



Cabinet Agenda

Date: Thursday 29 June 2023
Time: 6.30 pm
Venue: The Auditorium - Harrow Council Hub,
Kenmore Avenue, Harrow, HA3 8LU

Membership:

Chair: Councillor Paul Osborn (Leader of the Council and Portfolio Holder for Strategy)

Portfolio Holders:

Portfolio:

Councillor Marilyn Ashton	Deputy Leader of the Council and Portfolio Holder for Planning & Regeneration
Councillor David Ashton	Finance & Human Resources
Councillor Stephen Greek	Performance, Communications & Customer Experience
Councillor Hitesh Karia	Children's Services
Councillor Jean Lammiman	Community & Culture
Councillor Mina Parmar	Housing
Councillor Anjana Patel	Environment & Community Safety
Councillor Pritesh Patel	Adult Services & Public Health
Councillor Norman Stevenson	Business, Employment & Property

Non-Executive Members:

Role:

Councillor Thaya Idaikkadar	Non-Executive Cabinet Member
Councillor Kanti Rabadia	Non-Executive Cabinet Member
John Higgins	Non-Executive Voluntary Sector Representative
	Harrow Youth Parliament Representative

Quorum 3, including the Leader and/or Deputy Leader

Contact: Nikoleta Kemp, Senior Democratic & Electoral Services Officer
Tel: 07761 405898 E-mail: nikoleta.kemp@harrow.gov.uk

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Useful Information

Joining the Meeting virtually

The meeting is open to the public and can be viewed online at [London Borough of Harrow webcasts](#)

Attending the Meeting in person

Directions by car:

Go along Kenmore Avenue and head towards the Kenton Recreation Ground. When approaching the end of the Kenmore Avenue turn right before reaching the Kadwa Patidar Centre.

The venue is accessible to people with special needs. If you have specific requirements, please contact the officer listed on the front page of this agenda.

You will be admitted on a first-come-first basis and directed to seats.

Please:

- (1) Stay seated.
- (2) Access the meeting agenda online at [Browse meetings - Cabinet](#)
- (3) Put mobile devices on silent.
- (4) Follow instructions of the Security Officers.
- (5) Advise Security on your arrival if you are a registered speaker.

Filming / recording

This meeting may be recorded or filmed, and if you choose to attend, you will be deemed to have consented to this. Any recording may be published on the Council website.

Agenda publication date: Wednesday 21 June 2023

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 all Members present.

3. Petitions

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

4. Public Questions

To note any public questions received.

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, 26 June 2023. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. Councillor Questions

To receive any Councillor questions.

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, 26 June 2023].

6. Key Decision Schedule July - August 2023 (Pages 7 - 10)

7. Progress on Scrutiny Projects (Pages 11 - 12)

For consideration

Place

KEY 8. Future High Streets Fund Project Adjustment - Approval from the Department of Levelling Up, Housing and Communities (Pages 13 - 42)

Report of the Corporate Director of Place and the Director of Inclusive Economy Leisure and Culture.

- KEY 9. Leisure Management Contract Extension** (Pages 43 - 74)
Report of the Corporate Director of Place.
- KEY 10. Harrow Economic Strategy 2023 - 2026** (Pages 75 - 144)
Report of the Corporate Director of Place.
- KEY 11. CCTV Infrastructure - Contract Value Increase** (Pages 145 - 150)
Report of the Corporate Director of Place and the Director of Environment.
- KEY 12. Fencing Installations, Maintenance, Security and Groundworks** (Pages 151 - 160)
Report of the Corporate Director of Place and the Director of Environment.
- KEY 13. Proposed West Drive and Bellfield Avenue Conservation Area designation - outcomes of consultation and recommendations** (Pages 161 - 190)
Report of the Corporate Director of Place and the Chief Planning Officer.

People

- KEY 14. Adult Social Care Provider Inflationary Up-lifts** (Pages 191 - 204)
Report of the Corporate Director of People.

Resources and Commercial

- KEY 15. Community Safety Strategy 2023 - 2026** (Pages 205 - 300)
Report of the Interim Assistant Director of Strategy and Partnerships.
- KEY 16. Corporate Complaints Policy** (Pages 301 - 318)
Report of the Head of Customer Service and Business Support.
- KEY 17. Corporate Scorecard 2023 - 24** (Pages 319 - 334)
Report of the Head of Customer Service and Business Support.
- KEY 18. Update on Improving the Customer Experience** (Pages 335 - 354)
Report of the Head of Customer Service and Business Support.
- 19. Any Other Urgent Business**
Which cannot otherwise be dealt with.

20. Exclusion of the Press and Public

To resolve that the press and public be excluded from the meeting for the following item of business for the reasons stated.

Agenda Item No	Title	Description of Exempt Information
21	Leisure Management Contract Extension – Appendices 2-5 and Background papers	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).
22	Fencing Installations, Maintenance, Security and Groundworks – Appendix 1	

Agenda - Part II

21. Leisure Management Contract Extension (Pages 355 - 366)

Appendices 2,3,4 and 5 to the report of the Corporate Director of Place.

22. Fencing Installations, Maintenance, Security and Groundworks (Pages 367 - 446)

Appendix 1 to the report of the Corporate Director of Place and the Director of Environment.

Data Protection Act Notice

The Council will record the meeting and will place the recording on the Council's website.

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

Deadline for questions	3.00 pm on 26 June 2023
Publication of decisions	30 June 2023
Deadline for Call in	5.00 pm on 07 July 2023
Decisions implemented if not Called in	08 July 2023

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London Borough of Harrow

Key Decision Schedule (July 2023 - August 2023)

July 2023

This is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting. The Cabinet agenda containing all the reports being considered will be published 5 clear days before the meeting.

↘ **A Key Decision is one which is likely to:**

- (i) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to its budget for the service or function to which the decision relates. A decision is significant if it involves expenditure or the making of savings of an amount in excess of £1m of capital or £500,000 of revenue or where savings or expenditure are less than these amounts but they constitute more than 50% of the budget attributable to the service in question; or
- (ii) be significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.

Decisions which the Cabinet intends to make in private

The Cabinet may meet in private to consider reports which contain confidential information. A private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers. This Schedule also contains non-Key Decisions which involve Cabinet meeting in private. Any person can make representations to the Cabinet if they believe the decision should instead be made in the public Cabinet meeting by emailing democratic.services@harrow.gov.uk.

The membership of the Cabinet is:

[Councillor Paul Osborn](#) (Leader; Strategy)

[Councillor Marilyn Ashton](#) (Deputy Leader, Planning & Regeneration)

[Councillor David Ashton](#) (Finance & Human Resources)

[Councillor Stephen Greek](#) (Performance, Communications & Customer Experience)

[Councillor Hitesh Karia](#) (Children's Services)

[Councillor Jean Lammiman](#) (Community & Culture)

[Councillor Mina Parmar](#) (Housing)

[Councillor Anjana Patel](#) (Environment & Community Safety)

[Councillor Pritesh Patel](#) (Adult Services & Public Health)

[Councillor Norman Stevenson](#) (Business, Employment & Property)

Subject	Nature of Decision	Cabinet Member / Lead officer	Open or Private Meeting	Additional Documents to be submitted and any Consultation to be undertaken
JULY 2023				
Revenue and Capital Budget Outturn 2022/23	To note the Revenue and Capital Outturn for 2022/23. To approve the amendments to the Capital Programme (if applicable) and approve the Trading Company Business Plans.	Councillor David Ashton Director of Finance jo.frost@harrow.gov.uk, tel. 0208 424 1978	Part exempt	
AUGUST 2023 - NO MEETINGS				

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PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
North West London Joint Overview & Scrutiny Committee (JHOSC)	Joint Committee	Update reports provided to Health & Social Care sub committee (for information)	As required	<p>The North West London (NWL) JHOSC last met on 6 June 2023 to discuss the work programme for the year. Harrow put forward questions around NWL discharges funding for boroughs and NWL Integrated Care Board (ICB) plans to address pressures from change in Police response to mental health incidents. The latter has been included within a September item on NWL Mental Health Strategy and the former is awaiting a response from NWL ICB.</p> <p>There are regular update reports on the JHOSC to Harrow’s Health and Social Care Scrutiny Sub-Committee so that there is a formal feedback loop between regional and local health scrutiny. Councillor Chetna Halai, Chair of the Health and Social Care Scrutiny Sub-Committee, is Harrow’s member on the JHOSC.</p>
Customer Experience	Review	Report to September O&S and Cabinet thereafter	TBC	Review is on schedule for September O&S. Voluntary, Community Sector and member consultations are scheduled for July 2023 and site visits are scheduled to begin at the end of June 2023.

Childhood Immunisations	Review	Report to Health & Social Care sub committee	TBC	The Review Group met on 7 February 2023 for a briefing on the key issues and progress on the action plan. This was also attended by Health leaders. Headlines were presented to Health and Social Care Sub-committee on 21 February 2023. A NHS England report on childhood immunisations in Harrow was discussed at the Health and Social Care sub-committee on 20 June 2023. The committee scrutinised the upcoming transfer of commissioning responsibility for childhood immunisations from NHS England to NWL Integrated Care System and persistent low rates of childhood vaccination uptake in Harrow.
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Contact: Nahreen Matlib, Senior Policy Officer

Email: nahreen.matlib@harrow.gov.uk



Report for: Cabinet

Date of Meeting:	29th June 2023
Subject:	DLUHC Future High Streets Fund – Project Adjustment & Memorandum of Understanding
Key Decision:	Yes Relates to more than £500,000 and covers more than one ward
Responsible Officer:	Dipti Patel - Corporate Director of Place; Mark Billington - Director of Inclusive Economy, Leisure and Culture
Portfolio Holder:	Cllr Norman Stevenson – Portfolio Holder for Business, Employment and Property Cllr Anjana Patel - Portfolio Holder for Environment and Community Safety Cllr David Ashton - Portfolio Holder for Finance and Human Resources
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	Greenhill, Harrow on the Hill, Headstone, Marlborough, West Harrow.
Enclosures:	Appendix 1 – EqIA Future High Streets Fund

Section 1 – Summary and Recommendations

This report provides an update on the Project Adjustment request submitted by The London Borough of Harrow to the Department for Levelling Up, Housing and Communities (DLUHC) to re-allocate funding from the Future High Streets Fund to deliver a range of projects in Harrow Town Centre.

Recommendations:

Cabinet is requested to

- 1) Agree entry into a revised Memorandum of Understanding between DLUHC and The London Borough of Harrow to use the grant from the Future High Street Fund to invest in the projects identified in Table 1.
- 2) Delegate authority to the Corporate Director of Place to agree minor amendments to the Memorandum of Understanding following consultation with the Portfolio Holder for Business, Employment & Property, Portfolio Holder for Environment and Community Safety, Portfolio Holder Finance and Human Resources.
- 3) Delegate authority for the Corporate Director of Place following consultation with the Director of Finance and the respective Portfolio Holder for Business, Employment & Property, Portfolio Holder for Environment and Community Safety, Portfolio Holder Finance and Human Resources to approve the tender packs at a future date
- 4) Delegate authority for the Corporate Director of Place following consultation with the Director of Finance and the respective Portfolio Holder for Business, Employment & Property, Portfolio Holder for Environment and Community Safety, Portfolio Holder Finance and Human Resources to award the contracts following a compliant procurement process.
- 5) Agree to consultation on future designs for capital programmes in Harrow Town Centre.

Reason: (for recommendations)

Cabinet agreed in January 2023 a further report be submitted to Cabinet to seek approval for the adjusted Future High Street project. The recommendations will enable investment in Harrow Town Centre to proceed.

Section 2 – Report

Introductory Paragraph

This report sets out the next steps for the council following the Department for Levelling Up, Housing and Communities (DLUHC) approval of the Council's proposals for Harrow Town Centre as submitted in the Project Adjustment Form to DLUHC in February 2023. The report follows on from January's Cabinet report where it was agreed to stop the Future High Streets project to deliver a footbridge connecting Harrow View East to Wealdstone District Centre and to deliver a project in Harrow Town Centre.

Options considered

The following options were considered in the recommendation to Cabinet.

Option A

Agree to a revised Memorandum of Understanding between DLUHC and The London Borough of Harrow to use the grant from the Future High Street Fund to be invested in the projects identified in Table 1.

Option B

Not to enter into a revised Memorandum of Understanding with DLUHC and not to use co-funding in Harrow Town Centre. This would mean that the council would not be able to invest in Harrow Town Centre.

Preferred Option

Option A is the preferred option because it enables the Council to invest in Harrow Town Centre.

Background

In 2021, London Borough of Harrow successfully secured £7.4m in funding from the Government's Future High Streets Fund (FHSF) to deliver a project focussed on improving connectivity, inclusivity, and economic growth in Wealdstone Town Centre. This primarily focussed on the construction of a pedestrian bridge across the railway line that links the new housing on the "Kodak" development with Wealdstone town centre.

Following Cabinet approval in January 2023, a Project Adjustment Form was submitted in February 2023 to the Department for Levelling Up, Housing and Communities (DLUHC) that set out the revised proposals for Harrow Metropolitan Town Centre.

The following three projects were included in the revised proposals submitted to DLUHC.

1. Public Realm Investment

This will improve pedestrian connectivity between Harrow on the Hill Station and the town centre, and between the adjacent residential areas and the town centre.

2. Meanwhile Use in Greenhill Way Car Park

Development of affordable commercial workspace on Greenhill Way Car Park is proposed to change the perception of the area, to attract people and increase footfall in the area, following the closure of Debenhams/Landmark.

The London Borough of Harrow will enable the project by providing part of the car park as the project site, funding the procurement of the team and operator for the design and business case, together with the capital funding for the construction of the approved design proposal.

The finished development will then be leased to the successful operator with a signed agreement, and it will be the operator's responsibility to manage the operation of the site for the next 5 years.

No further funding will be provided by the Council for the running of the project.

3. New Kiosks in St Ann's Road

It is proposed to replace the existing kiosks which are of poor quality with new kiosks, which will have access to power and water, and be more secure. The design will be undertaken in house.

Table 1 Harrow Town Centre Project Costs & Funding

Project Name and Description	Project Cost (incl contingency and professional fees)
Public Realm - Investment in the public realm on College Road, Clarendon Road, Pinner Road, St Ann's Road.	£6,769,000
Meanwhile Use - Development of affordable commercial workspace on Greenhill Way Car Park.	£1,022,000
St Anns Road Kiosks - Replacement of existing kiosks with new kiosks	£491,000
Total Cost	£8,282,000
Funding Summary	
FHSF Funding	£7,147,326
Co-funding (Borough CIL)	£1,134,674
Total Funding	£8,282,000

Current situation

Cabinet agreed in January 2023 that the Corporate Director of Place be authorised to agree a Project Adjustment to the Council's existing FHSF Grant Agreement with the Department for Levelling Up, Housing and Communities to deliver a range of projects in Harrow Metropolitan Town Centre.

A formal Project Adjustment Form (PAF) was submitted to DLUHC in February 2023. DLUHC confirmed on 26th May 2023 that the PAF has been approved and that a new Memorandum of Understanding will need to be agreed between DLUHC and The London Borough of Harrow.

Why a change is needed

The ability to deliver the grant and maximise funding is dependent on committing full FHSF spend by the end of the 2023/24 financial year. This will involve completing the procurement of contractors, undertaking consultation on designs for public realm improvements and raising purchase orders in this financial year to enable implementation in 2024/25. Cabinet has been asked to approve the recommendations in this report to allow the projects to proceed now that DLUHC has approved the revised proposals and therefore maximise investment in Harrow Town Centre.

Implications of the Recommendation

Considerations

The revised project enables the council to deliver its amended objectives. By entering into a new Memorandum of Understanding (MoU) with DLUHC, the Council is bound by the terms of the agreement. The MoU requires that DLUHC's Future High Streets funding needs to be committed by the end of the financial year 2023/24.

It should be noted that the delivery of the project can continue after this date, with Borough CIL co-funding.

Resources, costs

Table 1 summarises the projects and related costs that are to be funded through the FHSF and the Borough CIL co-funding. The projects have been developed by council officers, taking into account the timescales and funding requirements of the FHSF. The delivery of the projects has been designed to ensure that FHSF is spent first, and that further costs related to project delivery will be funded by the identified co-funding.

Staffing/workforce

A Programme Manager is funded by the FHSF to oversee the programme and ensure that the projects and the monitoring and reports that are required by DLUHC are compiled and submitted within the timescales agreed in the MoU.

Ward Councillors' comments

Ward councillors were consulted in January 2023 in developing the proposals for Harrow Town Centre. Ward councillors will be consulted further when

DLUHC funding is confirmed and more detailed designs for the projects have been developed.

Performance Issues

The proposals to deliver a range of capital projects in Harrow Town Centre supports the Council’s Corporate Priority of “A Borough that is Clean and Safe” in that it provides funding for the council to deliver projects to improve Harrow Town Centre and support the delivery of the new public realm and new workspace measures that are identified under the “Protecting the character of Harrow” action in the Corporate Plan.

The Council was required to submit a range of “indicators” as part of the Project Adjustment Form.

The key indicators are summarised below. The complete set of documents submitted to DLUHC are available as supporting documents to the report.

Table 2: Future High Street Fund Project Adjustment – Key Indicators

Project Name & FHSF Indicator	Amount
Public Realm	
Amount of Public Realm Improved (square metres)	16497
Total length of resurfaced/improved road (km)	0.9
Total length of roads converted to cycling or pedestrian ways (km)	1.6
Total length of new pedestrian paths (km)	2.07
Total length of new cycle ways (km)	2
Meanwhile Use	
Amount of new office space (square metres)	300
St Ann’s Road Kiosks	
Amount of new commercial space (square metres)	120

Environmental Implications

The proposals aim to improve experience, drive growth, and ensure future sustainability of Harrow Town Centre.

The public realm investment will improve accessibility for pedestrians and the overall experience.

By focussing investment in Harrow Town Centre, there is the best opportunity for shoppers to use public transport to access the town centre.

Data Protection Implications

There are no data protection implications.

Risk Management Implications

Risks included on corporate or directorate risk register? **NO**

Separate risk register in place? **YES**

The relevant risks contained in the register are attached/summarised below.

YES

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
If the recommendations are not agreed, it would mean that the Council would not be able to invest in Harrow Town Centre	<ul style="list-style-type: none"> Acceptance of the report's recommendations will fully mitigate this risk 	GREEN
Project capital and investment costs are significantly higher than expected in the current and uncertain economic climate and are not covered by available funding leading to increased cost pressures and/or to projects being delayed or scaled back	<ul style="list-style-type: none"> Contingency costs are included on a per project basis in the overall project costings If costs increase greater than contingency, we can review the projects and if necessary, scale back the public realm project Tenders for the Meanwhile Use caps the cost of these projects to the Council 	AMBER
Revenue costs for the projects increase and are higher than expected	<ul style="list-style-type: none"> This relates to the Meanwhile Use project and as above the tender caps our costs in this area and it is the responsibility of the successful tenderer to cover any increase 	GREEN
Increased operator costs and also decreasing demand and footfall reduce the attractiveness of the project for potential operators leading to low take-up of the project offer and/or to the Council reducing or subsidising operator costs	<ul style="list-style-type: none"> Further to the tender for the Meanwhile Use project we would not subsidise operator costs as these costs are completely the responsibility of the successful tenderer 	GREEN

Risk Description	Mitigations	RAG Status
Better and more deserving projects in Harrow Town Centre have not been selected to receive the FHSF funding.	<ul style="list-style-type: none"> • Consultation was undertaken with key stakeholders to identify the projects for the funding, including members of the Harrow Business Improvement District (HA1 BID), noting that the FHSF has clear guidance on projects that are considered “out of scope”. 	GREEN
The Council does not fully comply with the terms and conditions of FHSF, for example in regard to the grant review and claims process, leading to funding being delayed, withheld or ceasing	<ul style="list-style-type: none"> • A Programme Manager oversees this process including stringent internal financial management processes and regime by the finance directorate • Any issues would be escalated to Director-level 	GREEN

Procurement Implications

Each individual project will be procured in compliance with the Council’s Contract Procedure Rules and the Public Contracts Regulations 2015 in consultation with the Portfolio Holders for Business, Employment and Property, Environment and Community Safety and Finance and Human Resources.

This report seeks authority to delegate authority for the Corporate Director of Place in consultation with the Director of Finance and the respective Portfolio Holder for Business, Employment & Property, Portfolio Holder for Environment and Community Safety, Portfolio Holder Finance and Human Resources to approve the tender packs at a future date, and to enter into contracts following a compliant procurement process.

The proposed projects will require procurement as follows:

Project Name	Project Description	Procurement Approach	Lead	Cabinet approval required
Public Realm	Investment in public realm to encourage movement of pedestrians along	Framework	Transport Highways Asset Management	Cabinet to approve the procurement strategy and

	underused parts of the town centre; and improving town centre severance, including Clarendon Road, College Road.			associated Invitation to Tender documents
Meanwhile Use	The Council wishes to appoint a combined Design Team and Operator to develop a business case, design concept and operation strategy for meanwhile use in the Greenhill Way Car Park.	Framework agreement	Regeneration /Corporate Estates	
	Construction of meanwhile space	A further separate tender will be required to appoint		Cabinet to approve the procurement strategy and associated Invitation to Tender documents
Kiosks	Design and construction of new kiosks for St Ann's Road	Tender	Regeneration /Corporate Estates	

Legal Implications

The Department for Levelling Up, Housing and Communities' Memorandum of Understanding (MoU) will be considered by HB Public Law once issued to the council. The main legal implications of signing the MoU highlighted in the report are based on the existing MoU and from guidance from DLUHC.

The forms submitted to DLUHC (see supporting documents) including Annex A -Finance and Annex B - Outputs will form part of the MoU with DLUHC.

The proposed projects will be procured in compliance with the Council's Contract Procedure Rules. The Authorisation and Acceptance Thresholds Table states that authorisation for contracts with a value of £500k and above or where they relate to a Key decision, must be obtained by Cabinet.

Furthermore, as the value of some of the individual projects are likely to exceed the thresholds set out in the Public Contracts Regulations 2015, either a formal tendering exercise will be sought or a compliant framework will be used.

Financial Implications

The use of FHSF is subject to the approval of Project Adjustment Form by DLUHC. In the project adjustment request, a revised match funding of £1.135m from BCIL is included.

In the original FHSF project, there was a match funding requirement of £1.760m from BCIL. This is included in the Council's approved Capital Programme.

Now that the Project Adjustment Form has been approved, the BCIL match funding requirement would be £1.135m. This would release £0.625m of BCIL funding for other purposes.

Total funding award under FHSF was £7.448m. After accounting for the spend in 2021/22 and 2022/23 of £264k, the remaining FHSF available for the new town centre project is £7.184m. This is broadly in line with the funding request in the Project Adjustment Form.

The revenue implications for each of the projects in the Project Adjustment Form have been considered as part of the development process, and the delivery of these projects is not anticipated to create a revenue cost burden for the Council.

Public Realm: There are no additional revenue implications of the public realm works. As a result of the new capital investment, maintenance costs will be reduced.

Meanwhile Space: The tender specification for the meanwhile space requires the operator to be responsible for paying any ongoing revenue costs of the newly created space. No further funding will be provided by the Council for the running of the project.

Kiosks: Any ongoing costs will be either the responsibility of the new tenants or where it is the responsibility of the council, covered by the rental income received from the tenants. The installation of new infrastructure will allow the tenants to be charged directly for power and water that they use.

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment (EqIA) has been undertaken for the proposals (see Appendix A).

In summary, the EqIA findings are:

1. We do not anticipate that these projects will have a negative impact on Harrow residents or result in any direct or indirect discrimination of any group that shares protected characteristics.
2. Outcomes including the physical improvements to public realm, including better paving, wayfinding, will make the town more accessible.
3. Where appropriate, the public realm improvements will support the access needs of disabled people such as wheelchair users and those with visual impairment e.g. step free access.

Council Priorities

The projects outlined in the report both fulfil the action under the “A Borough that is Clean and Safe” theme of the Corporate Plan to “Invest in the physical infrastructure of Harrow” and fulfil the specific measure in the Corporate Plan “to secure investment through the Future High Street Funds”.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 05/06/2023

Statutory Officer: Patricia Davila

Signed on behalf of the Monitoring Officer

Date: 31/05/2023

Chief Officer: Dipti Patel

Signed off by the Corporate Director Place

Date: 15/06/2023

Head of Procurement: David Hayes

Signed on behalf of the Head of Procurement

Date: 09/06/2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Head of Internal Audit

Date: 01/6/2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: YES

EqIA carried out: YES

EqIA cleared by: Yasmeen Hussein

Section 4 - Contact Details and Background Papers

Contact: David Sklair, External Funding Manager

David.Sklair@harrow.gov.uk

Background Papers:

- FHSF Project Adjustment Form – Word document
- Annex A - Project Adjustment Finance - Spreadsheet
- Annex B - Project Adjustment Outputs - Spreadsheet
- Annex C - Project Adjustment Value for Money – Spreadsheet

**Call-in waived by the Chair of Overview and Scrutiny
Committee - NO**



You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	Future High Streets Fund (FHSF) Projects: Public Realm, Meanwhile Use and Kiosks	Date EqIA created 28/03/23
Name and job title of completing/lead Officer	Mavis Kusitor, Economic Strategy Programme Manager	
Directorate/ Service responsible	Place Directorate, Inclusive Economy	
Organisational approval		
EqIA approved by	Name: Yasmeen Hussein, EDI Policy Officer	Signature <input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval: 31/03/23

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?

In December 2020, Harrow Council successfully secured £7.4m in funding from the Government's Future High Streets Fund (FHSF) to deliver a project focussed on improving connectivity, inclusivity, and economic growth in Wealdstone Town Centre. This primarily focussed on the construction of a pedestrian bridge across the railway line that links the new housing on the "Kodak" development with Wealdstone town centre.

As there were deliverability issues with the implementation of the pedestrian bridge, Cabinet agreed in January 2023 to end the delivery of the project and to submit a Project Adjustment to the Grant Agreement to the Department for Levelling Up, Housing and Communities (DLUHC) to use the funding to deliver a range of improvements in Harrow Town Centre as follows:

Project Name	Project Description
Public Realm	Investment in the public realm on College Road, Clarendon Road, Pinner Road, St Ann's Road. This will improve connectivity between Harrow on the Hill Station and the town centre, and between the adjacent residential areas and the town centre.
Meanwhile Use	<p>Development of affordable commercial workspace on Greenhill Way Car Park to change the perception of the area prior to a site being developed, to attract people and increase footfall in the area, following the closure of Debenhams.</p> <p>Harrow Council will enable the project by providing part of the car park as the project site, funding the procurement of the team and operator for the design and business case, together with the capital funding for the construction of the approved design proposal.</p> <p>The finished development will then be leased to the successful operator with a signed agreement, and it will be the operator's responsibility to manage the operation of the site for the next 5 years.</p>

Kiosks	Replacement of existing kiosks with new kiosks, which will have access to power and water, and be more secure. The design will be undertaken in house in consultation with existing tenants.
<p>b) Summarise the impact of your proposal on groups with protected characteristics</p> <p>Public Realm, Meanwhile Use and Kiosks</p> <ol style="list-style-type: none"> 1. We do not anticipate that these projects will have a negative impact on Harrow residents or result in any direct or indirect discrimination of any group that shares protected characteristics. 2. Outcomes include physical improvements to public realm to make the town centre more accessible, including better paving, wayfinding, and CCTV. 3. Where appropriate, the public realm improvements and Meanwhile Use will support the access needs of disabled people such as wheelchair users and those with visual impairment e.g., step free access and tactile crossings. 	
<p>b) Summarise any potential negative impact(s) identified and mitigating actions</p> <p>We do not anticipate that these projects will have a negative impact on Harrow residents or result in any direct or indirect discrimination of any group that shares protected characteristics.</p>	

2. Assessing impact		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact																	
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data , equalities data , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on each group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.																			
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact														
			Minor	Major															
Age	<p>Harrow has a resident population of 261,300¹. Increasing by 9.3% in the ten years between 2011 and 2021 with an increase of 7.8% in people aged 15 to 64 years, it has an above average working age population aged 16-64 of just under 65% (169k) and a growing younger population aged 0-15 of 18.5% (48k), which is higher than the London average, suggesting that the borough is a popular destination for families².</p> <table border="1"> <caption>Population by Age band % (Harrow 2021 Census)</caption> <thead> <tr> <th>Age Band</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>20%</td> </tr> <tr> <td>16-24</td> <td>10%</td> </tr> <tr> <td>25-49</td> <td>37%</td> </tr> <tr> <td>50-64</td> <td>18%</td> </tr> <tr> <td>65-84</td> <td>13%</td> </tr> <tr> <td>85+</td> <td>2%</td> </tr> </tbody> </table>	Age Band	Percentage	0-15	20%	16-24	10%	25-49	37%	50-64	18%	65-84	13%	85+	2%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Age Band	Percentage																		
0-15	20%																		
16-24	10%																		
25-49	37%																		
50-64	18%																		
65-84	13%																		
85+	2%																		

¹ Census 2021

² Census 2021

	<ul style="list-style-type: none"> As with most areas in the country, the borough has an ageing population. With the number of residents aged 65 plus increasing by 19.4% in the ten years between 2011 and 2021 with 31% rise in people aged 90 years and over³. Those aged 85 plus could increase by 60% by 2030⁴. Data available shows that the pandemic has adversely impacted young people aged 18-24, with 1 in 10 young people out of work⁵. Harrow has one of the lowest proportions of young people Not in Education, Employment and Training (NEETS). However, due to the Covid-19 pandemic, there has been a significant increase in numbers, from 0.8% to 1.8%⁶. (Now 1.2% August 2022⁷) <p>Impact</p> <ul style="list-style-type: none"> The projects will aim to be inclusive of all residents regardless of their age. The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 				
Disability	<ul style="list-style-type: none"> The 2021 Census data shows that 9.75% of Harrow's population aged 15 to 64 years have a disability this equates to 16,840 people. <p>Impact</p> <ul style="list-style-type: none"> The projects will aim to be inclusive of all residents regardless of their disability status. Where appropriate, the public realm improvements and Meanwhile Use projects will support the access needs of disabled people such as wheelchair users and those with visual impairment e.g., step free access and tactile crossings. The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

³ Census 2021

⁴ Poppi and Pansi projections to 2030

⁵ DWP Job claimant data April 2021

⁶ NEETS data at December 2020.

⁷ NEETS data at December 2022.

<p>Gender reassignment</p>	<ul style="list-style-type: none"> In 2020, the Equality and Human Rights Commission (EHRC) survey found that one in six respondents identified themselves as prejudiced towards transgender people⁸. <p>The 2021 Census data shows the following:</p> <ul style="list-style-type: none"> 90.12% of Harrow residents described themselves as having the same gender identity as sex registered at birth (188,901 respondents) 0.53% of Harrow residents described themselves as having a gender identity which differs to the sex registered at birth, but gave no specific identity (1,108 respondents) 0.15% of Harrow residents described themselves as a Trans woman (318 respondents) 0.16 of Harrow residents described themselves as a trans man (342 respondents) 0.03% of Harrow residents described themselves as non-binary (57 respondents) 0.03% of Harrow residents described themselves as 'All other gender identities' (59 respondents) <p>8.98% of Harrow residents did not respond (18,832 respondents)</p> <p><u>Impact</u></p> <ul style="list-style-type: none"> The projects will aim to be inclusive of all residents regardless of their gender reassignment status. The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Marriage and Civil Partnership</p>	<ul style="list-style-type: none"> At the time of the 2021 Census 53.9% of Harrow's residents were married or in a registered civil partnership, which was the highest level in London. 21% of households were married, or in same-sex civil partnerships, with dependent children, the highest level in London. At October 2020 there have been 144 Same Gender Civil Partnerships in Harrow, 25 of which has been converted to a Marriage. There have been 8 Opposite Gender Civil Partnerships. There have been 57 Same Sex marriages. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

⁸ Equality and Human Rights Commission (2020), Attitudes transgender people, 2020

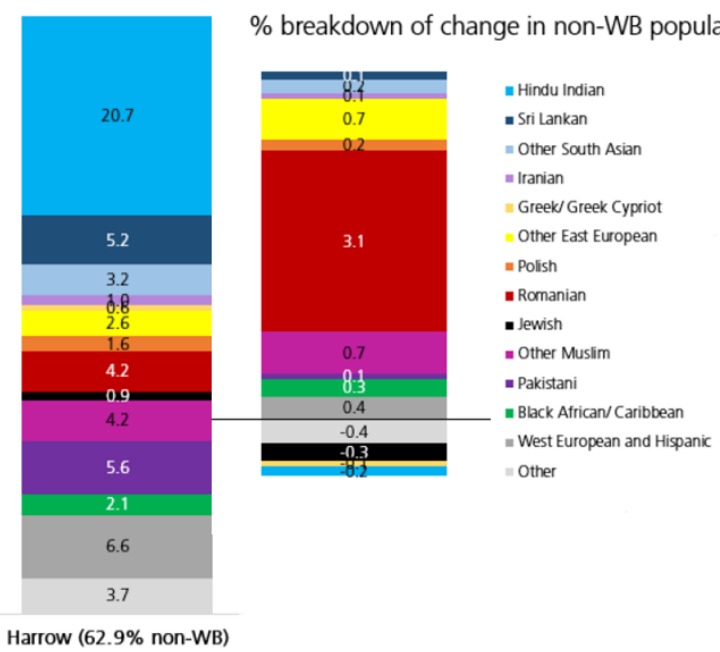
	<p>Impact The projects will aim to be inclusive of all residents regardless of their marriage and partnership status. The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space.</p>				
Pregnancy and Maternity	<ul style="list-style-type: none"> • ONS births figures show Harrow as having 3,312 live births in 2021⁹. 14 live births per 1000 population is higher than the England & Wales average of 10.8 • The borough has a higher-than-average infant mortality rate in London, at a rate of 3.9 deaths per 1000 live births, which is an indicator of poverty and inequality in the borough.¹⁰ • Nationally, women have faced discrimination during pregnancy and maternity in the workplace. EHRC Survey data shows that around one in nine mothers (11%) reported that they were either dismissed; made compulsorily redundant, where others in their workplace were not. <p>Impact</p> <ul style="list-style-type: none"> • The projects will aim to be inclusive of all residents regardless of their pregnancy and maternity status, including residents with childcare/caring responsibilities. • The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

⁹ Source: Office for National Statistics (ONS, 2022), Live births in England and Wales 2021

¹⁰ Public Health England (2022), London's Poverty Profile 2022,

Race/
Ethnicity

% breakdown of non-WB populations, 2019



- Harrow is one of the most culturally diverse local authorities in the UK, with over 60% of residents from Black, Asian, and Multi-Ethnic backgrounds and an estimated 20% Eastern European community, which is fast growing¹¹. Black African (notably the Somali Community) groups have been fast growing over the last 6 years or so, as has the Afghan community.
- Unemployment rates are significantly higher in certain areas of the borough, particularly in the Wealdstone and Marlborough wards (central Harrow) and Roxbourne (south Harrow), focused in an around the Rayners Lane estate and among residents classified as Black and Other ethnic groups. These areas are also ranked high on the indices of deprivation for the UK.

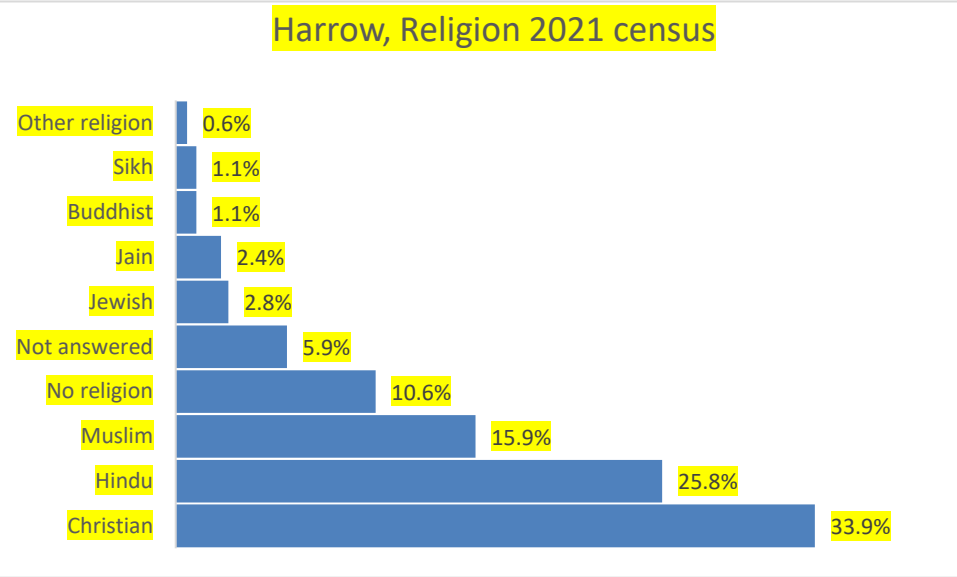
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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¹¹ Harrow Economic assessment 2019-2020: population

	<ul style="list-style-type: none"> The majority of 16–18-year-olds that are classed as NEET are from Black, Asian, and Multi-Ethnic backgrounds and located in wards with high levels of deprivation. However, the data also shows that the single largest ethnic group of pupils aged 16-18 classed as NEET is White British. At ward level Marlborough, and Wealdstone have the highest number of households in need of re-housing. These respectively have a Black, Asian, and Multi-Ethnic population of 77% and 75%. Black, Asian, and Multi-Ethnic residents are more likely to experience barriers to employment due to lack of English language, functional and digital skills. Over 94% of Harrow businesses are classed as micro-businesses. There is limited data on the profile of business ownership by protected characteristics. Anecdotal evidence suggests that most retail businesses in Harrow's town centres are Black, Asian, and Multi-Ethnic - owned. <p>Impact</p> <ul style="list-style-type: none"> The projects will aim to be inclusive of all residents regardless of their race and ethnicity. The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 				
<p>Religion or belief</p>	<ul style="list-style-type: none"> Religious diversity is strong in Harrow. At the 2011 Census Harrow was the most religiously diverse borough in the country with the highest number Hindus (25%) and Jains (2.2%) and the second highest number of Zoroastrians. At the 2021 census Harrow had the highest number (and proportion) of Hindu followers in the country (25.8%). At 2.8% Harrow's Jewish community was the ninth largest nationally. 33.9% of residents described themselves as Christians (the 11th lowest proportion in the country) and 15.9% described themselves as Muslims. Harrow had the lowest ranking for 'no religion' (10.9%). As the population's ethnic composition changes, rates of participation in various religions are also likely to change¹². There is limited data on employment/unemployment rates for Harrow by religion. Data for London suggests that educational attainment and employment among the capital's Muslim community is lower than those from other faith groups located in the borough¹³. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

¹² Harrow Economic Assessment: 2019-2020: population

¹³ Annual Population Survey 2018.

	<p style="text-align: center;">Harrow, Religion 2021 census</p>  <p>Impact</p> <ul style="list-style-type: none"> • The projects will aim to be inclusive of all residents regardless of their religion or beliefs. • The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 				
<p>Sex</p>	<ul style="list-style-type: none"> • The 2021 Census show that the total population of Harrow is now 261,300, made up of 132,500 women (50.7%) and 128,800 men (49.3%). Overall, the number of males and females living in Harrow is very similar. • Economic activity among Harrow’s male population is higher than the London average at 89.2%, compared with 83.8%. • Economic activity among females in the borough is also higher than the London average at 75.4%, compared with 74.9%¹⁴. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

¹⁴ Source: ONS annual population survey (September 2022)

	<ul style="list-style-type: none"> • Harrow is a low wage borough, with all those that are employed in the borough earning gross weekly earnings of £514.20, which is 37% less than the London average of £815.90. Women in the borough have gross weekly earnings of £485.90 and men in the borough earn £615.00. The London average earnings for women is £669.20 and for men it is £935¹⁵. • 20% of Harrow businesses are female led.¹⁶ cm • While the pandemic may have negatively impacted both sexes, the shift to home working may have had a positive impact in enabling women to return to work, as they are able to share childcare responsibilities. <p>Impact The projects will aim to be inclusive of all residents regardless of their sex. The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space.</p>				
<p>Sexual Orientation</p>	<p>The 2021 Census shows that 4.27 % of Londoners identify as LGBTQIA+, the highest of any UK region¹⁷. 1.65% of Harrow residents identify as LGBTQIA+, this is approx. 4k people¹⁸.</p> <p>LGBTQIA+ people are also likely to be underrepresented among business owners within Harrow. There is no official data on sexual orientation for Harrow in relation to employment.</p> <p>Impact</p> <ul style="list-style-type: none"> • The projects will aim to be inclusive of all residents regardless of their sexual orientation. • The Meanwhile Use and Kiosks will have diversity amongst the businesses and traders that will occupy the space. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

¹⁵ Source: ONS earnings by place of work: 2021

¹⁶ Beauhurst: number of companies registered at Companies House that are female led (April 2021)

¹⁷ Source: 2021 Census

¹⁸ Source: 2021 Census

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?

Yes No

If you clicked the Yes box, Include details in the space below

- The uncertainty of the cost-of-living may harm the growth and survival of businesses in the town centre. This may also impact resident's ability to spend time and money in the town centre.

