £000
<b>Resources</b>			
Human Resources	Transformation project - Employee Relation, Organisational Development and Management development programme	Staffing	273
Customer Services	LEAN Project	Staffing	47
Customer Services	Recommissioning of the IT Contracts Phase 1	Staffing	234
Customer Services	Recommissioning of the IT Contracts Phase 2	Staffing	204
Customer Services	Recommissioning of the IT Contracts Phase 2	Procurement and HR support	42
Customer Services	Recommissioning of the IT Contracts Phase 2	Consultancy	89
Customer Services	Transformation mobilisation project	Staffing	162
Customer Services	RM/4OC - work plan, mobilisation, data	Consultancy	135
Customer Services	PWC Experience centre	Consultancy	40
	<b>Total Resources</b>		<b>1,226</b>
<b>Community</b>			
Commissioning and Commercial	Transformation of Community services - Improve efficiencies, generate further income streams, and to reduce costs/make savings to those areas that are overspending.	Staffing cost	87
Commissioning and Commercial	Delivery of new project aimed at implementing a new mobile payment system for staff which will help make it easier to track the work employers do, and the expected income generated from these activities.	Staffing cost	102
Regeneration	Regeneration - Cost relating to long term regeneration strategy for the borough	Regen Operational costs- includes staffing, legal & professional cost.	211
Regeneration	Regeneration - Cost relating to long term regeneration strategy for the borough	JV-set up	744
	<b>Community Total</b>		<b>1,144</b>
<b>People</b>			
Adults	Adult Transformation	Staffing	730
	<b>People Total</b>		<b>730</b>
	<b>Grand Total</b>		<b>3,100</b>

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## 2019/20 Movement In Reserves

## Appendix 3

Description	Balance Brough Forward 1/4/2019	Draw Down From Reserve	Addition to Reserves	Balance Carry Forward 31/03/2020
	£'000	£'000	£'000	£'000
CIL Harrow	-8948320.51	3612020.93	-2451593.6	-7,787,893.18
Business Risk Reserve	-7526000			-7,526,000.00
Budget Planning Reserve	-6828689.12	4200000		-2,628,689.12
Revenue Grant Reserve	-4940411.14	719,163.57	-2860616	-7,081,863.57
Compensatory Added Year Reserve	-402,782.37	80000		-322,782.37
Business Pool Reserve	-4279000	4279000	-1800000	-1,800,000.00
Capacity Build/ Transformation Reserve	-4260749	2,211,586	-1171928	-3,221,090.61
PFI Schools Sinking Fund	-2371578.76			-2,371,578.76
Public Health Reserve	-2127250	280000		-1,847,250.00
MTFS Implementation Reserve	-2067188.9	291980		-1,775,208.90
PFI NRC Sinking Fund	-1551350		-114207	-1,665,557.00
Legal Services Contingency	-1216339	162000		-1,054,339.00
Commercialisation Reserve	-1264773			-1,264,773.00
Legal Expansion Reserve	-418639			-418,639.00
HRA Transformation Reserve	-493000	124336.75	-52888	-421,551.25
Carryforward Reserve	-2384138.62	2384138.62	-3223305.08	-3,223,305.08
IT Reserve	-120000		-130000	-250,000.00
Borough Election	-136818		-105929	-242,747.00
Harvist Reserve Harrow Share	-18790.08		-17345	-36,135.08
Proceeds Of Crime Reserve	-285000	222000	0	-63,000.00
Proceeds Of Crime Reserve Planning			-326550	-326,550.00
Headstone Manor Reserve	-240750		-47000	-287,750.00
CIL Mayor	-277812.19	54252.36		-223,559.83
Libraries Reserve	-250000	100000		-150,000.00
Vehicle Fund	-201477.61		-573000	-774,477.61
Investment Property Reserve	-200000		-6875	-206,875.00
DGS Overspend	0	2944000		2,944,000.00
HRA Hardship Fund	-172513.19			-172,513.19
HRA Regeneration Rserve	-25000			-25,000.00
HRA Repair Reserve			-163756.39	-163,756.39
<b>Total Earmarked Reserves</b>	<b>-53,008,370.49</b>	<b>21,664,478.62</b>	<b>-13,044,993.07</b>	<b>-44,388,884.94</b>
General Fund Reserve	- 10,008,000			-10,008,000.00
<b>Total Reserves</b>	<b>-63,016,370.49</b>	<b>21,664,478.62</b>	<b>-13,044,993.07</b>	<b>-54,396,884.94</b>