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you	Deadline date	Lead Officer

		are unable to identify measures to mitigate impact, please state below.		
<p>Cost-of-living may harm the growth and survival of businesses in the town centre.</p> <p>a) Sex: 6% of women in Harrow aged 16 to 64 years are self-employed, this is less than the London average of 8.5%. Whereas 13.5% of men in Harrow aged 16 to 64 years are self-employed, this is close to the London average of 14%.</p> <p>b) Race / Ethnicity: Harrow is one of the most culturally diverse local authorities in the UK, with over 60% of residents being Black, Asian, Multi-ethnic or Other ethnic group.</p> <p>Many residents operate micro businesses that are disproportionately impacted by the cost-of-living crisis as they lack the benefit of consumer</p>	<p>Although we cannot directly influence a business' decision to cease trading or to relocate away from the town centre, the Council works in close partnership with Harrow Town Centre BID (HA1 BID) to track business activity. HA1 BID deliver interventions, activities, and events to increase footfall into the area. There is a Business Forum that meets every four months to discuss key matters pertaining to businesses, members include the Federation of Small Businesses, North West London Chamber of Commerce, HA1 BID and business owners. The Economic Development team provide business engagement support and can signpost struggling businesses to available resources.</p> <p>The UK Shared Prosperity Fund programme in Harrow will provide</p>	<p>The Economic Development team carry out an annual survey on shop front vacancy rates in the town centre. This helps us to track businesses moving into or leaving the town centre.</p>	Ongoing	Mavis Kusitor

<p>protection schemes such as the energy price cap.</p> <p>Due to the cost of living, many businesses are finding it harder to stay open, especially those based on the high street which rely on passing trade.</p> <p>c) Disability: There is a strong correlation between disability, in particular the extent of the disability and economic inactivity. There are also particular groups that have specific obstacles in progressing to the labour market or sustaining self-employment. These include adults with learning disabilities and those with severe mental health issues. Disabled people are also likely to be under-represented among business owners within Harrow.</p>	<p>targeted support for female, Black, Asian and Multi-ethnic and disabled business owners and residents that are interested in starting a business.</p>			
<p>Cost-of-living may impact resident's ability to spend time and money in the town centre.</p> <p>a) Pregnancy / Maternity:</p>	<p>The cost of living continues to affect households across the UK, the government has announced a new package of payments to help most households claiming benefits.</p>	<p>The cost of living is a national crisis. We will assess the trend using data provided by the UK government and other data agencies.</p>	<p>Ongoing</p>	<p>Mavis Kusitor</p>

<p>Single parents are among those most exposed to the cost-of-living crisis, particularly those aged 25 and under, who get a reduced rate of universal credit.</p> <p>The Council has pledged to reduce Council Tax bills for less well-off families and roll out full fibre broadband to Council housing.</p> <p>b) Sex Harrow's economically active male population is 89.2%, compared with the female population at 75.4%.</p> <p>Harrow is a low wage borough, women in the borough have gross weekly earnings of £485.90 and men in the borough earn £615.00. The London average earnings for women is £669.20 and for men it is £935.10.</p> <p>c) Race / Ethnicity: Black, Asian and Multi-ethnic residents are more likely to experience barriers to employment due to lack of English language, functional and digital skills.</p>	<p>Residents can contact the Council for guidance on the help that is available to them.</p>			
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<p>d) Disability: Disabled individuals who have lower income than their non-disabled counterparts will be disproportionately impacted by the cost-of-living crisis.</p>				

4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

Include details in the space below

1. The FHSF will not result in any direct or indirect discrimination of any group that shares protected characteristics.
2. The FHSF will help improve connectivity between Harrow on the Hill Station and the town centre, and between the adjacent residential areas and the town centre. The access needs of disabled people such as wheelchair users and those with visual impairments will be considered.

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

Outcome 1

No change required: the EqlA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Outcome 2

Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4

Outcome 3

This EqlA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Include details here

Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	Leisure Management Contract Extension
Key Decision:	Yes – if affects all wards in the Borough and the value of the contract extension exceeds £500,000
Responsible Officer:	Dipti Patel - Corporate Director – Place
Portfolio Holder:	Councillor Jean Lammiman - Portfolio Holder for Community and Culture Councillor David Ashton, Portfolio Holder for Finance and Human Resources
Exempt:	No, except for exempt Appendices 2, 3, 4, 5 and background papers listed under Section 4 which are exempt under paragraph 3 of Schedule 12A of the Local Government Act 1972 because they contain information relating to the financial and business affairs of the council and Everyone Active (SLM Ltd), and the council is currently negotiating the contract extension with Everyone Active (SLM Ltd)
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1: Equalities Impact Assessment Appendix 2: Leisure Contract Financial Forecast 2023-24 and 2024-25 Appendix 3: Budget implications of the reduced management fee under the contract extension period Appendix 4: Leisure – In-House Management Option Cost Assessment Appendix 5: Financial information – commercially exempt information

Section 1 – Summary and Recommendations

This report provides an update on the review of the Council's future leisure provision, including the options for the future delivery of leisure services from September 2024, and seeks approval to extend the Council's current Tri-Borough leisure contract (with the London Boroughs of Brent and Ealing) with Everyone Active (SLM Ltd), for 1 year until 31st August 2025

Recommendations:

Cabinet is requested to:

1. Approve the extension of the Council's current Tri-Borough leisure contract (with the London Boroughs of Brent and Ealing) with Everyone Active (Sports and Leisure Management) (SLM) Ltd (EA) for 1 year commencing 01st September 2024 until 31st August 2025.
2. Delegate authority to the Corporate Director of Place, following consultation with the Director of Finance & Assurance, and the Portfolio Holders for Community and Culture, and Finance and Human Resources, to complete all the required actions, to extend the Council's current Tri-Borough leisure contract (with the London Boroughs of Brent and Ealing) with Everyone Active (SLM) Ltd (EA) for 1 year until 31st August 2025, including entering into the contract extension.

Reason (for recommendations):

The tri-borough contract is due to end 31st August 2024. Across the sector leisure centres are still experiencing a slow and stagnating rate of recovery following the Covid-19 pandemic and the subsequent cost of living crisis. The impact of the latter is particularly affecting older leisure sites. Due to the financial impact of the above, leisure operators are currently more risk adverse in terms of their own investment into facilities, and there is likely to be limited interest from non-incumbent operators. An extension of the contract will allow the leisure market to recover further from the pandemic and enable a leisure investment strategy to be completed. Without a plan for investment in the Council's leisure facilities it is likely that interest from the market is likely to be limited and the financial returns for the council will be worse.

Section 2 – Report

1. Introduction

1.1 In the 'Leisure Management Contract Extension' Report approved by Cabinet in October 2022 one of the recommendations was that officers will bring back a report to Cabinet with an update on the review of the Council's

future leisure service provision to deliver a procurement process which secures the optimal long-term arrangement for the Council, which may include a further recommendation to extend the contract for a further one-year period. This report provides an update on the review of the Council's future leisure provision and sets out options for the future delivery of leisure services from 1st September 2024. The approval to further extend the current leisure contract is recommended for the following reasons:

- A. The leisure market remains impacted by the Covid-19 pandemic and subsequent cost of living crisis. A slow and stagnating rate of recovery is being experienced across the sector, particularly for older sites. The Harrow Leisure Centre and Hatch End Swimming Pool are both older sites that require investment.
- B. Significant increases in energy costs, increased staffing costs, and other increases in the cost-of-living also means that the next couple of years remain uncertain and operators will take a more cautious approach.
- C. A further extension would provide the time to complete a leisure investment strategy which is essential for Harrow given the ageing existing facilities
- D. The recommendations in section 4 of this report are informed by The Sport, Leisure and Culture Consultancy Leisure Shadow Bid Report, January 2023, by 'Procuring Leisure, Sport, Physical Activity and Active Wellbeing Services in the Current Climate Think Tank Seminar Report', and by The Sport, Leisure and Culture Consultancy Report, February 2023. Finally, Planned and Preventative Maintenance reports produced by Capita Real Estate and Infrastructure (October 2022) identified high repair and maintenance costs for the council's leisure assets.

1.2 The decision sought will support the Council's vision of 'Restoring Pride in Harrow' and the corporate priorities:

- A council that puts residents first
- A borough that is clean and safe and
- A place where those in need are supported

The extension of the current leisure contract will support residents' health and well-being, and the development of a Leisure Investment Strategy will help to ensure that residents have the leisure and well-being facilities they want and need in the future, with Harrow becoming a place where residents want to spend their time.

2. Background

2.1 The Council entered a leisure management contract with Everyone Active (EA), with the London Boroughs of Brent and Ealing, in September 2013 to manage its three leisure centres – Harrow Leisure Centre, Hatch End Swimming Pool, and Bannister Sports Centre. The centres provide a very wide range of leisure services with key performance indicators in place to monitor

performance. The initial contract was a 10-year contract which was due to end on the 31 August 2023. Cabinet agreed a 12-month extension of the contract until 31 August 2024 in October 2022 to enable the market to further recover from the Covid-19 pandemic and for a strategic review of future leisure service provision to be undertaken.

2.2 Under the terms of the original contract EA had paid the Council an annual management fee for Harrow Leisure Centre, and the Council had paid EA contract costs for Hatch End Swimming Pool and Bannister Sports Centre. The contract had generated a net annual income to the Council of £750k. Due to the impact of the Covid-19 pandemic, however, the Council provided a financial subsidy to EA from 2020-21 to 2022-23. In 2022-23 the Council received a management fee of around 1/3 of the normal net management fee, despite EA's financial performance not meeting their financial forecast due to significant increases in energy costs and other cost of living increases. A reduced management fee was also agreed with EA for 2023-24 for the 12-month extension of the contract period. The reduction in management fee was due to the continuing impact of the Covid-19 pandemic on fitness memberships and increases in expenditure caused by the high inflation rate, with particularly significant increases in energy costs. Maintenance and repairs costs have also increased with Harrow's increasingly ageing facilities.

2.3 The leisure contract with EA had performed well up to the Covid-19 pandemic. In 2019-20 there were a total of 1,692,602 visits to the three leisure centres, and just under 7,000 fitness members.

3. Current Situation

3.1 Total usage across the 3 leisure centres has increased over the last 12 months, particularly usage of Harrow Leisure Centre. In March 2023 there was a total number of visits of 87,799 to Harrow Leisure Centre compared to 75,966 in March 2022. The total number of fitness and swim members has also increased – 5,066 in March 2023 compared to 4,582 in March 2022. Usage of the sites, however, is still significantly less than pre-pandemic levels. EA marketing campaigns to increase usage has included 'Join for £1' promotions and Black Friday sales promotions in the November period. Adaptions to the group exercise programme to increase retention and unique users have been made and there has been a focus on personal training which sees a high rate of retention. In 2022-23 actual income has exceeded the forecast for each month for the period April 2022 to March 2023 but actual expenditure has also significantly exceeded the forecast for each month due to higher inflation rate, with particularly significant increases in energy costs. The centres have had the following percentage increases in utility costs (electricity and gas) between 2019-20 (prior to the pandemic) and 2022-23:

Energy Costs - % Increase 2019-20 to 2022-23	Bannister Sports Centre	Harrow Leisure Centre	Hatch End Swimming Pool
Electricity	316%*	102.5%	102.5%
Gas	59.3%	196.9%	180.8%
Total	214.4%	136.5%	140.6%

*Increase in usage due to the installation of the floodlight 3G Artificial Grass Pitch

This has resulted in an overall deficit position for each month apart from for two months up to March 2023, with a total deficit for the year of £238,608.

3.2 The Sport, Leisure, and Culture Consultancy (SLC) has identified a slow and stagnating rate of recovery being experienced across the leisure sector, particularly by older leisure sites. Whilst leisure operators are bidding for new contracts, they are being more selective and will generally not bid for contracts where they feel the balance of risk is not seen as favourable or provide the same level of management fee to clients and are less able to invest significantly in facilities using their own capital. Projected income included in recent financial submissions from bidders for new leisure contracts for health and fitness has been lower than pre-covid, although typically projecting higher income on swimming and swimming lessons. Financial submissions for new contracts are, therefore, likely to be more cautious with a significant gap in income of approximately 10%-15%. There is also likely to be more limited interest from other operators if there is a well-established existing operator given that the incumbent would be in a strong position to retain the contract, particularly with mobilisation costs for needing to be factored into a non-incumbent's financial submission. Significant increases in energy costs, increased staffing costs and other costs of living increases means that the next couple of years remain uncertain for the leisure market with operators likely to continue to take a more cautious approach. Maintenance risk largely depends on the age and condition of buildings, with the operator's general preference being to share the maintenance risk with the Council particularly for older facilities. Under the Council's original contract with EA, EA were responsible for up to the first £5k of maintenance costs per item, with the Council responsible for additional costs above £5k.

3.3 The 2022 State of the UK Fitness Industry Report, produced by The Leisure Database Company confirmed that the penetration rate (the proportion of the adult population in the UK that were members of a gym) has dropped from 15.6% in 2019 to 14.6%, The report highlights that the pandemic has impacted the industry negatively by approximately 3 years. The industry is taking time to recover to pre-pandemic levels which is also due to consumers adapting to new exercise habits, including online and hybrid models.

3.4 New 10 Year Planned Preventative Maintenance Reports for all 3 sites were commissioned and final reports completed in October 2022. In addition to running costs an additional £5.53m in capital costs were identified across the 3 centres. The breakdown by centre was as follows:

Leisure Centre	Total Capital
Harrow Leisure Centre	£3.8m
Hatch End Swimming Pool	£912k
Bannister Sports Centre	£818k
Total	£5.53m

A focus on just health and safety and operational costs reduces the total estimate to £3.1m for all 3 sites with capital funding for these works having been added to the Council's Capital Programme for the period 2023/24 to 2025/26. Completing these works prior to the commencement of a new leisure contract is likely to make the management of Harrow's facilities more attractive to an

operator and result in more advantageous financial submissions from bidders. Hatch End Swimming Pool, for example, has been closed for extended periods over the last two years whilst essential maintenance work has been completed. However, the Council is currently receiving negative feedback on fittings and furnishings, especially for Harrow Leisure Centre and Hatch End Swimming Pool. If this is not addressed, it is likely to lead to a reduction in memberships and income.

3.5 A 'Shadow Bid' was undertaken by the Sport, Leisure, and Culture Consultancy (SLC) to inform the procurement of a new Leisure operator. Further information is provided in exempt Appendix 5.

3.6 SLC's findings were based on

- Data from recent leisure procurement bids on key income and cost ratios for leisure services.
- Assessment of Everyone Active's financial information (including income performance, energy costs, and staff costs)
- 10 Year Planned Preventative Maintenance Reports on Harrow Leisure Centre, Hatch End Swimming Pool, and Bannister Sports Centre.
- Estimates of performance and the cost of services and facilities over a ten – fifteen-year contract.

3.7 and 3.8 Please see exempt Appendix 5.

3.9 Further information is provided in exempt Appendix 5.

The further extension of the current leisure contract for a further 12 months will enable a Leisure Investment Strategy to be completed. Any tender for a new operator would need to include the Council's Leisure Investment Strategy, which could either be for a significant refurbishment of the current ageing assets or the replacement of those assets to ensure that that the tender is attractive to operators and to ensure the best financial return for the Council from a new contract. It has been agreed that a Leisure Investment Strategy would be developed through the implementation of the Council's Corporate Asset Strategy and the Strategic Asset Management Plan subject to Cabinet approval.

3.10 EA has produced a financial forecast for 2024-25 that would result in the same reduced annual management fee to the Council as was the case in 2022-23. As explained in section 3.2 this is due to the slow and stagnating rate of recovery following the Covid-19 pandemic, with the recovery in income and attendance that has been achieved after the reopening of leisure centres has been offset by increased operating costs. The annual management fee payable to the Council is detailed in Appendix 2. Further information is provided in exempt Appendix 5.

3.11 A high level assessment of bringing the management of the leisure centres back in-house has been undertaken using the 2022-23 financial forecast for the current contract and actuals as a baseline. Further information is provided in exempt Appendix 5.

4. Options Considered

4.1 Option A – The extension of the Council’s current Tri-borough leisure contract (with the London Boroughs of Brent and Ealing with Everyone Active (SLM Ltd) for 1 year until 31st August 2025. This will enable the market to further recover from the impact of the Covid-19 and cost of living crisis which has generated a slow and stagnating rate of recovery across the leisure sector, particularly by older leisure sites. Significant increases in energy costs, increased staffing costs and other costs of living increases have also impacted the recovery. A further contract extension will also enable the health and safety and operational works identified by the recent Condition Surveys to be completed. A contract extension will also enable a Leisure Investment Strategy to be completed once the Council’s Corporate Asset Strategy has been adopted and provide sufficient time to complete all the tasks required to put in place the new management arrangements at the end of the existing contract.

This option is recommended

4.2 Option B: Bring the management of the leisure facilities back in-house at the end of the current leisure contract with Everyone Active (SLM Ltd). Further information is provided in exempt Appendix 5.

This option is not recommended

4.3 Option C: Commence a re-tendering of the management of leisure facilities in order to commence a new contract from the 1st September 2024 for Harrow only. Further information is provided in exempt Appendix 5.

This option is not recommended

5. Ward Councillors’ comments

5.1 N/A – the recommendations in this report affect all wards.

6. Performance Issues

6.1 The Council will be able to specify the performance measures in the contract. These could include annual targets for fitness and swim memberships, visits to all 3 leisure centres, and the profit/surplus to be generated.

7. Risk Management Implications

7.1 Risks included on corporate or directorate risk register? **No**

7.2 Separate risk register in place? **Yes**

7.3 The relevant risks contained in the register are attached/summarised below. **Yes**

7.4 The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
1. If the recommendations are not accepted the Council will have insufficient time to put in place a strategy and investment plan for leisure services	<ul style="list-style-type: none"> ▪ Cabinet approval sought for a further 1-year contract extension and provided the mitigation is accepted this is Green 	GREEN
2. If the above recommendation is accepted, the long-term strategy and investment plan for leisure services is then not put in place by end of the contract extension period	<ul style="list-style-type: none"> ▪ Work has already been progressed on the strategy with council colleagues (Facilities and Estates) ▪ Brief for strategy taken to corporate landlord's group to be consistent with the council's corporate asset strategy ▪ Corporate landlord group regularly updated on progress ▪ Specialist support on the strategy to be recruited by the end of the summer 	GREEN
3. If the further extension of the leisure contract is not agreed an earlier procurement would not be successful and/or unable to meet the needs of the Council	<ul style="list-style-type: none"> ▪ Cabinet approval sought for a further 1-year contract extension 	GREEN
4. There is a theoretical challenge from other leisure management contractors about the extension of the Council's current leisure contract with EA as the contract does not include an option to extend the contract beyond the initial contract period of 10 years.	<ul style="list-style-type: none"> ▪ Procurement and legal advice is that the extension is permitted under public procurement rules, and the contract will only be extended for the minimum period necessary to reduce the risk of challenge ▪ Analysis of the leisure market indicates that it is still recovering from the impact of the Covid-19 pandemic from which there has been a slow and stagnating rate of recovery. 	GREEN

Risk Description	Mitigations	RAG Status
	<ul style="list-style-type: none"> ▪ All the main leisure operators have been extending local authority leisure contracts due to the ongoing impact of the Covid-19 pandemic 	
<p>5. A reduced management fee is payable to the Council from EA for the contract extension period resulting in a financial pressure</p>	<ul style="list-style-type: none"> ▪ Any profit over the agreed management fee would be shared with the council. 	AMBER
<p>6. The management fee agreed with EA for the contract extension period has to be further reduced due to unforeseen costs and/or reduced income</p>	<ul style="list-style-type: none"> ▪ See mitigation above ▪ An annual minimum management fee has been agreed with Everyone Active for the further contract extension period ▪ It has been agreed with Everyone Active what the impact of higher utility costs compared to their current fixed price provision would be. 	GREEN
<p>7. New management arrangements for the Council's leisure facilities are not implemented at the end of the contract extension period due to unforeseen delays</p>	<ul style="list-style-type: none"> ▪ A Tri-Borough Leisure Services Project Board has been set up to oversee the work required to ensure that the new management arrangements can be implemented at the end of the extension period. This includes officers from Procurement and Legal. ▪ A Procurement Project Plan has been developed setting out all the key milestones to ensure that a new leisure contract can commence from the 1st September 2025. 	GREEN
<p>8. The health and safety and operational works identified by the</p>	<ul style="list-style-type: none"> ▪ The request for the release of funding taken to the Council's Capital 	AMBER

Risk Description	Mitigations	RAG Status
condition surveys are not completed by the end of the contract extension period due to unforeseen delays.	Forum in April 2023 and is now being reviewed by the Portfolio Holder. <ul style="list-style-type: none"> ▪ Early engagement with the Council’s Facilities Department to agree the programme and procurement of the works 	
9. There is a reduction in the performance of the contract during the new contract period with EA	<ul style="list-style-type: none"> ▪ The contract includes Key Performance Indicators (KPIs). The KPIs will be regularly monitored at monthly contract meetings. 	GREEN
10. See exempt Appendix 5	See exempt Appendix 5	See exempt Appendix 5

8. Procurement Implications

8.1 The existing leisure contract with EA does not include an option to extend the contract. For public contracts, however, provided that any increase in price does not exceed 50% of the value of the original contract, Regulations 72 (1) (b) and (c) of the Public Contracts Regulations 2015 permit an extension of a contract where necessary to accommodate additional services from the original contractor, which were not included in the initial procurement, where a change of contractor cannot be made for economic or technical reasons, and would cause significant inconvenience or substantial duplication of costs for the Council, and the need for an extension arises in circumstances which could not have been foreseen. The Head of Procurement is of the view that the recommendation set out in section 1 are permissible under the Public Contracts Regulations 2015.

8.2 Procurement have been fully engaged in bringing forward the recommendations set out in section 1 of this report and are of the view that the extension of the contract by a further 1 year is justified for multiple reasons; from a commercial perspective to allow the leisure market further time to recover from the effects of the pandemic and the cost of living crisis comprehensively; from a council perspective to review our strategy for the future provision of leisure services and to work collaboratively with the partner boroughs on this contract.

8.3 Procurement will continue to support the Head of Service – Culture and Leisure to develop a procurement plan and strategy for the leisure services should the council decide this is the preferred model for the service.

9. Legal Implications

- 9.1 Regulation 72(1)(b) of the Public Contracts Regulations 2015 (PCR 2015) permits the extension of an existing contract where the extension is necessary to accommodate additional services by EA, which have become necessary because a change of contractor cannot be made for economic or technical reasons and would cause significant inconvenience and costs for the Council. Any increase in price must also not exceed 50% of the value of the original contract (subject to indexation).
- 9.2 Regulation 72(1)(c) of the PCR 2015 permits an extension of the contract where the need for the extension arises from circumstances which could not have been foreseen. The change must not alter the overall nature of the contract, and any increase in price must not exceed 50% of the value of the original contract.
- 9.3 This report sets out the reasons why the extension is necessary, including due to the ongoing impact of Covid 19 and the cost of living crisis, which has prevented the Council from properly planning and letting a new contract. The Council needs the additional time to properly prepare and go out to market for a new contracts. The period of extension should be no longer than reasonably necessary to allow the councils to prepare properly go out to procurement for new contracts in compliance with the PCR 2015.
- 9.4 When relying on these grounds to extend the contract, the Council must publish a modification notice to Find a Tender (Regulation 72(3) and (4) of the PCR 2015). The PCR 2015 do not expressly stipulate a timeframe for publication of a modification notice. Given the need for transparency, the notice should be published as soon as reasonably practicable after the decision to extend is made.
- 9.5 Legal Services should be instructed to agree the terms of the contract extension.

10. Financial Implications

- 10.1 Under the original 10-year contract with Everyone Active, the Council receives a net management fee income of £0.750m per annum. However, since the beginning of the COVID-19 pandemic, it has not been possible for Everyone Active to provide the same level of management fee. Financial subsidies including the waiving of management fee and/or funding their trading deficit were agreed under several Deeds of Variation. In 2022/23, the Council received a reduced management fee of £255k.
- 10.2 Cabinet in October 2022 approved an extension of the contract by 12 months covering the period from September 2023 to August 2024. A management fee has been agreed with Everyone Active and this is detailed in the exempt Appendix 2. The proposal to enter into a further 12-month contract extension from September 2024 to August 2025 will

provide the Council with a further management fee, which is also detailed in the exempt Appendix 2.

- 10.3 In the 2023/24 MTFS, a growth budget was provided to Leisure Services to reflect the reduction in management fee for 2023/24. The budget implications of the proposed contract extension are summarised in the exempt Appendix 3. There is a small budget pressure of £16k in 2023/24 which will be managed within the service. For 2024/25, the management fee offered by Everyone Active is dependent on the level of utility costs at the time of contract extension. Everyone Active is currently on a fixed rate for utilities but this will end in March 2024. Due to the volatility of energy market, it is difficult for Everyone Active to provide an accurate financial forecast at this stage, however indicative figures show that there may be a forecast pressure of circa £100k in 2024/25. Beyond August 2025, the financial implications are subject to the contract re-procurement and will be informed following the completion of the exercise. This will need to be managed in future years' MTFS.
- 10.4 The 2023/24 approved Capital Programme has included a budget provision for completing health & safety related and/or operationally required works for the three leisure facilities. These works were identified following a condition survey and were £3.314m in total as shown in the table below.

	2023/24	2024/25	2025/26	Total
Leisure site	£'000	£'000	£'000	£'000
Harrow Leisure Centre	2,047	0	126	2,173
Hatch End Swimming Pool	650	0	40	690
Bannister Sports Centre	258	13	0	271
Total Capital Funding	2,955	13	166	3,134

- 10.5 As part of the review of future leisure service provision, the “in-house” service option was explored. Further information is provided in exempt Appendix 5.
- 10.6 Please see exempt Appendix 5.
- 10.7 The Leisure Investment Strategy is estimated to cost up to £75k. This cost will be contained within current resources, from the Regeneration revenue budget of £1.25m.

11. Equalities implications / Public Sector Equality Duty

11.1 An Equalities Impact Assessment (EqIA) has been conducted (Appendix 1). The EqIA identified that the recommended option would not have an adverse impact on any of the protected characteristics. The further extension of the current leisure contract with EA for 1 year would mean that the same range of sport and leisure activities will be available as has been available under the current leisure contract.

12. Council Priorities

12.1 The decision sought will support the Council's vision of 'Restoring Pride in Harrow' and the corporate priorities of 'A council that puts residents first' 'A Borough that is Clean and Safe' and 'A Place where Those in Need are Supported'. The extension of the current leisure contract will assist residents' health and well-being, and the development of a Leisure Investment Strategy will help to ensure that residents have the leisure and well-being facilities they want and need in the future, with Harrow becoming a place where residents want to spend their time.

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man

Signed on behalf of the Chief Financial Officer

Date: 25/04/23

Statutory Officer: Stephen Dorrian

Signed on behalf of the Monitoring Officer

Date: 05/05/23

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 15/05/23

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 21/04/23

Head of Internal Audit: Neale Burns

Signed on behalf of the Head of Internal Audit

Date: 12.05.23

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO - impacts on all Wards

EqIA carried out: YES

EqIA cleared by: Jennifer Rock

Section 4 - Contact Details and Background Papers

Contact: Tim Bryan – Head of Service, Culture and Leisure. Tel. 07917076800. Email: tim.bryan@harrow.gov.uk

Background Papers:

- i. The Sport, Leisure and Culture Consultancy Leisure Shadow Bid Report, January 2023
- ii. Capita Planned Preventative Maintenance Reports – Harrow Leisure Centre, Hatch End Swimming Pool, and Bannister Sports Centre, October 2022
- iii. Procuring Leisure, Sport, Physical Activity and Active Wellbeing Services in the Current Climate Think Tank Seminar Report' by The Sport, Leisure and Culture Consultancy Report, February 2023

**Call-in waived by the Chair of Overview and Scrutiny Committee
- NO**

You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	Leisure Management Contract Extension	Date EqIA created: 25/04/23
Name and job title of completing/lead Officer	Tim Bryan – Head of Service, Culture and Leisure	
Directorate/ Service responsible	Place/Inclusive Economy, Leisure and Culture	
Organisational approval		
EqIA approved by the EDI Team:	Name: Jennifer Rock Assistant Policy Officer EDI Team	Signature <input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval: 02/05/2023

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed after you have completed sections 2 - 5)

a) What is your proposal? To extend the Council's current Tri-borough leisure contract (with the London Boroughs of Brent and Ealing) with Everyone Active (SLM Ltd) for a further 12 months until 31st August 2025. This is to enable the leisure centres to further recover from the Covid-19 pandemic. Across the leisure sector there has been a slow and stagnating recovery from the pandemic and the subsequent cost of living crisis impacting usage and income generated from leisure centres. This has particularly impacted older sites. A further extension of the leisure contract will also enable a leisure investment strategy to be completed as it has been identified that there is likely to be limited interest in the management of Harrow's current ageing leisure facilities and the financial returns for the Council will be worse.

b) Summarise the impact of your proposal on groups with protected characteristics

No protected characteristic would be specifically affected by these proposals for users of Harrow Leisure Centre, Hatch End Swimming Pool, and Bannister Sports Centre. The proposal is to extend the existing leisure contract so there will be the same range of sport and leisure activities available as currently under the current leisure contract with Everyone Active (SLM Ltd).

c) Summarise any potential negative impact(s) identified and mitigating actions

No specific negative impact has been identified for any of the protected characteristics from these proposals as detailed in b) above.

2. Assessing impact																							
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data , equalities data , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on each group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact																					
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact																		
			Minor	Major																			
Age	<p>The total resident population of Harrow according to the 2021 Census was 261,203. The breakdown by age for the whole borough was as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Age Group</th> <th style="text-align: left;">Total</th> </tr> </thead> <tbody> <tr> <td>0-4 year olds</td> <td>15,699 (6%)</td> </tr> <tr> <td>5-9 years</td> <td>16,133 (6.2%)</td> </tr> <tr> <td>10-15 years</td> <td>19,750 (7.6%)</td> </tr> <tr> <td>16-19 years</td> <td>11,772 (4.5%)</td> </tr> <tr> <td>20-24 years</td> <td>15,132 (5.8%)</td> </tr> <tr> <td>25-34 years</td> <td>38,925 (14.9%)</td> </tr> <tr> <td>35-49 years</td> <td>58,062 (22.2%)</td> </tr> <tr> <td>50-64 years</td> <td>45,549 (17.4%)</td> </tr> </tbody> </table>	Age Group	Total	0-4 year olds	15,699 (6%)	5-9 years	16,133 (6.2%)	10-15 years	19,750 (7.6%)	16-19 years	11,772 (4.5%)	20-24 years	15,132 (5.8%)	25-34 years	38,925 (14.9%)	35-49 years	58,062 (22.2%)	50-64 years	45,549 (17.4%)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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50-64 years	45,549 (17.4%)																						

65-74 years	21,410 (8.2%)
75-84 years	13,091 (5.0%)
85 years and over	5,680 (2.2%)

The age breakdown of members of Harrow Leisure Centre as at April 2023 is as follows:

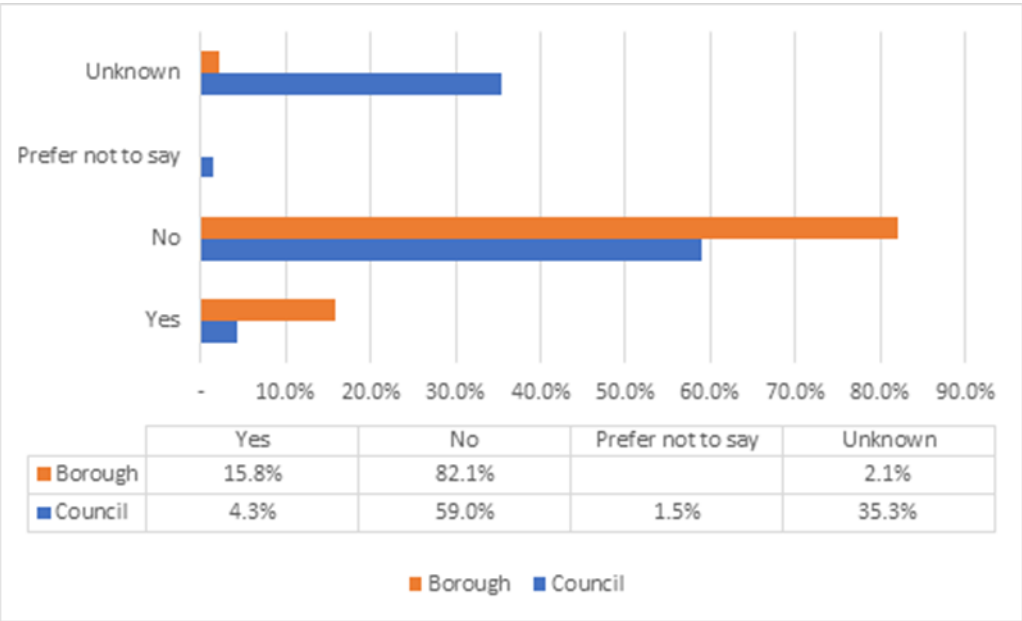
16 and Under	17 to 24	25 to 64	65 plus	No date of birth
27%	9%	54%	8%	2%

The age breakdown of members of Hatch End Swimming Pool as at April 2023 is as follows:

16 and Under	17 to 24	25 to 64	65 plus	No date of birth
56%	2%	30%	10%	2%

The age breakdown of members of the Bannister Sports Centre as at April 2023 is as follows:

16 and Under	17 to 24	25 to 64	65 plus	No date of birth
48%	12%	29%	4%	7%

	No specific impact on this protected characteristic has been identified from these proposals as it is intended that the same range of sporting and physical exercise activities as under the current contract with Everyone Active (SLM Ltd) will be available that will cover all age groups.																			
Disability	<p>According to the Annual Workforce Equalities Report 2020- 2021, 15.8% of the borough's population discloses a disability. This is indicated below:</p>  <table border="1" data-bbox="470 853 1444 965"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> <th>Prefer not to say</th> <th>Unknown</th> </tr> </thead> <tbody> <tr> <td>■ Borough</td> <td>15.8%</td> <td>82.1%</td> <td></td> <td>2.1%</td> </tr> <tr> <td>■ Council</td> <td>4.3%</td> <td>59.0%</td> <td>1.5%</td> <td>35.3%</td> </tr> </tbody> </table> <p>In April 2023 3% of Harrow Leisure Centre members, 1% of Hatch End Swimming Pool members, and 0% of Bannister Sports Centre members indicated that they had a disability.</p> <p>There would be no impact on users from this protected characteristic for users of Harrow Leisure Centre, Hatch End Swimming Pool, and Bannister Sports Centre from these proposals as the same programme of activities and accessible facilities for people with disabilities will be in place as under the current leisure contract with Everyone Active (SLM Ltd).</p>		Yes	No	Prefer not to say	Unknown	■ Borough	15.8%	82.1%		2.1%	■ Council	4.3%	59.0%	1.5%	35.3%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Yes	No	Prefer not to say	Unknown																
■ Borough	15.8%	82.1%		2.1%																
■ Council	4.3%	59.0%	1.5%	35.3%																

Gender reassignment	<p>The Gender identity breakdown from the 2021 Census for Harrow was as follows for the total residents of 209,901 who were eligible to complete this question was as follows:</p> <table border="1"> <tr> <td>Gender identity the same as sex registered at birth</td> <td>188,901 (90.1%)</td> </tr> <tr> <td>Gender identity different from sex registered at birth but no specific identity given</td> <td>1,108 (0.5%)</td> </tr> <tr> <td>Trans woman</td> <td>318 (0.2%)</td> </tr> <tr> <td>Trans man</td> <td>342 (0.2%)</td> </tr> <tr> <td>Non-binary</td> <td>57 (0.0%)</td> </tr> <tr> <td>All other gender identities</td> <td>59 (0.0%)</td> </tr> <tr> <td>Not answered</td> <td>18,832 (9.0%)</td> </tr> </table> <p>Statistics broken down by gender reassignment for members of Harrow's three leisure sites are not currently available.</p> <p>No specific impact on this protected characteristic has been identified from these proposals.</p>	Gender identity the same as sex registered at birth	188,901 (90.1%)	Gender identity different from sex registered at birth but no specific identity given	1,108 (0.5%)	Trans woman	318 (0.2%)	Trans man	342 (0.2%)	Non-binary	57 (0.0%)	All other gender identities	59 (0.0%)	Not answered	18,832 (9.0%)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Marriage and Civil Partnership	<p>The legal partnership status breakdown from the 2021 Census for Harrow was as follows for the total residents of 209,901 who were eligible to complete the question was as follows:</p> <table border="1"> <tr> <td>Never married or never registered a civil partnership</td> <td>69,622 (33.2%)</td> </tr> <tr> <td>Married</td> <td>112,690 (53.8%)</td> </tr> <tr> <td>In a registered civil partnership</td> <td>231 (0.1%)</td> </tr> <tr> <td>Separated, but still legally married or still legally in a civil partnership</td> <td>3,783 (1.8%)</td> </tr> <tr> <td>Divorced or civil partnership desolved</td> <td>11,853 (5.6%)</td> </tr> </table>	Never married or never registered a civil partnership	69,622 (33.2%)	Married	112,690 (53.8%)	In a registered civil partnership	231 (0.1%)	Separated, but still legally married or still legally in a civil partnership	3,783 (1.8%)	Divorced or civil partnership desolved	11,853 (5.6%)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
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In a registered civil partnership	231 (0.1%)																		
Separated, but still legally married or still legally in a civil partnership	3,783 (1.8%)																		
Divorced or civil partnership desolved	11,853 (5.6%)																		

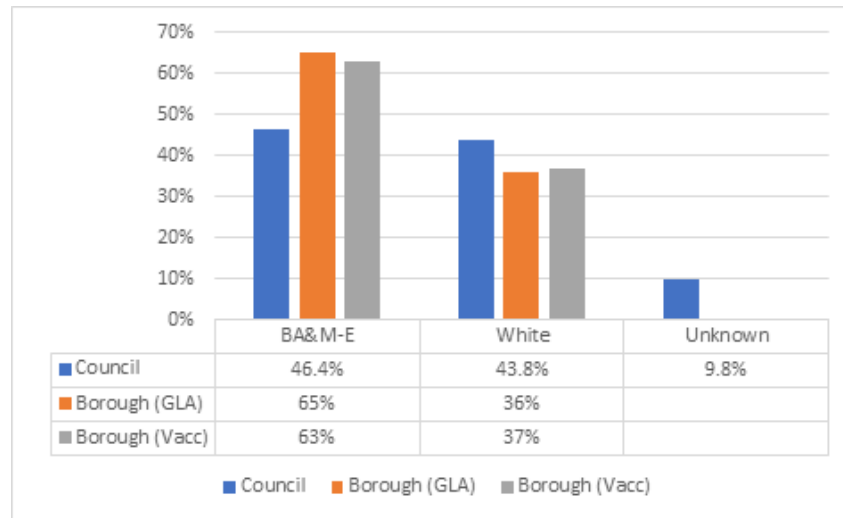
	Widowed or surviving civil partnership partner	11,444 (5.5%)				
Pregnancy and Maternity	<p>The 2020 mid-year estimates showed a decrease of 37 births (3,506 births in total) over 2019 mid-year estimates, a 1% decrease. There was a consistent increase from 2001/02 to 2012/13.</p> <p>Statistics broken down by pregnancy and maternity for members of Harrow's three leisure sites are not currently available.</p> <p>No specific impact on this protected characteristic has been identified from these proposals.</p>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Race/
Ethnicity**

The race/ethnicity statistics from the 2021 Census for Harrow was as follows:

Asian, Asian British or Asian Welsh	118,152 (45.2%)
Black, Black British, Black Welsh, Caribbean or African	19,151 (7.3%)
Mixed or multiple ethnic groups	9,833 (3.8%)
White	95,233 (36.5%)
Other ethnic groups	18,836 (7.2%)

According to the Annual Workforce Equalities Report 2020- 2021 the race demographic of our resident population is as demonstrated below:



The largest ethnic groups for members of Harrow Leisure Centre as at April 2023 are as follows:

	Asian Other	Indian	White British	Arabic	Other	Unknown
Harrow Leisure Centre	5%	7%	4%	3%	17%	52%

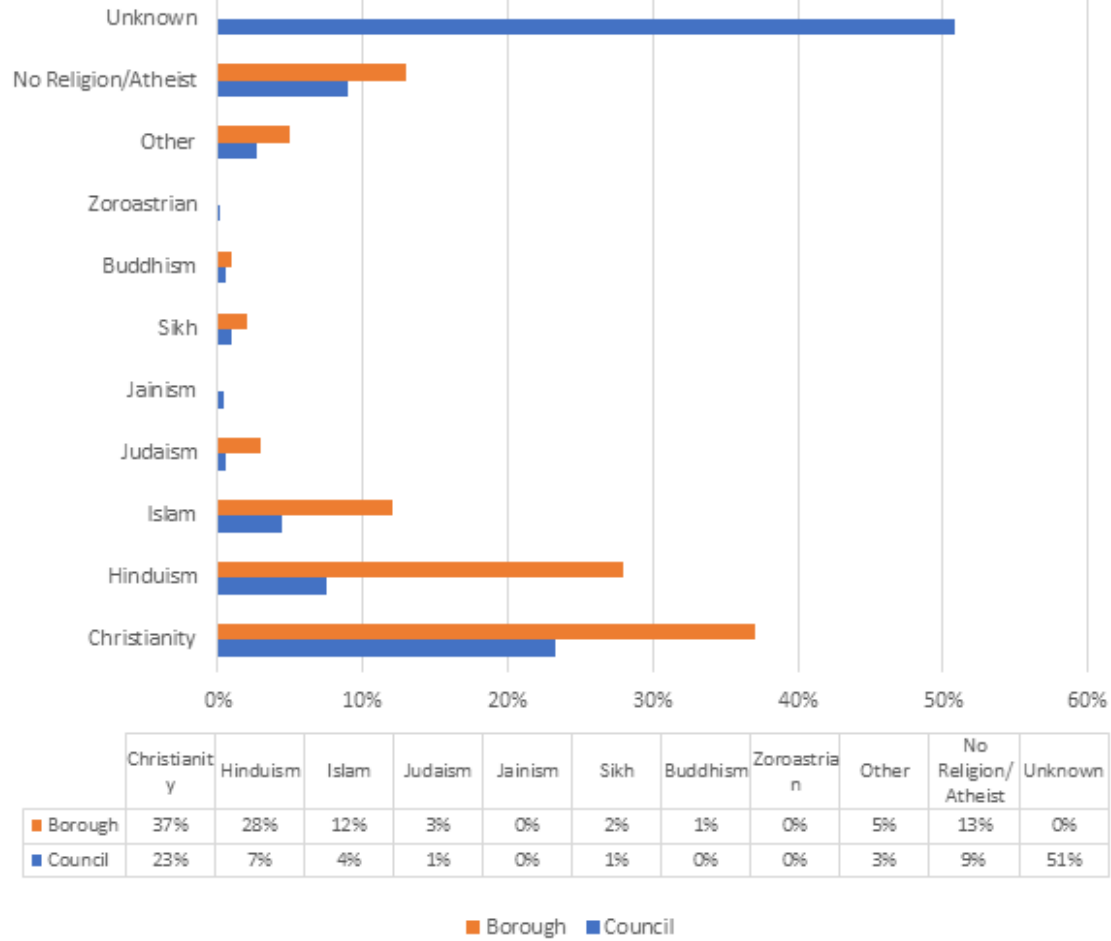
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	<p>The largest ethnic groups for members of Hatch End Swimming Pool as at April 2023 are as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>White British</th> <th>Asian Other</th> <th>Indian</th> <th>Arabic</th> <th>Other</th> <th>Unknown</th> </tr> </thead> <tbody> <tr> <td>Hatch End Swimming Pool</td> <td>5%</td> <td>6%</td> <td>6%</td> <td>1%</td> <td>13%</td> <td>60%</td> </tr> </tbody> </table>							White British	Asian Other	Indian	Arabic	Other	Unknown	Hatch End Swimming Pool	5%	6%	6%	1%	13%	60%				
		White British	Asian Other	Indian	Arabic	Other	Unknown																	
	Hatch End Swimming Pool	5%	6%	6%	1%	13%	60%																	
<p>The largest ethnic groups for members of Bannister Sports Centre as at April 2023 are as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>White British</th> <th>Asian Other</th> <th>Indian</th> <th>Arabic</th> <th>Other</th> <th>Unknown</th> </tr> </thead> <tbody> <tr> <td>Bannister Sports Centre</td> <td>7%</td> <td>2%</td> <td>2%</td> <td>1%</td> <td>15%</td> <td>61%</td> </tr> </tbody> </table>							White British	Asian Other	Indian	Arabic	Other	Unknown	Bannister Sports Centre	7%	2%	2%	1%	15%	61%					
	White British	Asian Other	Indian	Arabic	Other	Unknown																		
Bannister Sports Centre	7%	2%	2%	1%	15%	61%																		
<p>There would be no specific impact on users from this protected characteristic for users of Harrow Leisure Centre and Bannister Sports Centre from these proposals as the same range of sport and leisure activities as are currently provided under the current leisure contract with Everyone Active (SLM Ltd) will be available.</p>																								
Religion or belief	<p>The race/ethnicity statistics from the 2021 Census for Harrow for those who responded to the question was as follows:</p> <table border="1"> <tbody> <tr> <td>Christian</td> <td>88,602 (33.9%)</td> </tr> <tr> <td>Buddhist</td> <td>2,812 (1.1%)</td> </tr> </tbody> </table>						Christian	88,602 (33.9%)	Buddhist	2,812 (1.1%)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>										
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Buddhist	2,812 (1.1%)																							

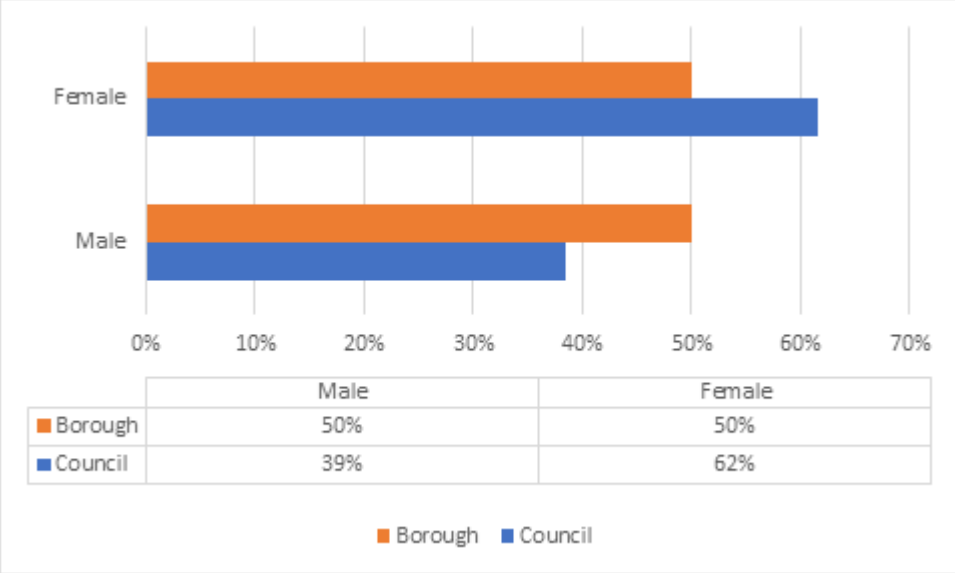
Hindu	67,392 (25.8%)
Jewish	7,304 (2.8%)
Muslim	41,503 (15.9%)
Sikh	2,743 (1.1%)
Other religion	7,695 (2.9%)
No religion	27,748 (10.6%)
Not answered	15,404 (5.9%)

The Annual Workforce Equalities Report 2020-21 mentions that Christianity (37%), Hinduism (28%), No religion/ Atheist (13%) and Islam (12%) are the four biggest religious demographics in Harrow. Residents that are of the Jewish faith is 3% of the borough population.