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Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
Resources Directorate									
1	RES_01	Customer Services and IT	Increase Helpline Income Developing a robust multi-channel marketing plan to build the brand and promote the Helpline service to generated additional income through the existing service.	(100)			(100)	Green	Savings have been achieved.
2	Res 18.19 01	Customer Services	Review of Postal Process - the post room will sort in bound post but services will need to collect from the Post Room.  The post room will frank and send post out but services will be responsible for delivering mail to post room.	(30)			(30)	Green	Savings have been achieved.
3	RES_16	Strategic Commissioning	VCS funding - This saving reduces community grants and transfer funding from the emergency relief fund, to support the information and advice strategy as the December cabinet report.	(50)			(50)	Green	Savings have been achieved.
4	RES 2019-20 S1-4	Customer Services	Reduction in Customer Channels (A) - closing telephony & email channels across Council Tax, Housing Benefits, Planning & Building Control and only accepting on-line applications following the release of new on-line services by April 2019.	(75)	(135)		(210)	Green	Savings have been achieved.
5	RES 2019-20 S1-5	Customer Services	Reduction in Customer Channels (B) - closing telephony & email channels across Council Tax, Housing Benefits, Planning, Building Control, Education, Parking & Switchboard and only accepting on-line applications following the release of new on-line services by April 2019/20.		(175)	(175)	(350)	Purple	Future year's savings.
6	RES 2019-20 S1-6	Business Support	Review of Business Support for Children's Services - Lean review of Children's' Services and associated business support.	(80)	(20)		(100)	Green	Savings have been achieved.
7	RES 2019-20 S1-9	Technology & Transformation Services	Printing Savings: ongoing reductions in print volumes have permanently reduced costs and savings can be taken. This has been increased from £30k to £70k following resolution of other pressures on contract indexation	(70)			(70)	Green	Savings have been achieved.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
9	RES 2019-20 S1-13	Legal	Additional Legal Hours, Growth of £530k was added to the budget for 2019/20 in connection with additional usage of legal services within Harrow Council. Only 50% of this growth is required in 2019/20 and the remaining 50% can be fully removed in 2020/21.	(265)	(265)		(530)	Green	Savings have been achieved.
10	RES 2019-20 S1-14	Procurement	Delete a Category Officer post in the Procurement team - A cashable saving can be made by deleting one of the four Category Officer posts.	(53)			(53)	Green	Savings have been achieved.
11	RES 2019-20 S1-15	Finance	Reduction in the Contribution to the Insurance Fund. The further reduction of £100k of the General Fund contribution to the Insurance Fund takes the annual contribution to the minimum required based on the claims history.	(100)			(100)	Green	Savings have been achieved.
12	RES	Finance	Investment Income: Income from investing in commercial properties			(1,726)	(1,726)	Purple	Future year's savings
<b>Resources Total</b>				<b>(823)</b>	<b>(595)</b>	<b>(1,901)</b>	<b>(3,319)</b>		
<b>People Services</b>									
<b>Children's Services</b>									
13	PA05	Adult Social Care	Adult Services - Home In Harrow	(1,251)	-		(1,251)	Amber	The total savings target of £1.251m net of implementation costs is made up of £1.175m classified as green and £0.076m classified as red. £0.017m of this shortfall relates to the Harrow is Home project. In relation to Harrow is Home, commissioning moves with the most complex individuals takes time, resulting in the shortfall being reported. The remaining £0.059m shortfall is related to targeted reviews. In relation to these, both of these shortfalls have been mitigated within the services' budgets
<b>Adult Services total</b>				<b>(1,251)</b>	<b>-</b>	<b>-</b>	<b>(1,251)</b>		
14	PC28	Cross Service	Non-pay inflation	(150)			(150)	Green	Savings have been achieved.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
15	PC01	Children & Young People Services	Children's Placements & Accommodation and other client related spend. Continued reduction of cost of placements through frequent tracking panels and step down through Keeping Families Together (KFT), as well as reduction in requirement for placements through KFT prevention of care and reunification. This includes other client related spend and associated legal costs	(831)			(831)	Green	Savings have been achieved.
			<b>Children's Services total</b>	<b>(981)</b>	-	-	<b>(981)</b>		
			<b>People total</b>	<b>(2,232)</b>	-	-	<b>(2,232)</b>		
<b>Community</b>									
16	COM	Commissioning & Commercial	Income from expansion of Central Depot	(246)	(681)		(927)	Red	The saving targets were included in the 17/18 MTFS to reflect the repayment of capital financing costs of the capital investment of £24m in relation to depot redevelopment. Additional income from the depot expansion is not achievable until after the new depot which provides extra office and parking spaces has been built. The scheme had to obtain planning consent again following Cabinet approval of additional floors on the development during 18/19. This results in a delay in completing the construction work. The non-achievement is reported in the revenue forecast. The pressure is partially mitigated by an over-achievement of rent income within the corporate property portfolio.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
17	COM_19.20S05	Commissioning & Commercial	Redevelopment of Central Depot (Additional areas)  Further maximisation of the use of the depot site to deliver additional areas for commercial income generation, following Cabinet approval of the increase in capital programme for the site in July 18.	-	(473)	-	(473)	Purple	There is a revised timeline for the completion of the depot project. The Council is also in the process of procuring a Strategic Development Partner to take forward its Regeneration Plans for three core sites. The provision of a new Civic Centre is included in these plans. The results of the procurement process will not conclude and be reported to Cabinet until approximately June 2020. Until the detailed plans for the new Civic Centre are known, it cannot be determined if the two additional floors at the depot will be required for staff accommodation or commercial rental purposes. It is therefore considered prudent to remove the income target from the current MTFS and when plans are finalised a decision can be made whether the target is re stated.
18	COM_S12	Environment & Culture	Route Optimisation on food waste collection	(75)			(75)	Red	A reduction in the number of waste rounds isn't feasible following the introduction of food waste collection in flats using existing resource.  This saving has been taken into account as part of the 20/21 MTFS refresh process.
19	CC_2	Environment & Culture	Library Strategy Phase 2 - delivery of network of libraries and library regeneration The original saving relates to the relocation of Gayton Library and Wealdstone Library. The new town centre library that replaces Gayton Library will be built by the developer as part of the redevelopment of 51 College Road. The latest timescale suggests that the new library will become operational no later than March 2020. Therefore the saving relating to Gayton Library (£159k) needs to be re-profiled to 2020/21 at the earliest.		(159)		(159)	Purple	Future year's savings

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
20	COM18.19_S03	Environment & Culture - Waste Services	Changes to the Household Recycle & Reuse Centre (HRRC) at Forward Drive 1. Restrict access for non-residents to HRRC by introducing a charging regime for non-residents. 2. Introduce charges for non-household waste (e.g. building waste) deposited at HRRC by residents / non residents 3. Upgrade trade waste controls	(20)			(20)	Green	Savings have been achieved.
21	COM18.19_S04	Environment & Culture - Harrow Arts Centre	Reduce subsidy to the arts centre	(150)	(137)		(287)	Amber	<p>The saving is expected to be achieved through additional hire income from the increase in room lettings facilities. There is a budget allocation in the 2019/20 capital programme to refurbish derelict buildings and complete new build to provide the additional capacity. There has been a delay in progressing the capital works on the site as part of the delivery of a masterplan for the site. It is also identified that additional capital funding will be required to deliver all proposed works included in the GLA funding bid. Options are being considered to address this. The completion of Studio Theatre conversion is scheduled by the end of Jan 2020, which will enable a part-year rent income in 19/20. Mitigations have been identified to achieve part of this saving through the projected increase in income from performances and existing room hire. These will deliver a saving of around £80k in 19/20. The remaining £70k is reported in the revenue forecast as pressure.</p> <p>£137k of MTFS savings relating to the Arts Centre is re-profiled beyond the 2020/21 MTFS to reflect the revised timeline for the capital improvements to the Arts Centre.</p>

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
22	COM18.19_S05	Environment & Culture - Waste Services	<p>Waste Services Review - implementing waste management strategy to include the following:</p> <p>1. Introduction of food / dry recycling in Flats</p> <p>2. Review collection regime and resources</p> <p>Total target saving of £500k is subject to detailed proposals to be developed as part of Waste Review and requisite Cabinet approval. One-off implementation costs anticipated and estimated at £150k, leading to a net saving of £350k in 19/20 and £150k in 20/21.</p>	(500)			(500)	Green	Savings have been achieved.
23	COM18.19_S07	Commissioning & Commercial - Contracts Management	Savings from contract re-procurement	(250)			(250)	Amber	Reprocurement of major contracts have taken place in 2018/19 which had secured about £200k in 2019/20. The remainder is yet to be identified. This is reported in revenue forecast as pressure.
24	COM18.19_S10	Commissioning & Commercial Division	Phoenix projects - Indicative net saving from the commercialisation of CCTV operations, subject to a business case.	(200)			(200)	Red	Contract documentation has been drafted for the procurement of CCTV infrastructure including a new alarm receiving centre (ARC), which is expected to help generate additional income through the use of technology to commercialise the CCTV service. As a result of the revised depot construction timetable, the new ARC is not expected to be ready until late 2020. This is being mitigated by the forecast over-achievement of Network Management income.
25	COM_19.20S01	Libraries	<p>Review of Libraries Service</p> <p>Review of operational arrangements to revise opening hours of libraries to meet public demand.</p>	(50)	(50)		(100)	Green	Savings have been achieved.



Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
26	COM_19.20S02	Development Management	Increase in Planning fees Income  Following a 20% national fees increase in early 2018, the income for planning applications is anticipated to increase if the number of applications remains at a similar level. However, this needs to be balanced against the additional costs of running the planning service. For 19/20, the income is supplemented by strategic development coming forward and greater use of planning performance agreements to manage the planning process. In light of this, it is possible to make a one-off contribution to the MTFS in 19/20 and the projected net additional income is reduced to £50k in 20/21.	(100)	50		(50)	Green	Savings have been achieved.
27	COM_19.20S03	Development Management	Commercialisation of Building Control Service, subject to a business case.	(20)			(20)	Green	Savings have been achieved.
27	COM_19.20S04	Commissioning & Commercial	Redevelopment of the Vernon Lodge Homelessness Hostel and the Atkins House Site The maximisation of the assets to increase the homelessness provision at Vernon Lodge while providing capacity to generate additional income at both Vernon Lodge and Atkins House following Cabinet approval of the redevelopment work in July 18. Gross savings.	(130)	(80)	(643)	(853)	Amber	The income profiled to 2019-20 relates only to Atkins House Site. The income from Atkins House was originally anticipated for the end of May but was delayed as a new gas main was required. The gas main work has been completed and the units are now ready for occupation. Part year net income of around £85k is projected for 19/20. The remaining target is mitigated by an over-achievement of rent income within the corporate property portfolio.
28		Commissioning & Commercial	Additional Financing Income : Banister (25k), Harrow Weald Toilet (£11k), Probation Centre (£275k) , Drones (unmanned aerials) (£92k).			(403)	(403)	Purple	Future year's savings

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
29	COM 18.19_G02	Commissioning & Commercial	The growth in population and households in the borough over the last few years has placed additional pressures on Waste Services. The additional workload arising from the increasing number of new housing developments can no longer be absorbed within the existing number of waste rounds. £720k growth was allocated in 2018.19; this £255k is the partial reversal of this growth.	(255)			(255)	Red	A reduction in the level of budget in Waste Services will adversely impact on the capacity to deliver frontline services and reduce service standards. This will be met from Corporate contingency in 19/20.  This saving has been taken into account as part of the 20/21 MTFS refresh process.
<b>Community and Culture</b>				<b>(1,996)</b>	<b>(1,530)</b>	<b>(1,046)</b>	<b>(4,572)</b>		
31	COM_G05.3	Housing	Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) - Purchase of a further 50 homes for use as temporary accommodation to reduce pressure on Bed and Breakfast.	(225)			(225)	Green	Savings have been achieved.
32	COM_G05.3	Housing	Reversal - 'Homelessness - Extension of Property Purchase Initiative (Additional 50 homes) -The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 50 homes, a gross saving of £948k is included in the MTFS. Capital financing costs are assumed at £573k leaving a net contribution to the MTFS of £375k	(153)			(153)	Green	Savings have been achieved.
33	CH_9	HGF	Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.	(42)			(42)	Green	Savings have been achieved.

Summary Savings 2019/20 to 2021/22								Appendix 4	
Item No	Unique Reference No.	Specific Service Area	Headline Description re: saving / reduction	2019-20 £000	2020-21 £000	2021-22 £000	Total £000	Rag Rating	Comment - (Comment relates to 2019/20 savings only)
34	CH_9	HGF	Additional income - 'Property purchase initiative - net benefit to Council of proposals to purchase 100 homes, per Cabinet report appendix. Homelessness savings are part of the equation.	4			4	Green	Savings have been achieved.
35	CH_9	HGF	Reversal - 'Property purchase initiative - proposal to purchase 100 homes. - The initiatives were included in the MTFS on the basis there would be a net saving against the B & B accommodation budget as a result of moving residents from B & B accommodation into the 150 homes. The savings against the B & B budget were originally intended to cover the capital financing costs incurred to purchase the properties and still make a positive contribution to the MTFS. However as a result of increased demand across the housing needs budget and the impact of the Homelessness Reduction Act, achieving a net saving against the B & B accommodation budget is no longer viable. In terms of the 100 homes a gross saving of £1.192m is built into the MTFS. £435k of this can be achieved through additional rental income leaving £757k non achievable which is now being reversed out of the budget, £736k in 2018/19 and £21k in 2019/20.	21			21	Green	Savings have been achieved.
36		HGF	Gayton Road Income	(500)			(500)	Green	Savings have been achieved.
			<b>Housing Total</b>	<b>(895)</b>	<b>-</b>	<b>-</b>	<b>(895)</b>		
			<b>Community Total</b>	<b>(2,891)</b>	<b>(1,530)</b>	<b>(1,046)</b>	<b>(5,467)</b>		
			<b>Total Savings</b>	<b>(5,946)</b>	<b>(2,125)</b>	<b>(2,947)</b>	<b>(11,018)</b>		

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Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/unders pend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Capital cost of transition and transformation of ICT service	-	381	-	381	223	- 159	159	-				Carry forward required to cover possible payments due to Sopra Steria at the end of the contract in 2020/21
ICT Infrastructure & Corporate Applications	-	75	-	75	75	-		-				N/A
ICT Re-Commissioning	1,128	-	400	1,528	85	- 1,444	1,044	- 400	- 400			ICT Recommissioning the slippage reflects planned schedule of project completion and corresponding cost to be incurred in 2020/21. When the project is expected to be delivered.
Ongoing refresh & enhancement of ICT	3,872	3,607	- 268	7,211	2,266	- 4,945	4,448	- 497	- 497			The on-going refresh and enhancement of ICT the expenditure has been re-profiled to reflect revised delivery plans. The projects must be delivered by 2020/21.
Devolved Applications refresh	700	2,315	- 500	2,515	1,588	- 927	927	-				Devolved Application expenditure has been re-profiled to better reflect millstone delivery. The remaining work will be delivered in 2020/21.
SAP: Financial Leger/Systems Control Imp	-	572	- 500	72	16	- 56	56	-				Project ongoing carry forward required to complete the project in 2020/21
Waste Collector	-	25	-	25	-	- 25	25	-				Budget is needed to cover the remaining cost of the project in 20/21
ABAVUS	-	1,099	-	1,099	586	- 513	513	-				ABAVUS, the slippage reflects planned expenditure in the final year of project delivery.
LAA Performance Reward Grant	-	86	- 27	59	-	- 59	59	-				Carry forward required to fund small projects within the Local Area Agreement (LAA) Performance Reward Grant scheme.