The graph below illustrates this data in more detail:



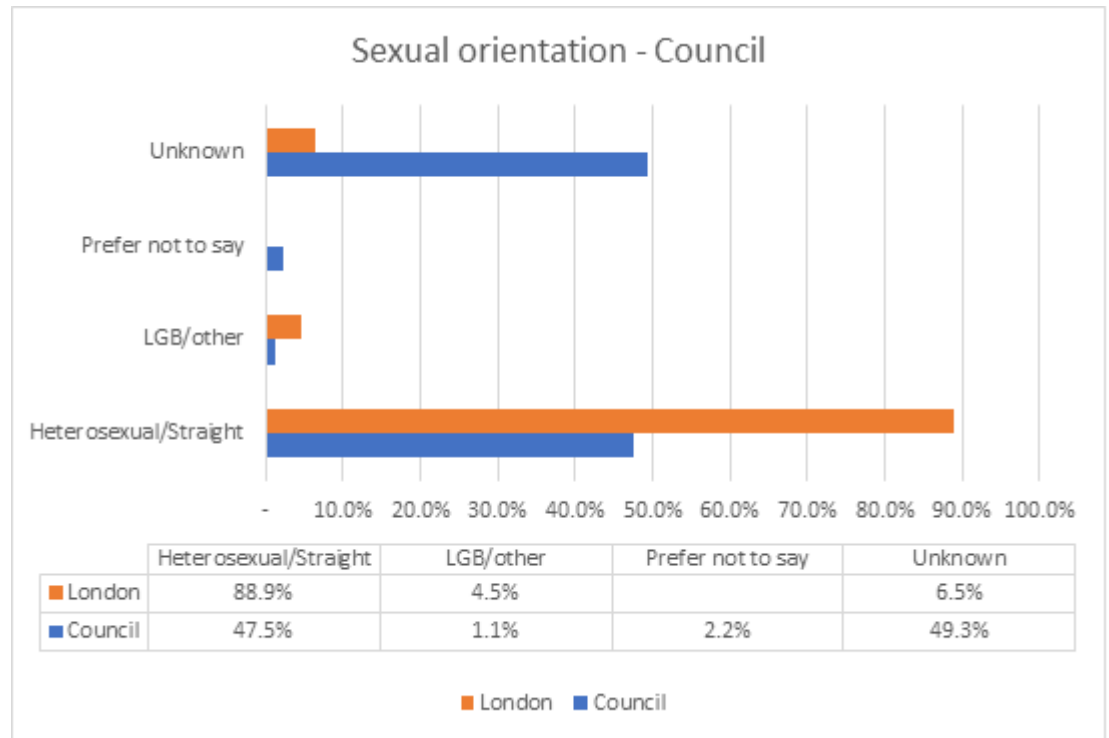
Statistics broken down by religion or belief for members of Harrow's three leisure centres are not currently available.

	<p>No specific impact on this protected characteristic has been identified from these proposals.</p>																					
<p>Sex</p>	<p>According to the 2021 Census 50.7% of Harrow’s population was female and 49.3% were male.</p> <p>The Annual Workforce Equalities Report 2020-2021 indicates that the percentage of residents within Harrow that are male and female is split evenly at 50%. As shown below:</p>  <table border="1" data-bbox="470 845 1377 957"> <thead> <tr> <th></th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Borough</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Council</td> <td>39%</td> <td>62%</td> </tr> </tbody> </table> <p>The gender breakdown for members of Harrow Leisure Centre as at April 2023 is as follows:</p> <table border="1" data-bbox="448 1173 1198 1364"> <thead> <tr> <th></th> <th>Female</th> <th>Male</th> <th>Unknown</th> </tr> </thead> <tbody> <tr> <td>Harrow Leisure Centre</td> <td>35%</td> <td>58%</td> <td>7%</td> </tr> </tbody> </table>		Male	Female	Borough	50%	50%	Council	39%	62%		Female	Male	Unknown	Harrow Leisure Centre	35%	58%	7%	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input checked="" type="checkbox"/></p>
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Sexual Orientation	<p>The sexual orientation statistics from the 2021 Census for Harrow for those who responded to the question was as follows:</p> <table border="1"> <tbody> <tr> <td>Straight or Heterosexual</td> <td>182,702 (87.2%)</td> </tr> <tr> <td>Gay or Lesbian</td> <td>1,361 (0.6%)</td> </tr> <tr> <td>Bisexual</td> <td>1,873 (0.9%)</td> </tr> <tr> <td>Pansexual</td> <td>787 (0.4%)</td> </tr> <tr> <td>Asexual</td> <td>59 (0.0%)</td> </tr> </tbody> </table>	Straight or Heterosexual	182,702 (87.2%)	Gay or Lesbian	1,361 (0.6%)	Bisexual	1,873 (0.9%)	Pansexual	787 (0.4%)	Asexual	59 (0.0%)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Bisexual	1,873 (0.9%)														
Pansexual	787 (0.4%)														
Asexual	59 (0.0%)														

Queer	22 (0.0%)
All other sexual orientations	137 (0.1%)
Not answered	22,680 (10.8%)

The Annual Workforce Equalities Report 2020-2021 indicates that the percentage of LGBTQIA+ residents within London is 4.5%. See below:



Statistics broken down by sexual orientation for members of Harrow's three leisure centres are not currently available.

No specific impact on this protected characteristic has been identified from these proposals.

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?

Yes No

If you clicked the Yes box, Include details in the space below

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer

4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

Include details in the space below

The proposal to extend the Council's current leisure contract with Everyone Active (SLM Ltd) for 1 year until 31st August 2025 as part of a tri-borough leisure contract with the London boroughs of Brent and Ealing will ensure that Harrow's leisure facilities continue to provide the wide range of sport and physical exercise activities as have been provided under the existing contract, helping to meet the sport and physical exercise needs of the whole community and bringing different communities together.

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies **Outcome 1**

No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed

 Outcome 2

Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4

 Outcome 3

This EqIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Include details here



Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	Harrow Economic Strategy 2023 - 2026
Key Decision:	Yes - it is significant in terms of its effects on communities living or working in an area of two or more wards of the Borough
Responsible Officer:	Dipti Patel - Corporate of Director Place; Mark Billington - Director of Inclusive Economy, Leisure & Culture
Portfolio Holder:	Cllr Norman Stevenson – Portfolio Holder for Business, Employment & Property
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards
Enclosures:	Appendix 1 – Final Draft Harrow Economic Strategy 2023- 2026 Appendix 2 – EqIA Harrow Economic Strategy 2023-26

Section 1 – Summary and Recommendations

This report seeks Cabinet approval for the Final Draft Economic Strategy 2023 - 2026, as set out in Appendix 1.

Recommendations:

Cabinet is requested to:

1. To approve the Council's Economic Strategy, 2023 - 2026.

Reason: (for recommendations)

To support a strategy that aligns with the corporate vision and priorities of the Council.

Section 2 – Report

1. Introduction

1.1 The Harrow Economic Strategy 2023-2026 as set out in Appendix 1, is a framework to address some of the root causes of poverty and inequality, by addressing low skills and wages, creating jobs and addressing inequalities to improve the skills and employability of our residents and stimulating business growth and job creation.

1.2 This strategy pulls together the opportunities to support the local economy, generate skills, employment and apprenticeships.

1.3 The strategy aims to achieve the Council's corporate vision of Restoring Pride in Harrow and the three priorities:

- A Council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

1.4 The strategy is divided into four priority areas:

- Skills and Employability
- Business Growth and Job Creation
- High Streets
- Partnership Working

2. Options considered

Option A To approve the Harrow Economic Strategy 2023-2026, which pulls together the opportunities to support the local economy, generate skills, employment and apprenticeships.

Option B To do nothing, do not have an Economic Strategy for Harrow.

3. Background

- 3.1 The Economic Strategy is written in the context of Harrow's economic characteristics, its opportunities and challenges and the need to deliver priorities to help to address the cost-of-living crisis.
- 3.2 The strategy was developed with the input of key stakeholders and partners some which are named within the strategy and listed against objectives under each of the four priority areas including Harrow College, Stanmore College, HA1 BID, Shaw Trust, Young Harrow Foundation, Voluntary Action Harrow Co-op, Ignite Youth, Harrow Voluntary Community Sector Forum, Job Centre, Federation of Small Businesses, North-west London Chamber of Commerce, London Business Partnership, NHS, Wates, West London Alliance, West London Business and Greater London Authority.
- 3.3 This strategic alignment will support the Council and its partners to maximise our ability to ensure Harrow's residents and businesses benefit from better co-ordinated delivery of support programmes to boost the local economy.
- 3.4 The strategy also directly supports other key related strategies including the Council's Health and Wellbeing Strategy and Climate Strategy, with a focus on developing a thriving local low carbon and low waste economy.

4. Current situation

- 4.1 Harrow has a resident population of around 261,300 (Census 2021)¹. In the ten years between 2011 and 2021 we have seen some significant changes in our population, as follows:
- 9.3% increase in the population
 - 7.8% increase in people aged 15 to 64 years, with 160k people of working age (61%)
 - Growing younger population aged 0-15 of 18.5% (48,300), which is higher than the London average
- 4.2 The current economic challenges that the borough is facing includes the following:
- 17.4% of Harrow residents have no qualifications and are furthest away from the job market². This is higher than the London average and presents a need for more support with entry level qualifications including GCSE level English and Maths.
 - Black, Asian and Multi-ethnic residents are more likely to experience barriers to employment due to lack of English language, functional and digital skills.

¹ Source: Census 2021

² Source: Census 2021

- Job density measures the number of jobs per working age resident and in 2021 the figure for Harrow was 0.50³. This is significantly lower than neighbouring boroughs and is the lowest in the West London Alliance region.
- Harrow is a low wage borough, with all those that are employed in the borough earning gross weekly earnings of £514.20, which is 37% less than the London average of £815.90. Women in the borough have gross weekly earnings of £485.90 and men in the borough earn £615.00. The London average earnings for women is £669.20 and for men it is £935.10⁴.
- Harrow's business base is predominantly micro-businesses; this means that most employee jobs are provided by a small number of larger employers. Of the 15,000 businesses operating only 102 employ 100 people or more, this equates to just 0.68% of the business base⁵.

5. Why a change is needed

5.1 The Economic Strategy aligns with the Council's corporate priorities and is driven by objectives, baseline measures, targets and key performance indicators.

5.2 The Opportunities that have been identified within the strategy will directly tackle the challenges and deliver business growth, job creation, vibrant high streets and support residents into sustainable employment. These opportunities include:

- Through the development of our growth sectors, investing in the economy and regenerating our high streets there is an opportunity to increase wages, create sustainable employment and improve the skills levels of our residents through apprenticeships.
- Effective engagement with the 102 organisations based in Harrow that employ over 100 people⁶. The top three private sector employers collectively provide 6,366 jobs and have a combined turnover of £257m.
- There were an estimated 31,600 green jobs in West London in 2020, of which 3,600 jobs were in Harrow (11.4%). The total number of green jobs in West London are projected to rise to 64,000 in 2030 and 122,000 in 2050, representing a near-4-fold increase⁷.
- The Council is working to prepare a new Local Plan, which will look to assist in delivering the strategic direction of the Council. The new Local

³ Source: ONS jobs density

⁴ Source: ONS earnings by place of work: 2021

⁵ Source: ONS Inter-Departmental Business Register: September 2022

⁶ Source: Beauhurst Harrow businesses data

⁷ Source: Green Jobs and Skills in West London, A WPI Economics Report for and Institute for Employment Studies Report for West London Alliance

Plan will deliver a policy framework for growth and development across the borough, including matters relating to economic development.

- To be focussed on strengthening local spend, by having a more vibrant retail offer through inward investment. Where appropriate, the Council could support by relaxing some of the policies on procurement, licensing, parking, planning and regeneration.
- The Council is working with providers to promote digital inclusion to help residents become more digitally empowered. The investment in full fibre broadband will also provide employment opportunities for residents.
- The Council is investing in and supporting membership organisations and programmes to promote business start-up and business growth.

6. Implications of the Recommendation

6.1 The Economic Strategy will be delivered through existing resources and external funds. We will work with West London Alliance, the Greater London Authority, and relevant Central Government departments, to ensure Harrow's businesses and residents can access local, sub-regional, London and national provision to enable business growth, safeguard jobs, create new jobs, grow the skills of residents, and support residents to enter employment.

6.2 The Council has secured over £1.8m from the UK Shared Prosperity Fund (UKSPF) to deliver a series of support programmes under three priority areas:

- Communities and Place
- Supporting Local Businesses
- People and Skills

6.3 The adoption of the Economic Strategy by Cabinet would demonstrate the Council's determination to deliver long term economic sustainable and inclusive growth programmes that align to the priorities of the UK Government, Greater London Assembly, and the West London Alliance.

7. Staffing/workforce

The Strategy will be co-ordinated and led by the Economic Strategy Programme Manager.

8. Ward Councillors' comments

Not applicable

9. Performance Issues

9.1 The Economic Strategy aligns with the Council's corporate priorities and is driven by objectives, baseline measures, targets and key performance indicators that will be monitored on a regular basis to identify areas of growth or high performance and to aid the early identification of slippages and underperformance against the targets.

9.2 The objectives that are set out in the Economic Strategy will be used as the basis of future funding bids, support business cases and to demonstrate Harrow's needs and opportunity areas.

10. Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **Yes**

The relevant risks contained in the register are attached/summarised below.

Yes

10.1 The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
<p>Without actions taken as a result of a clear strategy, there is a risk that:</p> <ul style="list-style-type: none"> • The economic challenges faced by the borough will widen and be intensified by the lack of strategic planning. • There will be a decline in business survival rates. • Footfall in our town and district centres will decline. • Local residents will be unable to secure employment and communities will continue to be impacted by the cost of living causing deeper poverty and deprivation. 	<p>The adoption and implementation of the proposed strategy and Objectives will help address the risks identified.</p>	<p>AMBER</p>
<p>Lack of funding to deliver the Strategy</p>	<ul style="list-style-type: none"> ▪ The targets and objectives within the strategy align with 	<p>AMBER</p>

Risk Description	Mitigations	RAG Status
	<p>priorities of local and regional and national funding regimes.</p> <ul style="list-style-type: none"> ▪ The UKSPF and other funding sources will help to deliver the targets and objectives within the strategy. 	
<p>Inability to deliver agreed objectives and targets.</p>	<ul style="list-style-type: none"> ▪ Continuation of the Economic Strategy Steering Group to develop joint reporting and performance framework with statutory partners and stakeholders to capture the social and economic impact of their work in Harrow. ▪ Develop and implement programme and project management methodology across capital and revenue programmes that will ensure the strategic management of projects. ▪ Develop and implement financial, quality, and performance management systems that monitor and support the delivery of targets on time and within budget. 	AMBER
<p>Lack of capacity to support all people needing skills or employment</p>	<ul style="list-style-type: none"> ▪ Continuation of the Harrow Education and Jobs working group with statutory partners and stakeholders to share information, raise awareness of support programmes, make referrals, co-ordinate work and support funding bids. ▪ Building on existing programmes locally and on a sub-regional basis. ▪ Alignment with national, regional and sub-regional strategic priorities. ▪ Maximising social value generated through the planning and procurement process. 	AMBER

Risk Description	Mitigations	RAG Status
The strategy lacks flexibility and cannot adapt to changing circumstances	<ul style="list-style-type: none"> ▪ Review and evaluation processes are built into the externally funded programmes which are financing delivery of the economic strategy. ▪ Shorter timetable for the strategy than the previous strategy enables us to be more flexible on setting/resetting our objectives. ▪ The evidence base (incl: the 2021 Census) is built upon 5 year trends not expected to change in the short term. 	GREEN

11. Procurement Implications

- 11.1 The Council's spends vast sums of money annually buying works, goods and services from the private sector. Our Contract Procedure Rules require officers to seek quotations from local providers for all procurement with a value of up to £100,000.
- 11.2 Council procurement has a pivotal role in delivering key aspects of the economic strategy and undertaking 'procurement with a purpose'. Awarding contracts to local businesses creates the local economic strength that in turn creates employment opportunities, apprenticeships and supporting getting the young into careers.
- 11.3 The Council will continue to review and improve its procurement approach to support the development of local supply chains and stimulate local employment, and business growth.
- 11.4 The Council will also review and strengthen its procurement policies, driving sustainable activities, where possible prioritising local businesses in accessing second and third tier supplier opportunities and their wider networks.

12. Legal Implications

- 12.1 The Council has many statutory powers to promote economic development in its area.

The General Power of Competence was introduced by the Localism Act 2011 and gives councils the power to do anything an individual can do provided it is not prohibited by other legislation. This includes taking action which they consider likely to promote or improve the economic, social or environmental well-being of their area.

12.2 Section 12 of the Local Government Act 2003 provides a power for local authorities to invest for any purpose relevant to its functions under any enactment.

12.3 Under section 111 of The Local Government Act 1972, the Council has the power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

13. Financial Implications

13.1 The delivery of the Economic Strategy will be through existing resource. Having an agreed strategy that aligns with regional and national policies is expected to help leverage external funding to support the delivery of the action plan. The Council will make use of existing resource to build capacity and work with third party partner organisations to maximise delivery outputs.

13.2 A number of existing projects will make a positive contribution to delivering the strategy. These are externally funded including the UK Shared Prosperity Fund (UKSPF) from the GLA and Future High Street Fund funded from DLUHC. The Council will continue to bid for further external funding to support delivery of the strategy.

14. Equalities implications / Public Sector Equality Duty

14.1 The Economic Strategy supports the corporate priorities which has a focus in Harrow being a place where those in need are supported. It highlights areas of socio-economic inequality and disadvantage and will support delivery of our equality duties across the borough.

14.2 The performance management of locally delivered programmes will include equality and diversity monitoring. This will enable the measurement of participation and outcomes from our programmes.

14.3 The Strategy aims to create job opportunities, encourage entrepreneurial activity and business growth, diversify town centres – all of which will be universally beneficial for Harrow's communities and residents.

14.4 The objectives set out in the Strategy will have a positive impact on residents with protected characteristics, including those facing multiple barriers into employment and those on low incomes.

14.5 An Equalities Impact Assessment is provided in Appendix 2.

15. Council Priorities

1. A council that puts residents first

- The strategy addresses the need to support residents to improve their social mobility by breaking down barriers to learning, training and employment. The goal is to upskill residents for roles that are fit for the future and targeted towards our growth business and employment sectors.
- The focus on partnership working will minimise the negative impact that the cost-of-living crisis could have on Harrow's skills levels, employment rates and business survival.

2. A borough that is clean and safe

- An objective for our high streets is to create a cleaner, safer and more sustainable district centres and high streets. We will encourage more sustainable shopping, install electric vehicle charging points and improve green infrastructure.
- An objective for our high streets is to make public realm improvements in district centres and high streets creating a cleaner, safer and more sustainable environment.

3. A place where those in need are supported

- The strategy highlights the need to work in close partnership with our further education providers, the voluntary and community sector, businesses and statutory bodies to ensure that those in the most need are supported and do not fall through the cracks.
- The strategy reinforces that the Council's and its partners are committed to working closely with and supporting the voluntary community sector to ensure that resources are directed to those that are most in need.

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man

Signed on behalf of the Chief Financial Officer

Date: 01/06/2023

Statutory Officer: Stephen Dorrian

Signed on behalf of the Monitoring Officer

Date: 30/05/2023

Chief Officer: Dipti Patel

Signed off by the Corporate Director Place

Date: 14/06/2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 31/05/2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Interim Head of Internal Audit

Date: 16/06/2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: YES

EqIA cleared by: Yasmeen Hussein

Section 4 - Contact Details and Background Papers

Contact: Mavis Kusitor, Economic Strategy Programme Manager:
07926 073 791, mavis.kusitor@harrow.gov.uk

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

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Harrow

Economic Strategy

2023-2026

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Foreword

Councillor Norman Stevenson

Portfolio Holder for Business, Employment and Property

Welcome to Harrow's Economic Strategy 2023-26

Harrow is one of the safest places to live in London and has one of the most diverse communities in the country. Our schools and colleges deliver a high-quality education for our children and young people. We have outstanding green spaces with six Green Flag parks, including the Headstone Manor Recreation Ground which is the home of medieval buildings - Headstone Manor, Harrow Museum and The Great Barn wedding venue. Add to this the fascinating historic buildings at Harrow School on Harrow Hill, the Grade I listed Baroque St Lawrence Church in Stanmore and the old High Street in Pinner - I could list many more. All of which adds up to why people come to live here.

We are working in partnership with Wates to develop key sites in Harrow to deliver quality family homes and community spaces. This will help to boost the local economy, create jobs and improve the environment for our residents.

We want Harrow to be a great place to live, bring up a family, work, or run a business. This economic strategy is key to achieving this, restoring pride in Harrow and putting residents first.



Introduction

Harrow is well-connected to the centre of the capital in under 15 minutes by train and the transport network with nearby tube stations on the Bakerloo, Jubilee, Metropolitan, Northern and Piccadilly lines and an excellent bus network. For those needing to travel further afield, Heathrow, Luton and London City airports are easily accessible.

This strategy is our framework to address some of the root causes of poverty and inequality, by addressing low skills and wages, creating jobs and addressing inequalities to improve the skills and employability of our residents and stimulating business growth and job creation. This strategy pulls together the opportunities to support the local economy, generate skills, employment and apprenticeships.

By restoring pride in Harrow, we are committed to achieving our corporate priorities:

- 1. A Council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

This strategy sets out the Council's economic growth priorities from 2023 to 2026 and how we plan to maximise on social and economic outcomes for the benefit of local businesses and residents.

The strategy also directly supports other key related strategies including the Council's Health and Wellbeing Strategy and Climate Strategy, with a focus on developing a thriving local low carbon and low waste economy.



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Our People

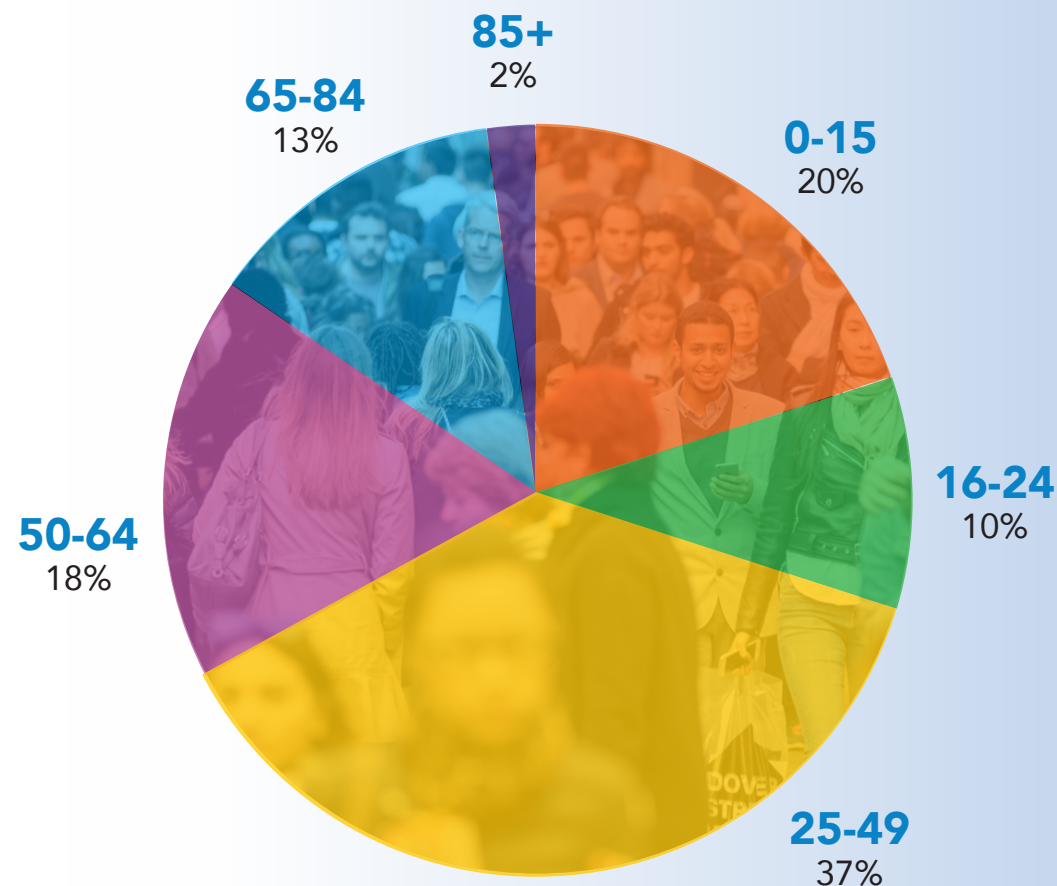
Our people

Harrow has a resident population of around 261,300¹. In the ten years between 2011 and 2021 we have seen some significant changes in our population:

- 9.3% increase in the population
- 7.8% increase in people aged 15 to 64 years, with 160k people of working age (61%)
- Growing younger population aged 0-15 of 18.5% (48,300), which is higher than the London average

The growth in the working age population and growing young population provides Harrow's economy with a distinct advantage in the labour market over areas which lack the advantages of a growing pool of economically active residents. It provides a pool of young people for post 16 options such as apprenticeships, traineeships and vocational qualifications, including in new emerging industries such as renewable energy solutions, as the wider economy increasingly transitions to low carbon solutions over coming years. This also means that Harrow's businesses will benefit from a strong growing younger population who will become part of the future workforce and contribute to the growth of the local economy. The data also indicates that Harrow is a popular destination for families.

As with most areas in the country, Harrow also has an ageing population, which is likely to lead to an opportunity for job creation in the Care Sector.



Census 2021 Harrow's population by age band

¹ Source: Census 2021

The number of men and women living in Harrow is almost equal and is made up of 132,500 women (50.7%) and 128,800 men (49.3%). Economic activity among Harrow's male population is higher than the London average at 89.2%, compared with 83.8%. Economic activity among females in the borough is also higher than the London average at 75.4%, compared with 74.9%².

6% of women in Harrow aged 16 to 64 years are self-employed, this is less than the London average of 8.5%. Whereas 13.5% of men in Harrow aged 16 to 64 years are self-employed, this is close to the London average of 14%³.

While the pandemic may have negatively impacted both genders, the shift to home working may have had a positive impact in enabling women to return to work since it has made it easier to share childcare responsibilities.

4,239 (1.65%) Harrow residents aged 16 years and over identify as being part of the LGBTQIA+⁴ community.

Harrow is one of the most culturally diverse local authorities in the UK, with over 60% of residents being Black, Asian, Multi-ethnic or Other ethnic group. This reflects the London average⁵.

Having such a highly diverse population is a source of competitive advantage and distinctiveness for Harrow.

Research undertaken by the Centre for Research in Ethnic Minority Entrepreneurship (CREME) shows that with the right

support the contribution of Ethnic Minority Businesses (EMBs) to the UK economy could increase four-fold from £25bn to £100bn GVA*. The report states: "An estimated 250,000 ethnic minority-led firms contribute around £25bn per annum to the UK economy. EMBs have a strong ambition to grow; they are disproportionately involved in export activity and are more likely than non-EMBs to engage in various forms of innovation. EMBs additionally make an important social and cultural contribution by providing employment to marginalised groups excluded from the labour market, acting as vital social hubs of advice to new migrant communities to help them integrate, offering a wide range of products and services, revitalising deprived city areas and positively shaping the cultural diversity and attractiveness of British cities⁶".

The 2021 Census shows that 9.75% of Harrow's population aged 15 to 64 years have a disability this equates to 16,840 people. There is a strong correlation between disability, in particular the extent of the disability and economic inactivity. There are also particular groups that have specific obstacles in progressing to the labour market or sustaining self-employment. These include adults with learning disabilities and those with severe mental health issues. Disabled people are also likely to be under-represented among business owners within Harrow.

This aligns with the Government objective to increase employment levels for people with disabilities who are claiming benefits.

² Source: ONS annual population survey (September 2022)

³ Source: ONS employment data (June 2022)

⁴ Source: Census 2021

⁵ Source: Census 2021

⁶ Source: CREME Report: Time to Change: A Blueprint for Advancing the UK's Ethnic Minority Businesses (EMBs)

*Gross Value Added (GVA) is an economic productivity metric that measures the contribution of a corporate subsidiary, company, or municipality to an economy, producer, sector, or region.

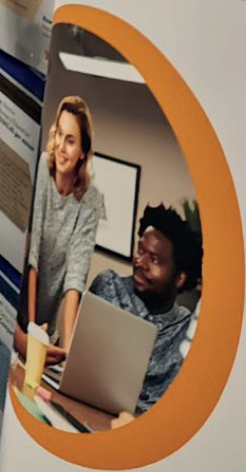
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Free training and employment support for Harrow

ask to us about:

- Improving your skills
- Apprenticeships
- Job search
- Writing CVs and applications

- Performing at interviews
- Getting into construction
- Business mentoring
- Vocational



Our challenges

Our challenges:

- Unemployment in Harrow has almost doubled since the pandemic. In June 2019, 1.8% of working age residents aged 16 to 64 were out of work, this rose to 3.6% in February 2023⁷.
- 17.4% of Harrow residents have no qualifications and are furthest away from the job market⁸. This is higher than the London average and presents a need for more support with entry level qualifications including GCSE level English and Maths.
- Black, Asian and Multi-ethnic residents are more likely to experience barriers to employment due to lack of English language, functional and digital skills.
- Job density measures the number of jobs per working age resident and in 2021 the figure for Harrow was 0.50⁹. This is significantly lower than neighbouring boroughs and is the lowest in the West London Alliance* (WLA) region.
- Harrow is a low wage borough, with all those that are employed in the borough earning gross weekly earnings of £514.20, which is 37% less than the London average of £815.90. Women in the borough have gross weekly earnings of £485.90 and men in the borough earn £615.00. The London average earnings for women is £669.20 and for men it is £935.10¹⁰.
- Harrow's business base is predominantly micro-businesses; this means that most employee jobs are provided by a small number of larger employers. Of the 15,000 businesses operating only 102 employ 100 people or more, this equates to just 0.68% of the business base¹¹.
- There has been a decline in the number of Harrow businesses surviving beyond five years which fell from 44% in 2020 to 40.9% in 2021¹². This may be reflective of a business base dominated by micro-businesses who are likely to have struggled to stay open after the pandemic and face barriers to accessing finance.

⁷ Source: ONS claimant count

⁸ Source: Census 2021

⁹ Source: ONS jobs density

¹⁰ Source: ONS earnings by place of work: 2021

¹¹ Source: ONS Inter-Departmental Business Register: September 2022

¹² Source: ONS Business Demography Enterprise Births, Deaths and Survivals

* The WLA is a regional public sector partnership between the seven West London local authorities - Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow.

Cost of living

Cost of living

We face unprecedented times with the rise in the cost-of-living having significant impact on people's lives. While there is insufficient data available to measure the real impact that this is having on Harrow's local economy, we do know that everyone is paying more for energy and everyday living costs.

We will continue to work in close partnership with our further education providers, the voluntary and community sector, businesses and statutory bodies to ensure that those in the most need are supported and do not fall through the cracks. Partnership working will minimise the negative impact that this crisis could have on Harrow's skills levels, employment rates and business survival.

The cost-of-doing-business has also risen and there are opportunities to see how we can address this through continuing to build local supply chains and improve digital connectivity. Many businesses are finding it harder to stay open, especially those based on the high street which rely on passing trade. It is for this reason that the strategy includes a priority that is focused on our High Streets.

One of the routes that we will take to address the cost-of-living is to maximise the opportunities that will come from the UK Shared Prosperity Fund (UKSPF), this is a central pillar of the UK government's ambitious levelling up agenda, nationally it provides £2.6 billion of new funding for local investment by March 2025.

The UKSPF invests domestic priorities and targets funding where it is needed most:

- building pride in place
- supporting high quality skills training
- supporting pay, employment and productivity growth
- increasing life chances

Harrow has been allocated £1.4m of funding to deliver projects under the UKSPF themes of Communities and Place and Supporting Local Business. Our proposal is to deliver a range of projects to support our local businesses, town centres, parks, open spaces, culture and help residents with the cost-of-living crisis.



The projects aim to develop more community facilities and amenities that residents want, so Harrow becomes the place they want to spend their time and money, creating a thriving local economy and supporting our local businesses, while providing energy advice and support for the cost-of-living.

To minimise the negative impact that the cost-of-living crisis will have, the Council and its partners are committed to working closely with and supporting the voluntary community sector to ensure that resources are directed to those that are most in need.

In January 2023, the Council hosted a summit bringing together a panel of expert speakers sharing insight on local initiatives. The panel included representatives from the Young Harrow Foundation, Harrow Voluntary Action Co-Op, Harrow Voluntary Community Sector Forum and Harrow Borough Based Partnership. There are a number of faith and community groups supporting residents with food banks, warm hubs, health and wellbeing and financial advice, that play a key role in supporting residents in the cost-of-living crisis.

The Council has pledged to sustain local action around the rising cost-of-living and support residents and businesses in the following ways:



- Reduce Council tax bills for our least well-off families
- Designing the Household Support Fund for 2023-24, including a review of the Council's support for food aid in the borough
- Roll out one-hour free parking to all Council spaces
- Free bulky waste collections
- More Council apprenticeships
- Warmer homes for the poorest 10% of residents
- Full fibre broadband to Council housing
- Reducing health inequalities and improving health outcomes



Opportunities

Opportunities

Situated on the outskirts of London, Harrow's accessibility makes it an attractive location for business investment with good transport links and easy commute into central London and other destinations.

There are a large number of opportunities to deliver business growth, job creation, vibrant high streets and support residents into sustainable employment. These include:

- Build on the borough's high employment rates amongst 18 to 24 year olds by working with local employers to create jobs and apprenticeship opportunities for those that are completing 6th form and college education. In September 2022 only 3.9% of 18 to 24 year olds in Harrow were unemployed compared to 5% in London.
- Through the development of our growth sectors, investing in the economy and regenerating our high streets there is an opportunity to increase wages, create sustainable employment and improve the skills levels of our residents through apprenticeships.
- Effective engagement with the 102 organisations based in Harrow that employ over 100 people. The top three private sector employers collectively provide 6,366 jobs and have a combined turnover of £257m¹³.
- There were an estimated 31,600 green jobs in West London in 2020, of which 3,600 jobs were in Harrow (11.4%). The total number of green jobs in West London are projected to rise to 64,000 in 2030 and 122,000 in 2050, representing a near-4-fold increase¹⁴.
- The Government's recent commissioned independent report into national net zero climate change targets, published in 2023, has also emphasised that there is no future economy but a green economy and that net zero represents the economic opportunity of the 21st century¹⁵. To maximise the uptake of green jobs by Harrow residents we will ensure that the appropriate careers information, advice and guidance is available.
- The Council is working to prepare a new Local Plan, which will look to assist in delivering the strategic direction of the Council. The new Local Plan will deliver a policy framework for growth and development across the borough, including matters relating to economic development.

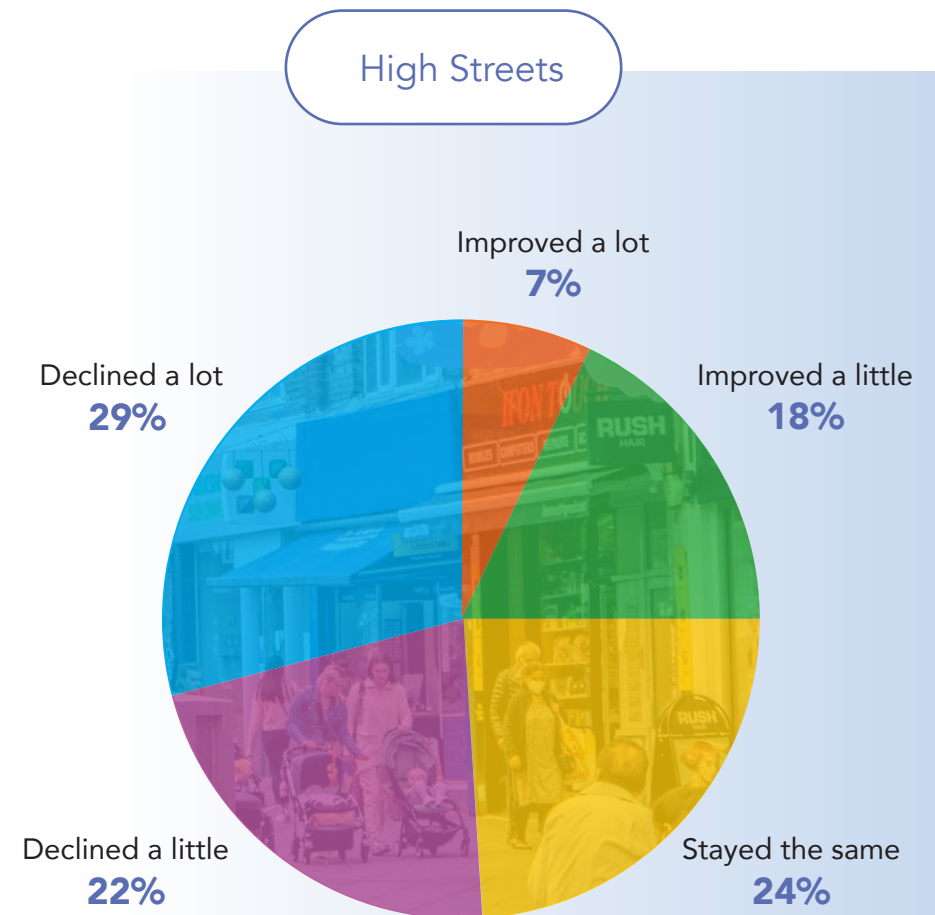
¹³ Source: Beauhurst Harrow businesses data

¹⁴ Source: Green Jobs and Skills in West London, A WPI Economics Report for and Institute for Employment Studies Report for West London Alliance

¹⁵ Source: Mission Zero: Independent Review of Net Zero (2023)

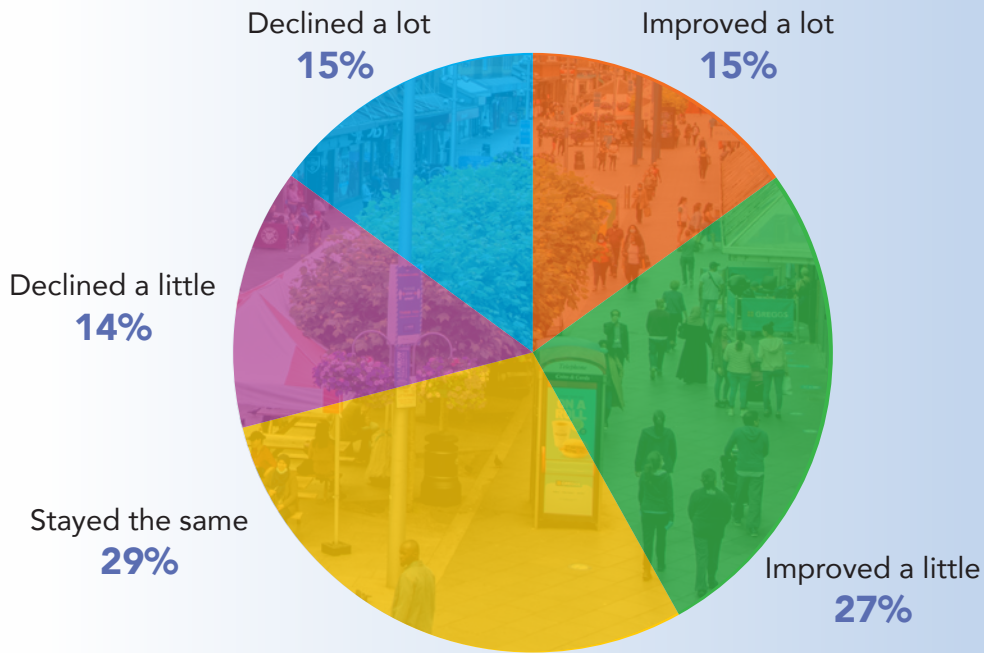
- To be focus on strengthening local spend, by having a more vibrant retail offer through inward investment. Where appropriate, the Council could support by streamlining some of the policies on procurement, licensing, parking, planning and regeneration.
- Public sector procurement activities and local supply chains can stimulate growth in the economy. SMEs will be supported to become procurement ready and have opportunities to work with the Council and other public sector bodies.
- The Council is working with providers to roll out gigabit-capable 100% full fibre broadband for thousands of local Council housing residents.
- The Council is working with providers to promote digital inclusion to help residents become more digitally empowered. The investment in full fibre broadband will also provide employment opportunities for residents.
- Social Tariffs provide a safety net for residents who are struggling to afford their broadband or phone services. This offer will be promoted to residents to increase take-up amongst those who would most benefit.
- Transport for London (TfL) are due to roll out mobile data connectivity on the entire London underground network, this is expected to be extended to other TfL assets, for example bus stops and lamp columns on main roads.

In 2019, Harrow Council carried out a Reputation Tracker survey on local people, the survey asked, "To what extent do you feel the following services have improved or declined over the last few years?" and these were the responses:

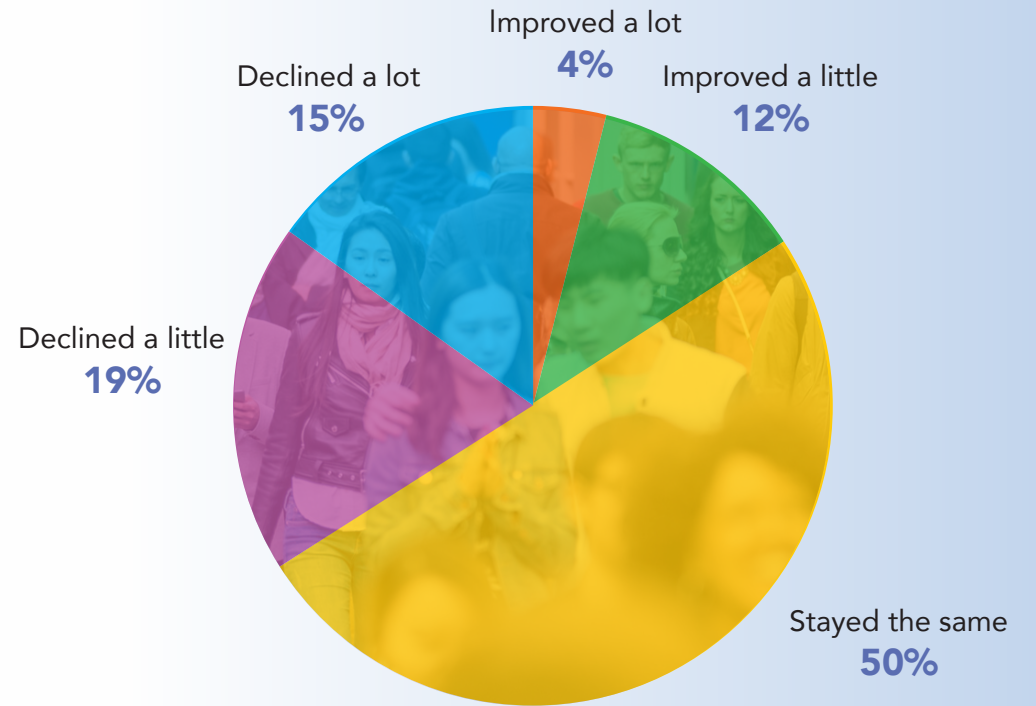


Source: Harrow Council Reputation Tracker Survey 2019

Choice of shops, restaurants and bars



Job opportunities



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In response to the survey results here are some of the interventions that will be delivered:

Investment in our town centre and high streets

Use of meanwhile use projects to reduce the amount of vacant and under used buildings and outdoor spaces

Working with partners and providers to improve digital connectivity in our high streets

Unlocking community assets to bring them to use to benefit the economy and community, such as using the Neighbourhood Community Infrastructure Levy to invest in physical improvements and the beautification of our streets and green spaces

Ensuring that new investments provide impactful social value through the creation of more local jobs, apprenticeships, traineeships and upskilling opportunities for residents

Priority: Skills and Employability



Priority: Skills and Employability

Harrow residents are well qualified and are in the top 10% in the UK for residents with high level skills. Nearly half (45%) of residents aged 16 years and over hold the equivalent of a Level 4 qualification. This is above the England and Wales average of 33.8% and just slightly lower than the London average of 48%¹⁶.

However, 17.4% of residents aged 16 and over have 'No Qualifications'. These residents are more likely to be on lower incomes or out of work. 3.2% of our residents hold 'Other Qualifications', which includes some foreign and professional qualifications. This reflects the diversity of nationalities living in Harrow.

We want to work with residents to improve their social mobility by breaking down barriers to learning, training and employment. Our goal is to upskill residents for roles that are fit for the future and targeted towards our growth business and employment sectors.

Those who are unemployed and on benefits will have a better understanding of their career options, including moving into apprenticeships, employment, or voluntary roles.

Through Harrow's local job brokerage services support will be given to residents that are transitioning from out of work benefits into paid employment.

Learn Harrow is the Council's Adult Community Learning Service and focal to its provision is to achieve the Council's priority

to support those most in need, in doing so the Community Learning programme will include targeted support for the following groups:

- Unemployed adults and residents at risk of redundancy
- Adults in low-paid employment (earning less than London Living Wage)
- Older learners, particularly those in an isolated or vulnerable situation
- Families, particularly where parents have basic English or Maths needs or who have not reached Level 2, where there is a single parent or families with complex needs
- Disabled learners including those with mild to moderate mental health issues, learning difficulties or physical and sensory impairments

There will also be a focus on increasing the participation of male learners.

Another vital element of raising the employability levels of our residents is to provide a well-rounded skills and employment support offer that does the following:

- Supports local people to gain the skills they need to access jobs in the area and delivers outreach and mentoring programmes
- Supports employers to recruit from a skilled local workforce
- Creates more sustainable and better paid entry-level jobs at the London Living Wage and above

¹⁶ Source: Census 2021

The Council's Adult Learning strategy sets out how the borough will increase the skill levels of adult residents and collaborate with schools and further education providers and funding bodies to ensure that all residents have access to opportunities that will bring them closer to achieving their aspirations.

There is also an opportunity to develop a job brokerage service with key growth sectors and micro-businesses. This will give employers access to a skilled local workforce and support residents to achieve their career aspirations. To achieve this the Council will encourage collaborative partnership working

between key partners and stakeholders including Learn Harrow, Xcite, Job Centre, Harrow and Uxbridge College, Stanmore College, Ignite Youth, Shaw Trust, Young Harrow Foundation, HA1 BID, Central and North West London NHS, Wates and other local employment, training and skills providers.

We will continue to work collaboratively with West London Alliance, to increase access to skills and support to deliver additional skills and employment support opportunities for residents. Harrow is also participating in driving the Local Skills Improvement Plan for West London. This partnership brings skills providers and employers together to ensure residents receive the right skills and training for the jobs that exist within our sub-region.

Highest level of qualification, usual residents aged 16 years and over: Harrow, London and England and Wales.

	No qualifications	Level 1 and entry level qualifications	Level 2 qualifications	Apprenticeship	Level 3 qualifications	Level 4 qualifications and above	Other
Harrow Total 2021	36,454	17,150	21,857	6,656	26,422	94,317	6,764
Harrow % 2021	17.4	8.2	10.4	3.2	12.6	45.0	3.2
London % 2021	15.7 (+1.7)	7.4 (+0.8)	9.8 (+0.6)	3.1 (+0.1)	13.1 (-0.5)	48.0 (-3.0)	3.0 (+0.2)
England & Wales % 2021	18.2 (-0.8)	9.6 (-1.4)	13.4 (-3.0)	5.3 (-2.1)	16.9 (-4.3)	33.8 (+11.2)	2.8 (+0.4)
Harrow % 2011	16.8 (+0.6)	10.9 (-2.7)	12.8 (-2.4)	1.7 (+1.5)	10.4 (+2.2)	36.8 (+8.2)	10.7 (-7.5)

Source: Census 2021

Qualifications levels of Harrow's residents aged 16 and over in 2011 and 2021



Source: Census 2021

Office for National Statistics (ONS) qualification categories definition:

- No qualifications
- **Level 1 and entry level qualifications:** 1 to 4 GCSEs grade A* to C, Any GCSEs at other grades, O levels or CSEs (any grades), 1 AS level, NVQ level 1, Foundation GNVQ, Basic or Essential Skills
- **Level 2 qualifications:** 5 or more GCSEs (A* to C or 9 to 4), O levels (passes), CSEs (grade 1), School Certification, 1 A level, 2 to 3 AS levels, VCEs, Intermediate or Higher Diploma, Welsh Baccalaureate Intermediate Diploma, NVQ level 2, Intermediate GNVQ, City and Guilds Craft, BTEC First or General Diploma, RSA Diploma
- **Apprenticeship**
- **Level 3 qualifications:** 2 or more A levels or VCEs, 4 or more AS levels, Higher School Certificate, Progression or Advanced Diploma, Welsh Baccalaureate Advance Diploma, NVQ level 3; Advanced GNVQ, City and Guilds Advanced Craft, ONC, OND, BTEC National, RSA Advanced Diploma
- **Level 4 qualifications and above:** degree (BA, BSc), higher degree (MA, PhD, PGCE), NVQ level 4 to 5, HNC, HND, RSA Higher Diploma, BTEC Higher level, professional qualifications (for example, teaching, nursing, accountancy)
- **Other:** vocational or work-related qualifications, other qualifications achieved in England or Wales, qualifications achieved outside England or Wales (equivalent not stated or unknown)

Skills and Employability: Objectives and Key Performance Indicators

1. Support stakeholders, small and medium sized enterprises and the voluntary sector to provide apprenticeships and training opportunities, utilising the apprenticeship levy to ensure take-up in key sectors. Utilise labour market data and support with business engagement.

Key stakeholders: Business Forum, Traders Groups, HA1 BID, Voluntary Action Harrow Co-op and West London Business.

2. Support residents to secure job opportunities created through our Harrow Strategic Development Partnership and construction programmes.

Key stakeholders: FE Colleges, Ignite Youth, Job Centre, Wates and Young Harrow Foundation.

What we will measure	Indicator	Baseline	Target to 2026
Apprentices in the borough ¹⁷	Number of people completing an apprenticeship in the year	Harrow 310 London 412 (2021-22)	Match or exceed the London performance

3. Develop job brokerage* with key growth sectors and micro-businesses to support residents to achieve their career aspirations.

Key stakeholders: Business Forum, Federation of Small Businesses, HA1 BID, North West London Chamber of Commerce and Traders Groups.

4. Secure external funding for skills and employment initiatives, that closely align with the needs of local employers and the local labour market. Aligning with the Local Skills Improvement Plan to secure investment into Harrow.

Key stakeholders: Business Forum, FE Colleges, Federation of Small Businesses, HA1 BID, Ignite Youth, Job Centre, North West London Chamber of Commerce, Shaw Trust, Traders Groups, West London Business and Young Harrow Foundation

¹⁷ Source: GOV.UK Explore education statistics Apprenticeships and traineeships. Advanced, Higher and Intermediate Apprenticeships
*Job brokerage refers to Xcite, the Council’s training and employment service.

5. Deliver courses in essential digital skills, English for speakers of other languages (ESOL), GCSE English and GCSE Maths.

Key stakeholders: FE Colleges and Job Centre.

6. Address skills shortages by connecting local employers to post 16 training providers.

Key stakeholders: FE Colleges, Ignite Youth, Young Harrow Foundation, West London Careers Hub and Job Centre.

What we will measure	Indicator	Baseline	Target to 2026
Young people in employment, education, or training ¹⁸	Percentage of young people (aged 16-17) not in Education, Employment or Training (NEET)	Harrow 1% London 1.6% 0.6% below London (June 2022)	Remain below the average for London
Qualifications at level 2 only ¹⁹	Percentage of the working age population with qualifications at level 2	Harrow 14.4% London 9.7% 4.7% above London (Jan to Dec 2021)	Remain above the London average
Qualifications at level 3 and above ²⁰	Percentage of the working age population with qualifications at NVQ level 3 and above.	Harrow 71.5% London 71.4% 0.1% above London (Jan to Dec 2021)	Remain above the average for London

Definition: Level 2 qualifications: 5 or more GCSEs (A to C or 9 to 4), O levels (passes), CSEs (grade 1), School Certification, 1 A level, 2 to 3 AS levels, VCEs, Intermediate or Higher Diploma, Welsh Baccalaureate Intermediate Diploma, NVQ level 2, Intermediate GNVQ, City and Guilds Craft, BTEC First or General Diploma, RSA Diploma.

Note: the level 2 data does not measure the resident population with a full level 2 qualification which is the English and maths equivalent of GCSE grades A-C.

*Definition: Level 3 qualifications: 2 or more A levels or VCEs, 4 or more AS levels, Higher School Certificate, Progression or Advanced Diploma, Welsh Baccalaureate Advance Diploma, NVQ level 3; Advanced GNVQ, City and Guilds Advanced Craft, ONC, OND, BTEC National, RSA Advanced Diploma.

¹⁸ Source: Connexions NEET Levels by Academic age 16/17 (Yr12 & Yr13)

¹⁹ Source: ONS Qualifications of working age population (16-64)

²⁰ Source: ONS annual population survey



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7. Conduct research, surveys and business engagement into growth sectors including new low carbon industries to develop routes into vocational qualifications and sustainable employment.

Key stakeholders: Business Forum, HA1 BID, Federation of Small Businesses, North West London Chamber of Commerce, Traders Groups, West London Business and West London Green Skills Hub.

8. Ensure that support is given to residents that are most in need into educational pathways.

Key stakeholders: FE Colleges and Job Centre.

What we will measure	Indicator	Baseline	Target to 2026
Unemployment rate ²¹	Percentage difference of Harrow and London's Claimant Count	Harrow 3.8% London 4.8% 1% below London (June 2022)	Remain below the London average

²¹ Source: ONS Claimant count by sex and age



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Priority: Business growth and job creation



Priority: Business growth and job creation

Harrow has a multi-faceted business profile; led by micro-businesses, the borough is not dependent on any one employer or sector to generate wealth.

There is a very high portion of small and medium sized enterprises and more than half of businesses in the borough operate within the following sectors²²:

- Retail
- Property
- Information and communication
- Business administration and support services

These are followed by a third of businesses in the following sectors:

- Arts, entertainment, recreation & other services
- Health
- Transport and storage

Working alongside the Harrow Town Centre BID our focus will be on growing traders' groups across the borough. To date, 14 groups have been established and provided with hands-on and specialist support. The entrepreneurial spirit and commitment of the business' owners and representatives along with their knowledge, passion and resilience are testament to the vital role that micro-sized businesses and local people play in Harrow.

Although small in number, Harrow's larger employers also make a valuable contribution to the local economy by providing local spend, jobs, skills development and training opportunities. In Harrow, there are 102 organisations who employ more than 100 people²³. The top twenty private sector employers with an address in Harrow collectively employ over 15,000 people, although it is important to note that the job itself may be located outside of the borough - this is particularly the case for multinational and global organisations with multiple office locations or sites.

Our goal is to support businesses of all sizes and sectors to achieve higher survival rates, increase turnover and create new jobs for residents. This will be achieved through the delivery of high-quality business advice services which will be made available through the UK Shared Prosperity Fund and by linking into other resources and networks such as the Northwest London Chamber of Commerce, Federation of Small Businesses, West London Business, London Business Hub and the Skills and Employment Hub.

The business areas that saw the highest growth in the number of jobs between 2020 and 2021 were²⁴:

- Construction: 1,000 more jobs
- Business administration and support services: 1,000 more jobs
- Professional, scientific and technical: 1,000 more jobs
- Accommodation and food service: 500 more jobs
- Information and communication: 500 more jobs

²² Source: ONS Business Register and Employment Survey

²³ Source: ONS Inter-Departmental Business Register: September 2022

²⁴ Source: ONS Business Register and Employment Survey

During the same period there was a loss of 1,000 employee jobs in the transport and storage and manufacturing sectors.

In 2021 63% of employee jobs in Harrow were in the Health, Education, Retail, Construction and Professional, scientific and technical sectors.

The labour market in Harrow has remained stable since 2015, the most notable change was a loss of 2,000 employee jobs in 2020 which was due to the pandemic. However, in 2021 with the recovery of the market, Harrow saw 3,000 more jobs representing a 1.4% overall increase in jobs between 2019 and 2021. This was almost three times above the London average of 0.5% increase for the same period²⁵.

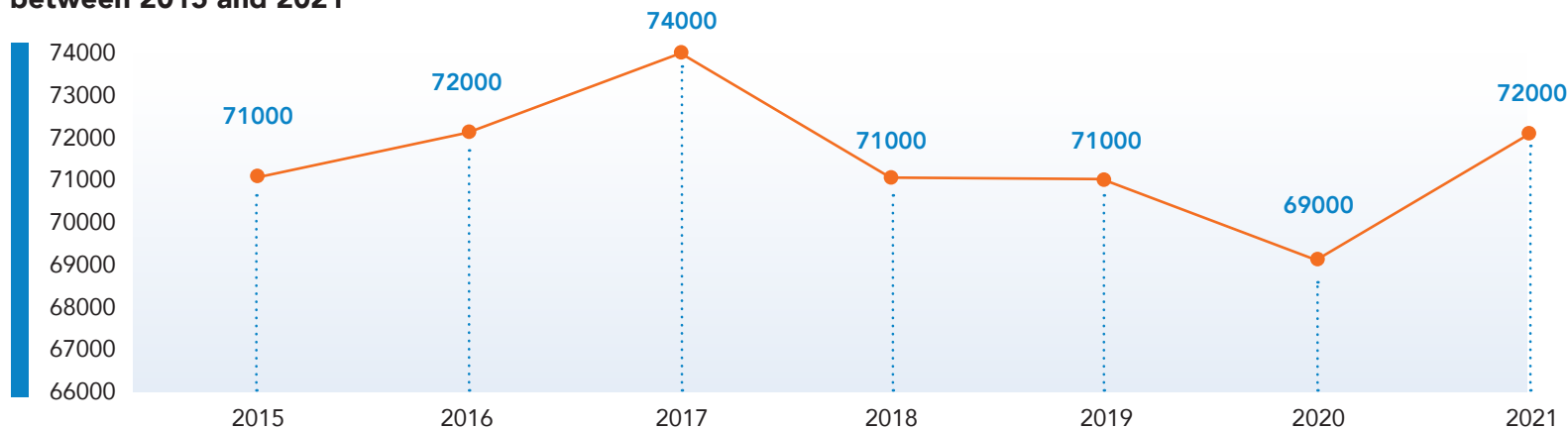
However, compared to other West London boroughs Harrow has one of the lowest job density ratios at only 0.50 jobs per resident of working age²⁶. The borough also has a fast-growing population of

children aged 0 to 15 years; therefore, it is vital that the local labour market builds in capacity to meet the future demand for jobs. This includes new emerging low carbon industries, such as renewable energy and those that support a circular economy that maximises limited natural resources and minimises waste (for example re-use, hire and repair businesses).

This can be achieved by delivering the objectives and meeting the targets that are set out in this section to help businesses to grow, create apprenticeships, jobs and upskill their workforce

The growth in the knowledge-based business sectors, which also play a key role supporting the transition to a low carbon economy, is seen as key to maintaining the competitiveness of the UK economy. It is generally agreed that the larger the proportion of knowledge-based businesses, the stronger and more resilient the economy.

Number of employee jobs in Harrow between 2015 and 2021



Source: ONS Business Register and Employment

²⁵ Source: ONS Business Register and Employment Survey

²⁶ Source: ONS jobs density (2021)

Eurostat* defines the Knowledge-based economy as “trends in advanced economies towards greater dependence on knowledge, information and high skill levels and the increasing need for ready access to all of these by the business and public sectors”.

In 2018, approximately 43,300 jobs in Harrow fell within the Eurostat’s definition of Knowledge Economy, which equates to just over 61% of Harrow’s workforce²⁷. This is a relatively high proportion when compared with other West London boroughs, with Harrow having the third highest rate after Hammersmith & Fulham and Hounslow. London overall has a higher rate which is unsurprising given the high concentration of knowledge-intensive jobs located in central London.

More recent data shows that there are over 3,450 businesses within the Knowledge Economy in Harrow. The graph below shows the trend between 2016 to 2022.

The highest proportion of businesses within Harrow’s Knowledge Economy provide the following services:

- Mobile apps
- Analytics, insight, tools
- Business and professional services for businesses
- Technology/IP-based businesses
- Insurance services
- Advertising and branding services
- Pharmaceuticals
- Distribution

Number of active Harrow companies in the Knowledge Economy



Source: Beauhurst Harrow businesses data

²⁷ Source: Harrow Local Economic Assessment 2019-20

*Eurostat is the statistical office of the European Union (EU), situated in Luxembourg. Its task is to provide the EU with statistics at a European level that enable comparisons between countries and regions.

Business growth and job creation: Objectives and Key Performance Indicators

1. Support a forum of traders associations.

Key stakeholders: Business Forum, HA1 BID, Federation of Small Businesses, North West London Chamber of Commerce, Traders Groups and West London Business.

.....

2. Maintain the business forum and develop a business roundtable.

Key stakeholders: Federation of Small Businesses, HA1 BID, North West London Chamber of Commerce, Traders Groups and West London Business.

.....

3. Investigate the establishment of a larger employers' network.

Key stakeholders: Business Forum, HA1 BID, Federation of Small Businesses, North West London Chamber of Commerce and West London Business.

.....

4. Encourage business start-up and growth through providing outreach, business support, access to new equipment and networking events through the delivery of the UKSPF and linking into other business engagement services. As far as possible the business support offer will be differentiated to meet the needs of businesses' varied ambitions and points in their growth cycle.

Key stakeholders: Business Forum, Better Futures +, Federation of Small Businesses, London & Partners, North West London Chamber of Commerce and West London Business.



What we will measure	Indicator	Baseline	Target to 2026
Business births and deaths ²⁸	The survival rates of businesses relative to the London average	5-year survival rate 2016-21: Harrow 40.4% London 38.8% 1.6% above London (November 2022)	Remain above the London average
Number of jobs ²⁹	Number of total jobs in Harrow	Harrow 72,000 (+3k jobs/+4.3% compared to 2020) London 5,342,000 (+222k jobs/+4.3% compared to 2020) (2021)	Increase in the number of total jobs in proportion to the London average

5. Strengthen the Council's sustainable procurement activities and develop local supply chains to stimulate growth in the green and circular economy.

Key stakeholders: Business Forum, HA1 BID, Federation of Small Businesses, North West London Chamber of Commerce, ReLondon and London Councils' One World Living and Building the Green Economy programmes.



²⁸ Source: ONS Business Demography (Enterprise Births, Deaths and Survivals)

²⁹ Source: ONS Business Register and Employment Survey

6. Promotion and delivery of meet the buyer events. Including potential provision of business-to-business mentoring from tier 1 and tier 2 providers to SMEs.

Key stakeholders: Business Forum, Federation of Small Businesses, HA1 BID, North West London Chamber of Commerce and Wates.

What we will measure	Indicator	Baseline	Target to 2026
Local spend in the supply chain ³⁰	Percentage of 3rd party spend in local supply chain	14% (2022-23)	14.7% 2023-24 15.2% 2024-25 15.9% 2025-26

7. Ensure Council housing and new developments in the borough have access to full fibre broadband.

Key stakeholders: Developers and Telecoms providers.

8. Support telecoms providers to provide full fibre infrastructure in Harrow so that residents and businesses have access to full fibre broadband and 5G.

Key stakeholders: Businesses, Residents and Telecoms providers.

What we will measure	Indicator	Baseline	Target to 2026
Borough wide full fibre availability ³¹	Percentage of full fibre coverage across the borough	Harrow 16.9% London 39.4% 22.5% below London (May 2022)	Reduce the differential with the London average

³⁰ Source: Harrow Council Procurement Division

³¹ Source: Ofcom via GLA

9. Develop investment profiles for the town and district centres. Promote Harrow as a business location. Work with national, regional and sub regional bodies (Greater London Authority ((GLA)), Department for Work and Pensions, Department for Levelling Up, Housing and Communities and West London Alliance) to secure funding into the borough.

Key stakeholders: Capital West London, Developers, Commercial agents, GLA, London & Partners, Opportunity London and West London Business.

.....

10. Support business retention and long-term sustainable growth through the development of a new Local Plan.

Key stakeholders: Developers, Commercial agents and GLA.

.....

11. Support the delivery of new workspaces that also cater to small businesses.

Key stakeholders: Developers, Commercial agents and GLA.

.....

12. Engage with the voluntary sector through Harrow Together and Harrow Giving to support the delivery of business support programmes to social enterprises and SMEs.

Key stakeholders: Business Forum, Citizens Advice, Federation of Small Businesses, Ignite Youth, North West London Chamber of Commerce, Voluntary Action Harrow Co-op, Traders Groups, West London Business and Young Harrow Foundation.



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Priority: High Streets

Priority: High Streets

Harrow has a good network of town centres, high streets and high-quality open spaces, along with its historical assets and excellent transport links to central London.

Harrow Town Centre is classified as a Metropolitan centre³² and is one of only 14 such centres across London as designated in the London Plan. Established in 2014, the Harrow Business Improvement District (HA1 BID) invests money in the local area to improve the look and feel of the town centre and actively engages with the Council on key initiatives and schemes to support the local economy.

In addition, the borough's network of town centres comprises: one Major centre, nine District centres and five Local centres. Together, they provide a significant number of jobs for residents as well as providing for social and community needs.

The Edgware Major Centre is predominantly located in the London Borough of Barnet, with some secondary frontage and tertiary components extending into Harrow's boundary. Harrow Council is supporting Barnet Council with its plans to establish a Business Improvement District (BID) which should benefit Harrow businesses and boost the high street in Edgware.

District centres provide convenience goods, services and social infrastructure for more local communities that are easily accessible by public transport. Burnt Oak, Kenton and Kingsbury are district centres which share boundaries with neighbouring London

Boroughs of Barnet and Brent. South Harrow, Rayners Lane, North Harrow, Pinner, Stanmore and Wealdstone District centres are all wholly contained within Harrow.

Local centres serve a localised catchment and provide mainly convenience goods and other services. Sudbury Hill Local Centre straddles the boundary with the London Borough of Ealing. Hatch End, Harrow Weald, Queensbury and Belmont local centres are all wholly contained within Harrow.

Each of these centres and high streets are represented by a local trader group who work collaboratively with the Council to deliver localised action plans to renew and reshape the public realm and local offer in a way that improves experience, drives growth and ensures future sustainability.

Thriving local centres and high streets directly support healthier and more environmentally sustainable urban living. Promotion of approaches, where amenities and essential services are within easy reach of residents builds stronger local communities, encourages active travel, improves air quality and leads to better public health outcomes locally.

Following the pandemic Harrow's town, district and local centres have maintained their viability and have relatively low vacancy rates. The rates in Harrow Town Centre have previously remained steady but in 2020-21 there was a significant increase because of the closures of Debenhams, Frankie & Benny's, Halfords and Argos.

³² Source: AMR Report Town Centres and Retail Development 2020-21

In 2020-21 the average vacancy rate was 4.95%, with three centres having no vacancies, Kingsbury, Queensbury and Sudbury Hill. The overall reduction in vacancy rates can in part be attributed to the improving economy³³.

It does not appear that the Covid-19 pandemic has influenced vacancy rates in Harrow, although many shops were not permitted to open during the lockdowns. The graph to the right shows the vacancy rates across all centres from 2019 to 2022.

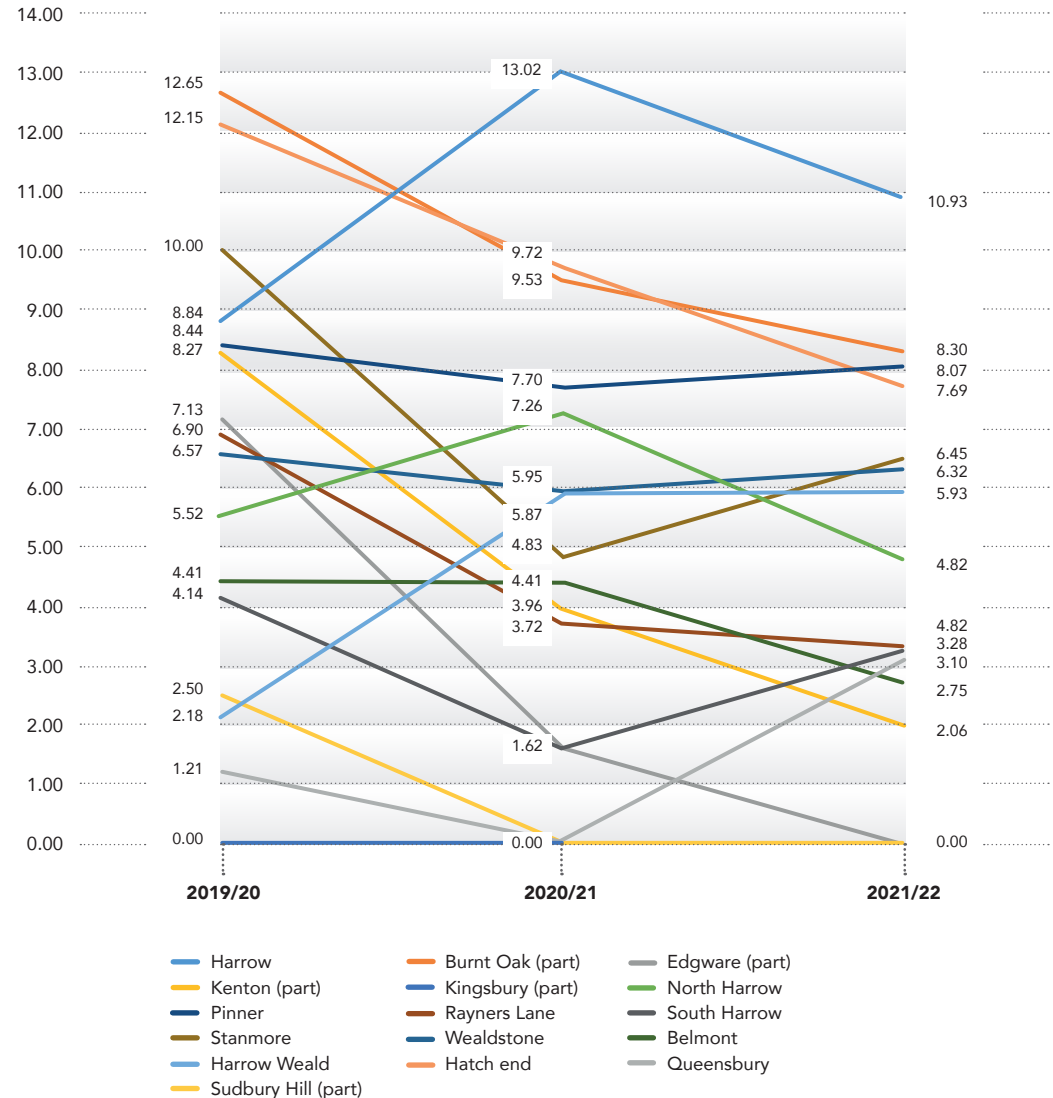
Harrow's high streets have the potential to accommodate further development and transformation to meet local business and resident needs, provide future jobs and promote economic and social wellbeing.

There are several programmes of works that will focus on making improvements to the metropolitan town centre and surrounding areas, this will bring more commercial space, better use of public space and easier pedestrian access for people that live nearby or are traveling into the town centre.

To support our business community, we want to ensure that our town centre and high streets have good digital infrastructure such as full fibre broadband and fast mobile reception. Commercial and retail hubs with the poorest connectivity will be treated as a priority to ensure these sites are fully connected.

Our ambition is to restore pride in Harrow, increase footfall, dwell time, vibrancy and spend within the local economy, the high streets will be a central part of this.

Percentage of vacant retail shop frontage in town and district centres 2019 to 2022



Source: Harrow Council Inclusive Economy (Research) July 2022

³³ Source: Harrow Council Inclusive Economy (Research) July 2022

High Streets: Objectives and Key Performance Indicators

1. Create a cleaner, safer and more sustainable district centres and high streets. We will encourage more sustainable shopping, install electric vehicle charging points and improve green infrastructure.

Key stakeholders: Businesses and GLA.

.....

2. Make public realm improvements in district centres and high streets creating a cleaner, safer and more sustainable environment.

Key stakeholders: Businesses, Residents and Traders Groups.

.....

3. Work with partners to develop high street action plans including trader groups, community groups, faith groups, police and residents to increase footfall and spend. Make Harrow a place where people want to spend their time and money creating a thriving local economy.

Key stakeholders: Businesses, Residents, HA1 BID and Traders Groups.

.....

4. Support town centre businesses to diversify and grow in our high streets through business-friendly licencing. Enhance the use of community assets.

Key stakeholders: Businesses, Residents and Traders Groups.

.....

5. Build on the arts and culture infrastructure. Facilitate the delivery of more cultural events in partnerships with stakeholders to animate public spaces and increase dwell time.

Key stakeholders: Cultural Forum, District Centre Partnerships and HA1 BID.



What we will measure	Indicator	Baseline	Target to 2026
High street vacancy rate in Harrow town and district centres ³⁴	Percentage of vacant premises (based on shop frontage)	4.57% (2021-22)	4% or lower vacancy rate
Footfall in the metropolitan town centre (BID area) ³⁵	Total footfall by month	1,722,825 (June 2022)	Increase footfall into the town centre



³⁴ Source: Harrow Council Economic Development Division. This data includes all town centres, Metropolitan, Major, District and Local centres

³⁵ Source: Springboard Monthly Footfall Report for Harrow BID

Working in partnership

- putting residents and businesses first

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Working in partnership - putting residents and businesses first

We are committed to working with our partners to deliver targeted interventions to grow and attract businesses into Harrow.

The involvement of educational institutions, the voluntary and community sector, our strategic development partner, local businesses and neighbouring boroughs across north-west London is vital to achieving the objectives and targets set out in this strategy.

We will also work with the Greater London Authority, Department for Levelling Up, Housing and Communities, Department for Works and Pensions and the West London Alliance to ensure Harrow's businesses and residents can access other programmes. This will enable business growth, safeguard and create new jobs, grow the skills of our residents and support residents to enter new or better paid employment.

In delivering our priorities, we will continue to build on and strengthen our partnership groups. Some of the local strategic groups that are facilitated by the Council include:

Group Name	Economic Priority
Economic Strategy Steering Group	<ul style="list-style-type: none"> • Skills and employability • Business growth and job creation • High Streets
Harrow Education and Jobs subgroup	<ul style="list-style-type: none"> • Skills and employability • Business growth and job creation • High Streets
Business Forum	<ul style="list-style-type: none"> • Business growth and job creation • High Streets
Borough Wide Trader Groups: <ol style="list-style-type: none"> 1. Belmont Circle Traders Association 2. Burnt Oak Traders Association 3. Edgware Traders Association 4. Hatch End Traders Association 5. Kenton Area Traders Association 6. North Harrow Traders Association 7. Pinner Business Club 8. Pinner Road West Chamber 9. Rayners Lane Traders Association 10. South Harrow Traders Association 11. Stanmore Chamber 12. Station Road Traders Association 13. Sudbury Hill Traders Association 14. Wealdstone Traders Association 	<ul style="list-style-type: none"> • Skills and employability • Business growth and job creation • High Streets
Wealdstone Advisory Group	<ul style="list-style-type: none"> • High Streets
Learn Harrow Advisory Board	<ul style="list-style-type: none"> • Skills and employability



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Harrow Economic Strategy

✉ edo@harrow.gov.uk

💻 www.harrow.gov.uk

*Harrow*COUNCIL
LONDON



You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	Harrow Economic Strategy 2023 - 2026	Date EqIA created 23/05/23
Name and job title of completing/lead Officer	Mavis Kusitor, Economic Strategy Programme Manager	
Directorate/ Service responsible	Place Directorate, Inclusive Economy	
Organisational approval		
EqIA approved by	Name:	Signature
EDI Policy Officer, Yasmeen Hussein	Yasmeen Hussein	<input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval: 31.05.23

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?

The Harrow Economic Strategy 2023-2026 has been developed as our framework to address some of the root causes of poverty and inequality, by addressing low skills and wages, creating jobs and addressing inequalities to improve the skills and employability of our residents and stimulating business growth and job creation. This strategy pulls together the opportunities to support the local economy, generate skills, employment and apprenticeships.

The strategy aims to achieve our corporate vision of Restoring Pride in Harrow and the three priorities:

- A Council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

The strategy is divided into four priority areas:

- Skills and Employability
- Business Growth and Job Creation
- High Streets
- Partnership Working

b) Summarise the impact of your proposal on groups with protected characteristics

We do not anticipate that the Strategy will have a negative impact on Harrow residents or result in any direct or indirect discrimination of any group that shares protected characteristics. The Strategy will help to advance the equality of opportunity for groups who share relevant protected characteristics and those who do not by addressing inequalities around access to employment and skills, rates of pay and business opportunities.

b) Summarise any potential negative impact(s) identified and mitigating actions

- While the EQIA process has not identified any negative impacts on groups with protected characteristics, the following issues should be taken into consideration:
- There is limited data on Harrow's large micro-business sector, in terms of ownership by protected characteristics. Therefore, it is recommended that work is undertaken to gather baseline data, to ensure that the borough can respond to the needs of local businesses.
- Where appropriate, equality monitoring is incorporated as part of the performance monitoring process for all projects, initiatives and actions to support the delivery of the Strategy.

2. Assessing impact		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact																	
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact														
			Minor	Major															
Age	<p>Harrow has a resident population of 261,300¹. Increasing by 9.3% in the ten years between 2011 and 2021 with an increase of 7.8% in people aged 15 to 64 years, it has an above average working age population aged 16-64 of just under 65% (169k) and a growing younger population aged 0-15 of 18.5% (48k), which is higher than the London average, suggesting that the borough is a popular destination for families².</p> <table border="1"> <caption>Population by Age band % (Harrow 2021 Census)</caption> <thead> <tr> <th>Age Band</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>20%</td> </tr> <tr> <td>16-24</td> <td>10%</td> </tr> <tr> <td>25-49</td> <td>37%</td> </tr> <tr> <td>50-64</td> <td>18%</td> </tr> <tr> <td>65-84</td> <td>13%</td> </tr> <tr> <td>85+</td> <td>2%</td> </tr> </tbody> </table>	Age Band	Percentage	0-15	20%	16-24	10%	25-49	37%	50-64	18%	65-84	13%	85+	2%	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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50-64	18%																		
65-84	13%																		
85+	2%																		

¹ Census 2021

² Census 2021

- As with most areas in the country, the borough has an ageing population. With the number of residents aged 65 plus increasing by 19.4% in the ten years between 2011 and 2021 with 31% rise in people aged 90 years and over³. Those aged 85 plus could increase by 60% by 2030⁴.
- Data available shows that the pandemic has adversely impacted young people aged 18-24, with 1 in 10 young people out of work⁵.
- Harrow has one of the lowest proportions of young people Not in Education, Employment and Training (NEETS). However, due to the Covid-19 pandemic, there has been a significant increase in numbers, from 0.8% to 1.8%⁶. (Now 1.2% August 2022⁷)

Impact

- The Strategy will have a positive impact on all residents in supporting residents to access skills and employment.
- The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their age.

The Strategy aims to:

- Support young people with post 16 options such as apprenticeships, traineeships and vocational qualifications, including in new emerging industries
- Develop routes into vocational qualifications in key employment sectors including health, social care, and IT as well as growth sectors.
- Reduce the number of NEETS to pre-Covid levels (0.8%) or lower.
- Ensure that support is given to all working age residents that are most in need into educational pathways.

³ Census 2021

⁴ Poppi and Pansi projections to 2030

⁵ DWP Job claimant data April 2021

⁶ NEETS data at December 2020.

⁷ NEETS data at December 2022.