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/underspend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Other Schemes (Council wide)	-	2,929	- 192	2,737	534	- 2,204	2203.5	-				Other Council Wide under spend will be slipped into 2020/21 to provide for priority needs across the Council.
Property Investment	25,000	131	100,000	125,131	30,724	- 94,407	94,407	-				Property investment slippage reflects the anticipated purchase of investment properties when the right opportunities are identified.
HR Shared Service	-	100	-	100	35	- 65	65	-				Carry forward required to part fund the ERP improvements and adjustments resulting from HR service brought back in house.
Enterprise Resource Planning System	-	-	2,500	2,500	138	- 2,362	2,362	-				Enterprise Resource Planning (ERP) System - slippage required into 2020/21 to reflect planned delivery schedule of new ERP in 2020/21.
<b>TOTAL RESOURCES</b>	<b>30,700</b>	<b>11,321</b>	<b>101,413</b>	<b>143,434</b>	<b>36,269</b>	<b>- 107,165</b>	<b>106,268</b>	<b>- 897</b>	<b>- 897</b>	<b>-</b>	<b>-</b>	
.												
<b><u>Commissioning and Environment &amp; Culture</u></b>												
Car Parks Infrastructure	15	-	-	15	11	- 4	4	-				Planned works for Queens House car park have been put on hold due to other priorities caused by the Covid 19 pandemic
City Farm/Pinner Park Farm	-	41	-	41	6	- 35	-	- 35	- 35			Works completed with final costs less than budgeted
Corporate Accommodation Maintenance	255	- 24	-	231	57	- 174	174	-				Planned works have not been able to be completed due to the restrictions in place with Covid 19.
High Priority Plan Maintenance Corporate Property	750	-	- 132	618	369	- 249	248	- 1	- 1			Planned works have not been able to be completed due to the restrictions in place with Covid 19. In addition, the outcome of the condition surveys was awaited to inform the priority works to be undertaken.
Highway Drainage Improvements & Flood Defence Infrastructure	500	-	-	500	500	- 0	-	- 0	- 0			N/A

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/underspend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Highway Improvement Programme	3,300	-	1,824	5,124	5,124	- 0	-	0	- 0			N/A
Parking Management Programme	300	-	-	300	295	- 5	-	5	- 5			N/A
Neighbourhood Investment Scheme	-	-	-	-	-	-		-				N/A
Waste and Recycling	150	-	24	174	167	- 7	7	-				Ongoing programme of works to the CA site, which are required to maintain the site in a safe and compliant condition
Section 106 Schemes for Highways	-	50	10	61	60	- 0	0	0.27		-		N/A
Street Lighting Improvement Programme	1,500	-	-	1,500	1,500	- 0	0	0	- 0			N/A
TfL Principal Road Maintenance	150	-	-	150	150	-		-				N/A
TfL Transport Capital	1,141	-	-	1,141	948	- 193	-	193			- 193	Budget included in capital programme is more than actual 19/20 TfL funding; hence a budget variance but not an underspend.
Trade Waste	100	13	90	203	64	- 138	138	-				Timings of a number of large scale developments requiring new bins mean this budget will be spent in 20/21 instead.
Harrow Green Grid	150	42	-	192	125	- 67	67	0	- 0			Delay mainly due to wet weather which prevented the works taking place.
CCTV cameras and equipment at the depot	50	-	-	50	52	2	-	2	2			N/A
CCTV Infrastructure	800	553	-	1,353	89	- 1,265	1,265	-				Delay in procurement whilst the business case supporting the ARC was reviewed, with subsequent changes to reflect a change from an ARC to a CCTV control room.
Parks Infrastructure	506	- 194	322	634	156	- 478	276	- 202	- 9		- 193	Improvement to Parks Path Network is on-going work
Parks Playground Improvement	350	326	22	698	576	- 123	123	-				Ongoing programme of works; multiple year project

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/unders pend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Street Litter Bins	300	40	- 114	226	106	- 119	29	- 91	- 91			Some installation work outstanding and was with highway contractor to complete. The replacement programme will then complete with a budget underspend of £90k
Harrow Weald Toilet Block	150	-	-	150	1	- 149	149	-				Works delayed initially by statutory providers and works subsequently postponed due to the outbreak of Covid 19
Redevelopment of Rayners Lane Toilet Block	-	149	-	149	78	- 71	71	-				Following planning advice, an alternative application for conversion to office use has now been submitted and awaiting a decision before implementation in 20/21.
Redevelopment of Vernon Lodge & Atkins House	8,225	431	- 518	8,139	280	- 7,859	7,858	- 1	- 1			Original scheme is no longer progressing and the business case for the scheme is currently being reviewed, as part of a wider proposed scheme to provide homeless accommodation.
Vehicle Procurement	-	13,516	-	13,516	5,857	- 7,659	7,659	-				The original vehicle replacement programme is complete. The remaining budget will be used to fund vehicle replacement in future as part of the rolling programme.
Depot Redevelopment	5,830	11,477	-	17,307	8,386	- 8,921	8,921	-				Multi year scheme that is currently in progress, albeit a delay in programme.
Headstone Manor - Park for People Project	1,722	109	- 102	1,729	833	- 897	897	-				Project delayed due to winter storms / ground conditions.
Probation Centre	2,000	-	-	2,000	-	- 2,000	2,000	-				This scheme has been put on hold pending a review of business case
Bannisters Former Civil Defence Building	350	-	-	350	3	- 348	348	-				Delay in obtaining planning permission for the scheme, which consequently delayed the issuing of tender
Unmanned Aerial Vehicles	400	-	-	400	-	- 400	400	-				upgrade of CCTV works, which have been delayed due to the review of the original business cases relating to CCTV and the ARC



Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/unders pend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Sec 106 Banister Sport Pitch	-	846	507	1,353	194	- 1,159	1,159	-				3G Artificial Grass Pitch to be installed at Bannister Sports Centre from April 2020. There have been delays in getting full planning permission due to the site being located within the green belt. Works at Harrow Weald Pavilion delayed by 6 weeks due to a health and safety issue.
Harrow Arts Centre	1,488	-	-	1,488	378	- 1,110	1,110	-				The Masterplan for HAC has been completed that suggests a strategy for phases 1 & 2 that were different from the initial GLA Bid. This along with the findings of a Building Condition survey along with a couple of procurement exercises resulted in delays from the initial timeframes.
Headstone Manor	-	-	-	-	-	-		-				N/A
HAC/Museum - ICT	-	6	-	6	6	-	0	-				N/A
Central Library Refit/Refurb	2,090	54	485	2,629	1,620	- 1,009	1,009	-				The fit out of the library was originally scheduled to be completed by the end of April 2020 with the new library due to open in mid-May 2020. This will be further delayed due to Covid-19 outbreak.
Libraries and Leisure Capital Infrastructure	460	72	-	532	149	- 383	382	- 1	- 1			The refurbishment works at Kenton Library have been delayed due to listed building requirements. The refurbishment of 3 libraries (£150k budget) was postponed while undertaking other library projects.
<b>Total Commissioning and Environment &amp; Culture</b>	<b>33,032</b>	<b>27,508</b>	<b>2,419</b>	<b>62,959</b>	<b>28,141</b>	<b>- 34,819</b>	<b>34,291</b>	<b>- 527</b>	<b>- 141</b>	<b>-</b>	<b>-</b>	<b>386</b>
<b>Housing</b>												
Disabled Facilities Grants	2,962	151	75	3,188	2,326	- 862	14	- 848	- 848			Review of caseloads resulted in entire budget not being required.

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/unders pend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Empty Property Grant	187	85	-	272	165	- 107	0	- 107	- 107			Lower than expected take up of grants from private landlords
Housing Property Purchase - 100 Homes	-	21	-	21	3	- 18	23.09	5	5			Compensating variance - nil overall for PAP
Housing Property Purchase - 50 Homes	-	15,000	-	15,000	7,607	- 7,393	7,388	5	5			Compensating variance - nil overall for PAP
<b>Total Housing</b>	<b>3,149</b>	<b>15,258</b>	<b>75</b>	<b>18,482</b>	<b>10,102</b>	<b>- 8,380</b>	<b>7,425</b>	<b>- 955</b>	<b>- 955</b>	<b>-</b>	<b>-</b>	
<b>Enterprise and Planning</b>												
New Planning IT system	1,000	-	-	1,000	125	- 875	875	-				Multiple-year project. Procurement was delayed pending wider IT review corporately, therefore the budget profiled in 19/20 was not fully spent.
Harrow High Street Fund	750	-	-	750	13	- 737	737	-				In addition to ward member consultation, community consultation and engagement has now been carried out. A list of projects for delivery in 20/21 have been agreed in principle.
Neighbourhood CIL Schemes	-	661	- 35	626	469	- 157	157	- 0	- 0			Approved NCIL funded projects are on-going and will complete in 20/21. Unallocated NCIL budget (£73k) to be carried forward for further projects.
Mobile Technology in Community Learning	-	50	-	50	50	-	-	-	-			N/A
Lyon Rd Pop Restaurant & Square	726	13	60	799	318	- 481	481	-				Delays in delivery of project due to delays with tenders with sub contractors and the production of technical drawings.
Trinity Square	-	299	-	299	148	- 151	151	-				The project is near completion with some minor outstanding works which will be completed in 20/21.
<b>Total Enterprise and Planning</b>	<b>2,476</b>	<b>1,023</b>	<b>25</b>	<b>3,524</b>	<b>1,122</b>	<b>- 2,402</b>	<b>2,402</b>	<b>- 0</b>	<b>- 0</b>	<b>-</b>	<b>-</b>	
<b>Regeneration</b>												
Haslam House Redevelopment	1,398	837	0	2,235	609	- 1,625	1,625	- 0	- 0			a result of re tendering for contractor resulted in slippage of the scheme.

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/underspend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Waxwell Lane	2,105	391	-	2,495	1,670	- 825	825	-				Delays in delivery of project as a result of a delay in the procurement of a suitable contractor has resulted in slippage of the scheme.
Vaughan Road	-	-	200	200	- 710	- 910	-	- 910	-		- 910	Arbortive costs as scheme no longer going ahead.
Roxeth Library	-	-	-	-	-	-		-				
Poets Corner	8,000	235	-	8,235	185	- 8,049	8,049	-				Delays in the procurement of the Harrow Strategic Development Partner, has resulted in this budget being slipped into 2020/21.
Byron Quarter	-	-	84	84	84	-		-				
Gayton Rd	-	2,732	- 400	2,332	33	- 2,298	2,298	-				The Affordable and PRS units have completed and options are currently being considered for the commercial units , hence resulting in the slippage of the scheme.
New Civic	6,400	5,365	-	11,765	300	- 11,465	11,465	-				Delays in the procurement of the Harrow Strategic Development Partner, has resulted in this budget being slipped into 2020/21.
Other Regeneration	1,791	194	- 284	1,700	- 1,174	- 2,874	1,701	- 1,173			- 1,173	The Client contingency budget is being carried forward as there are schemes within the programme that have slipped and there ma be cost implications as a result of Covid 19. The underspend is a result of historical write offs.
Plot S (Other Schemes)			10	10	7	- 3	-	- 3	- 3			Appropriated into HRA at end of year- all future spend will be met from HRA resources.
<b>Total Regeneration</b>	<b>19,693</b>	<b>9,753</b>	<b>- 390</b>	<b>29,056</b>	<b>1,005</b>	<b>- 28,051</b>	<b>25,964</b>	<b>- 2,087</b>	<b>- 4</b>	<b>-</b>	<b>- 2,083</b>	
<b>Total Community</b>	<b>58,350</b>	<b>53,541</b>	<b>2,129</b>	<b>114,021</b>	<b>40,369</b>	<b>- 73,651</b>	<b>70,082</b>	<b>- 3,569</b>	<b>- 1,099</b>	<b>-</b>	<b>- 2,469</b>	