Disability	<ul style="list-style-type: none"> The 2021 Census data shows that 9.75% of Harrow's population aged 15 to 64 years have a disability this equates to 16,840 people. <p>Impact</p> <ul style="list-style-type: none"> The Strategy will aim to support residents from disabled and other disadvantaged communities to access skills and employment through its Adult Learning strategy and employment support programmes. The plans also aim to make our towns and district centres more accessible. The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their disability status. EDI targets including the participation levels of disabled people is built into some of the projects that support the delivery of the strategy. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<p>The 2021 Census data shows the following:</p> <ul style="list-style-type: none"> 90.12% of Harrow residents described themselves as having the same gender identity as sex registered at birth (188,901 respondents) 0.53% of Harrow residents described themselves as having a gender identity which differs to the sex registered at birth, but gave no specific identity (1,108 respondents) 0.15% of Harrow residents described themselves as a Trans woman (318 respondents) 0.16 of Harrow residents described themselves as a trans man (342 respondents) 0.03% of Harrow residents described themselves as non-binary (57 respondents) 0.03% of Harrow residents described themselves as 'All other gender identities' (59 respondents) 8.98% of Harrow residents did not respond (18,832 respondents) <p>Impact</p> <ul style="list-style-type: none"> The Strategy will have a positive impact on all residents in supporting residents to access skills and employment. The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their gender reassignment status. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

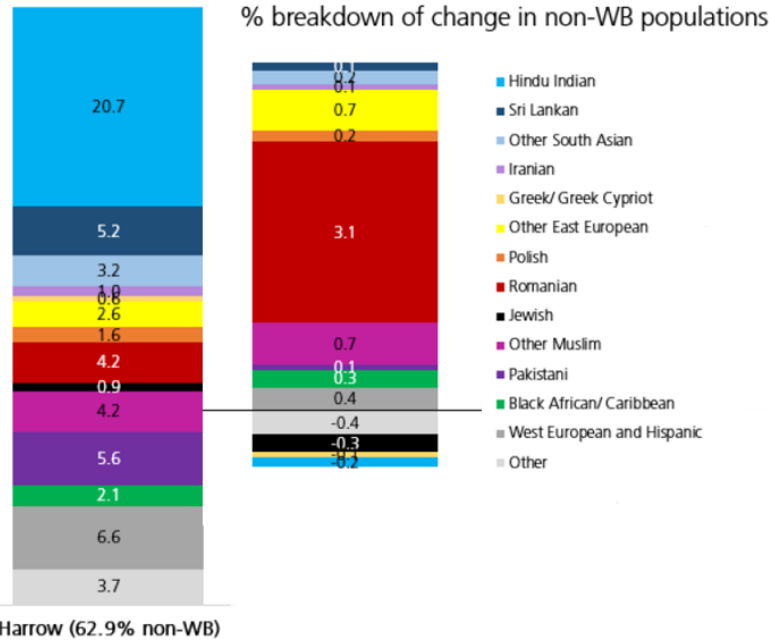
Marriage and Civil Partnership	<ul style="list-style-type: none"> At the time of the 2021 Census 53.9% of Harrow's residents were married or in a registered civil partnership, which was the highest level in London. 21% of households were married, or in same-sex civil partnerships, with dependent children, the highest level in London. At October 2020 there have been 144 Same Gender Civil Partnerships in Harrow, 25 of which has been converted to a Marriage. There have been 8 Opposite Gender Civil Partnerships. There have been 57 Same Sex marriages. <p>Impact</p> <ul style="list-style-type: none"> The Strategy will have a positive impact on all residents in supporting residents to access skills and employment. The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their marriage and partnership status. 	☒	☐	☐	☐
Pregnancy and Maternity	<ul style="list-style-type: none"> ONS births figures show Harrow as having 3,312 live births in 2021⁸. 14 live births per 1000 population is higher than the England & Wales average of 10.8 The borough has a higher-than-average infant mortality rate in London, at a rate of 3.9 deaths per 1000 live births, which is an indicator of poverty and inequality in the borough.⁹ Nationally, women have faced discrimination during pregnancy and maternity in the workplace. EHRC Survey data shows that around one in nine mothers (11%) reported that they were either dismissed; made compulsorily redundant, where others in their workplace were not. <p>Impact</p> <ul style="list-style-type: none"> The Strategy will have a positive impact on all residents in supporting residents to access skills and employment. The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their pregnancy and maternity status, including residents with childcare/caring responsibilities. 	☒	☐	☐	☐

⁸ Source: Office for National Statistics (ONS, 2022), Live births in England and Wales 2021

⁹ Public Health England (2022), London's Poverty Profile 2022,

Race/
Ethnicity

% breakdown of non-WB populations, 2019



- Harrow is one of the most culturally diverse local authorities in the UK, with over 60% of residents from Black, Asian, and Multi-Ethnic backgrounds and an estimated 20% Eastern European community, which is fast growing¹⁰. Black African (notably the Somali Community) groups have been fast growing over the last 6 years or so, as has the Afghan community.
- Unemployment rates are significantly higher in certain areas of the borough, particularly in the Wealdstone and Marlborough wards (central Harrow) and Roxbourne (south Harrow), focused in an around the Rayners Lane estate and among residents classified as Black and Other ethnic groups. These areas are also ranked high on the indices of deprivation for the UK.

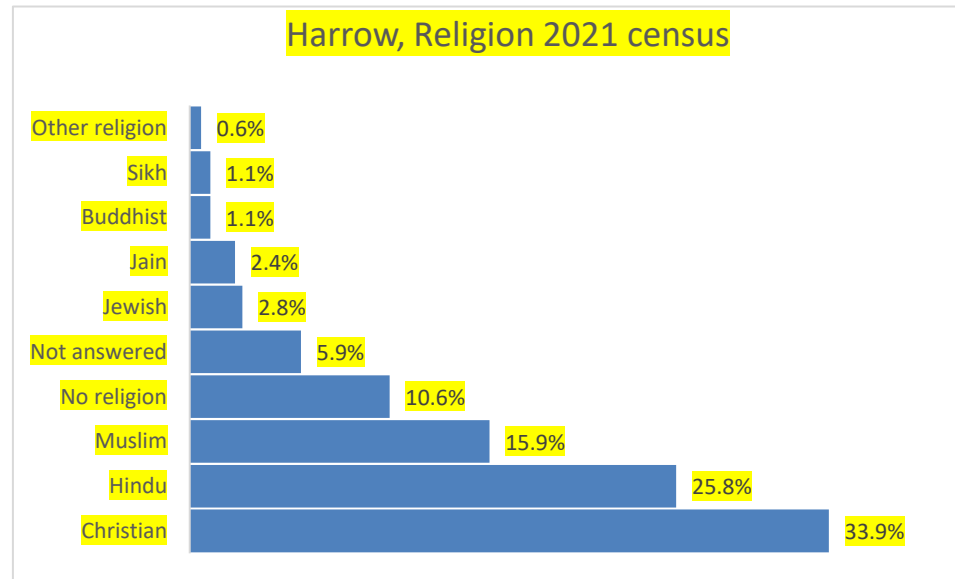


¹⁰ Harrow Economic assessment 2019-2020: population

	<ul style="list-style-type: none"> The majority of 16–18-year-olds that are classed as NEET are from Black, Asian, and Multi-Ethnic backgrounds and located in wards with high levels of deprivation. However, the data also shows that the single largest ethnic group of pupils aged 16-18 classed as NEET is White British. At ward level Marlborough, and Wealdstone have the highest number of households in need of re-housing. These respectively have a Black, Asian, and Multi-Ethnic population of 77% and 75%. Black, Asian, and Multi-Ethnic residents are more likely to experience barriers to employment due to lack of English language, functional and digital skills. Over 94% of Harrow businesses are classed as micro-businesses. There is limited data on the profile of business ownership by protected characteristics. Anecdotal evidence suggests that most retail businesses in Harrow’s town centres are Black, Asian, and Multi-Ethnic - owned. <p>Impact</p> <ul style="list-style-type: none"> The Strategy will have a positive impact on all residents in supporting residents to access skills and employment. The Strategy will ensure that Harrow’s Black, Asian and Multi-Ethnic communities and businesses are supported to access wide skills offer, leading to better paid jobs and business growth. The strategy also supports the priorities of the Council’s Equality and Diversity Strategy and Adult Learning Strategy to ensure that our borough is a place where everyone, regardless of background, can reach their full potential. The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their race and ethnicity. 				
<p>Religion or belief</p>	<p>Religious diversity is strong in Harrow. At the 2011 Census Harrow was the most religiously diverse borough in the country with the highest number Hindus (25%) and Jains (2.2%) and the second highest number of Zoroastrians.</p> <p>At the 2021 census Harrow had the highest number (and proportion) of Hindu followers in the country (25.8%). At 2.8% Harrow 's Jewish community was the ninth largest nationally. 33.9% of residents described themselves as Christians (the 11th lowest proportion in the country) and 15.9% described themselves as Muslims. Harrow had the lowest ranking for 'no religion' (10.9%).</p> <p>As the population’s ethnic composition changes, rates of participation in various religions are also likely to change¹¹.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹¹ Harrow Economic Assessment: 2019-2020: population

There is limited data on employment/unemployment rates for Harrow by religion. Data for London suggests that educational attainment and employment among the capital's Muslim community is lower than those from other faith groups located in the borough¹².



Impact

- The Strategy will have a positive impact on all residents in supporting residents to access skills and employment.
- The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their religion or beliefs.
- EDI targets including the participation levels of Black, Asian and Multi-Ethnic people is built into some of the projects that support the delivery of the strategy.

¹² Annual Population Survey 2018.

<p>Sex</p>	<ul style="list-style-type: none"> The 2021 Census show that the total population of Harrow is now 261,300, made up of 132,500 women (50.7%) and 128,800 men (49.3%). Overall, the number of males and females living in Harrow is very similar. Economic activity among Harrow's male population is higher than the London average at 89.2%, compared with 83.8%. Economic activity among females in the borough is also higher than the London average at 75.4%, compared with 74.9%¹³. Harrow is a low wage borough, with all those that are employed in the borough earning gross weekly earnings of £514.20, which is 37% less than the London average of £815.90. Women in the borough have gross weekly earnings of £485.90 and men in the borough earn £615.00. The London average earnings for women is £669.20 and for men it is £935¹⁴. 20% of Harrow businesses are female led.¹⁵ While the pandemic may have negatively impacted both sexes, the shift to home working may have had a positive impact in enabling women to return to work, as they are able to share childcare responsibilities. <p>Impact</p> <ul style="list-style-type: none"> The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their sex. EDI targets including the participation levels of women is built into some of the projects that support the delivery of the strategy. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Sexual Orientation</p>	<p>The 2021 Census shows that 4.27 % of Londoners identify as LGBTQIA+, the highest of any UK region¹⁶. 1.65% of Harrow residents identify as LGBTQIA+, this is approx. 4k people¹⁷.</p> <p>LGBTQIA+ people are also likely to be underrepresented among business owners within Harrow. There is no official data on sexual orientation for Harrow in relation to employment.</p> <p>Impact</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹³ Source: ONS annual population survey (September 2022)

¹⁴ Source: ONS earnings by place of work: 2021

¹⁵ Beauhurst: number of companies registered at Companies House that are female led (April 2021)

¹⁶ Source: 2021 Census

¹⁷ Source: 2021 Census

- | | | | | | |
|--|---|--|--|--|--|
| | <ul style="list-style-type: none"> The Strategy will have a positive impact on all residents in supporting residents to access skills and employment. The projects, initiatives and actions that support the strategy will aim to be inclusive of all residents regardless of their sexual orientation. | | | | |
|--|---|--|--|--|--|

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?

Yes No

If you clicked the Yes box, Include details in the space below

- The uncertainty of the cost-of-living may affect resident's ability to engage in skills development and employability support and also impact the growth and survival rates of businesses.

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact, please state below.	Deadline date	Lead Officer
<p>Cost-of-living may affect resident's ability to engage in skills development and employability support.</p> <p>a) Pregnancy / Maternity: Single parents are among those most exposed to the cost-of-living crisis, particularly those aged 25 and under, who get a reduced rate of universal credit. Given this, it may be harder for these individuals to engage in employability support.</p> <p>However, the Economic Strategy states that the Council has pledged to reduce Council Tax bills for less well-off families and roll out full fibre broadband to Council housing.</p> <p>b) Sex</p>	<p>The cost of living continues to affect households across the UK, the government has announced a new package of payments to help most households claiming benefits. Residents can contact the Council for guidance on the help that is available to them.</p> <p>Learn Harrow is the Council's Adult Community Learning Service and focal to its provision is to achieve the Council's priority to support those most in need, in doing so the Community Learning programme will include targeted support for the following groups:</p> <ul style="list-style-type: none"> • Unemployed adults and residents at risk of redundancy • Adults in low-paid employment (earning less than London Living 	<p>The cost of living is a national crisis. We will assess the trend using data provided by government and other data agencies.</p>	<p>Ongoing</p>	<p>Mavis Kusitor</p>

<p>Harrow's economically active male population is 89.2%, compared with the female population at 75.4%.</p> <p>Harrow is a low wage borough, women in the borough have gross weekly earnings of £485.90 and men in the borough earn £615.00. The London average earnings for women is £669.20 and for men it is £935.10.</p> <p>c) Race / Ethnicity: Black, Asian and Multi-ethnic residents are more likely to experience barriers to employment due to lack of English language, functional and digital skills.</p> <p>d) Disability: Disabled individuals who have lower income than their non-disabled counterparts will be disproportionately impacted by the cost-of-living crisis.</p>	<p>Wage)</p> <ul style="list-style-type: none"> • Older learners, particularly those in an isolated or vulnerable situation • Families, particularly where parents have basic English or Maths needs or who have not reached Level 2, where there is a single parent or families with complex needs • Disabled learners including those with mild to moderate mental health issues, learning difficulties or physical and sensory impairments. <p>Therefore, the Council moves to mitigate the negative impact the cost-of-living will have by making access to skills development and employability support accessible to people most in need.</p>			
<p>Cost-of-living may harm the growth and survival rates of businesses.</p> <p>a) Sex: 6% of women in Harrow aged 16 to 64 years are self-employed, this is less</p>	<p>Although we cannot directly influence a business' decision to cease trading or to relocate outside of the borough, the Council works in close partnership with stakeholders and support agencies including</p>	<p>The Economic Strategy includes a baseline measure and target on business survival rates in Harrow. Performance against this measure will be tracked and</p>	<p>Ongoing</p>	<p>Mavis Kusitor</p>

<p>than the London average of 8.5%. Whereas 13.5% of men in Harrow aged 16 to 64 years are self-employed, this is close to the London average of 14%.</p> <p>b) Race / Ethnicity: Harrow is one of the most culturally diverse local authorities in the UK, with over 60% of residents being Black, Asian, Multi-ethnic or Other ethnic group.</p> <p>Many residents operate micro businesses that are disproportionately impacted by the cost-of-living crisis as they lack the benefit of consumer protection schemes such as the energy price cap.</p> <p>Due to the cost of living, many businesses are finding it harder to stay open, especially those based on the high street which rely on passing trade.</p> <p>c) Disability: There is a strong correlation between disability, in particular the extent of the disability and economic inactivity. There</p>	<p>Harrow Town Centre BID (HA1 BID), Federation of Businesses, North-west London Chamber of Commerce, London Business Hub and London & Partners Wayfinder to track business activity. There is a Business Forum that meets every four months to discuss key matters pertaining to businesses, members include some of those named above. The Economic Development team provide business engagement support and can signpost struggling businesses to available resources.</p> <p>The UK Shared Prosperity Fund programme will provide targeted support for existing female, Black, Asian and Multi-ethnic and disabled business owners and residents that are interested in starting a business.</p>	<p>compared against regional and national trends.</p>		
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<p>are also particular groups that have specific obstacles in progressing to the labour market or sustaining self-employment. These include adults with learning disabilities and those with severe mental health issues. Disabled people are also likely to be under-represented among business owners within Harrow.</p>				
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4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

Include details in the space below

1. The Harrow Economic Strategy 2023-26 will not result in any direct or indirect discrimination of any group that share protected characteristics.
2. The Harrow Economic Strategy 2023-26 will address some of the root causes of poverty and inequality, by addressing low skills and wages, creating jobs and addressing inequalities to improve the skills and employability of our residents and stimulating business growth and job creation.

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

Outcome 1

No change required: the EqlA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Outcome 2

Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4

Outcome 3

This EqlA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Include details here



Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	CCTV Infrastructure - Contract Value Increase
Key Decision:	Yes - as it is significant in terms of its effects on communities living or working in an area of two or more wards of the Borough.
Responsible Officer:	Dipti Patel - Corporate Director Place; Cathy Knubley - Divisional Director Environmental Services
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder for Environment and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

This report seeks authority to increase the value of the Council's contract for the upgrade and maintenance of the Council's CCTV infrastructure, to enable additional capital expenditure with the awarded contractor if required.

Recommendations:

Cabinet is requested to:

1). Grant approval to increase the value of the CCTV contract with DSSL Group Ltd, by up to £100,000 per annum to a maximum of £1,000,000 over the life of the contract.

Reason (for recommendations):

To ensure the Council fulfils its responsibilities for enforcement and community safety activities and to ensure there is sufficient contract value to pay for the contractor services over the contract term.

Section 2 – Report

1. Introductory paragraph

- 1.1. Following approval at the Council's Cabinet meeting in October 2018, a tender was published for the fitting out of a new CCTV control room, upgrading of the borough's public space CCTV infrastructure and maintenance thereafter for a period of up to 10 years. The contract value published in the tender notice was £2,640,000 and included a non-guaranteed contract value allowance of £50,000 per year for any CCTV related ad hoc works / services needed over the contract term. This non-guaranteed allowance would cover items such as the new/replacement network cameras installations, replacement or upgrading of other related CCTV equipment or procurement of additional associated security systems or products.
- 1.2. DSSL Group Ltd were awarded the contract for an initial term of 5 years from 23rd May 2022 to 22nd May 2027 with an option to extend for a further two years, plus two years, plus one year, up to 22nd May 2032.
- 1.3. The awarded / aggregate value of the contract (including any extension options) is £1,872,100 and includes the initial capital contract costs and ongoing maintenance costs as tendered by DSSL Group Ltd. These costs remain unchanged. However, the non-guaranteed contract value allowance was omitted from the awarded / aggregate value stated in the Council's internal Gateway 2 award report and the published contract award notice.
- 1.4. The awarded contract value therefore did not account for additional works which may be required outside of the tendered fixed price

elements, and this will need to be added to enable spend of any future funding for items such as additional cameras, systems and replacement of damaged equipment.

- 1.5 In addition it has been identified that the non-guaranteed allowance of £50,000 per annum may not be sufficient if other service areas of the Council are seeking to procure CCTV related goods and services and wish to utilise the CCTV Contract as part of a single point of supply / accountability approach (recommended).

2. Options considered

- 2.1. Increase the non-guaranteed contract value allowance by £100,000.00 per annum – This would enable scope for other areas of the Council to potentially procure CCTV related goods and services from DSSL Group Ltd which are not part of the current public space CCTV Infrastructure. Given the current drive towards more automated systems being linked to the new CCTV platform this option would ensure sufficient contract value to cover the full contract term. This option is recommended
- 3.2. Increase the non-guaranteed contract value allowance by £76,700 per annum. This will enable some scope for other areas of the Council to potentially procure CCTV related goods and services from DSSL which are not part of the current public space CCTV infrastructure and keep within the value published in the contract tender notice, although it may not be sufficient contract value to cover the full contract term.
- 3.3. Introduce the non-guaranteed contract value allowance of £50,000 per annum. This will correct the omission from the Gateway 2 report and contract award notice. This option is not recommended as £50,000 per annum may not be sufficient contract value to support potential CCTV infrastructure projects from user departments.

3. Background

- 3.1 Since DSSL Group Ltd have commenced commissioning the new CCTV equipment across the borough and fitting out the new control room, there has already been approaches made from other service areas looking at integrating CCTV systems for their own service areas to link into the new control room. Additionally, there has been an approach from elected members seeking to increase the number of demountable cameras in Harrow for use in preventing and detecting fly-tipping and other anti-social behaviour.
- 3.2 For the above reasons, it is clear that the original non-guaranteed allowance of £50,000 per annum may not be sufficient which is why the request has been increased to £100,000 per annum.

Ward Councillors' comments: Not applicable

Risk Management Implications

Risks included on corporate or directorate risk register? No

Separate risk register in place? No

The relevant risks contained in the register are attached/summarised below.
N/A

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
If the recommendation of the report is not accepted the Council may fail to fulfil its responsibilities for enforcement and community safety activities in the Borough	<ul style="list-style-type: none">▪ The report sets out a process by which this risk can be mitigated	GREEN
Contract award challenge from other unsuccessful bidders to recommendation of £100,000.00 per annum	<ul style="list-style-type: none">▪ The recommendation is compliant with the Public Contracts Regulations.	GREEN

Procurement Implications

The current value of the contract with DSSL Group Ltd is based on the tendered price of £1,872,100 which was confirmed in the Council's internal Gateway 2 Award Report and in the published Contract Award Notice. The tender documentation was clear that the overall contract value of the tender opportunity was £2,640,000 for the full 10-year period including extensions, and that this includes a non-guaranteed contract value allowance for any ad hoc works / services that may be needed over the contract term.

The proposed increase in contract value set out within this report is compliant with the Council's Contract Procedure Rules and is a permissible increase under the Public Contracts Regulations 2015 therefore the procurement team fully support the recommendations made in this report

Legal Implications

The increase in the advertised contract value as part of the original procurement of this contract is around £232k, representing less than a 10% increase in the contract value. Therefore, it is not a substantial modification of the contract under regulation 72 of The Public Contracts Regulations and is lawful.

Additionally, the original contract terms expressly permit contract amendments and consequent increases to the contract sum.

The Council's internal governance procedures can be followed to document the increase in contract value.

Financial Implications

The CCTV contract was awarded to DSSL Ltd to complete the fit out of the new CCTV room and to provide on-going support and maintenance service. The costs are fully funded from the approved capital programme and annual revenue budget in Parking Service.

As the current contract value only reflects the works in the tender specification, it does not accommodate any additional CCTV related works that may be required during the contract period. The proposal of increasing the contract value by £100k per annum is to provide an allowance for ad hoc requests. There is no guarantee of spending to this value as each request is subject to funding availability of any project proposal.

Equalities implications / Public Sector Equality Duty

None

Council Priorities

1. A borough that is clean and safe

CCTV is a vital part in the capture and prevention of crime and antisocial behaviour.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 2nd June 2023

Statutory Officer: Stephen Dorrian

Signed on behalf of the Monitoring Officer

Date: 18th May 2023

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 2nd June 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 2nd May 2023

Head of Internal Audit: Neale Burnes

Signed on behalf of the Head of Internal Audit

Date: 6th June 2023

Mandatory Checks

Ward Councillors notified: NO as it impacts on all Wards

EqIA carried out: NO

An EqIA has not required as this report seeks authority to amend an omission from a gateway 2 report regarding the non-guaranteed spend limits of an already awarded contract.

Section 4 - Contact Details and Background Papers

Contact: Ian Slaney, Head of Parking and Network Management, 020 8424 1829. ian.slaney@harrow.gov.uk

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO



Report for: Cabinet

Date of Meeting:	29 June 2023
Subject:	Fencing Installation, Maintenance, Security and Groundworks
Key Decision:	Yes - the value of the procurement exercise is £2.5m and covers all borough wards
Responsible Officer:	Dipti Patel - Corporate Director of Place Cathy Knubley - Director of Environment
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder Environment & Community Safety Councillor David Ashton - Portfolio Holder for Finance and Human Resources
Exempt:	No, except for Appendix 1 which is exempt pursuant to paragraph 3 of Schedule 12A to the Local Government Act 1972 on the grounds that it contains information relating to the financial and business affairs of the council and 3 rd party suppliers
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1: Draft Tender Pack (EXEMPT)

Section 1 – Summary and Recommendations

Harrow require a contractor to undertake fencing installations & maintenance, parks & car parks infrastructure works, planned and reactive security works, and groundworks for our Environmental and Highways service areas within the Place Directorate.

Recommendations:

Cabinet is requested to:

1. Approve the commencement of a procurement process for the provision of Fencing Installation, Maintenance, Security and Groundworks. The term of any future contract award following a competitive and compliant procurement exercise will be for an initial term of 3 years with up to 3 extension options of 2 years and a final extension option of 1 year.
2. Approve the tender documents.
3. Delegate authority to the Corporate Director for Place, following consultation with the Director of Finance, Portfolio Holders for Environment and Community Safety, and Finance and Human Resources to make any changes required to the tender documents following approval.
4. Delegate authority to the Corporate Director of Place, following consultation with the Director of Finance and the Portfolio Holders for Environment and Community Safety and Finance and Human Resources to award the contract following a compliant procurement process.

Reason: (for recommendations)

The recommendations in this report are made based on a robust specification and in line with the current resources available to the Council. Implementation of the new contract will deliver:

- Cost-effective projects delivery and completion of works for Fencing Installations, Maintenance, Security and Groundworks
- A contract that is compliant with the Councils Contract Procedure Rules and the Public Contract Regulations 2015
- Ability to allocate projects works quickly and efficiently
- A performance managed contract with guaranteed minimum levels of service and warranty including emergency call outs.

Section 2 – Report

Introductory paragraph

Harrow has 22 wards and approx. 261,000 residents according to 2021 census information. We are responsible for maintaining around 160-200 parks buildings (including outbuildings), 57 parks and open spaces, around 20 nature reserves around 10 cemeteries, 34 allotment sites, 15 car parks and 1615 roads covering 457 km of highways within the Borough boundaries.

Harrow requires contractors to undertake fencing installations & maintenance, parks buildings works, parks & car parks infrastructure works, planned and reactive security and groundworks to support our Environmental and Highways service areas.

The types of work to be undertaken are varied and include:

All types of new fencing installation, fencing restoration, reactive security welding repairs & maintenance, bespoke welding fabrication, telescopic bollard installations, removal of playground equipment, sign & signpost installation, security door installation and maintenance, masonry and many types of groundwork. Works are undertaken predominantly at Council owned Parks and Open Spaces, Corporate Buildings, Car Parks and boundaries adjacent to Highways.

Work volume is variable with seasonal peaks and troughs in demand or triggered by specific projects and initiatives the Council are working on. The appointed contractor/s would have the ability to react quickly in certain circumstances to secure sites that have been targeted by vandals or thieves.

Individual projects with a maximum value of up to £49,999 will be commissioned under this arrangement.

Options considered

Three options were considered to operate the Fencing Installation, Maintenance, Security and Groundworks Contractor requirement.

Option 1: Implement a multi-contractor framework according to the individual specialisms needed to meet the requirement.

Option 2: Single provider contract to deliver all works requirements.

Option 3: To continue with ad hoc procurement arrangements seeking quotations on a project-by-project basis.

The preferred option is to appoint a single provider to deliver all works requirements. This will optimise the Council resource needed to administer and manage the contract. It will provide a single point of contractual accountability for all requirements and will deliver economies of scale through the additional works volume.

Current situation

The Parks and Highways Teams currently procure the works by seeking quotations on a project-by-project basis.

The council does not benefit from guaranteed service levels and costs are higher than would be available through a long-term contract.

The aggregate level of spend is high and quality of work can be variable with long lead in times, therefore there is a missed opportunity to create efficiencies through the appointment of a multi skilled and versatile contractor.

Why a change is needed

Harrow Council needs to work in the most effective and efficient way possible and with the disconnected nature of the current model it would be better to streamline this service with a single contractor who can cater to all of the services needs.

Procurement of a single provider contract will ensure that works can be delivered quickly and efficiently with guaranteed minimum service levels and warranty.

Implications of the Recommendation

Considerations

In the proposed new procurement for Fencing Installation, Maintenance, Security and Groundworks Contractor, to be successful, bidders will need to demonstrate that they have the capability and capacity to undertake projects including, but not limited to:

- Path/access works
- Drainage works
- Pond/scrape creation
- Fencing
- Repairs to gates
- Signpost and sign installation
- Car park height and swing barriers
- Alligator teeth and flow plate traffic control
- Galvanising
- Construction brick and block work
- Concreting
- Provision of security locks and measures
- Path/access works – Breedon gravel / Coxwell gravel self-binding gravel paths, tarmac or concrete paving slab paths, cobble stone paths – loose or installed on a foundation. Steps, in various materials.
- Drainage works
- Pond/scrape creation – machine works, ground shaping, excavation
- Fencing – various types of fencing, gates – as well as fabrication of metal gates, fencing, one off making and welding. Very skilled in this area. Restoration of metal fencing (even historic fencing) and fabrication of bespoke missing parts.

- Construction of bridges, decking, pergolas.
- Repairs to gates – as above
- Signpost installation
- Supply and installation of bollards, posts, interpretation panels (installation only).
- Supply and installation of flagpoles
- Supply and installation of street furniture – eg seats, little bins, cycle racks, and any other street furniture
- Installation of boulders. (might be supply too)
- One-off problem-solving projects
- Planting – supply and planting of shrubs, trees and herbaceous plants
- Supply and spread of topsoil in preparation for planting, seeding, grass or wildflower seeding
- Vegetation removal / clearance / machine work / ground scrape
- Moving and locating/ installing heavy items, often carrying by machine over long distances and rough / uneven ground

Resources, costs

As this is a long-term contract it is not possible to predict the exact value of work to be carried out.

Works will be commissioned up to a non-guaranteed value of £250,000 per year subject to available budgets and the number of projects required.

Staffing/workforce

The contract will be managed within existing staffing resource and management structure. No additional staff are required as this is an outsourced requirement.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **No**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Works are currently allocated on an ad hoc basis and not guaranteed under a term contract arrangement	<ul style="list-style-type: none"> ▪ The successful bidder will be required to warrant and guarantee the workmanship and 	RED

Risk Description	Mitigations	RAG Status
	materials provided under this contract.	
Unsuccessful in procuring a suitable supplier	<ul style="list-style-type: none"> ▪ There are multiple companies in the market able to fulfil the requirement we are seeking to procure. We expect to have a healthy interest in this opportunity. 	GREEN
Work does not currently offer best in market value	<ul style="list-style-type: none"> ▪ Procurement of a term contract will generate market competition enabling bidders to offer preferential rates based on a long-term agreement. 	AMBER
The contractor is overstretched and works are not delivered on time and to quality expectations set out in the tender specification	<ul style="list-style-type: none"> ▪ The Procurement Team will carefully evaluate and scrutinize each tenderer's ability to meet the level of work required before awarding the contract ▪ The contract will be performance managed by the Environment and Highways Teams in accordance with the Place Directorate contract management regime which includes the requirement to deliver works to prescribed service / quality standards and contractual KPI's. 	AMBER
Works volumes do not meet the anticipated levels set out in the published tender and there is insufficient budget allocations	<ul style="list-style-type: none"> ▪ The Council will not guarantee any volume of work under the contract and all work will be subject to budget allocation and approval. 	GREEN
Contract value is insufficient to cover all of the required works over the contract term.	<ul style="list-style-type: none"> ▪ The contract value has been determined using historical spend as a guide and is not expected to exceed £250,000 per year. Work with risk and 	GREEN

Risk Description	Mitigations	RAG Status
	audit to add in the RAG ratings. Identify and mitigate any further risks as applicable.	

Legal Implications

HBPL has determined that the JCT Measured Term 2016 Contract would be an appropriate form of contract for the type of works being procured with bespoke drafting for design obligations as the service requires the successful contractor to have design obligations.

The bespoke contract will form part of the tender documentation to be published.

Procurement Implications

Any aspect of procurement that may arise out of the recommendations of this report will be undertaken in accordance with Public Procurement Regulations 2015 and the Contract Procedure Rules and with the support and advice of the procurement team

The recommendation(s) set out at the front of this report seeks approval to undertake procurement to identify a suitably qualified contractor to be appointed to the contract requirement as detailed in this report.

The procurement team will lead on the procurement process ensuring the appropriate procurement route is selected and all procurement undertaken is consistent with the Public Contracts Regulations 2015 and the Councils Contract Procedure Rules.

The draft tender pack for the procurement is also attached as an appendix to this report for noting and has been discussed with relevant portfolio holders.

The key high level evaluation weightings in the tender are:

Quality evaluation 30%
 Social Value 10%
 Price evaluation 60%

Financial Implications

The proposed contract covers a wide range of minor works on Council's assets including parks & open spaces, car parks, corporate buildings and highways & drainage. The actual spend with the interim contractor in 2022/23 was approximately

£170k in total. The majority of the costs was incurred by Clean & Green team and Drainage team, with some minor spend by other services in Place Directorate.

In terms of revenue budgets, there is an allocation of £100k per annum for grounds maintenance in Clean & Green. In the 3-year Capital Programme, Parks Infrastructure and Flood Defence & Highway Drainage projects have an annual budget of £350k and £500k respectively. The works in this proposed contract will primarily fall within these areas and the costs will be met from these budgets.

The level of spend is subject to demand and therefore can be variable. An annual contract value of £250k is proposed to provide a sufficient allowance per year. There is no guaranteed minimum spend and all works are commissioned subject to budget availability.

Equalities implications / Public Sector Equality Duty

The Procuring a Fencing Installation, Maintenance, Security and Groundworks Contractor procurement has no foreseeable equality impact as it will benefit all residents, businesses and communities.

Council Priorities

A Council that Puts residents first

It is important that residents feel that the Council offers good value for money, especially with the current challenges around cost of living. In Putting Residents First, ensuring that every pound the Council spends adds value is vital, so that inefficiencies can be reduced and the experience of residents is enhanced, be that through better use of digital technology or changes to service delivery methodologies.

The new contract will streamline works processes for parks, and highways. It will provide faster response times to assess and complete work. Deliverables include keeping parks and highways safe and ensuring work is completed to a high standard, reducing complaints from residents and being more proactive in the community.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 02 June 2023

Statutory Officer: Mariam Khan

Signed on behalf of the Monitoring Officer

Date: 2 June 2023

Chief Officer: Dipti Patel
Signed off by the Corporate Director
Date: 02 June 2023

Head of Procurement: Nimesh Mehta
Signed by the Head of Procurement
Date: 02 June 2023

Head of Internal Audit: Neale Burns
Signed by the Head of Internal Audit
Date: 02 June 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Frank Higgins, Service Manager – Environmental Operations,
07928 654007, frank.higgins@harrow.gov.uk

Background Papers: Specification Paper

Call-in waived by the Chair of Overview and Scrutiny Committee

NO

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Report for: Cabinet

Date of Meeting:	29 June 2023
Subject:	Proposed West Drive and Bellfield Avenue Conservation Area designation – outcomes of consultation and recommendations
Key Decision:	No – only effects one ward
Responsible Officer:	Dipti Patel - Corporate Director Place Viv Evans - Chief Planning Officer
Portfolio Holder:	Councillor Marilyn Ashton - Deputy Leader of the Council and Portfolio Holder for Planning and Regeneration
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	Harrow Weald
Enclosures:	Appendix 1 – Planning Policy Advisory Panel report – 4 May 2023 Appendix 2 – Reference from Planning Policy Advisory Panel Appendix 3 – proposed area for designation as the West Drive and Bellfield Avenue Conservation Area

Section 1 – Summary and Recommendations

This report responds to the recommendation to Cabinet from the Planning Policy Advisory Panel in relation to the outcomes of consultation on the proposed designation of West Drive and Bellfield Avenue as a conservation area; the matter was considered by the Panel at its meeting on 4 May 2023.

The report considered by the Panel (attached at Appendix 1) documented the outcomes of the consultation process that was agreed by Cabinet at its

meeting on 19 January 2023. As a result of consultation responses received (documented in section 6 of the Panel report) the report recommended two minor amendments to the proposed conservation area boundary; these amendments remove 30 and 32 Bellfield Avenue from the proposed conservation area and include 128, 130 and 132 Uxbridge Road. The revised boundary is shown in Appendix 2 of the Panel report and comprises 1-41 (consecutive) West Drive, 1-29, 31, and 33-47 (consecutive) Bellfield Avenue, all of West Drive Gardens and 128, 130 and 132 Uxbridge Road.

The Panel resolved to recommend the revised area to Cabinet for designation as the 'West Drive and Bellfield Avenue Conservation Area', subject to any further consultation responses received (which would be formally reported to Cabinet).

This report responds to the Panel's recommendation.

Recommendations:

Following consideration by the report by the Planning Policy Advisory Panel (Appendix 1) and its comments / recommendation (Appendix 2), the Cabinet is requested to consider the report and:

- 1) Agree to designate 1-41 (consecutive) West Drive, 1-29, 31, and 33-47 (consecutive) Bellfield Avenue, all of West Drive Gardens and 128, 130 and 132 Uxbridge Road as a conservation area (named the West Drive and Bellfield Avenue Conservation Area), as shown in Appendix 3.
- 2) Delegate to the Chief Planning Officer, in consultation with the Planning & Regeneration Portfolio Holder, authority to undertake the necessary statutory processes to formally designate the conservation area.

Reason: (for recommendations)

Consideration of the proposed area as a possible conservation area fulfils the Council's obligations under section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 ('the Act') to determine whether any parts of their area should be designated as conservation areas and if so, designate these as conservation areas. Whilst not a statutory requirement, the consultation undertaken represents best practice.

The Planning Policy Advisory Panel is an Advisory Panel to the Cabinet and this report / recommendation responds to the Panel's conclusion and recommendation that the West Drive and Bellfield Avenue area should be designated as a new Conservation Area.

Section 2 – Report

1.0 Introduction

- 1.1 The report addresses the corporate priority concerning:
 - Putting Residents First
- 1.2 Should the area be designated as a conservation area, the improved protection of identified areas of special architectural or historic interest will help maintain the unique historical local character of areas or neighbourhoods within Harrow which residents cherish and value. It also contributes to the overarching objective to restore pride in Harrow.
- 1.3 The Planning Policy Advisory Panel is an Advisory Panel to the Cabinet and this report / recommendation responds to the Panel's conclusion and recommendation that the West Drive and Bellfield Avenue area should proceed to consultation for potential designation as a new Conservation Area.

2.0 Options considered

- 2.1 The option of not reviewing the area for consultation area status was considered but this would be contrary to the Council's statutory obligations under the Planning (Listed Buildings and Conservation Areas) Act 1990, under which local planning authorities are required to carry out reviews 'from time to time' to ensure areas are adequately protected.
- 2.2 The option not to consult on the proposed area was considered and dismissed. This is because whilst consultation is not a statutory requirement it is best practice and doing so reflects the corporate priority of Putting Residents First.
- 2.3 The Panel report outlines options (and recommendations) in response to responses received to the consultation, including whether to designate the area as a conservation area and whether or not to amend the boundary in response to comments received during consultation.

3.0 Background

- 3.1 This report responds to the recommendation to Cabinet from the Planning Policy Advisory Panel in relation to the outcomes of consultation on the proposed designation of West Drive and Bellfield Avenue as a conservation area; the matter was considered by the Panel at its meeting on 4 May 2023.

- 3.2 The report considered by the Panel (attached at Appendix 1) documented the outcomes of the consultation process that was agreed by Cabinet at its meeting on 19 January 2023.
- 3.3 As a result of consultation responses received (documented in section 6 of the Panel report) the report recommended two minor amendments proposed conservation area boundary; these amendments remove 30 and 32 Bellfield Avenue from the proposed conservation area and include 128, 130 and 132 Uxbridge Road. The revised boundary is shown in Appendix 2 of the Panel report and comprises 1-41 (consecutive) West Drive, 1-29, 31, and 33-47 (consecutive) Bellfield Avenue, all of West Drive Gardens and 128, 130 and 132 Uxbridge Road.

4.0 Planning Policy Advisory Panel consideration and recommendation

- 4.1 As noted above, the outcomes of the consultation agreed by Cabinet at its meeting on 19 January 2023 was presented to the Planning Policy Advisory Panel at its meeting on 4 May 2023. In the discussion that ensued the following comments were made:

In response to a question, the Panel was informed that 30 and 32 Bellfield Avenue were of more modern architecture and it therefore made sense to omit these. Numbers 128, 130 and 132 Uxbridge Road were 1930s mock tudor properties, with 128 being locally listed.

Historic England's response to the consultation was that there did not appear to be a clear case made for the special architectural and historic interest of the area to warrant designation. This was similar to the officer assessment considered by the Panel in November 2022, which noted the case was 'marginal'. The Chair advised the Panel that residents of the roads under discussion had been upset and had campaigned when the roads had been removed from a conservation area in 2015. The consultation had provided the opportunity for the residents to redress this if they so wished.

In response to questions, it was noted that:

- the proposed areas had previously been in a conservation area but had been excluded from the formation of a new one in the area. As there had been no further review of conservation areas there had not been the opportunity for their inclusion elsewhere;
- the top of West Drive was already in a conservation area and the properties in Lakeland Close were of modern architecture;
- numbers 30 and 32 Bellfield Avenue were quite modern and distinctive so it was practical to omit them from the conservation area;
- Historic England had not raised formal objections to the proposals.

It was moved and seconded that the proposed West Drive and Bellfield Avenue Conservation Area not be recommended to Cabinet. Upon being put to the vote the motion was lost. The proposed

conservation area together with the revisions arising from the consultation responses was put to the vote and carried.

- 4.2 It was resolved that the revised area be recommended to Cabinet for designation as the 'West Drive and Bellfield Avenue Conservation Area', subject to any further consultation responses received which would be formally reported to Cabinet.
- 4.3 The full minutes / recommendation are included in Appendix 2.
- 4.4 In relation to the Panel's discussion regarding Historic England's representations, the following further comments are made in response to Historic England's representations:
- (a) it is considered that designation as a conservation area will be an effective management tool as it will trigger formal consideration of architectural and historic interest when planning applications are received, assisting in the retention and enhancement of the area's character, elements of which are acknowledged in Historic England's response.
 - (b) the background to the area's proposed designation (being previously part of a wider conservation area) reduces the risk of the designation setting a precedent.
 - (c) active consideration of a local level of designation (Local Areas of Special Character) below that of the national, statutory designation of conservation areas will further reduce the risk of precedent identified by Historic England as there will be an alternative for areas where there is no clear case for designation as a conservation area.
 - (d) consideration will be given to undertaking a full appraisal and management strategy as recommended by Historic England. The timing of this will however be dependent on resources and other priorities with respect to the historic environment in Harrow.
- 4.5 The Panel report identified that additional focused consultation had been undertaken with respect to the suggested changes to the original boundary. This consultation closed on 3 May 2023, after the publication of the agenda for the Panel meeting. A verbal update was given to the Panel noting no representations had been received in response to the consultation. The report noted that any responses received would be reported to Cabinet. In that regard, it can be confirmed that no representations were received as a result of the additional consultation.

5.0 Designation process

- 5.1 Should Cabinet resolve to designate the area as a conservation area, section 70 (5) of the Act requires the Local Planning Authority to give notice to the Secretary of State and Historic England ('the Commission'). Section 70 (8) requires that notice of designation is

published in the London Gazette and in at least one newspaper circulating in the area of the local planning authority.

Ward Councillors' comments – these were invited as part of the Panel's consideration of the report to its 4 May 2023 meeting.

Data Protection Implications

Personal data collected as part of the process has been and will continue to be handled in a manner consistent with the General Data Protection Regulations (GDPR)

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
n/a

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Consultation not undertaken in accordance with statutory requirements	<ul style="list-style-type: none"> ▪ Appropriate requirements were reviewed (i.e. Harrow's Statement of Community Involvement) and followed where relevant. ▪ Any 'minimum' standards were exceeded (i.e. letters to be sent to all properties, follow-up consultation undertaken). 	GREEN
Council does not meet its statutory duty under section 69(2) of the Act	<ul style="list-style-type: none"> ▪ The assessment, consultation and recommendation help to fulfil the Council's statutory duty to carry out reviews 'from time to time' 	GREEN
The recommendation to designate the area as a conservation area is challenged on the basis of area's level of architectural and historic interest	<ul style="list-style-type: none"> ▪ An assessment of the area has been undertaken. The Planning Policy Advisory Panel acknowledged the marginal nature of the area but on balance has recommended designation given the context of the area's previous designation and feedback from the consultation process 	AMBER
The designation of the area devalues the	<ul style="list-style-type: none"> ▪ The proposed designation of the conservation area reflects its previous status. The proposed 	GREEN

Risk Description	Mitigations	RAG Status
concept of conservation area.	introduction of Local Areas of Special Character will assist in recognising the heritage significance of areas where the case for designation as conservation areas are not clear.	GREEN
The formal designation process does not follow the statutory process.	<ul style="list-style-type: none"> ▪ Legal and Planning will work to ensure the designation processes are completed in accordance with the relevant statutory instruments. 	

Procurement Implications

There are no procurement implications arising from this report as it is limited to designating a conservation area. The relevant public notice will be placed using existing Council suppliers.

Legal Implications

The Council has a statutory duty and is required under section 69(2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 to carry out reviews ‘from time to time’ to determine whether any parts or further parts of their area should be designated as conservation areas; and if it so determines that part(s) shall be so designated.

As noted above, should Cabinet resolve to designate the area as a conservation area, section 70 (5) of the Act requires the Local Planning Authority to give notice to the Secretary of State and Historic England (‘the Commission’). Section 70 (8) requires that notice of designation is published in the London Gazette and in at least one newspaper circulating in the area of the local planning authority.

Financial Implications

The costs of undertaking the consultation have been met from within the existing revenue budgets of the Council’s Planning Policy team. If any further action is required (such as undertaking the process to designate a conservation area), any costs will also be met from existing revenue budgets.

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

EqIA is not considered necessary in respect of the designation of a conservation area. Such a proposal is based on the architectural and historic merit of an area. Furthermore, the higher order Local Plan policy that contains the criteria against which development within Conservation Areas is

assessed was subject to an equalities impact assessment prior to its adoption. The consultation was undertaken in accordance with adopted Council standards, such as the Statement of Community Involvement (SCI).

Council Priorities

The decision sought will help the Council meet the priority of improving the environment by helping ensure the attractiveness of the borough as a place to live and demonstrating that the Council seeks and listens to the views of its residents (by Putting Residents First).

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man
Signed on behalf of the Chief Financial Officer
Date: 25 May 2023

Statutory Officer: Jimmy Walsh
Signed on behalf of the Monitoring Officer
Date: 1 June 2023

Statutory Officer: Dipti Patel
Corporate Director Place
Date: 12th June 2023

Chief Officer: Viv Evans
Signed off by the Chief Planning Officer
Date: 2 June 2023

Head of Procurement: Nimesh Mehta
Signed by the Head of Procurement
Date: 2 June 2023

Head of Internal Audit: Neale Burns
Signed by the Head of Internal Audit
Date: 2 June 2023

Mandatory Checks

Ward Councillors notified: YES

EqlA carried out: NO – see above

EqlA cleared by: N/A

Section 4 - Contact Details and Background Papers

Contact: David Hughes, Planning Policy Manager,
david.hughes@harrow.gov.uk

Background Papers:

Harrow Conservation Areas and Supplementary Planning Documents (SPDs) - <https://www.harrow.gov.uk/planning-developments/biodiversity-conservation>

Cabinet report – 19 January 2023 - [Agenda for Cabinet on Thursday 19 January 2023, 6.30 pm – Harrow Council](#) (item 89)

Planning Policy Advisory Panel report – 4 May 2023 [Agenda for Planning Policy Advisory Panel on Thursday 4 May 2023, 6.30 pm – Harrow Council](#) (item 40)

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

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**Report for: Planning Policy
Advisory Panel**

Date of Meeting:	4 th May 2023
Subject:	Proposed West Drive and Bellfield Avenue Conservation Area designation – outcomes of consultation and recommendations
Key Decision:	No
Responsible Officer:	Viv Evans, Chief Planning Officer.
Portfolio Holder:	Councillor Marilyn Ashton, Deputy Leader of the Council, Planning & Regeneration Portfolio Holder.
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	Harrow Weald
Enclosures:	Appendix 1 – Map of proposed conservation area subject to consultation Appendix 2 – Revised conservation area boundary post-consultation Appendix 3 – Consultation report

Section 1 – Summary and Recommendations

This report details the outcomes of the recent consultation on the proposed West Drive and Bellfield Avenue conservation area in Harrow Weald (Appendix 1). The consultation ran for a period of six weeks from 20 February 2023 to 3 April 2023. This matter was previously considered by the Panel at its meeting on 30 November 2022; at its meeting on 19 January 2023, Cabinet agreed to the Panel's recommendation that consultation be occur on the proposed area.

As a result of consultation responses received (documented in section 6) the report recommends two minor amendments proposed conservation area boundary; these amendments remove 30 and 32 Bellfield Avenue from the

proposed conservation area and include 128, 130 and 132 Uxbridge Road. The revised boundary is shown in Appendix 2 and comprises 1-41 (consecutive) West Drive, 1-29, 31, and 33-47 (consecutive) Bellfield Avenue, all of West Drive Gardens and 128, 130 and 132 Uxbridge Road.

Recommendations:

The Planning Policy Advisory Panel is requested to:

- 1) Note and comment on the outcomes of the consultation undertaken on the proposed West Drive and Bellfield Avenue conservation area;
- 2) Note and comment on any responses received as a result of the additional letters sent in response to comments received during the formal consultation period and impacting upon the proposed boundary (to be reported verbally to the Panel meeting)
- 3) Note and comment on the amended proposed conservation area boundary; and
- 4) Recommend the revised area to Cabinet for designation as the 'West Drive and Bellfield Avenue, subject to any further consultation responses received (which will be formally reported to Cabinet).

Reason:

Conservation Areas are designated under the Listed Buildings and Conservation Areas Act 1990 ('the Act') which states in section 69 that 'every local planning authority shall from time to time determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance, and shall designate those areas as conservation areas'. Consideration of the proposed area as a possible conservation area therefore fulfils Section 69 of the Act.

Section 2 – Report

1.0 Introductory paragraph

- 1.1 The report incorporates the corporate priority concerning:
 - Putting Residents First
- 1.2 Should the area be designated as a conservation area status, the improved protection of areas of special architectural or historic interest will help maintain the unique historical local character of areas or neighbourhoods within Harrow which residents cherish and value. It also contributes to the overarching objective to restore pride in Harrow.

2.0 Options considered

- 2.1 The option of not reviewing the area for consultation area status was considered but this would be contrary to the Council's statutory obligations under the Planning (Listed Buildings and Conservation Areas) Act 1990, under which local planning authorities are required to carry out reviews 'from time to time' to ensure areas are adequately protected.
- 2.2 The option not to consult on the proposed area was considered and dismissed. This is because whilst consultation is not a statutory requirement it is best practice and doing so reflects the corporate priority of Putting Residents First.
- 2.3 The body of this report outlines options (and recommendations) in response to responses received to the consultation, including whether to designate the area as a conservation area and whether or not to amend the boundary in response to comments received during consultation.

3.0 Background – what is a conservation area

- 3.1 Conservation Areas are designated under the Listed Buildings and Conservation Areas Act 1990 which states in section 69 that 'every local planning authority shall from time to time determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance, and shall designate those areas as conservation areas'.
- 3.2 In order for an area to be appropriate for designation as a conservation area, it must fulfil two of the following criteria as outlined in the four SPDs covering the borough's existing conservation areas:
- 1) Areas with a high concentration of Listed Buildings, whether statutorily or locally listed;
 - 2) Areas of historical, social, economic and/or architectural merit;
 - 3) Areas with a high proportion of buildings built prior to 1920, which remain largely unaltered;
 - 4) Areas built post 1920 that are innovative in planning or architectural detail, and where a large proportion remain unaltered;
 - 5) A significant group of buildings with distinct physical identity and cohesiveness;
 - 6) Areas which have a special quality, where the site layout and landscaping are of exceptionally high quality and/or contain historic open space, natural landmarks, topographical features or features of local distinctiveness¹

¹ These criteria were originally agreed by the Development Control Committee on 31 August 1998 as the criteria to be adopted in Harrow.

When not to designate?

- 3.3 The National Planning Policy Framework (NPPF) (2021) states in paragraph 191 that:
- ‘When considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest’.
- 3.4 Historic England are the Government’s advisers on matters of heritage. They have published guidance entitled: ‘Conservation Area Appraisal, Designation and Management Historic England Advice Note 1’ [HEAN 1] (Second Edition) – February 2019. They highlight the above requirement of the NPPF twice in their guidance since it was also contained in earlier iterations of the NPPF.
- 3.5 In addition, HEAN1 mirrors the requirements of s.69 of the LBCA 1990 that there shall be both ‘special interest’ *and* ‘desirability to preserve or enhance’ for CA designation as it states in paragraph 11 that there is: ‘likely to be a stage when a decision would need to be taken as to the significance of an area and the likelihood of conservation area designation addressing relevant problems within the area. This is unlikely to be a lengthy process, the purpose being to consider whether an area has:
- a) sufficient architectural or historic interest for the area to be considered ‘special’?
 - b) whether this is experienced through its character or appearance? and
 - c) whether it is desirable for that character or appearance to be preserved or enhanced, and what problems designation could help to solve’.
- 3.6 Thus, it indicates that where an area meets the criteria for designation, on occasion designation may not be desirable and prompts consideration as to what problems designation could help solve in order to determine the desirability of designation.

4.0 Background - Proposed West Drive and Bellfield Avenue Conservation Area

- 4.1 At its meeting on 30 November 2022 the Planning Policy Advisory Panel considered a report on three areas for potential conservation area designation against the local criteria for designation (set out in paragraph 3.2 above).
- 4.2 Two of the areas were considered not to meet the Council’s local criteria for designation.

- 4.3 The case for the third area (West Drive Gardens, Bellfield Avenue and West Drive numbers 1- 41 (odd) and 2-36 (even), Harrow Weald) was considered by officers as 'marginal'. Section 6 of the Panel report (see background papers) provides details of the assessment and conclusions for the area.
- 4.4 The Panel was requested to: 'consider the outcomes of the assessment of the areas to be considered for conservation area status and provide any comments'.
- 4.5 In the discussion that ensued, Members noted that:
- the background to the West Drive / Bellfield Avenue area was acknowledged. The observation made was that the 2015 consultation set the bar too high with respect to residents demonstrating how the area met the local criteria. Members and officers acknowledged that the case for inclusion in a Conservation Area was marginal (as noted in the assessment). However, on balance the area should proceed to consultation for potential inclusion in a Conservation Area. The suggested name was West Drive and Bellfield Avenue Conservation Area.
- 4.6 The West Drive and Bellfield Avenue area should proceed to consultation for potential designation as a new Conservation Area and that recommendation was agreed by Cabinet at its meeting on 19 January 2023.

5.0 Consultation arrangements

- 5.1 Residents of the proposed conservation area were sent letters informing them of the consultation (99 letters in total). These letters included information on the dates, context and ways to get involved in the consultation. QR codes were included on the letters to provide a direct and easy to access link to the engagement platform webpage which was run through the Council's My Harrow Talk (Engagement HQ) page.
- 5.2 Hard copy site notices were printed, laminated and placed around the proposed conservation area on streetlamps. The site notices gave a summary of the consultation including dates and ways to respond. A QR code was also included on the site notices to provide a direct link to the engagement platform webpage which provided a survey, that all those viewing the platform webpage could fill in once if they wished.
- 5.3 The online platform included a survey included three questions in relation to the proposal, in order to be straightforward and simple to respond to, avoiding unnecessary or confusing questions. Participants were required to register in order to respond to the survey, this ensures that the respondents are real people with email addresses. The survey could only be responded to once by each registered user.

- 5.4 Details of the consultation were also sent to Historic England in their role as Government's advisers on matters of heritage and publishers of official guidance in relation to conservation areas.
- 5.5 As a result of comments received as a result of the consultation, additional letters were sent to four additional properties (three proposed to be included and one removed), as outlined in section 6 below.

6.0 Outcomes of the Consultation

- 6.1 The consultation saw a total of 16 responses, with the majority of these in support of the proposed conservation area.
- 6.2 The online survey saw 10 respondents overall with eight of these living within the conservation area. Eight of these supported the inclusion of the area within a new conservation area (with one suggesting the boundary be extended to include some houses on the Uxbridge Road at the entrance to West Drive), whilst noting the criteria for conservation area status. In contrast, two did not support inclusion.
- 6.3 There were also six emails/letters of response. It is unclear if there was any overlap between these respondents and those in the online survey. Of those six emails/letters: three were in support, one against, one requested the boundary be amended to exclude 30 and 32 Bellfield Avenue (based on the age and character of these properties), whilst Historic England noted: 'There does not appear to be a clear case made for the special architectural and historic interest of the area to warrant designation'.

Comments in support

- 6.4 Those in support of inclusion noted the area should not have been de-designated and stated that both Bellfield Avenue and West Drive are representative of vernacular suburban architecture of the 1930s with a leafy relaxed atmosphere. Comments also noted there is a distinct physical identity and cohesiveness. It was intended to have a variety of styles of architecture of the properties. It was noted that the area was enjoyed by runners and the risk is that this identity will be destroyed by unsympathetic modernisation, greater hard-standing, more extensions and, worst, by demolishing and replacing the existing housing stock. The Conservation Area will help prevent that happening.
- 6.5 It was noted that past arguments put forward for Conservation Area status remain valid and have been strengthened over time. It was stated that the case for designation should be considered in the context of the wider neighbourhood, where changes have significantly diminished the traditional suburban aesthetic. It was noted that Bellfield Avenue and West Drive have retained much of their inter-war character, with individual detached properties set in large mature

gardens flanking the original estate boundaries. It was noted that the area was once part of the Harrow Weald Park Estate and that designation would protect a coherent picture of the origins the estate. Comments were made about the former Harrow Weald Park Estate area as a whole including that outside of the existing proposed conservation area as being designated a green belt area, parts considered a 'place of natural beauty' with a natural lake home to various bird species.

Comments seeking changes to proposed boundary

- 6.6 It was noted that houses at the entrance of West Drive on both side of the street i.e. those on Uxbridge Road should be included in the conservation area as they have significant architectural interest. A review of these houses suggests they have merit for inclusion given the character and interest of the proposed conservation area. 128 Uxbridge Road is locally listed as a building of special architectural and historic interest and the local list entry reads: 'Mock Tudor house of some quality dating from 1931, designed by GH Lake featuring mock timber framing and attractive leaded light windows. Number 130 and 132 Uxbridge Road appear to be of similar age and design.
- 6.7 Consequently additional consultation was undertaken, letters were sent to these houses: 128, 130 and 132 inviting comment from 6th April to 3rd May on the proposed inclusion of each property in the conservation area. The results will be verbally reported to the Panel at its meeting and formally documented in any subsequent report to Cabinet.
- 6.8 Similarly, it was requested by one respondent living in one of these houses that numbers 30 and 32 Bellfield Avenue should not be included in the proposed conservation area as they are much more modern houses as per those built at a similar time on Templars Drive and Lakeland Close. Council review shows these two houses are indeed more akin in age and design to the modern houses along Templars Drive and Lakeland Close that are being excluded from the proposed conservation area, and so the case for exclusion has merit.
- 6.9 Consequently additional consultation was undertaken, letters were sent to the remaining house on Bellfield Avenue of numbers 30 and 32 inviting comment from 6th April to 3rd May, on the proposed inclusion of each property in the conservation area. The results will be verbally reported to the Panel at its meeting and formally documented in any subsequent report to Cabinet.

Comment objecting to designation of the conservation area

- 6.10 The response against suggested the area does not have a high concentration of listed buildings, has no historical or architectural history left. Many of the houses have been modernised and there is no group of buildings with distinct physical identity. It stated that they saw no benefit therefore for including this in a conservation area. It

was observed that the area does not meet the listed criteria to be a conservation area i.e. many of the houses are newly renovated and extended with no original architectural value or distinct physical identity or any historical value. It was also suggested that designation as a conservation area would ‘only add an onerous burden of bureaucracy to residents wishing to modernise their homes’. Therefore, it was stated that there was strong disagreement with this proposal.

- 6.11 The concerns regarding the level of architectural and historic interest are noted. Such comments reflect the fact that the report considered by the Panel at its meeting on 30 November 2022 concluded that the case for designation was marginal; as noted above, more responses were in support of designation than against it. Any additional planning requirements arising from designation are intended to assist in the preservation of the area’s interest.

Historic England’s response

- 6.12 Historic England are the Government’s advisors on heritage and were consulted as part of the overall consultation process. They noted that the *National Planning Policy Framework* (NPPF, 2019) requires that heritage assets be conserved in a manner appropriate to their significance. NPPF Policy 191 sets out that when considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest. Whilst noting the assets of the proposed conservation area including its attractive and leafy streets of detached suburban houses dating, predominantly, from the inter-war period, and its low-rise development, they conclude that:

‘Overall the area is not notable for its local architectural or historic significance. As noted in the report, the area does not possess a historic or consistent architectural character that would demonstrate a strong case for designation when considered against NPPF Policy 191. Additionally, the extent of existing accumulative alterations has to some extent undermined any consistency of architectural or historic character. The layout of the streets is not notably innovative or reflecting patterns of historic land use. In our view, therefore there does not appear to be a clear case made for the special architectural and historic interest of the area to warrant designation’.

- 6.13 They further noted:
- ‘The area is characteristically similar to other undesignated suburban areas within the borough and the Council must therefore also weigh up the wider implications of designation in respect of establishing a precedent in respect of the wider characterisation of the borough’.
 - ‘The Council will also need to consider, given the area’s marginal interest, whether conservation area status is likely to be

an effective tool to preserve or enhance its character and appearance. Given the extent of existing alteration and the areas marginal significance, designation would seem unlikely to be effective in managing future change'

- 'NPPF Policy 191, sets out a requirement for local authorities to ensure that an area justifies such status because of its special architectural or historic interest. For the reasons set out above we do not consider a clear case for designation is set out in this instance'.

6.14 As a final point they note that in the event the Council is minded to designate the conservation area despite the above, they would recommend that a full appraisal and area management plan is undertaken as soon as possible.

6.15 Appendix 3 provides further detail in relation to the consultation outcomes.

7.0 Discussion and recommendation

7.1 There is clear support from residents for the principle of designating the area as a conservation area, notwithstanding the receipt of three objections. Two representations suggested amendments to the proposed boundary, as outlined in Section 6 above. In response to this, the proposed boundary has been amended to include those houses along the Uxbridge Road (128, 130 and 132) with architectural and historic merit at the entrance to this proposed Conservation Area, whilst to exclude numbers 30 and 32 Bellfield Avenue which are relatively modern houses that do not relate to the remainder of the proposed Conservation Area. Further consideration may need to be given to these proposed boundary changes depending on any responses received from the affected properties, with these due on 3 May 2023 (after the publication of the agenda).

7.2 Historic England's response re-iterates the NPPF requirement (paragraph 191) for local authorities to ensure that an area justifies such status because of its special architectural or historic interest and state they do not consider a clear case for designation is set out in this instance. This and the marginal nature of the area with respect to the conservation area criteria were documented in the report to the Panel on 30 November 2023, with the Panel concluding 'that the case for inclusion in a Conservation Area was marginal (as noted in the assessment). However, on balance the area should proceed to consultation for potential inclusion in a Conservation Area'. As noted above, the consultation has indicated clear support for the designation from residents. Historic England note that in the event that the Council designates the area, it is recommended that a full appraisal and area management plan is promptly undertaken.

- 7.3 In the context of the above, it is recommended that the Panel commend to Cabinet the designation of the area (subject to amendments to the boundary identified in paragraph 7.1) as a conservation area.

Ward Councillors' comments – these will be invited when the agenda for the Panel's meeting is published.

Data Protection Implications

Any personal data collected as part of the consultation process has been and will continue to be handled in a manner consistent with the General Data Protection Regulations (GDPR).

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

There are no significant risks arising from the recommendations. A full risk assessment section will be completed when the matter is reported to Cabinet.

Legal Implications

The Council has a statutory duty and is required under section 69(2) of the Planning (Listed Buildings and Conservation Areas) Act 1990 to carry out reviews 'from time to time' to determine whether any parts or further parts of their area should be designated as conservation areas; and if it so determines, that part(s) shall be so designated.

Should Cabinet resolve to designate the area as a conservation area, section 70 (5) of the Act requires the Local Planning Authority to give notice to the Secretary of State and Historic England ('the Commission'). Section 70 (8) requires that notice of designation is published in the London Gazette and in at least one newspaper circulating in the area of the local planning authority.

Financial Implications

The costs of undertaking the consultation have been met from within the existing revenue budgets of the Council's Planning Policy team. If any further action is required (such as undertaking the process to designate a conservation area), any costs will also be met from existing revenue budgets.

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

An Equalities Impact Assessment (EqIA) is not considered necessary in respect of the designation of a conservation area. Such a proposal is based on the architectural and historic merit of an area. Furthermore, the higher order Local Plan policy that contains the criteria against which development within Conservation Areas is assessed was subject to an equalities impact assessment prior to its adoption. The consultation recommended in this report would be undertaken in accordance with adopted Council standards, such as the Statement of Community Involvement (SCI).

Council Priorities

The decision sought will help the Council meet the priority of improving the environment and restoring pride in Harrow by helping ensure the attractiveness of the borough as a place to live and demonstrating that the Council seeks and listens to the views of its residents (by putting residents first).

Section 3 - Statutory Officer Clearance


Statutory Officer: Jessie Man
Signed on behalf of the Chief Financial Officer

Date: 21 April 2023

Statutory Officer: Jimmy Walsh
Signed on behalf of the Monitoring Officer

Date: 25 April 2023

Chief Officer: Viv Evans
Signed off by the Chief Planning Officer



Date: 26 April 2023

Mandatory Checks

Ward Councillors notified: YES

EqlA carried out: NO – refer to above

EqlA cleared by: N/A

Section 4 - Contact Details and Background Papers

Contact: David Hughes, Planning Policy Manager,
david.hughes@harrow.gov.uk

Background Papers:

Harrow Conservation Areas and Supplementary Planning Documents (SPDs) - <https://www.harrow.gov.uk/planning-developments/biodiversity-conservation>

Planning Policy Advisory Panel report (30 November 2023) (item 18) - [Agenda for Planning Policy Advisory Panel on Wednesday 30 November 2022, 6.30 pm – Harrow Council](#)

Cabinet report (19 January 2023) (item 88) - [Agenda for Cabinet on Thursday 19 January 2023, 6.30 pm – Harrow Council](#)

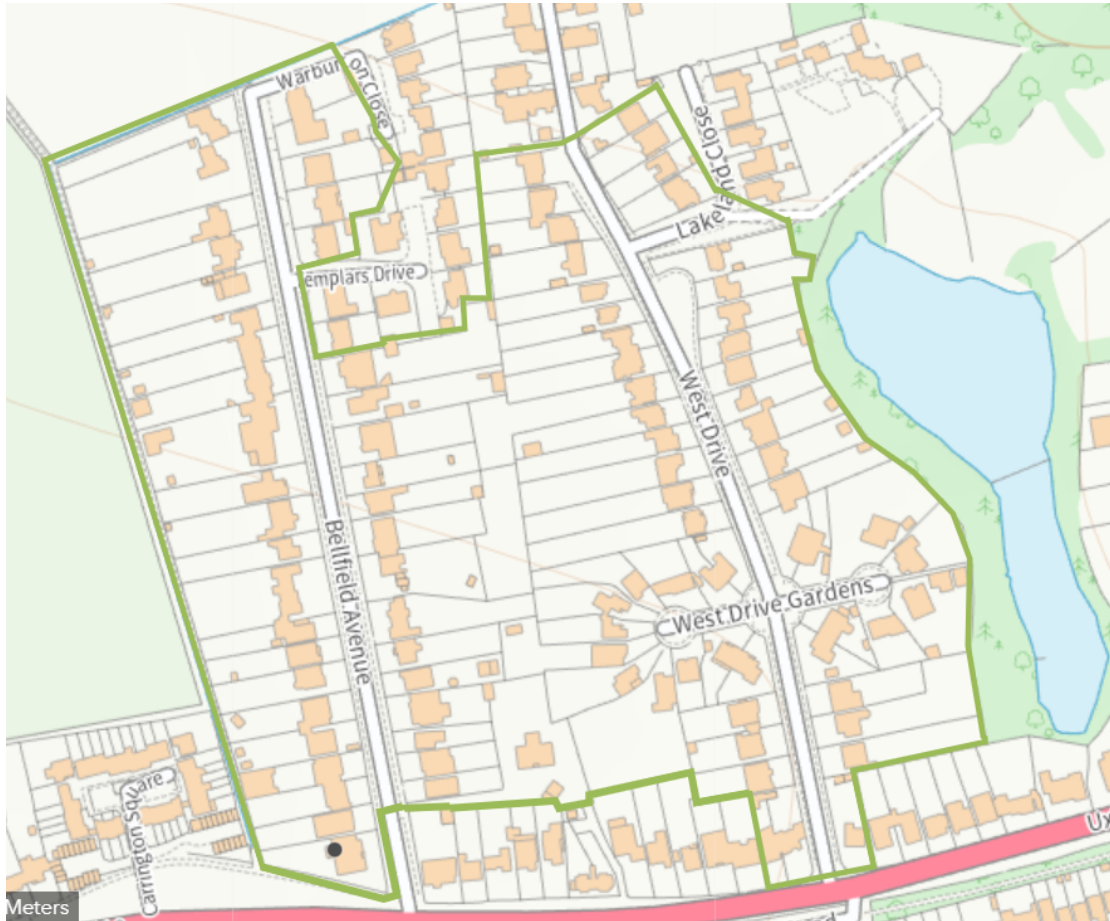
Appendix 1 – Map of proposed conservation area subject to consultation

West Drive Gardens, Bellfield Avenue and numbers West Drive1- 41 (odd) and 2-36 (even), Harrow Weald



Appendix 2 – Revised conservation area boundary post-consultation

1-41 (consecutive) West Drive, 1-29, 31, and 33-47 (consecutive) Bellfield Avenue, all of West Drive Gardens and 128, 130 and 132 Uxbridge Road.



Appendix 3 – Consultation report

See separate document

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Planning Policy Advisory Panel

Minutes

4 May 2023

Present:

Chair: Councillor Marilyn Ashton

Councillors: Christopher Baxter David Perry
Stephen Greek Norman Stevenson
Nitin Parekh

Absent: Councillor Asif Hussain

Resolved Items

40. Proposed West Drive and Bellfield Avenue Conservation Area Designation - Outcomes of Consultation and Recommendations

RESOLVED: To RECOMMEND: (to Cabinet)

- 1) the outcomes of the consultation undertaken on the proposed West Drive and Bellfield Avenue conservation area be noted;
- 2) the responses received as a result of the additional letters sent in response to comments received during the formal consultation period and which impacted upon the proposed boundary be noted;
- 3) the amended proposed conservation area boundary be noted;
- 4) the revised area be recommended to Cabinet for designation as the 'West Drive and Bellfield Avenue Conservation Area', subject to any further consultation responses received which would be formally reported to Cabinet.

Reason For Decision:

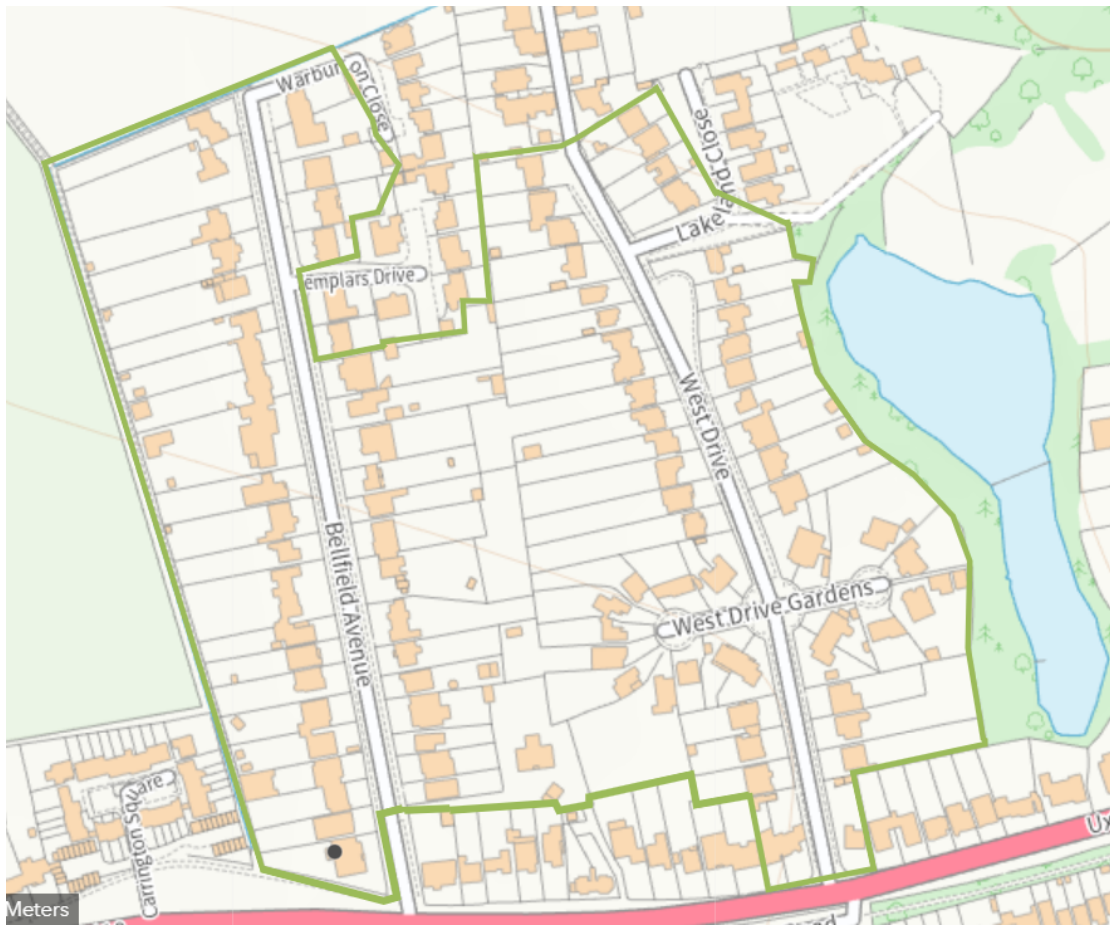
Conservation Areas are designated under the Listed Buildings and Conservation Areas Act 1990 ('the Act') which states in section 69 that 'every local planning authority shall from time to time determine which parts of their area are areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance, and shall designate those areas as conservation areas'. Consideration of the proposed area as a possible conservation area therefore fulfils Section 69 of the Act.

Options considered

- 1 The option of not reviewing the area for consultation area status was considered but this would be contrary to the Council's statutory obligations under the Planning (Listed Buildings and Conservation Areas) Act 1990, under which local planning authorities are required to carry out reviews 'from time to time' to ensure areas are adequately protected.
- 2 The option not to consult on the proposed area was considered and dismissed. This is because whilst consultation is not a statutory requirement it is best practice and doing so reflects the corporate priority of Putting Residents First.
- 3 The body of this report outlines options (and recommendations) in response to responses received to the consultation, including whether to designate the area as a conservation area and whether or not to amend the boundary in response to comments received during consultation.

Appendix 3 – proposed area for designation as the West Drive and Bellfield Avenue Conservation Area

1-41 (consecutive) West Drive, 1-29, 31, and 33-47 (consecutive) Bellfield Avenue, all of West Drive Gardens and 128, 130 and 132 Uxbridge Road.



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Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	Adult Social Care Provider Inflationary Up-lifts
Key Decision:	Key decision as it effects communities living or working in an area of two or more wards of the Borough and has a revenue value of over £500k.
Responsible Officer:	Senel Arkut - Corporate Director, People Services
Portfolio Holder:	Councillor Pritesh Patel - Portfolio Holder for Adult Services and Public Health
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the proposed approach to inflationary up-lifts for the adult social care market which includes a three year 7% inflationary up-lift approach and an additional one-off payment for 2023-24.

Recommendations:

Cabinet is requested to:

1. Agree the three-year inflationary up-lift approach 2023-24 – 2025-26;
2. Agree the increased funding for Providers for 2023-24 as a one -off additional payment

Reason: (for recommendations) To implement the adult social care inflationary up-lift for 2023-24.

Section 2 – Report

Introductory paragraph

1. Aligned with the Government’s ASC Reforms and Cost of Care, the Council is committed to working with social care providers to secure a sustainable and quality offer of services in Harrow, within available resources. The Government has allocated funding through the Market Sustainability Improvement Fund for inflationary up-lifts and market sustainability costs. The local authority is required to report the impact of Government’s Market Sustainability Improvement Fund on one (or more) of the three Targets:
 - Increasing fee rates paid to adult social care providers in local areas
 - Increasing adult social care workforce capacity and retention
 - Reducing adult social care waiting times
2. Harrow’s approach to inflationary up-lifts is guided by the following principles:
 - Support a sustainable and quality provider market in Harrow
 - Commitment to overtime increasing rates
 - To review the process and monitor the impact
 - To prioritise home care rates acknowledging the current rate, the importance of local services to support residents in their own homes to maintain independence and the plan to develop a home care commission strategy,

- To develop the approach to consolidate spot placements where appropriate and encourage market development to meet priority and creasing needs.
3. This report sets out the proposed three year 7% inflationary up-lift approach and an additional one-off payment for 2023-24.
 4. This decision contributes to the Council's priorities:
 - A council that puts residents first
Supporting the social care market to provide and sustain high quality care and support for Harrow's residents.
 - A place where those in need are supported
Ensures that there is a range of sufficient, quality care to meet the individual needs of those residents requiring support

Options considered

5. The following options have been considered:

Option 1: Do Nothing – this would not be a viable option because the Government has provided additional funding to support the care market and without increased funding the market ability to meet increased costs and maintain its sustainability.

Option 2: To agree Inflationary Up-lifts.

6. Option 2 is the preferred option because it will support the care market in Harrow. The increases in funding need to be achieved within the Council's affordability. An affordable rate of increase is being proposed for implementation.

Three Year Approach to Inflationary Uplifts Existing Packages

7. In considering the availability of funding and the inflationary up-lift rates, a range of percentage increases were modelled. The shortfall ranges from £248k at 3% to £7.8m at 12%. The increases to home care rates are also included. These are set out in the table below.

Percentage Increase		3%	5%	7%	9%	12%
Required Budget for % increase		£2,558,269	£4,237,782	£5,917,294	£7,596,807	£10,116,076
Available Budget Provision		£2,310,000	£2,310,000	£2,310,000	£2,310,000	£2,310,000
Budget Shortfall		£248,269	£1,927,782	£3,607,294	£5,286,807	£7,806,076
Hourly Rates	Current Rate	3%	5%	7%	9%	12%
Home care	£16.60	£17.10	£17.40	£17.80	£18.10	£18.60
Reablement	£18.00	£18.50	£18.90	£19.30	£19.60	£20.20

8. Within its affordability and the three -year MTFs, the Council has committed to an inflationary increase of 7%, £6.196m in cash terms, over 3 years for providers for existing packages. This is based on the cost of all open packages at the end of March 2023. The increases and funding are set out in the table below:

Year	2023/24	2024/25	2025/26
% increase	2.7 %	2.35%	2%
Cash Value	£2.31m	£2.086m	£1.8m

9. If additional Government funding becomes available there will be a review of the proposed increases.

Application of Inflationary Up-lifts 2023-24

10. The inflationary up-lifts will be applied as follows:

Home Care

All Home Care provider rates will be increased by 2.7%. This is a flat rate across all providers and will increase the hourly rate from £16.60 to £17.05.

Reablement

All Reablement provider rates will be increased by 2.7%. This is a flat rate across all providers and will increase the hourly rate from £18.00 to £18.50.

Bedded Care and Nursing Older People and Physical Disabilities

Bedded and Nursing provider rates will be increased by 2.7% where the standard package 2022-23 rate is below the West London Alliance (WLA) rate. This will apply to approximately 30% of beds across a number of providers. No increases will be agreed for providers where the rate is above WLA. The inflated rate for some providers may remain below the WLA rate.

Non-standard packages will be considered by the Review Panel on a case by case basis and the maximum increase will be 2.7%.

Learning Disabilities, Mental Health, CYAD and Community Day Services

Providers that make a request for an uplift within the timescale will receive an up-lift of 2.7%. This will mean that CareCube will only be applied to new packages of care for people with learning disabilities.

Personal Budgets and Direct Payments

A 2.7% inflationary increase will be applied if required through the annual review process.

Shared Lives

A 2.7% increase to the current rates low, medium and high will be applied.

Other Factors Effecting the Market

11. There are other factors that will have an impact on the market during the three-year period which will need to be monitored:
 - Joint health packages will receive the inflationary increase awarded by ICB, which is yet to be confirmed, but understood to be about 3% for 2023/24 for NWL, this is in line with established practices and ensures that the agreed funding split remains in situ.
 - Price evidence from the market
There are various sources of evidence about the costs of providing care proposing a range of rates. For example, information gathered through the Government's cost of care exercise, ADASS. The overarching theme is that inflation and other pressures are increasing the cost. The level of increase varies and Harrow's approach is to support inflation increases within its affordability.
 - Strategic Developments with the Provider Market
There are several developments with the provider market that will be considered during the three-year period. These include the implementation of the bedded care strategy and the development of a home care strategy. These will have an impact on the market and through this process the rates will be explored further.
 - Service contracts are not included in the inflationary up-lift process. During 2023-24 contracts are being redesigned and commissioned and through this process the specification will be reviewed within the current financial envelope.
 - Impact on recovery of assessed contributions for the increased cost of care. Whilst the uplift in the costs of care will be backdated to 1st April 2023, notification of this increase will need to be given to citizens. It is proposed that a communication will be sent out with the June invoice (during the first week of July) advising the increase which will commence from 1st August and be reflected in the August invoice which will be raised at the beginning of September.

Additional One-Off payment 2023-24

12. An additional £2m is proposed to support the provider market as a one-off lump sum for 2023-24. This will mean that for 2023-24 there is a total

of 5% increase which is a combination of the inflationary up-lift (2.7%) and the one-off lump sum (2.3%).

13. The impact on the rates will be a total increase of 5% in 2023-24, with the 2024-25 starting rates reflecting the ongoing increase of 2.7%
14. The 2.35% increase in 2024-25 will be applied to the 2023-24 rates after the permanent uplift of 2.7%, and not 5% which includes the one of provision for 2023-24 only.
15. In practice this will mean that in cash terms, providers will not see an increase in rates in 2024-25 as the 2.35% uplift will be largely equivalent to the one-off increase of 2.3% from 2023-24.
16. This additional uplift will be paid over the course of the year as part of the monthly payment to providers, such that the increase will only be paid to care which has been delivered.
17. The mechanics of how this can be operationalised in Mosaic are being explored, the requirement to reverse the one-off allocation by 31st March 2024 potentially needing technical support to resolve.

Implementation and Timeline

18. A Panel, with senior officers from Adults Social Care and Finance will be established to oversee the inflationary up-lift implementation and the process will be as follows:

Activity	Date
Report to Cabinet	Thursday 29 June
Home Care and Enablement Providers and Shared Lives	
Letters sent to Home Care, Enablement and Shared Lives providers detailing the approach.	From Friday 7 July
Inflationary up-lift applied backdated to first Monday in April 2023	Payment to be received from August onwards
Bedded Care Older People and Physical Disabilities	
Letters sent to Bedded Care providers detailing the approach.	From Friday 7 July
Inflationary up-lift for bedded care providers standard packages below WLA cap applied backdated to first Monday in April 2023	Payment to be received from August onwards
Letter confirming inflationary up-lift	End September
LD, MH, CYAD, Community Providers	
Letters sent to LD, MH, Community providers detailing the approach.	From Friday 7 July
Deadline for requests for uplift from LD, MH, Community providers	Friday 11 August
Review Panel to consider the requests	Monday 13 August to 13 September

Letter confirming inflationary up-lift for LD, MH and Community providers	End September
Personal Budgets and Direct Payments	
PB and DP applied if required through the annual review process	On-going during 2023-24
Planning for 2024-25	October/November

Ward Councillors' comments

19. None this affects all Wards.

Performance Issues

20. The Department of Health and Social Care (DHSC) begins monitoring the CQC-assessed quality of Harrow-commissioned home care and residential care from July 2023. There will be a national indicator developed as part of this process.
21. Local monitoring already captures the quality of the local market (those providers with an HA postcode as a proxy for a Harrow location) and the quality of care commissioned by Harrow from a provider in any location. The aim is to match the local market standards in the choices of care homes and home care agencies commissioned. There is an element of choice for residents and in exercising their choice may decide to select or continue with a poorly rated agency or home, in the understanding of the risks of their choice.
22. Data for May 2023 suggests the local market ratings are improving as CQC's assessment activity has increased since Covid restrictions and delays to inspections eased.
23. Currently 15% % of care homes located in Harrow are rated "requiring improvement" or "inadequate". Of the care homes commissioned by Adults Social Care, 9.6% fall into these categories.
24. For home care agencies, located in Harrow, 15.9% require improvement or inadequate. The commissioned packages of care by Harrow, including providers both in Harrow and located in other Boroughs, 18% of packages are bought from agencies rated RI or Inadequate.
25. The table below presents the data for all categories.

	Provider Rating	Outstanding	Good	Requiring Improvement	Inadequate
Harrow postcode-based providers	Care Homes	3 (2.8%)	88 (82.2%)	14 (13.1%)	2 (1.9%)
	Home Care	0 (0.0%)	90 (84.1%)	16 (15.0%)	1 (0.9%)
Packages commissioned	Care Homes	35 (5.9%)	501 (84.4%)	57 (9.6%)	0 (0.0%)

by Harrow	Home Care	0 (0.0%)	1002 (81.9%)	222 (18.1%)	0 (0.0%)
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26. The rate increases proposed will therefore need to ensure that Harrow will be able to sustainably purchase enough care and support from the better-rated agencies and care homes in order to get closer to the local market averages. Performance targets have been set to achieve market-level or better performance by March 2024.