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/underspend)	LBH	External/HRA	Unreal Underspend	Reason for variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Integrated Health Model	-	85	-	85	-	85	85	0				This was proposed for carry forward as there may be some WLA functionality around Care Place and bedded care to be developed in 20-21. Adults do not have ANY other additional capital to vire for this purpose should this be required, hence this being carried forward to fund these works IF required in 20-21 (subject to approval of relevant business case when appropriate).
My Community ePurse	-	-	-	-	6	6		6	6			
Project Infinity	-	-	-	-	327	327		327			327	The £327k project infinity write-off following the cessation of the IBM agreement in May 2019
In-House Residential	200	106	-	306	67	239	55	184	184			There is a budget of £125k for In-house residential in 2020/21. £184k is not require going forward.
<b>Total Adult</b>	<b>200</b>	<b>191</b>	<b>-</b>	<b>391</b>	<b>267</b>	<b>657</b>	<b>140</b>	<b>517</b>	<b>190</b>	<b>-</b>	<b>327</b>	
Healthy Pupil Capital Fund	-	135	-	135	57	78	78	-				This is a three years grant, we are in the second year, 2020/21 is the last of the grant. The carry forward budget is needed to fund the projects in 2020/21.
<b>Total Public Health</b>	<b>-</b>	<b>135</b>	<b>-</b>	<b>135</b>	<b>57</b>	<b>78</b>	<b>78</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
School Amalgamation	-	183	383	566	22	544	544	-				rolling programme of works for school amalgamations as they occur. outstanding works required on this project
Bulge Classes	150	402	-	552	-	552	552	-				rolling programme of works for bulge classes as they occur. outstanding works required on this project
Schools Capital Maintenance	1,350	2,257	393	3,213	1,274	1,939	1,939	-				rolling programme of works for schools maintenance as they occur. outstanding works required on this project
Devolved Formula Non VA Schools	-	53	-	53	-	53	53	-				historical grant underspends to be carried forward

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/unders pend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Secondary Expansions	5,250	7,983	338	13,571	300	- 13,272	13,233	- 38	-	- 38	-	Secondary places shortfall 2020 fulfilled with bulge classes but projections show permanent expansion required by 2023.
SEN Provision	1,674	5,072	377	7,124	1,158	- 5,965	5,965	-	-	-	-	Part of SEND strategy to deliver additional in borough provision for children with SEND.
Schools Expansion Programme - Phase 2	-	2,831	150	2,981	1,715	- 1,266	1,266	-	-	-	-	to be consolidated into SEND or secondary provision in future years
Schools Expansion Programme - Phase 3	-	-	-	-	5	5	-	5	-	5	-	final outstanding retention payment
Childrens IT Development	-	463	-	463	199	- 264	264	-	-	-	-	required to support front line tools for the trade and mosaic continued improvement
<b>Total School and Children</b>	<b>8,424</b>	<b>19,244</b>	<b>856</b>	<b>28,524</b>	<b>4,674</b>	<b>- 23,850</b>	<b>23,817</b>	<b>- 33</b>	<b>-</b>	<b>- 33</b>	<b>-</b>	
<b>TOTAL PEOPLE</b>	<b>8,624</b>	<b>19,569</b>	<b>856</b>	<b>29,049</b>	<b>4,464</b>	<b>- 24,585</b>	<b>24,034</b>	<b>- 551</b>	<b>- 190</b>	<b>- 33</b>	<b>- 327</b>	
<b>TOTAL GENERAL FUND</b>	<b>97,674</b>	<b>84,432</b>	<b>104,398</b>	<b>286,504</b>	<b>81,102</b>	<b>- 205,402</b>	<b>200,385</b>	<b>- 5,017</b>	<b>- 2,186</b>	<b>- 33</b>	<b>- 2,797</b>	
Housing Programme	6,334	3,450	621	10,405	5,151	- 5,254	5,215	- 39	- 39	-	-	Various budgets for which no specific works planned.
Grange Farm Redevelopment	3,004	6,114	- 2,898	6,220	2,696	- 3,523	3,523	-	-	-	-	
Affordable Housing	2,818	620	- 1,553	1,885	1,570	- 315	315	-	-	-	-	

Project Definition	Original Programme	18/19 Carry Forwards	Changes in Q1-Q4	2019/20 Revised Budget	Outturn	Variance	Slippage to 2020/21	(Over/underspend)	LBH	External/HRA	Unreal Underspend	Reason for variance
.	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	.
Gayton Road	7,696	-	-	7,696	-	- 7,696	-	- 7,696			- 7,696	Budget £7,696,000; Appropriation value £8,207,830; resulting overspend £511,830. Qtr 3 forecast these amounts, expenditure fully financed in HRA through borrowing. Although expenditure does not appear as spend in ledger, it has been incurred by HRA therefore requires financing. Exclusion from outturn position will result in imbalance between capital expenditure and financing, Qtr 3 included expenditure and borrowing as part of capital and revenue forecasts in HRA with corresponding adjustments to GF. M Joshi 13th May 2020.
Other Schemes	6,754	-	- 395	6,359	65	- 6,294	6,294	-				
	-	-						-				
<b>TOTAL HRA</b>	<b>26,606</b>	<b>10,184</b>	<b>- 4,225</b>	<b>32,565</b>	<b>9,483</b>	<b>- 23,082</b>	<b>15,347</b>	<b>- 7,735</b>	<b>- 39</b>	<b>-</b>	<b>- 7,696</b>	
<b>Total General Fund and HRA</b>	<b>124,280</b>	<b>94,615</b>	<b>100,173</b>	<b>319,069</b>	<b>90,586</b>	<b>- 228,483</b>	<b>215,731</b>	<b>- 12,752</b>	<b>- 2,225</b>	<b>- 33</b>	<b>- 10,493</b>	

## **Appendix 6 – Council’s Trading Company Outturn 2019/20**

### **Introduction**

1. At outturn, the council’s trading structure consists of five separate legal entities set out in table 1 below and presented as a flow chart at the end of this report along with detailed financials.

**Table 1: Harrow Council Trading Structure**

<b>Name</b>	<b>Legal Structure</b>	<b>Date Started Trading</b>
Concilium Group Limited (Holding Company)	UK Limited Company	November 2015
Concilium Business Services Limited	UK Limited Company	November 2015
Sancroft Community Care Limited	UK Limited Company	January 2018
Concilium Assets LLP	Limited Liability Partnership	January 2019
HB Public Law Limited	UK Limited Company	April 2015

2. These entities have been set up to provide a financial or other benefit to the council whilst enabling it to undertake specific commercial activities. Harrow Council therefore either directly or indirectly holds a 100% controlling interest in each of the five trading entities.

### **Background**

3. Concilium Group Ltd. is a wholly owned commercial subsidiary of the council, set up with the dual purpose of consolidating the financials of its subsidiaries and to act as the minority partner in a council controlled Limited Liability partnership (Concilium Assets LLP). In effect, Concilium Group is a council owned holding vehicle.
4. Concillium Business Services Ltd (previously trading as Smart Lettings) is a wholly owned subsidiary of Concillium Group Ltd with the principal aim of providing private lettings, property management, property administration and tenant referencing services. Until February 2019 its principal source of revenue came from the property management of 100 homes, managed on behalf of Harrow Council. Its activities are now kept to a minimum.
5. Sancroft Community Care Ltd is another wholly owned subsidiary of Concilium Group Ltd. It was set up to take over the operation of the now 62 bed residential care home for the elderly. 45 of these beds are block contracted with the London Borough of Harrow under a five year contract.
6. Concilium Assets LLP (The LLP) is a Limited Liability Partnership owned 95% by Harrow and 5% by Concilium Group Ltd. and was set up to enable direct private rental sector (PRS) property investment activities. 53 PRS units on Gayton Road were transferred to the LLP in July 2019 on a 10 year lease for rent to the private market.