Environmental Implications

27. There are no environmental implications to this report.

Data Protection Implications

28. There are no data protection implications to this report.

Risk Management Implications

29. Risks included on corporate or directorate risk register? **No**

30. Separate risk register in place? **No**

31. The relevant risks contained in the register are attached/summarised below. **N/A**

32. The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
The three-year offer does not meet market expectation and there are formal notices to hand back care packages	<ul style="list-style-type: none"> ▪ Harrow is committed to a 7% increase over 3 years and a one-off payment for 23/24 which represents a realistic and affordable offer ▪ Year 1 will see a 2.5% increase to all home care providers and a process to increase costs to LD. MH, CYAD and Day Providers. The Review Panel will consider requests for uplifts and manage those cases where a provider formally gives notice. ▪ There are currently 52 providers of home care and 256 bedded care providers. So if care packages are handed back there are other providers in the market who may be able to take them. However whilst 	AMBER

	there is a high number of providers, there may not be capacity or expertise across the market if high numbers of packages are formally handed back.	
There is a judicial review/legal challenge to the level of uplifts being offered	<ul style="list-style-type: none"> Officers have worked with legal to develop Harrow's approach for uplifts for 2023/24 to minimise legal challenge as outlined in the main paper 	AMBER
The temporary nature of the £2m funding boost in 2023/24 creates a financial dependency on the Council which cannot be fulfilled in 2024/25	<ul style="list-style-type: none"> Communication to the market will make it explicitly clear that this is a one-off payment for 23/24. The market will be informed of the Council's commitment to an uplift in 24/25 	AMBER
The Council is required or otherwise obliged to offer levels of uplift over and above what is currently being put forward	<ul style="list-style-type: none"> The Council has set out its 3-year approach to uplifts The Council has built up good/long term relationships with providers Providers may risk reputational damage if they hand back packages If packages are handed they will need to be recommissioned on a case-by-case basis 	AMBER
The cost of new care package increases	<ul style="list-style-type: none"> Processes are in place such as aligning with the WLA rates and applying care cube to agree the cost of new packages 	AMBER
Care quality decreases as a result of the level of the uplifts	<ul style="list-style-type: none"> The commitment to increase by 7% over three years and an additional one-off payment for 23/24 will support providers to maintain and improve quality 	AMBER
Reputational damage to the Council arising from the level of uplifts offered	<ul style="list-style-type: none"> Commitment to increase by 7% over three years and an additional one off payment for 23/24. Communication with the market and implementation timetable. 	AMBER

Procurement Implications

33. There are no procurement implications for this report.

Legal Implications

34. Under s5 of the Care act 2014, local authorities have a duty to promote the efficient and effective operation of a market in services for meeting care and support needs.
35. The statutory Guidance(the Care and Support Guidance) provides that Local authorities should consider the contract arrangements they make with providers to deliver services, including the range of block contracts, framework agreements, spot contracting or ‘any qualified provider’ approaches, to ensure that the approaches chosen do not have negative impacts on the sustainability, sufficiency, quality, diversity and value for money of the market as a whole – the pool of providers able to deliver services of appropriate quality.
36. The decision-making process should demonstrate that consideration of the Guidance and knowledge of the local market had been part of the decision-making process.

Financial Implications

37. The 7% inflationary up-lift over three years has been modelled to ensure that it remains with the financial envelope within the MTFS of £6.196m.
38. Using the cost of all open packages at the end of March 2023 as the baseline the ongoing allocations and uplift percentages are summarised in the table below:

Year	Care Costs	Inflation	Rate
2023-24	£83,975,630	£2,307,342	2.70%
2024-25	£86,242,972	£2,066,710	2.35%
2025-26	£88,269,682	£1,805,394	2.00%
	Total	£6,179,445	

39. The following points/assumptions should be noted in the modelling:
 - The WLA DPS 2023-24 rates used to determine uplifts for standard older people’s bedded care placements are capped at £746 for residential; £803 for residential dementia; £782 for nursing and £804 for nursing dementia placements in Brent and Ealing. Harrow has aligned its uplift standard prices with these two LAs for several years, but this year will limit its increase to 2.5% which will equate to £667 for residential; £725 for residential dementia; £726 for nursing and £746 for nursing dementia placements.
 - The price of care has increased annually through a combination of increased hours for complexity (home care) and increased prices for

new packages (bedded care). This 'price creep' is approximately 10% bedded and 5% community. It is proposed that for Year 2 the inflationary increase will be based on the new prices, this will increase the cost of the 2.35% increase assumed.

- The uplift in 2024-25 will be based on the ongoing uplifted rates of 2.7% and will exclude the one-off uplift (of 2.3%). In practice this will mean that in cash terms, providers will not see an increase in rates in 2024-25 as the 2.35% uplift will be largely equivalent to the one-off increase of 2.3% from 2023-24.
- New packages of care will be agreed through the existing processes – Care Cube for LD and CYAD, WLA rates for Older People and PD. The approach to Mental Health will be agreed.
- The cost of the £2m one off provision in 2023-24 will be funded from the MTF5 Budget Planning Reserve. Subject to the finalisation of the 2022-23 Outturn, this reserve stands at £16.4m and hence will be reduced to £14.4m.

Equalities implications / Public Sector Equality Duty

40. Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*

- (c) *Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:

- (a) *Tackle prejudice, and*
(b) *Promote understanding.*

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

41. Harrow commissions care and support services that are of good quality, inclusive and provide a diversity of provision. The increased funding will sustain provision for those residents with protected characteristics. This will enable more residents to remain in Harrow. A high-level equality impact assessment has been undertaken and has shown a positive impact for the protected characteristics. Further development of the provider market is required to ensure that there is a continuum of provision to meet needs and the demographic profile of Harrow residents.

Council Priorities

42. The recommendation contributes to the Council's priorities: "A council that puts residents first" and "A place where those in need are supported".

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 15th June 2023

Statutory Officer: Sharon Clarke

Signed on behalf of the Monitoring Officer

Date: 12th June 2023

Chief Officer: Senel Arkut

Signed off by the Corporate Director

Date: 15th June 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 15th June 2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Head of Internal Audit

Date: 15th June 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: NO

An EQIA was not completed because this increase applies to all providers in Harrow and there are no negative implications.

EqIA cleared by: N/A

Section 4 - Contact Details and Background Papers

Contact: Johanna Morgan, Director, People Services Strategy and Commissioning, People Services Directorate

Johanna.morgan@harrow.gov.uk

Background Papers: None

**Call-in waived by the Chair of Overview and Scrutiny
Committee - NO**



Report for: Cabinet

Date of Meeting:	29 June 2023
Subject:	Community Safety Strategy 2023-2026
Key Decision:	Yes - it affects the whole Borough
Responsible Officer:	Shumaila Dar - Interim Assistant Director of Strategy and Partnerships
Portfolio Holder:	Cllr Anjana Patel - Portfolio Holder for Environment and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 Community Safety Strategy Appendix 2 Community Safety Dataset Appendix 3 Reference from the Overview and Scrutiny Committee (6 June 2023)

Section 1 – Summary and Recommendations

This report sets out six key priorities for community safety in Harrow, informed by data analysis and consultation, which will contribute to the Council priority of a place that is clean and safe.

Recommendations:

Cabinet is requested to:

1. To consider the new Community Safety Strategy and recommend to Council for approval;
2. To authorise the Interim Assistant Director of Strategy & Partnerships following consultation with the Portfolio Holder for Environment & Community Safety, to make any minor amendments to the strategy as necessary prior to the matter going to Council.

Reason (for recommendations):

The strategy is a statutory requirement of the Safer Harrow Partnership.

Section 2 – Report

Introductory paragraph

Harrow Council is committed to restoring pride in Harrow by prioritising putting residents first, working to create a clean and safe borough and supporting those in need. We will deliver on the flagship action of a borough that is clean and safe, ensuring that residents and visitors to Harrow are and feel safe. Harrow is one of the safest boroughs in London and we will strive to maintain this position while reducing the fear of crime.

The three-year strategy set out in this report provides a clear vision and comprehensive delivery plan for how the Safer Harrow Partnership will deliver our community safety priorities, how each priority will be measured, and progress monitored. Working with our statutory and VCS partners as well as residents, communities, local businesses and all our stakeholders will be instrumental in keeping the people of Harrow safe from crime and repeat victimisation and help us achieve our outcomes.

The Council vision is: Restoring Pride in Harrow.

The three Council priorities are:

- A council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

Options considered

1. Approve the Community Safety Strategy

This is the preferred option.

2. Do not produce a Community Safety Strategy

This option was rejected because the strategy is a requirement under *The Crime and Disorder Act 1998*.

Background

Producing a Community Safety Strategy is a legal requirement and it is important it remains current and reflects the changes in the borough. In addition, this updated strategy will allow the new Administration to set out its priorities for community safety in Harrow. The three-year strategy set out in Appendix 1 to this report provides a clear vision for how the Council and its partners will deliver this overarching priority of a safe borough, aligned to the flagship action of a borough that is clean and safe.

The Safer Harrow Partnership is responsible for this strategy through a multi-agency approach and is accountable for its effective implementation. In order to ensure that the priorities in this strategy are implemented, a number of workstreams will be established which will report back to the main group. All progress under each workstream will be monitored through quarterly reporting to the Safer Harrow Partnership in order to achieve the best possible outcomes.

The strategy outlines six community safety priorities for Harrow, and how each of these priorities will be measured, and progress monitored. These priorities were identified through the analysis of Harrow-specific data and trends, and were proposed by statutory and non-statutory partners at consultation workshops, and as such they are based on insight and evidence.

The six priorities for Community Safety in Harrow are:

- Tackling and reducing Violence Against Women and Girls (VAWG)
- Reducing incidents of burglary / motor vehicle crime / robbery
- Reducing the number of violent incidents in the borough
- Tackling and reducing offences and harm caused by drugs
- Tackling Hate Crime
- Perception of crime

Tackling and reducing Violence Against Women and Girls

The Safer Harrow Partnership is dedicated to tackling all forms of VAWG as part of our commitments to make Harrow a clean and safe borough, and to support the most vulnerable. This will also impact feelings of safety for women and girls in Harrow.

The Safer Harrow Partnership will work collaboratively to prevent and reduce incidents of violence against women and girls including domestic abuse, and continue to work to pursue perpetrators utilising all available legal tools. We will also enable survivors of domestic abuse to access support services which provide the required help. We continue to engage with women and girls to identify locations where they feel safe or at risk and increase the number of safe spaces in Harrow.

Reducing incidents of burglary / motor vehicle crime / robbery

These high-volume crimes are visible and decrease feelings of safety for residents and as such, it is a focus of this strategy to implement initiatives that will reduce these crimes and increase feelings of safety in Harrow.

We will continue to collaborate as a partnership to share information and data to identify hotspot locations and oversee continued partnership working between the police and relevant council teams to support targeted initiatives.

Reducing the number of violent incidents in the borough

To deliver a Harrow that is clean and safe, it is essential to address the issue of violence in the borough. This includes knife crime, which encompasses all criminal offences committed using a knife or a bladed article as a weapon.

The Safer Harrow Partnership will maintain close working relationships between the council, police and voluntary sector partners in order to raise awareness of violence and address this issue. This will see a robust strategic partnership approach to adolescent safeguarding, and the delivery of early intervention programmes aimed at reducing violence, gang-related activity and exploitation.

Tackling and reducing offences and harm caused by drugs

The intent to supply, possession and use of illegal drugs in Harrow has implications for community safety as well as public health in the borough. This issue is closely linked to other criminal activities including burglary and robbery, gang-related activity, and violence. In addition, where it is clear that the use of drugs is taking place, it can decrease feelings of safety. Therefore, this is an issue we are prioritising and are committed to tackling through undertaking the following actions.

We will increase the number of people that are supported in Harrow with substance misuse issues through our providers. We will tackle the exploitation of young people by working with partners to create diversionary activities and opportunities to reduce the number of young people being drawn into crime, and will target known hotspot locations where drugs are used and / or distributed.

Tackling Hate Crime

Community cohesion and resilience in Harrow has been strong, however, racist and religious hate crime is an area of concern for our diverse community and is a problem that has a great impact on feelings of safety in our borough.

Therefore, we will continue to work with our communities and local partners towards a goal of increased community cohesion. To do this we will promote hate crime reporting through a variety of diverse communication channels (including different languages and media) and provide robust support for victims of hate crime through better police support.

Perception of crime

One of our priorities is to increase feelings of safety in Harrow for all residents and visitors. Current data demonstrates that Harrow remains one of the safest boroughs in London, but at times this may not align with perceptions of crime and feelings of safety in Harrow. However, we need to ensure that residents and visitors are not only safe, but also *feel* safe.

We will work with our partners on targeted initiatives to increase feelings of safety and reassurance.

Ward Councillors' comments

Not applicable.

Performance Issues

Performance will be tracked through the Community Safety Strategy Delivery Plan and quarterly reporting on the priority areas to the Safer Harrow Partnership.

Environmental Implications

The creation of a new Community Safety Strategy within this report is an important aspect of delivering one of the priorities for Harrow over the next decade: A borough that is clean and safe.

Data Protection Implications

Harrow Council is bound by a Data Sharing Agreement with its partners. This provides a commitment by the Parties to ensure that their contractors, managers and staff involved in the sharing of information ensure that it is shared safely and securely and shared in a way which respects an individual's right to privacy and in compliance with all applicable legislation, including the GDPR.

Risk Management Implications

Risks included on corporate or directorate risk register? **Yes**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
No

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
<p>The Council fails to meet the legal requirement of producing a Community Safety Strategy</p>	<ul style="list-style-type: none"> ▪ Producing a Community Safety Strategy is a legal requirement under <i>The Crime and Disorder Act 1998</i> for all Community Safety Partnerships. This risk can be mitigated by approving the strategy, as per the above recommendation. 	<p>Green</p>
<p>There has been insufficient consultation and engagement with stakeholders on the strategy</p>	<ul style="list-style-type: none"> ▪ The actions in the strategy were identified and formulated through consultation with the appropriate Portfolio Holder and relevant council officers and stakeholders including an assessment of financial viability and timescales for deliverability. ▪ There has also been engagement with a range of stakeholders, including undertaking two consultation workshops, one for Members and another for VCS and statutory partners where follow-on/additional feedback was also sought and incorporated on an initial draft. ▪ The Portfolio Holder has additionally been kept updated with progress and the timeline throughout the consultation process. 	<p>Green</p>

Risk Description	Mitigations	RAG Status
<p>The resources required to deliver the strategy are not specified, and/or, subsequently become insufficient to deliver it</p>	<ul style="list-style-type: none"> ▪ The strategy is based on existing resources and will be reviewed and monitored to mitigate any changes. ▪ The actions in the strategy were identified and formulated through consultation with the appropriate Portfolio Holder and relevant council officers and stakeholders including an assessment of financial viability including resources. Resources will be continually reviewed to ensure it is adequate to achieve the deliverables. 	<p>Green</p>
<p>Levels/sources of external funding also prove to be insufficient to deliver the strategy</p>	<ul style="list-style-type: none"> ▪ The strategy is based on existing resources and will be reviewed and monitored to mitigate any changes. ▪ The actions in the strategy were identified and formulated through consultation with the appropriate Portfolio Holder and relevant council officers and stakeholders including an assessment of financial viability including resources. Resources will be continually reviewed to ensure it is adequate to achieve the deliverables. 	<p>Green</p>
<p>The progress and success of the strategy cannot be quantified or measured and is not monitored or reported in a timely way</p>	<ul style="list-style-type: none"> ▪ The Strategy has an operational delivery plan setting out the outcomes, the lead responsible agency and the measures that will be reported on. ▪ Delivery against the Community Safety Strategy will be routinely reviewed, and progress reported quarterly, 	<p>Green</p>

Risk Description	Mitigations	RAG Status
	enabling adjustments or remedial action to be taken.	
The strategy lacks flexibility and cannot adapt to changing circumstances	<ul style="list-style-type: none"> ▪ Delivery against the Community Safety Strategy will be routinely reviewed, and progress reported quarterly, enabling adjustments or remedial action to be taken. 	Green

Procurement Implications

There are no direct procurement implications arising from the recommendations set out in this report. However, any procurement that is required to deliver the actions detailed in the Community Safety Strategy will be conducted consistent with the Public Contract Regulations 2015 and the Contract Procedure Rules and will be supported by the Corporate Procurement Team.

Legal Implications

Article 3 of the Council's Constitution sets out the policy framework of the Council. The Community Safety Strategy is a requirement under *The Crime and Disorder Act 1998*. The strategy should therefore be approved by Council.

Financial Implications

The Community Safety Strategy is funded within the existing 2023/24 budget and Medium-Term Financial Strategy (MTFS). Some of the community safety priorities may be enhanced where it is possible to apply for external funding which will be at no further cost to the Council.

Equalities implications / Public Sector Equality Duty

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) *Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) *Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*
The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) *Tackle prejudice, and*
- (b) *Promote understanding.*
Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

The development of a new Community Safety Strategy will support delivery of our equalities duties across the borough. Key priorities of the strategy include tackling hate crime and having a borough that is a place where those in need are supported. In order to achieve this, multiple datasets support identification of those groups who are not experiencing the same level of outcomes as others, enabling specific and targeted plans to be developed over the 3-year delivery window to improve outcomes.

Council Priorities

While the Community Safety Strategy touches on the three council priorities identified in the Corporate Plan, the strategy is most closely aligned with priority two – a borough that is clean and safe.

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 26/05/2023

Statutory Officer: Isha Prince

Signed on behalf of the Monitoring Officer

Date: 25/05/2023

Chief Officer: Alex Dewsnap

Signed by the Managing Director

Date: 26/05/2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 25/05/2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Head of Internal Audit

Date: 08/06/2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: YES

EqIA cleared by: Jennifer Rock

Section 4 - Contact Details and Background Papers

Contact: Glenn Palmer, Policy Officer, 07926 072880,
Glenn.Palmer@harrow.gov.uk

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

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DRAFT

Community Safety Strategy

2023 - 2026

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1. Foreword from Portfolio Holder

Harrow is a vibrant and diverse borough - and we are one of the safest boroughs in London. While we take pride in this, we know we can do more to keep Harrow safe for our residents and visitors.

In our first year in office, we have listened to what Harrow people want. Our residents want to feel safe - and while we are a safe borough, we know it is not always how people feel.

With this in mind our Community Safety Strategy outlines our targets for a safer borough for 2023-2026. It looks at how we will work with our partners - including the police and the voluntary sector - to put our residents first and deliver a Borough that is clean and safe.

There are a number of things we are already doing to achieve this, like the launch of the Harrow Safer Spaces survey to identify where women, young girls and others feel unsafe in the borough. We will use feedback to identify where we can make improvements to our public spaces and have discussions with the community and partners such as the Police.

We know cleanliness has an impact on how safe residents feel and so we have taken a number of steps to improve the appearance of our borough. We continue to act against those who blight our borough by illegally dumping rubbish; rogue landlords who let dangerous and sub-standard private rented accommodation; and traders who operate illegally and with disregard for others.

We also work jointly with our partners when dealing with anti-social behaviour and crime. Over the last year a number of properties have been served closure notices – banning them from use, and in doing so restoring peace, law and order in our neighbourhoods.

While a lot of work is already taking place, there is more that we can do. This strategy outlines how we will help to reduce Violence against Women and Girls; incidents of burglary, motor crime and robbery; violent incidents; drug use; hate crime and the perception of crime in Harrow.

Our new Corporate Plan sets out our vision for the borough - restoring pride in Harrow. This sits at the heart of everything we do to ensure our borough is a great place to live, learn, work and visit.

Three core priorities fall under this which will help us drive decisions and the services we deliver for our residents. These are:

- a council that put residents first;
- a borough that is clean and safe, and
- a place that supports those in need.

As a resident and Harrow Council's Cabinet Member for Environment and Community Safety, I want Harrow to be a place where people feel proud to call home, and where they feel safe, supported, and have the opportunity to flourish.

It gives me great pleasure to introduce this Community Safety Strategy. By working together, we will create a borough that is clean and safe and where everyone genuinely feels safe.

Signature

Anjana Patel
Portfolio Holder for Community Safety and Environments

2. Introduction to the Community Safety Strategy

Under The Crime and Disorder Act 1998 each statutory Community Safety Partnership¹ is required to produce a Community Safety Strategy. This strategy outlines Safer Harrow Partnership's three-year plan on how we will work to create a Harrow that is safe and clean, ensuring Harrow remains one of the safest boroughs in London.

The priorities in this strategy set out below, have been identified through the analysis of crime trends and data, which have been considered with our statutory and non-statutory partners through a range of consultations. This engagement provided an opportunity to share what partners were seeing, hearing, and experiencing in Harrow and to contribute to the development of a clear picture of the key areas of community safety to prioritise.

Violence Against Women and Girls (VAWG)
Burglary & Motor Vehicle Crime
Violence and violent incidents
Drugs²
Hate Crime ³
Perception of Crime and Anti-Social Behaviour

Work on each of these priorities will be considered alongside the Harrow Joint Health and Wellbeing Strategy and the Adolescent Safeguarding Strategy, including a clear focus on mental health to support those most in need.

Harlow Borough Context

Harlow is a diverse borough and includes:

- Harlow has 261,300 residents
- 51% of our population are female, with 49% being male
- 64% of our population come from a Black, Asian and Multi-ethnic background
- Average age of Harlow residents is 38 years

¹ The Safer Harlow Partnership includes representatives from the Council, the Metropolitan Police Service, Public Health, the Probation Service and Voluntary and Community Sector (VCS) organisations.

² While acknowledging that substance misuse is a broader issue that can include alcohol, this strategy is prioritising the reduction of offences and harm related to illegal drugs.

³ A hate crime is defined as 'any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.

Harrow is the second safest borough (excluding the City of London) with only Richmond upon Thames having a lower number of notifiable offences per 1,000 people in 2022

Our objective is to ensure that Harrow remains one of the safest boroughs in London.

From December 2021 to December 2022, the number of notifiable offences in Harrow increased by 2.6% compared to the previous twelve months and a further breakdown is outlined below. However, this was a smaller increase compared to the London-wide average, with Harrow having one of the lowest crime rate increases in London. During this period across London there was an average increase of 9.1% in notifiable offences.

The following figures highlight the levels of high harm and high-volume crimes in Harrow over the twelve months from December 2021 to December 2022 in comparison to the previous twelve-month period.

High Volume Crime

- Violence without injury decreased by 0.8%
- Burglary offences decreased by 3.5%
- Theft from motor vehicles decreased by 2%
- Theft of motor vehicles increased by 9.4%
- Drug possession decreased by 34.1%
- Robbery increased by 37.4%
- Total theft from the person increased by 18.4%

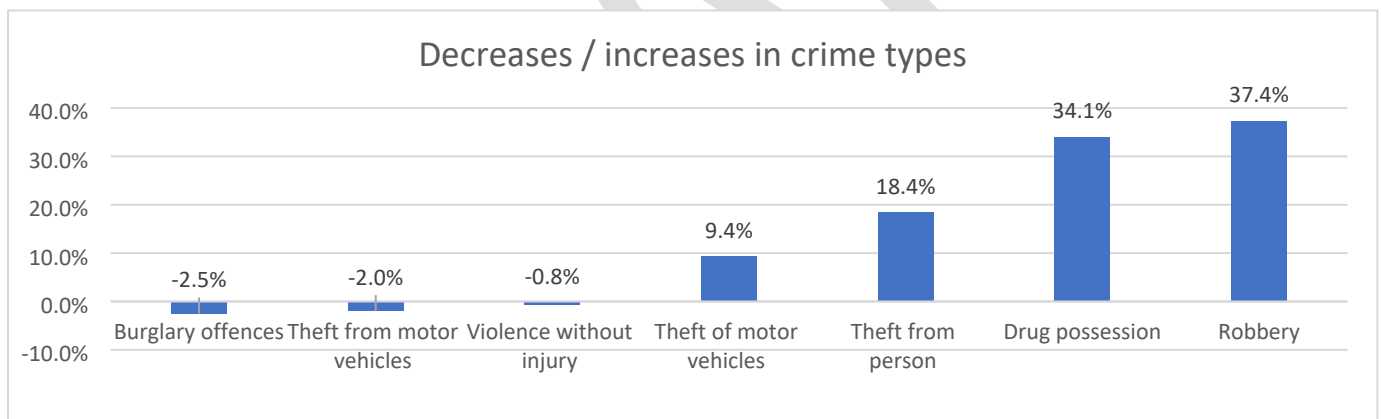


Figure 1: High harm and high-volume crimes in Harrow over the twelve months from December 2021 to December 2022

High Harm Crime

- Violence with injury increased by 13.9%
- Sexual offences decreased by 2.8%
- Knife crime increased by 24.1%
- Knife crime with injury decreased by 3.3%
- Domestic violence increased by 0.1%
- Domestic violence with injury increased 5.7%
- Intent to supply drugs increased by 33.9%
- Racist, religious hate crime increased 6.2%

3. A Clean and Safe Borough – Harrow’s Community Safety Priorities

During our work to identify the community safety priorities for 2023 – 2026, the consultations highlighted the importance of a partnership approach to tackle community safety issues in the borough.

The Safer Harrow Partnership is responsible for this strategy through a multi-agency approach and is accountable for its effective implementation. To ensure that the priorities in this strategy are implemented, several workstreams will be established which will report back to the main group. All progress under each workstream will be monitored through quarterly reporting at Safer Harrow to deliver the best possible outcomes for our residents. Our partnership model cuts across all our community safety priorities and will range from working together on targeted initiatives and days of action, to information sharing between partners.

Working with our residents, communities, local businesses and all our stakeholders will be instrumental in keeping the people of Harrow safe from crime and repeat victimisation.

A key challenge as we undertake this work will be to build and increase public confidence in the organisations and bodies who are working to make Harrow safer while adopting a victim focused approach. The recent Baroness Casey’s report (published in March 2023) investigated the standards of behaviour and internal culture of the Metropolitan Police Service (“the Casey Review Report”). This highlighted along with other findings, that public confidence in the Metropolitan Police Service to do a good job locally has fallen from high points of 70% in 2016 and 2017 to a low of 45% in March 2022.

The Metropolitan Police Service (MPS) is currently reviewing its Turnaround Plan 2023-25 following the findings from Baroness Casey’s report, however, has committed to and begun delivering on investing in the strongest ever Neighbourhood Policing and Public Protection. There is still much work to be undertaken by the MPS and we will continue to engage with our local police force in Harrow to identify and understand their response to the report, and its implications for creating a safer Harrow and this will be built into our delivery action plan.

To increase public confidence locally in Harrow and to be transparent, the Safer Harrow Partnership will publish an annual report on each of its priorities, providing an overview of the work being undertaken across the partnership to reduce crime and deliver positive outcomes for residents.

Finally, the Safer Harrow Partnership has a new Serious Violence Duty, introduced by the Police Crime Sentencing and Courts Act 2022. The Duty requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence, which will encompass several other key priorities such as Drugs and Violence against Women and Girls. The partnership will need to prepare and implement a strategy for preventing and reducing serious violence, and publish this by 31st January 2024.

4. Our Priority - Tackling and Reducing Violence Against Women and Girls (VAWG)

The Safer Harrow Partnership is dedicated to tackling all forms of VAWG as part of our shared commitment to making Harrow a [clean and] safe borough and supporting the most vulnerable.

A higher proportion of violence against women and girls is domestic abuse (DA) where the violence occurs within the context of an established relationship and the perpetrator is known. However, there is an increase in reported incidents where violence against women and girls is perpetrated by strangers where there is no history of a previous relationship.

Over the twelve months ending December 2022, the number of sexual offences in Harrow dropped by 2.8%, domestic violence rose by 0.1% and domestic violence with injury rose by 5.7%. These are crimes that disproportionately impact women and girls.

A common theme that emerged from the consultation workshop was to prioritise the safety of women and girls and it was widely felt that building confidence in the response of the police and Council was a priority. This is echoed in the findings of the Casey Review Report which concluded amongst its findings that the MPS needs a dedicated women's protection service and a more victim-centred approach to dealing with VAWG and we welcome any developments to offer more specialised support to victims of VAWG.

The Safer Harrow Partnership will work across the partnership to pursue perpetrators of VAWG and to provide the help that victims and survivors need, ensuring there is a wide public awareness of these services and how to access these, and to promote confidence in these services. Work will also address areas and concerns that cause women and girls to feel unsafe in our borough including a range contributing environmental factors. This will be expanded further in a dedicated VAWG action plan.

Outcomes:

- Reduction in VAWG and DA incidents across the borough.
- Increase in women and girls reporting feeling safe in the borough, currently measured through a council led survey on safe spaces
- Increase our awareness of risks to safety by collaborating with partners to share information and data, with the Community Safety unit acting as the central hub
- Positively change male attitudes towards VAWG through education, awareness raising and communication programmes.

Over the next three years, we will:

- Collaborate as a partnership to increase the number of safe spaces in Harrow to support victims of VAWG and Domestic Abuse.
- Work to address perpetrators through the Criminal Justice System or other preventative initiatives.
- Continue engaging with the women and girls of Harrow to identify locations where they feel at risk and / or unsafe
- Enable victims / survivors to access support services to receive the required help

5. Our Priority – Reducing Burglary / Motor Vehicle related theft / Robbery

Theft, robbery, burglary, and motor vehicle crime (including the theft of and from motor vehicles) incorporates issues that are visible and decrease feelings of safety for residents.

Burglary is one of the predominant crimes in Harrow in terms of volume, and includes the theft, or attempted theft, from a building or premises or damage to a building or premises that appears to have been caused by a person attempting to enter to commit a burglary. Theft of a motor vehicle relates to the theft or attempted theft of a vehicle, driving without consent of the owner, or as a passenger of a stolen vehicle.

Incidents of burglary have reduced by 3.5% over the twelve months ending in December 2022 but are still higher in the autumn and winter months, which sees a police response through targeted operations. Robbery has increased by more than a third in the twelve months to December 2022. Theft of catalytic converters has fallen by more than a third between April 2022 and December 2022

Burglary, theft, and motor vehicle crime were raised during consultation workshops and there was consensus that these collective crimes need to remain a priority in the Community Safety Strategy. As these are very visual criminal acts, they have the potential to impact perceptions of crime in the borough and prioritising these issues are key to ensuring the borough is safe and feels safe for residents and visitors. Perceptions will also be impacted by the current lack of public confidence in police, and this further supports the need for the Safer Harrow Partnership to monitor, publicise an overview of the work and outcomes for each priority area.

Outcomes:

- Reduce the number of catalytic converter thefts measured through police data
- Reduce thefts from a motor vehicle measured through police data
- Reduce the number of thefts of a motor vehicle measured through police data
- Reduce burglary measured through police data
- Reduce incidents of robbery measured through police data

Over the next three years, we will:

- Collaborate as a partnership to share information and data to identify hotspot locations
- Increase partnership working between the police and relevant council teams to support targeted initiatives, including Days of Action and Nights of Action
- Use the partnership to deliver key messages and alerts to the local community in a timely manner to reduce and prevent crimes.

6. Our Priority - Reducing the number of violent incidents in the borough

To deliver a Harrow that is clean and safe, it is essential to address the issue of violence in the borough. This includes knife crime, which encompasses all criminal offences committed using a knife or a bladed article as a weapon and can often be linked with other issues such as drugs, gang involvement, organised crime, exploitation and county lines.

Violence against the person is greater within the Greenhill ward, which includes the town centre and transport hubs, with a rate of 51 incidents per 1,000 residents in this ward. The borough average was 21 incidents per 1,000. Weapon enabled crime remains relatively low in Harrow and we continue to have the lowest number of weapon possession offences in comparison to our neighbouring boroughs.

Possession of weapons in Harrow in the twelve months ending December 2022 has decreased by 5.3%; and we have seen an average of three gun-crime offences per month.

Street violence and knife crime were raised as concerns during the consultation process. It was acknowledged that along with gang-related activity, these are high profile crimes and therefore have a significant impact on fear and people's perception of safety in Harrow. This is heightened by a perceived lack of police visibility and slow responses, issues identified within the Casey Review Report. The MPS has committed to delivering investment into Neighbourhood Policing which will be key to address violence and violent incidents in the borough.

Outcomes:

- Reduce incidents of violence (with or without injury)
- Reduce all incidents of knife crime including possession and incidents of knife crime with or without injury
- Reduce the risk of exploitation of young people and adults in Harrow

Over the next three years, we will:

- Reduce incidents of violence (with or without injury) measured by police data
- Reduce all incidents of knife crime including possession and incidents of knife crime with or without injury
- Deter and reduce young person at risk from becoming involved in activities that may lead to their involvement in violence or to carry knives through access to more relevant programmes and monitoring of programme outcomes
- Reduce the risk of exploitation of young people and adults in Harrow

7. Our Priority – Tackling and reducing offences and harm caused by drugs

The possession of illegal drugs, their use, and intent to supply have implications for community safety and public health in Harrow. This issue is closely linked to other criminal activities including burglary and robbery, gang-related activity, violence, exploitation and organised crime. In addition, where the use of drugs is taking place, it can decrease feelings of safety.

The Combating Drugs Partnership (CDP) continue to work to develop and agree system-wide priorities that are focused on breaking drug supply chains and delivering a world class treatment and recovery system while achieving a generational shift in demand for drugs. The Adolescent Safeguarding Strategy will also outline actions across the Safer Harrow Partnership, to prevent and reduce the criminal exploitation of children which can lead to gang affiliation, drug possession and other forms of criminality. These actions will focus on Prevention, Targeted Intervention, Engagement and co-creation and using effective partnerships including with our voluntary sector partners.

While offences for drug possession are decreasing, intent to supply drugs has risen by over a third in 2022 in Harrow and is on the rise across London as a whole, and 20% of young people sentenced to a Youth Justice Order or Pre-court Disposal were for drug offences.

During the consultations, concerns were widely shared around the intent to supply and the use of drugs in Harrow and the impact this has on community safety. From an enforcement perspective, it was suggested that there needs to be greater visible consequences, an effective deterrent for drug dealing, and a better follow-up when drug dealing in properties is reported. The Safer Harrow Partnership, in its annual report, will share information on the work undertaken to tackle this issue and the outcomes achieved.

From a safeguarding perspective, it was felt that more needs to be done to protect young people from exploitation by criminal gangs and prevent them from being drawn into these types of activities. The Casey Review Report highlighted the need for children to be seen as children who need protection from harm and not just as threats or perpetrators of crime.

Outcomes:

- Reduce the incidents of intent to supply drugs in Harrow
- Ensure people are getting the right treatment and advice
- Reduce the number of young persons being exploited and drawn into drug activity
- Break drugs supply chain
- Deliver a world-class treatment and recovery system
- Achieve a generational shift in the demand for drugs

Over the next three years we will:

- Invest in treatment and recovery pathways to increase the number of people that are supported in Harrow with substance misuse issues through our providers
- Tackle the exploitation of young people by working with partners to create diversionary activities and opportunities to reduce the number of young people being drawn into crime
- Target known hotspot locations where drugs are used and / or distributed

8. Our Priority – Tackling Hate Crime

Community cohesion and resilience in Harrow is strong, however, racist, and religious hate crime can be an area of concern for our diverse community having increased 6.2% in 12 months (from Dec 2021 to Dec 2022). This is an issue that people can face in public, at work or even at home through online hate crime and consequently it can have a great impact on feelings of safety in our borough.

The three headline data types (racist, religious, hate) will need breaking down further and we need a wider campaign aimed at community level / societal level change addressing historically encouraged and entrenched, cultural and institutional forms of discrimination. So there needs to be a public health/campaigning style of action against this type of crime.

Reported incidents of hate crime have remained steady over the last three years with an average of 420 incidents per year. However, while this is the third lowest rate in London, with 1.7 incidents per 1,000 people, we are aware that racist, religious, disability and LGBTQ+ hate crimes remain unreported in Harrow.

While recognising that Harrow is diverse, and the positive outcomes this has for the borough, it was noted consistently during the consultation workshops, that hate crime, including the targeting of religious groups and disabled people, were rising. In addition, it was noted that many incidents of hate crimes (including disability) may not be reported, and this underreporting needs to be addressed.

Outcomes:

- An increase in residents who agree that people from different backgrounds get on well together in their local area
- An increase in people who are confident that reporting an issue will lead to a positive outcome
- An increase in hate crime reporting directly to the police and third parties, measured through police data and Stop Hate UK data
- Decrease in number of actual hate crime incidents based on any of the 9 protected characteristics

Over the next three years, we will:

- Promote hate crime reporting through a variety of diverse communication channels (including different languages, media and through the use of advocates where necessary)
- Provide robust support for victims of hate crime through enhanced police support
- Celebrate diversity positively and provide greater support for marginalised and vulnerable communities in the borough.
- Recognise the impact of historically entrenched institutional, cultural and societal level forms of discrimination, through public communications, campaigning and establishing safe talking spaces for such expression and support

9. Our Priority – Perception of Crime and Anti-Social Behaviour

Current data demonstrates that Harrow remains one of the safest boroughs in London, but this does not align with perceptions of crime and feelings of safety in the borough. One of our priorities is to ensure that residents and visitors are not only safe, but also *feel* safe. This will require addressing anti-social behaviour and environmental elements (such as fly tipping, nuisance) that can contribute to an atmosphere of increased crime and has the potential to encourage more serious crimes while negatively impacting perceptions of safety. Consideration will also be given to how we communicate and engage with the public so as not to increase fear unnecessarily.

According to the How Are You (HAY) Harrow Survey 2021, four in ten young people said there are areas of Harrow where they feel unsafe; this was higher in young persons who identify as having additional or special needs. This perception is not limited to our young residents. In the Harrow Safer Spaces Survey 2022, 77.6% of the women and girls who responded to a question about feeling safe said they feel unsafe or mostly unsafe in the borough. Further highlighting the fear of crime, 79% of residents were concerned that knife crime is a problem in their area and 44% of residents were concerned that gun crime is a problem in their area.

The fear of crime remains a real issue and to deliver a Harrow where people are and feel safe, this is an area that needs to be tackled. Perception of crime is often inflated by social media and to address this problem we need to consider how we communicate with residents so as not to increase fears. It is also important that partners respond adequately to reports of anti-social behaviour and environmental issues which can lead to increased feeling of being unsafe when left unaddressed or repeat incidents give a perception of a lack of action.

Police presence and visibility, particularly at night, would also contribute to allaying fears of crime and increasing feelings of safety. The MPS has committed in its Turnaround Plan 2023-25, to delivering its strongest ever Neighbourhood Policing and increasing trust and confidence. These steps are further conclusions in the Casey Review report which highlight the MPS's need to secure and maintain the public's respect and approval, to rebuild consent, particularly with communities where this is most at risk.

Outcomes:

- Reduction in high volume crime /high harm crime
- Reduction in anti-social behaviour and environmental offences that increase feelings of unsafe
- An increase in residents reporting feeling safe in the borough

Over the next three years, we will:

- Implement targeted Days of Action to increase resident reassurance and gain better intelligence around local hotspots
- Increase police presence in our neighbourhoods through the Met Police's new Turnaround Plan to restore public trust and confidence
- Increase awareness of police or other operations to residents
- Work with school related partnerships including schools, school councils, schools' police, social workers in schools and Early Support workers in schools, to support pupils feeling safe following their being witness or social media witnesses to violence in or near to schools
- Development and promote awareness of reporting pathways for both residents and front-line staff who are often the "eyes and ears" across the borough.

10. Next Steps

As the overarching body which has the statutory responsibility to produce a Community Safety Strategy, the SHP will oversee this work. Being a strategic Board, the partnership will delegate the operational aspects of this strategy to sub-groups who will implement the work and report back to the partnership quarterly. This falls under the remit of the SHP with the Board's Terms of Reference already allowing for the establishment of thematic sub-groups and setting out how they report to the SHP.

There will be six thematic sub-groups which reflect the six priorities in the Community Safety Strategy. To avoid duplication, any forums that currently exist will report to the SHG on a quarterly basis.

The Strategy will cover the period 2023 to 2026 and will be reviewed annually by Safer Harrow.