7. The formation of HB Public Law Ltd was formally approved by Cabinet on 13<sup>th</sup> November 2014 (began trading in 2015) and is set up as a council owned company which has been granted an Alternative Business Structure licence from the Solicitor's Regulatory Authority. This was in order to be able to carry out legal work which the Council's legal practice is prevented from undertaking by professional conduct rules.
8. The legal practice has now taken action to close HB Public Law Ltd as the work it was set up to do has diminished considerably. The costs incurred, the small volume of work demanded and the administrative burden required to keep it operational make it not longer viable as a going concern. Steps are being taken to close the company and it is no longer trading.

### **Financial Implications**

9. The accounting year end for all of these entities is the 31<sup>st</sup> March in line with the council's year end. This report references detail for financial years ended 2019 and 2020 along with a summary for financial years ended 2021, 2022 and 2023.
10. Audited financial reports have been finalised and published for the year ended 31<sup>st</sup> March 2019 for Concilium Business Services Limited and Sancroft Community Care Limited. For reporting purposes, Concilium Group Limited has been filed as a dormant entity for the year ended 31<sup>st</sup> March 2019. Concilium Assets LLP was yet to start trading as at this date. The published financial position for the audited entities has been summarised in Table 4.
11. The detailed annual forecast position to 31<sup>st</sup> March 2020 for all of the council trading entities excluding H.B Public Law Ltd has been summarised in Table 5. These figures have not yet been subject to audit.
12. The annual forecast position for all of the council's trading entities, excluding H.B Public Law Ltd, has been summarised in Table 6. The table covers financial years 2020/21, 2021/22 and 2022/23 in line with the respective business plans.

### **Concilium Business Services Ltd**

13. Concilium Business Services Ltd has undergone a strategic change of direction and the details were presented as part of the part two savings tracker to Cabinet in July 2019. As a result, the company is now only responsible for the legal ownership of 6 homes. The company retains 5% of the income collected from these tenants, distributing the remaining 95% back to the Council.
14. The entity is now trading as a principal as opposed to an agent, thus retaining legal ownership of these properties and neither charging a management fee nor undertaking any property management/agency activities.
15. The future financial position in Table 6 assumes that Concilium Business Services Limited shall remain active with minimal activities which may be subject to change in the coming years as there is a view to winding down the company.



16. The Smart Lettings shop lease has been terminated as at 7<sup>th</sup> January 2020 via an agreement with the landlord. The company now has minimal overheads.

### **Sancroft Community Care Ltd**

17. The latest audited financial information for Sancroft Community Care Ltd at the end of its first year of trading (2018/19) is summarised in Table 4 at the end of this report. A financial summary of Sancroft's performance against its business plan (budget) for 2019/20 is presented as follows in Table 2.

**Table 2: Sancroft Forecast Annual Position to 31<sup>st</sup> March 2020**

<i>Negative/(Positive)</i>	Full year Forecast	Annual Budget	Forecast Budget Variance
Total Income	(2,290,569)	(2,299,097)	8,528
Total Expenditure	2,250,538	2,224,320	26,218
<b>(Net Profit)/Loss</b>	<b>(40,031)</b>	<b>(74,777)</b>	<b>34,745</b>

18. The full business plan (refreshed) for Sancroft Community Care Ltd was presented as Appendix 8 (exempt) to the 12<sup>th</sup> September 2019 Cabinet report and approved along with the detailed quarterly performance against budget for Q1 2019/20 as Appendix 7 (exempt).

19. The Council recently committed to undertaking repair works as per its obligation in the lease agreement.

### **Concilium Assets LLP**

20. Concilium Assets LLP has had its first year of trading extended for commercial reasons and its prior year shortened. Dormant accounts were therefore filed for the 9 months ended 31<sup>st</sup> December 2018 and for accounting purposes the LLP has been trading since 1<sup>st</sup> January 2019 and has prepared accounts to the 15 months ended 31<sup>st</sup> March 2020. The audit of these accounts is underway but not yet complete.

21. The final business plan including financial model for Concilium Assets LLP was included as Appendix 9 (exempt) to the 12<sup>th</sup> September Cabinet report and approved by Cabinet. The figures reported in Table 6 are a reflection of the final approved business plan.

22. Performance against the LLP's business plan this year is reported below in Table 3, showing a favourable position due to effective cost-management and a faster take-up of rental tenancies than anticipated in the business plan.

**Table 3: LLP Forecast annual position to 31<sup>st</sup> March 2020**

<i>Negative/(Positive)</i>	Full year Forecast	Annual Budget (B-Plan)	Forecast Budget Variance
Total Income	(725,218)	(670,613)	(54,605)
Total Variable Costs	174,238	188,641	(14,403)
Total Fixed Costs	383,544	398,847	(15,302)
<b>(Net Profit)/Loss</b>	<b>(167,435)</b>	<b>(83,125)</b>	<b>(84,310)</b>
Reserve Contribution	33,933	33,933	0
Net Final Position	(133,502)	(49,192)	(84,310)
LBH Appropriation *	199,687	0	199,687

\* See paragraph 22 below,

23. The Council charges the LLP a set percentage of the LLP's income (the lease rent) to be accounted for as an LLP variable expense. Payments will commence in 2020/21 after the expiration of a rent-free period of 18 months. The LLP accounts include a technical adjustment spreading the payments to the Council over the full term of the lease rather than accounting for them on a cash basis. The value of this adjustment for 2019/20 is £199,687 resulting in a loss in the draft company accounts of £66,185. The £199,687 adjustment will be offset by rental income received in future years.
24. Any remaining profit is distributed back to the council as a dividend. The position for the LLP including these distributions is published in the business plan and included in the council's MTFS.

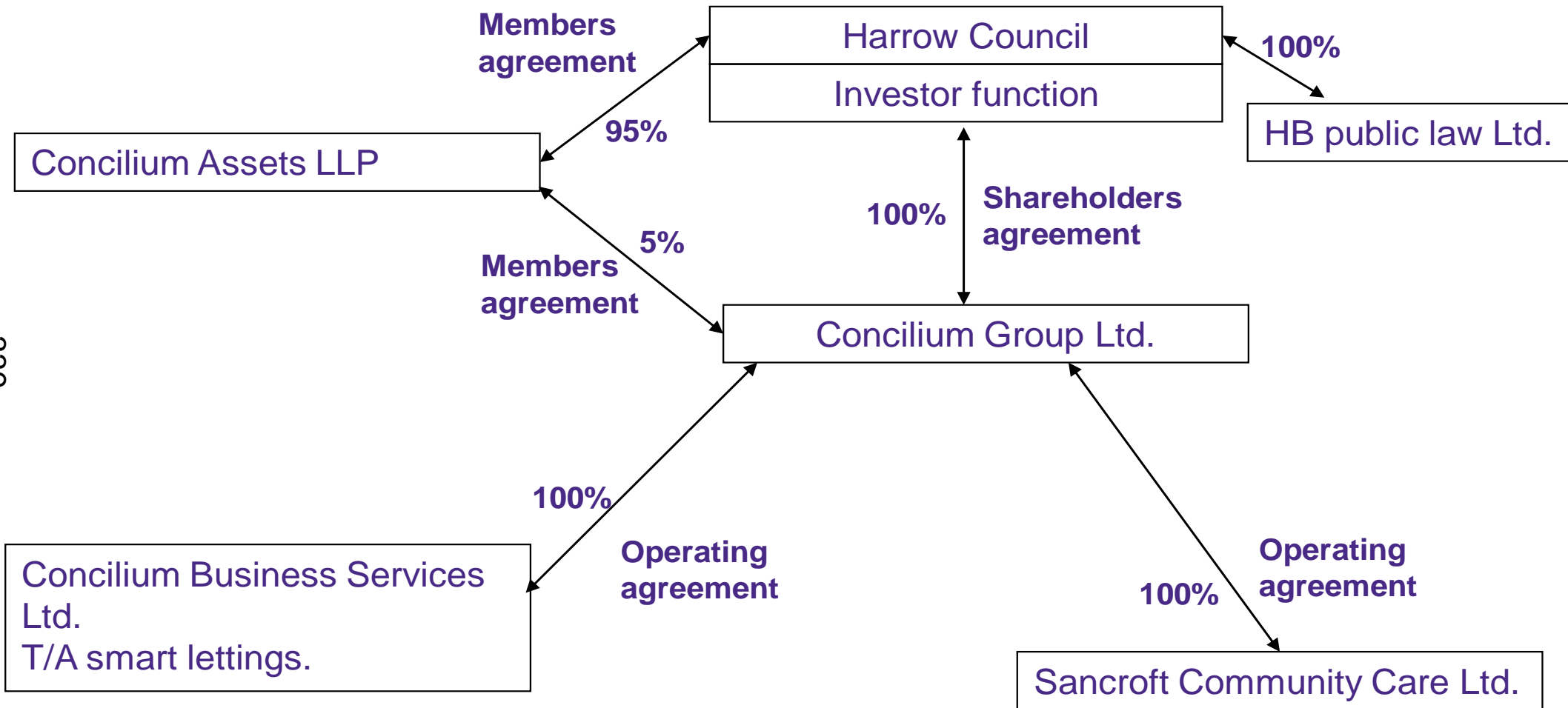
### **HB Public Law Ltd.**

25. As part of the process of closing down the company £12,126 of the Council's loan to the company was written-off. Excluding the loan write-off, the company recorded a trading loss of £7,510 in 2019/20.

### **Funding Arrangements**

26. Concilium Assets LLP was granted a start-up loan of £175,000 which was fully drawn down in 2019. An additional short term loan facility to the LLP of up to £250k was approved by Cabinet in July 2019 of which only £100k was drawn down. These loans were repaid in full before March 2020, ahead of business plan projections.
27. Following arrangements to transfer responsibility back to the authority, the loan given to Concilium Business Services Ltd along with other council creditors and accumulated interest was written off in 2018/19 and quantified within the 2018/19 year end position.
28. A cash flow loan of £40,000 was advanced to HB Public Law Ltd in 2015 on commercial terms. To date £27,078 of capital has been repaid to Harrow Council and £8,510 of interest has been accrued. In March 2020 £12,126 of the outstanding loan and interest was written-off leaving a balance of £9,306. The balance will be repaid in due course.

# Harrow Council Commercial Structure



**Table 4: Trading Structure Full Year Position to 31<sup>st</sup> March 2019 - Audited**

£ Negative/( £ Positive)	Concilium Business Services Ltd	Concilium Group Ltd	Sancroft Community Care Ltd	Aggregate Position
Income	(109,803)		(2,198,000)	(2,307,803)
Direct and Administrative Expenditure	(350,320)*	500	2,253,000	1,903,180
(Net Profit)/Loss	(460,123)	500	55,000	(404,623)
Retained Earnings c/f	(31,196)**	5,372	55,000	29,176

\* £284k loan from the council plus accumulated interest of £28,415 and an outstanding CBS ltd invoice from Harrow Council were written off in 2018/19. The figure also reflects a number of accounting adjustments including de-recognition of some prior year costs and a write-back of the shop rent payable due to the preparation of accounts now on a going-concern basis.

\*\* This figure is net of a £8,322 corporation tax payment. This has not been distributed to the council due to financial commitments in 2019/20

**Table 5: Trading Structure Full Year Forecast to 31<sup>st</sup> March 2020**

£ Negative/( £ Positive)	Concilium Business Services Ltd	Concilium Group Ltd	Sancroft Community Care Ltd	Concilium Assets LLP	Aggregate Position
Income	(141,063)	0	(2,290,569)	(725,218)	(3,156,850)
Direct and Administrative Expenditure	145,262	1,000	2,250,538	591,715	2,988,515
(Net Profit)/Loss	4,199	1,000	(40,031)	(133,502)	(168,334)
Retained Earnings c/f	26,997	6,372	14,724	(133,502)	(85,409)

**Table 6: Trading Structure Full Year Forecast for MTFS**

£ Negative/( £ Positive)	Concilium Business Services Ltd	Concilium Group Ltd	Sancroft Community Care Ltd	Concilium Assets LLP	Aggregate Position
Retained Earnings b/f	26,997	6,372	(40,533)	(105,335)	(140,692)
(Net Profit)/Loss - 2020/21	(5,000)	1,000	(95,000)	(478,636)	(577,636)
(Net Profit)/Loss - 2021/22	(5,000)	1,000	(115,000)	(543,861)	(662,861)
(Net Profit)/Loss - 2022/23	(5,000)	1,000	(136,000)	(656,253)	(796,253)
Retained Earnings c/f	11,997	9,372	(386,533)	(1,784,085)	(2,177,442)

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