DRAFT

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Appendix 2: Community Safety data pack (2022)

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Business Intelligence Unit

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Crime Overview

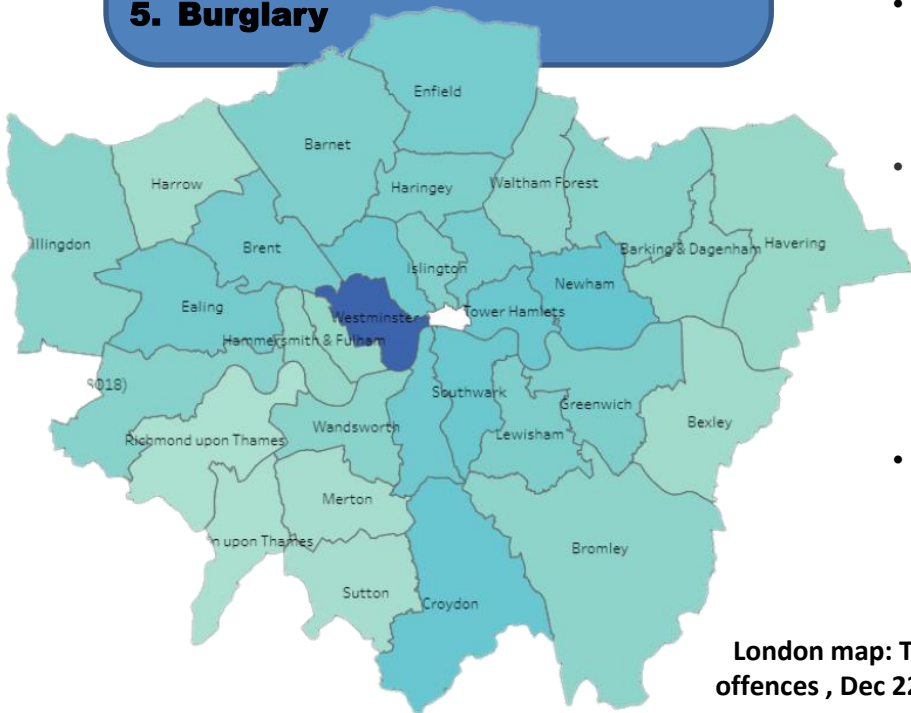
Crime in London

Graph: Rate increase London (Dec 21-Dec 22, RY), Source data: Met Police



Top five TNOs crime categories London Dec 2022 (RY)

- 1. Violence –without injury**
- 2. ‘Other’ theft**
- 3. Violence - with injury**
- 4. Theft from a motor vehicle**
- 5. Burglary**



London map: Total offences , Dec 22 (RY)

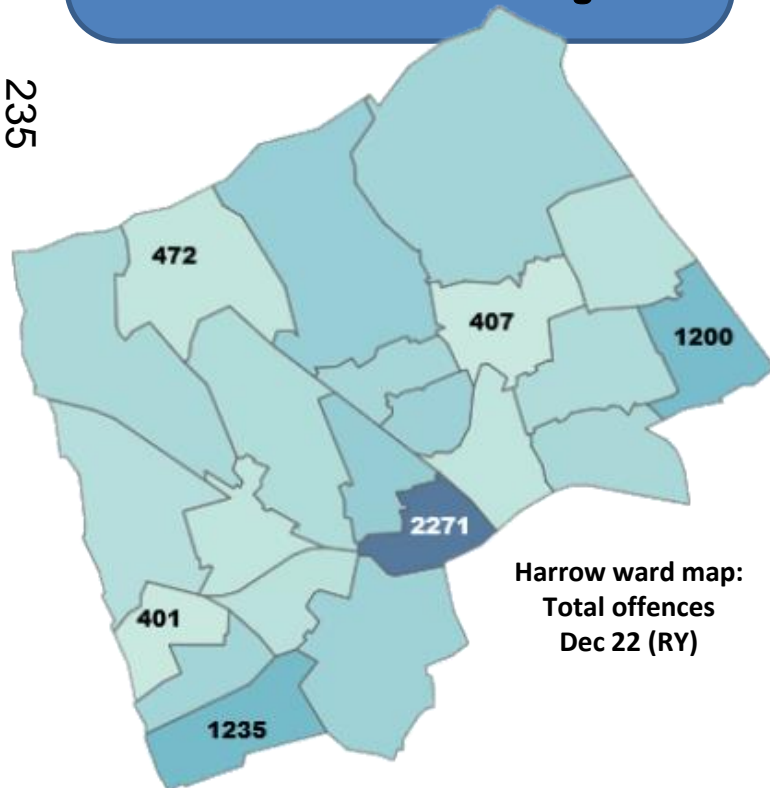
- The total number of recorded offences for the 12 months up to December 2022, for Greater London, was **970,834 (867,925 TNOs and 102,905 Non-notifiable)**. The total of recorded offences the 12 months up to December 2021, for Greater London, was 902,100 (795,667 TNOs and 106, 423 Non-notifiable).
- This represents a **9.1% increase** or 68,734 more notifiable offences.
- **Harrow ranks 2 out of 32 in All London Boroughs** (excl City). Richmond upon Thames had the lowest number of TNOs 58.4 per 1000 people in this quarter with Westminster having the largest number at 283.3 TNOs per 1000 people offences
- Graph shows Harrow **one of the lowest rate increases in London** (Dec 21- Dec 22 RY)

Crime in Harrow

Top five notifiable crimes Harrow Dec 2022 (RY)

1. **Violence –without injury**
2. **'Other' theft**
3. **Theft from a motor vehicle**
4. **Violence - with injury**
5. **Arson & Criminal damage**

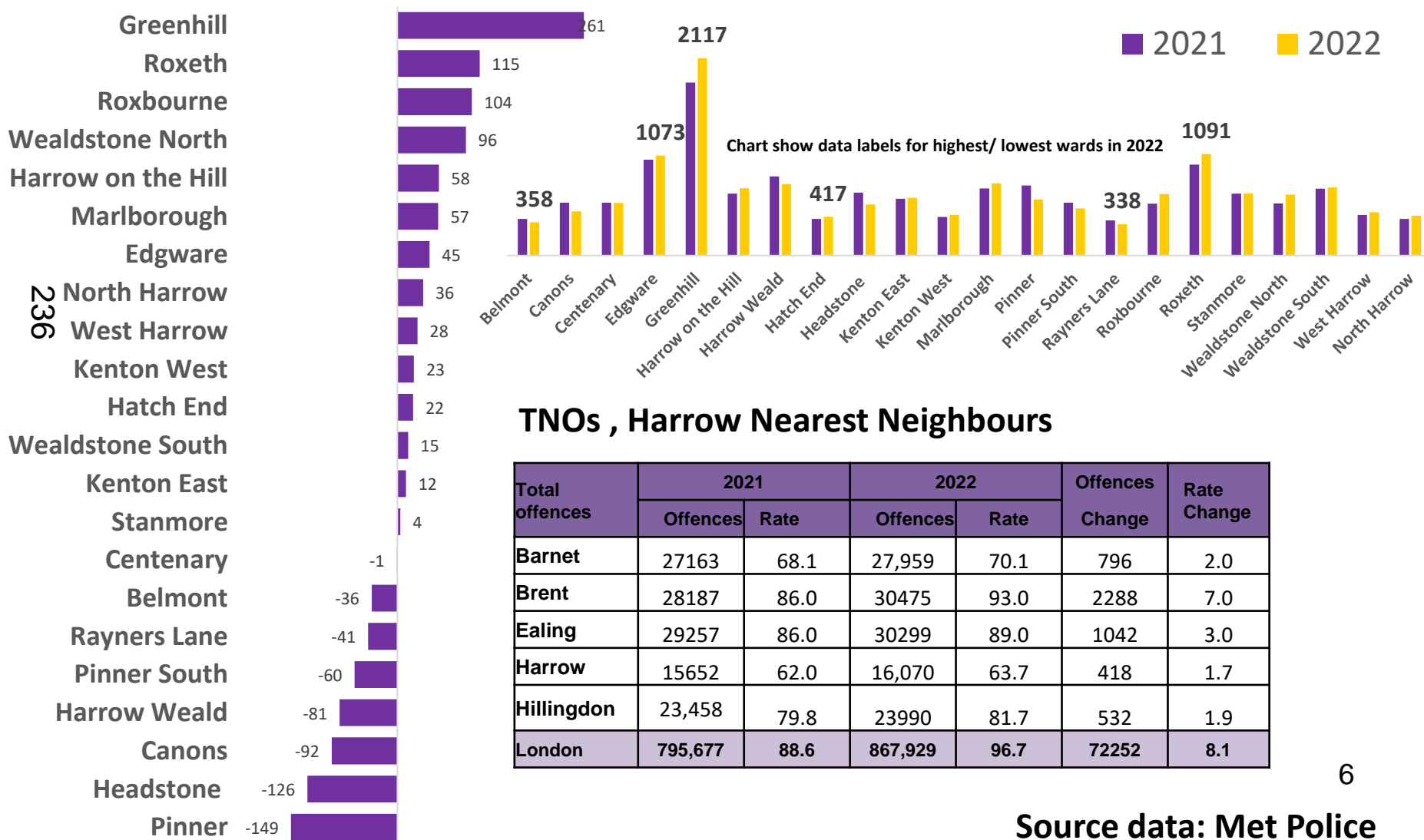
235



- The total **notifiable** offences (TNOs) for the 12 months up to December 2022, for Harrow was **16,070** or **63.7 per 1000 people**. The total of recorded offences the 12 months up to December 2021, for Harrow, was **15,652**.
- This represents a **2.6% increase** or 418 more notifiable offences.
- In 2022 there were 2,254 non-notifiable offences recorded in Harrow
- **Total offence levels highest:** Greenhill, Roxeth, Edgware
- **Total offence levels lowest:** Rayners Lane, Belmont, Hatch End
- During 2022 greatest higher than the average number of offences (1527) were recorded in **October** (1703), **November** (1667), **July** (1571).

Crime in Harrow

Graph: change in number of TNOs by ward (2021 -2022, RY)



TNOs , Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	27163	68.1	27,959	70.1	796	2.0
Brent	28187	86.0	30475	93.0	2288	7.0
Ealing	29257	86.0	30299	89.0	1042	3.0
Harrow	15652	62.0	16,070	63.7	418	1.7
Hillingdon	23,458	79.8	23990	81.7	532	1.9
London	795,677	88.6	867,929	96.7	72252	8.1

Initial headlines- High Vol - trend comparisons

High volume:	Dec 20 – Dec21 2021		Dec 21 - Dec 22 2022		Pre Vs Post intro of C19 measures	Dec 19 – Dec 22		
	trend	% change from last equiv period	No. offs	trend		% change from last equiv period	trend	% change from last equiv period
Violence without injury	▲	7.7%	3725	▼	-0.8%	3696	▲	18.4%
Theft from MV	▼	-16%	1628	▼	-2%	1596	▼	-14.3%
Total Burglary Offs	▼	-19.7%	1093	▼	-3.5%	1059	▼	-48.3%
Drug possession	▼	-17.2%	845	▼	-34.1%	557	▼	-25.7%
Theft Taking of MV Offs	▲	13.4%	562	▲	9.4%	615	▲	17.8%
Total Theft Person	▲	75.6%	511	▲	18.4%	605	▲	3.24%
Robbery	▼	-37.8%	321	▲	37.4%	411	▼	-35.6%

Initial headlines- High Harm - trend comparisons

High Harm:	Dec 20 – Dec21 2021			Dec 21 - Dec 22 2022			Pre Vs Post intro of C19 measures	Dec 19 – Dec 22	
	trend	% change from last equiv period	No. offs	trend	% change from last equiv period	No. offs		trend	% change from last equiv period
Violence with injury	▲	7.8%	1343	▲	13.9%	1530	▼	-2.5%	
Knife Crime	▼	-24.4%	170	▲	24.1%	211	▼	-18.2%	
238 Knife crime with injury	▲	32.6%	61	▼	-3.3%	59	▼	-21.3%	
Drug trafficking	▲	23.7%	115	▲	33.9%	154	▲	144%	
Sexual offences	▲	36.6%	537	▼	-2.8%	522	▲	15.0%	
Domestic Violence	▲	6.7%	2229	▲	0.1%	2231	▲	11.5%	
Domestic Violence with injury	▼	-4.1%	471	▲	5.7%	498	▼	-7.6%	
Racist & Religious Hate Crime	▼	8.7%	386	▲	6.2%	410	▲	21.3%	

High volume: Burglary

High volume crime – Burglary, Harrow

Definition of Burglary:

Burglary is the theft, or attempted theft, from a premises where access is not authorised.

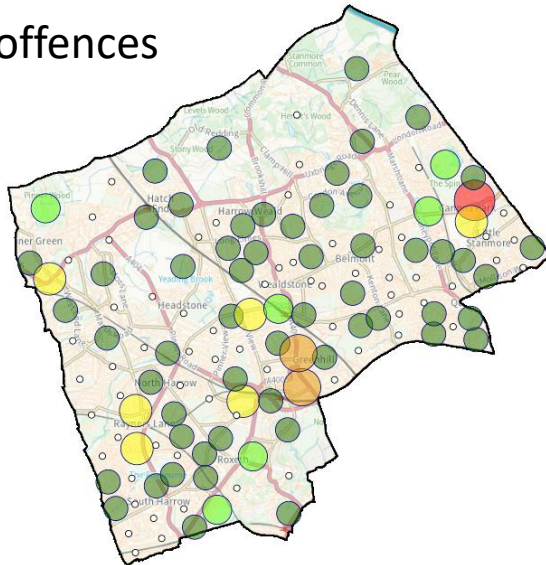
Damage to a premises that appears to have been caused by a person attempting to enter to commit a burglary, is also counted as burglary.

Residential and commercial burglaries are distinguished by the function of the building.

240

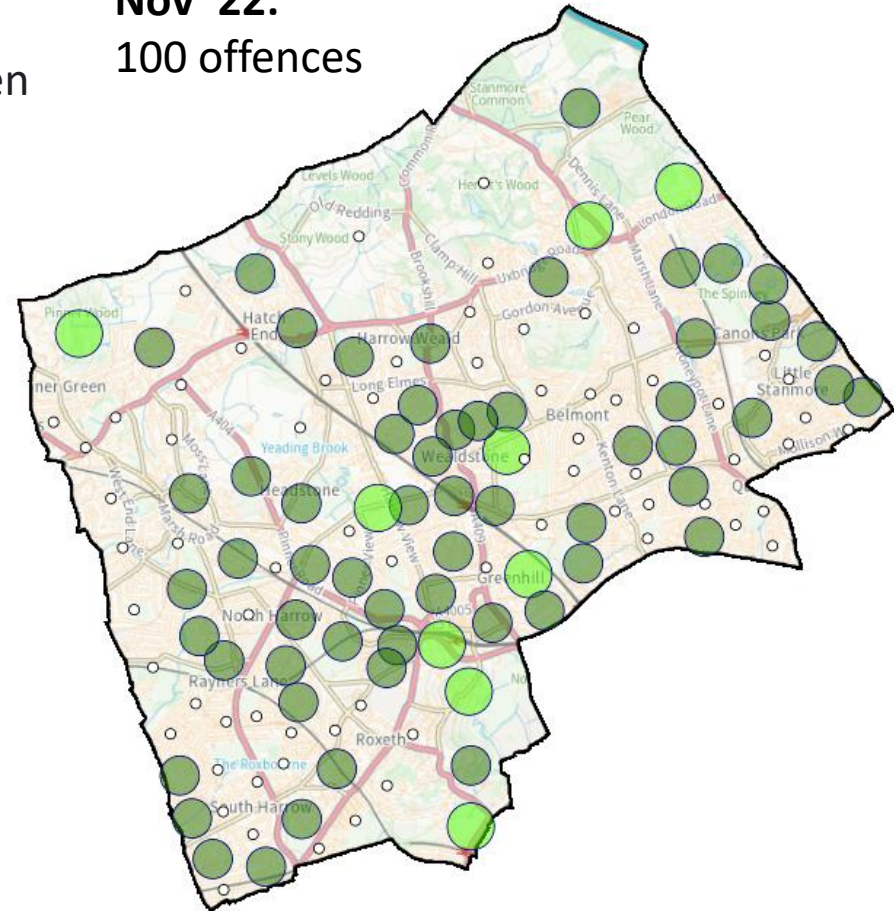
Nov '21:

138 offences



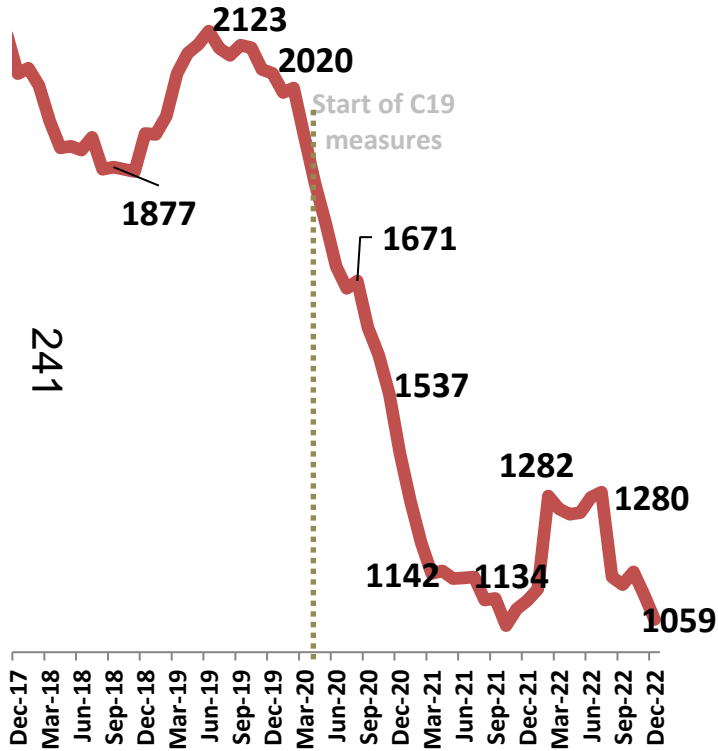
Nov '22:

100 offences

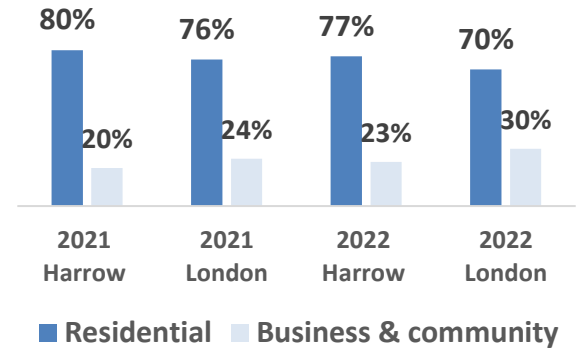
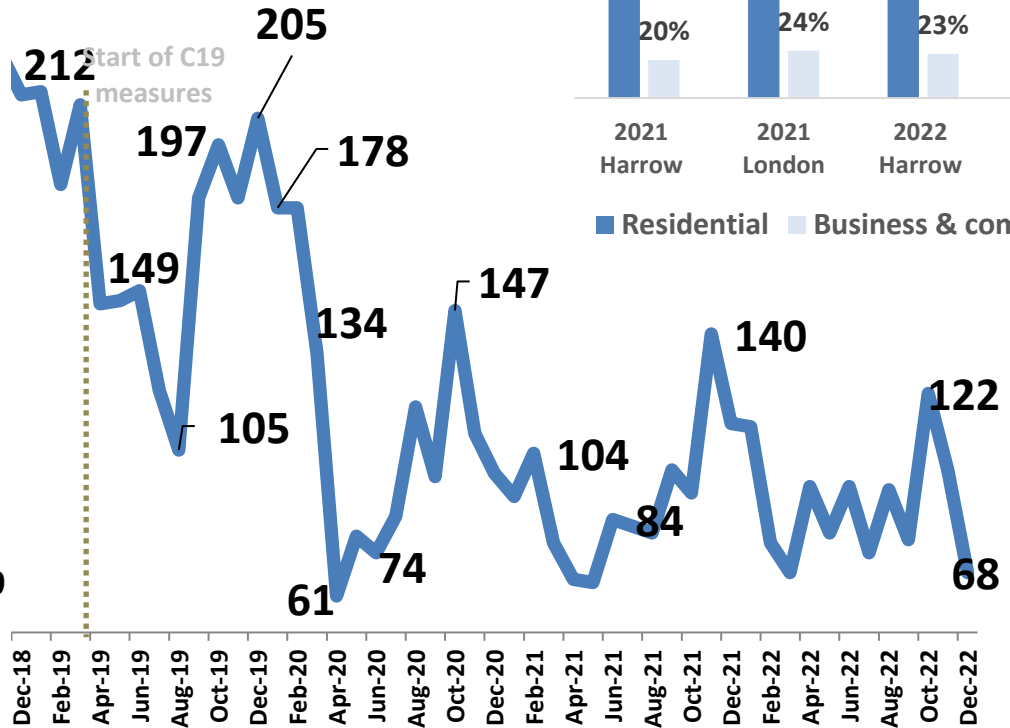


High volume crime – Burglary, Harrow

Harrow: Total burglary



Monthly count



- The impact of C19 measures shows significant reduction in levels of total burglary (RY), with rolling year rates beginning to reduce before since Oct 19 (2020).
- Upward trend began again in Sep 21 and rising to 1282 in Feb 22. This trend has now begun to reduce again with lower monthly levels throughout 2022, but with a peak in Oct 22 (122)
- In 2022 proportion of Burglary that was residential (77%), continued to be higher than the London average (70%)

Burglary , Harrow wards

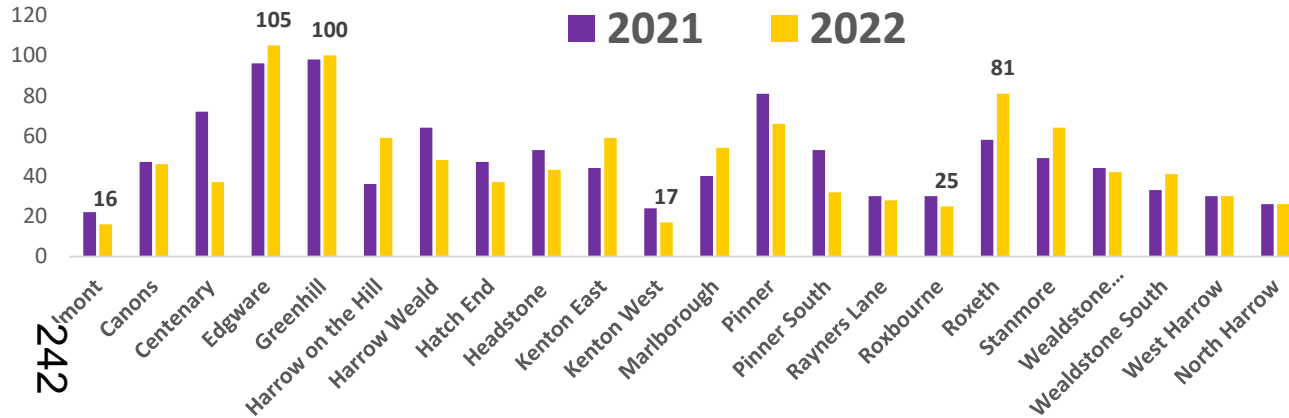
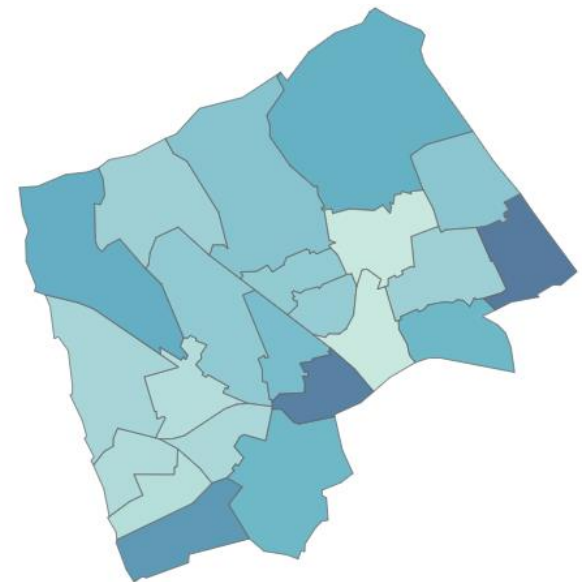


Chart show data labels for highest/ lowest wards in 2022

Heat Map Burglary, 2022 (yr) Harrow wards



Burglary , Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	2391	6.0	1582	6.5	-809	0.5
Brent	1836	5.6	1970	6.0	134	0.4
Ealing	1875	5.5	1945	5.7	70	0.2
Harrow	1093	4.3	1059	4.2	-34	-0.1
Hillingdon	1,341	4.6	1375	4.7	34	0.1
London	53,538	6.0	53,597	6.0	59	0.0

High Volume Crime Anti Social Behaviour

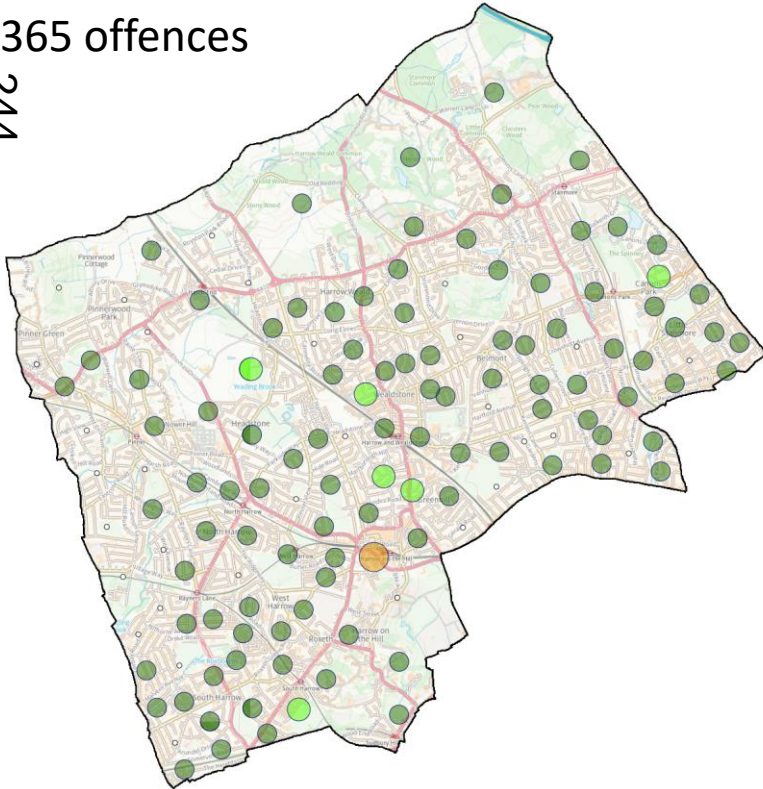
243

Anti-Social Behaviour

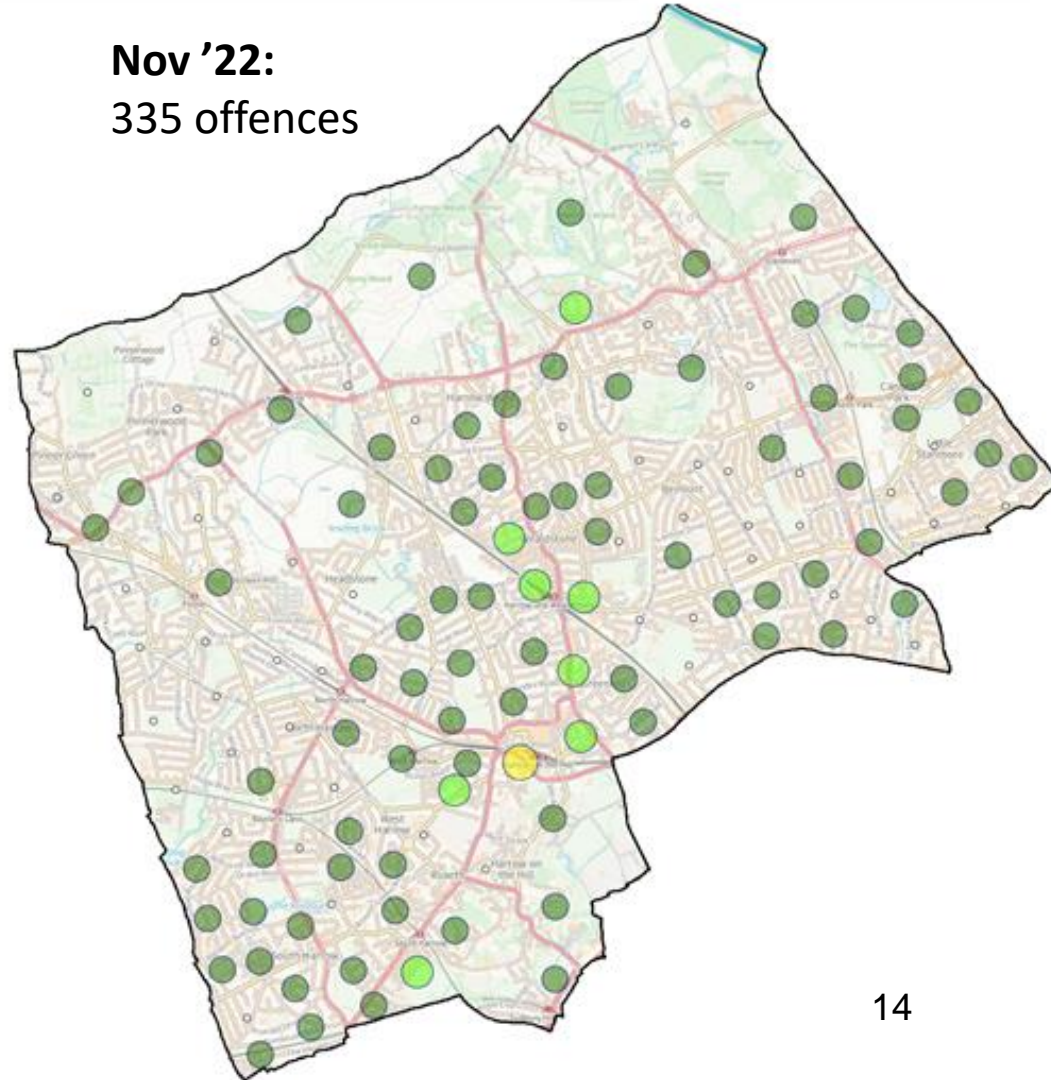
Anti-Social Behaviour (ASB):
Police call outs .

Nov '21:
365 offences

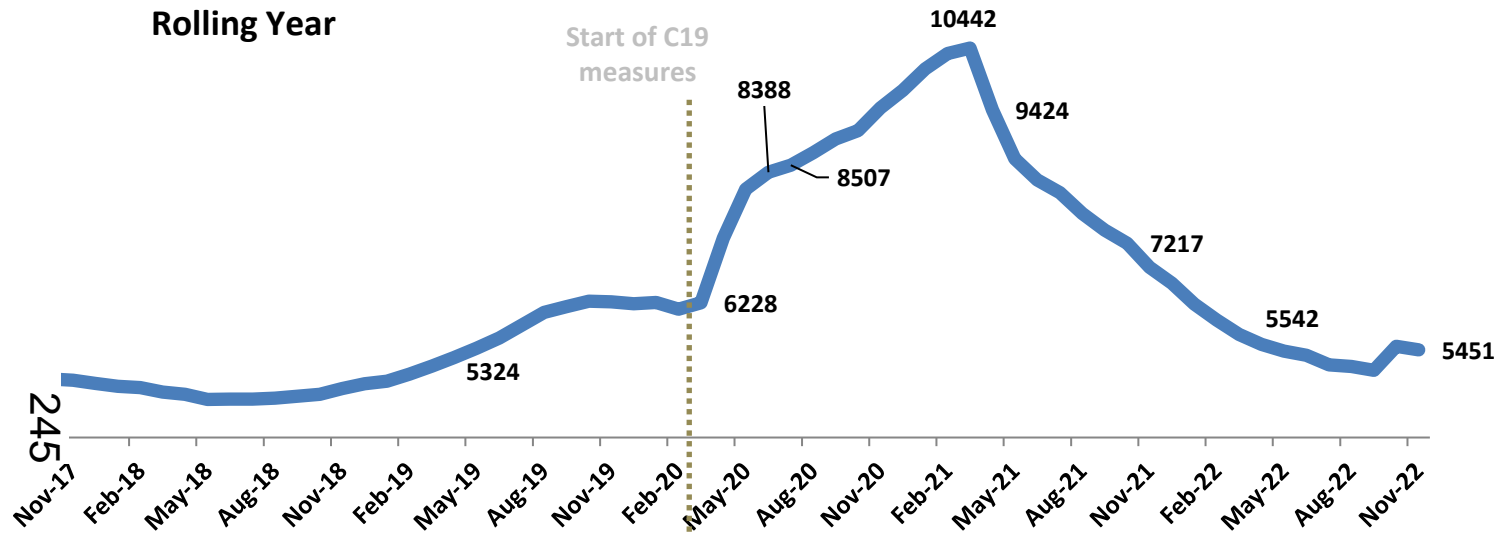
244



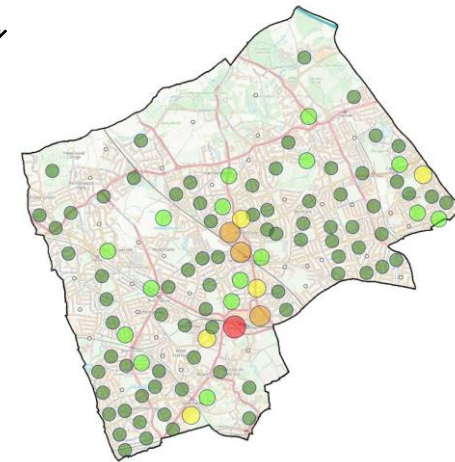
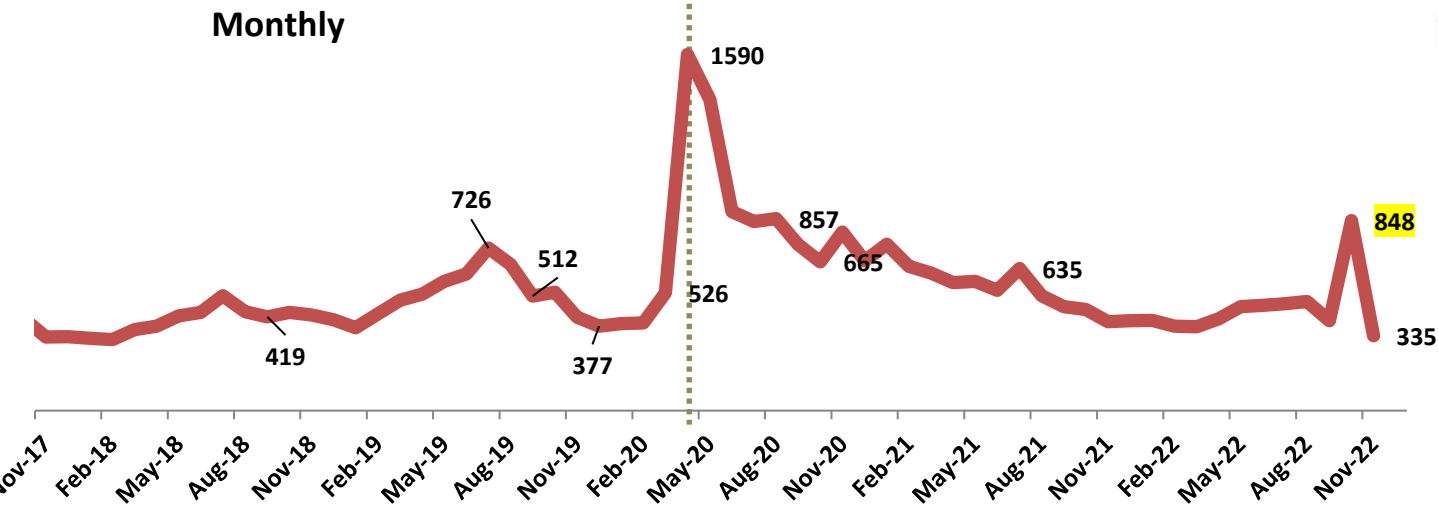
Nov '22:
335 offences



High volume Crime – ASB (Police) call outs

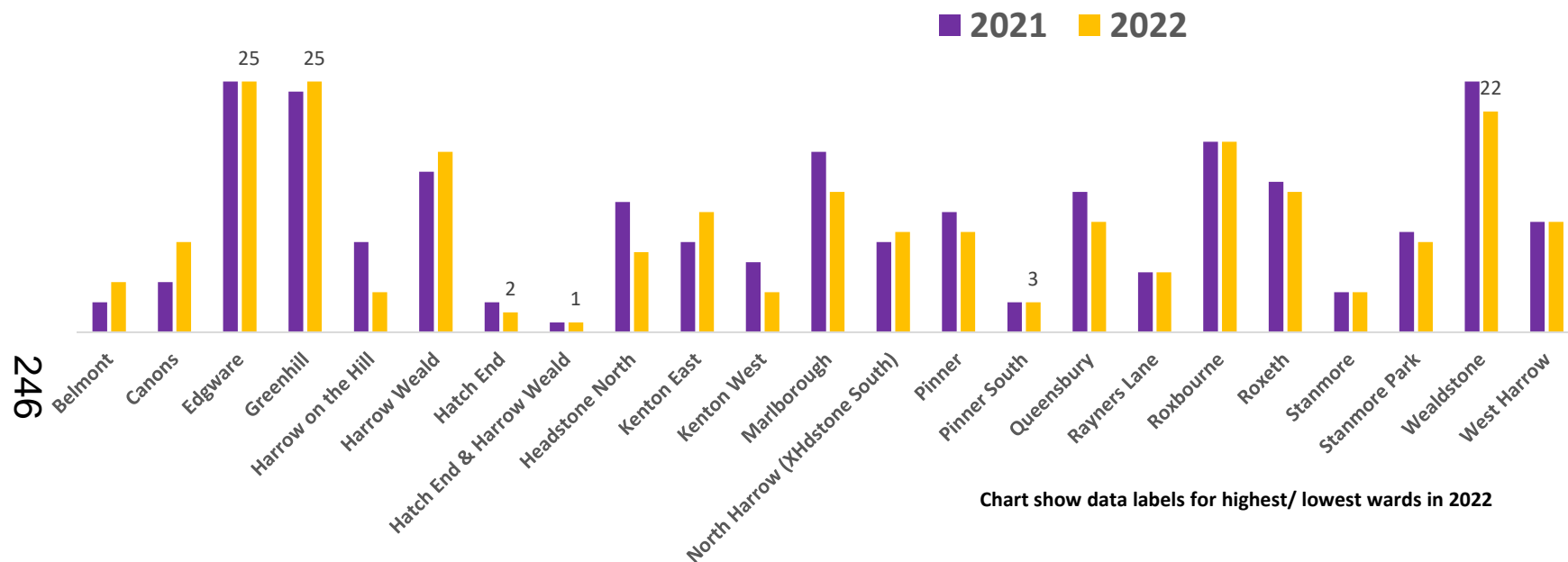


Map: Oct '22: Peak in ASB call outs (848)



High volume Crime – ASB (Harrow Community Safety data)

ASB , Harrow wards



Top 5 reasons for ASB 2021

Nuisance behaviour	40.12%
Drug substance misuse dealing	14.45%
Intimidation or harassment	7.37%
Rowdy behaviour	6.19%
Serious Violence	6.19%

Top 5 reasons for ASB 2022

Nuisance behaviour	43.60%
Drug substance misuse dealing	9.88%
Intimidation or harassment	9.30%
Rowdy behaviour	6.40%
Vehicle noise or use	5.23%

Robbery

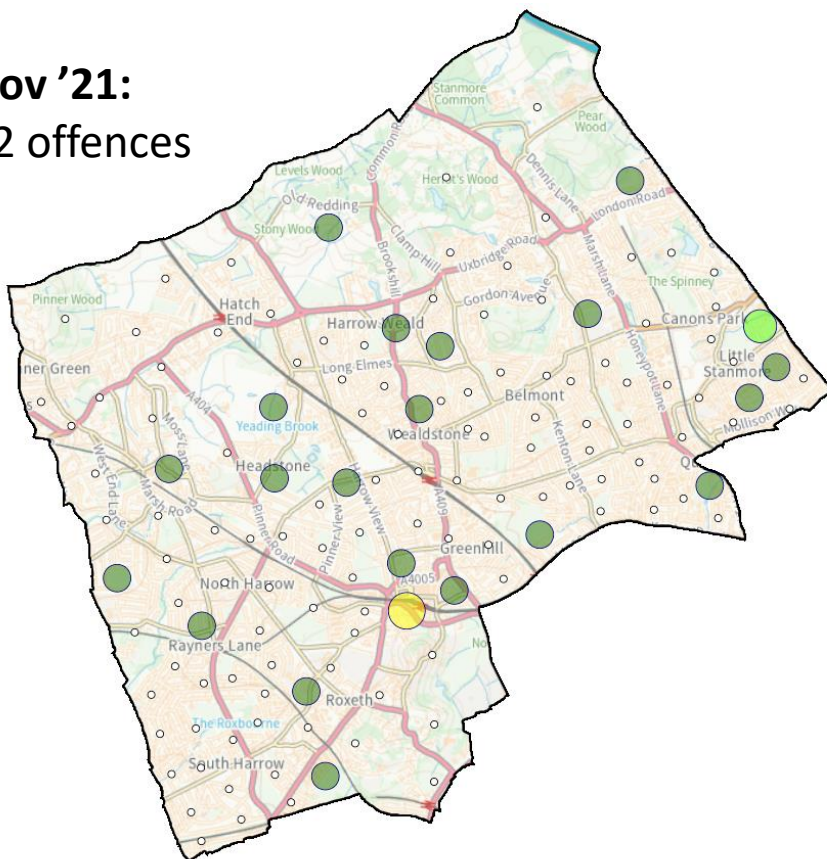
Robbery

Definition of Robbery:

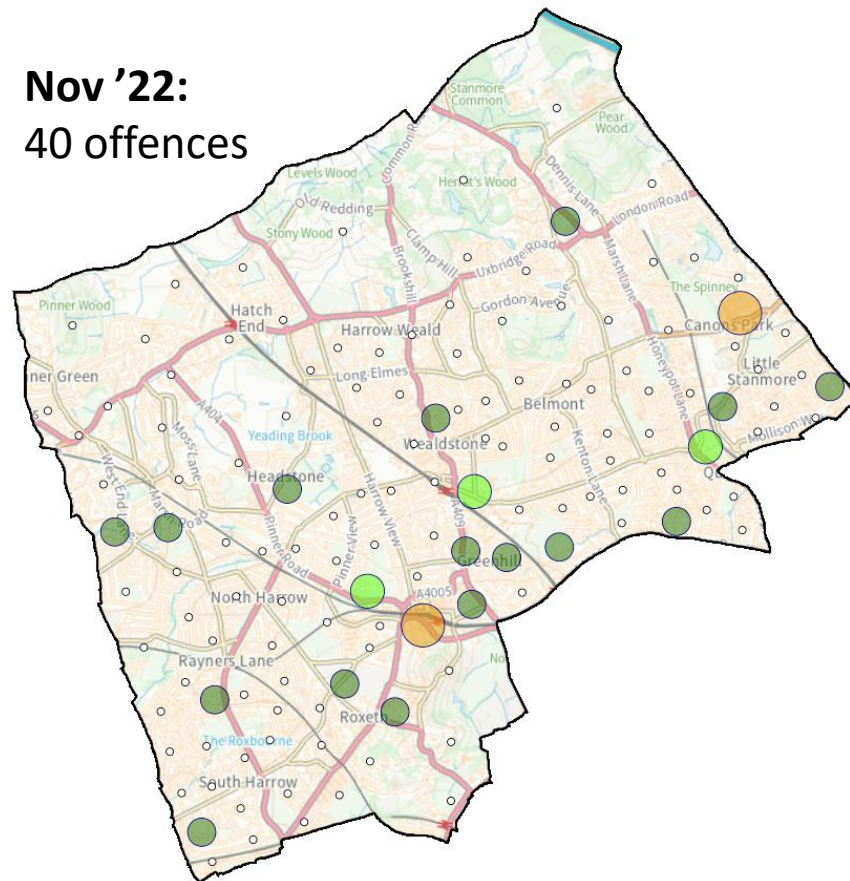
Theft with the use of force or a threat of force. Both personal and commercial robbery are included. Snatch theft is not included.

Nov '21:
32 offences

248

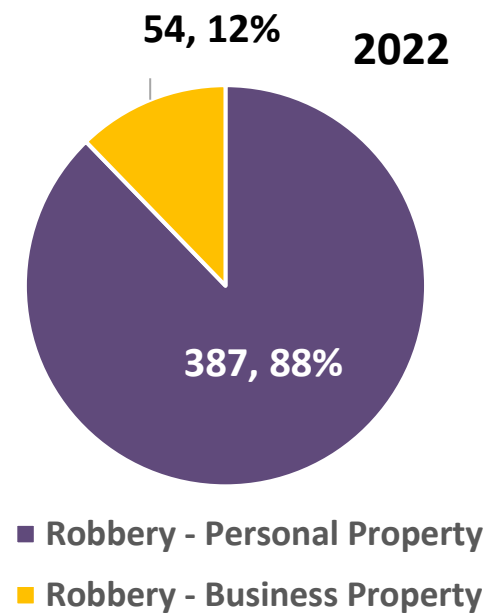
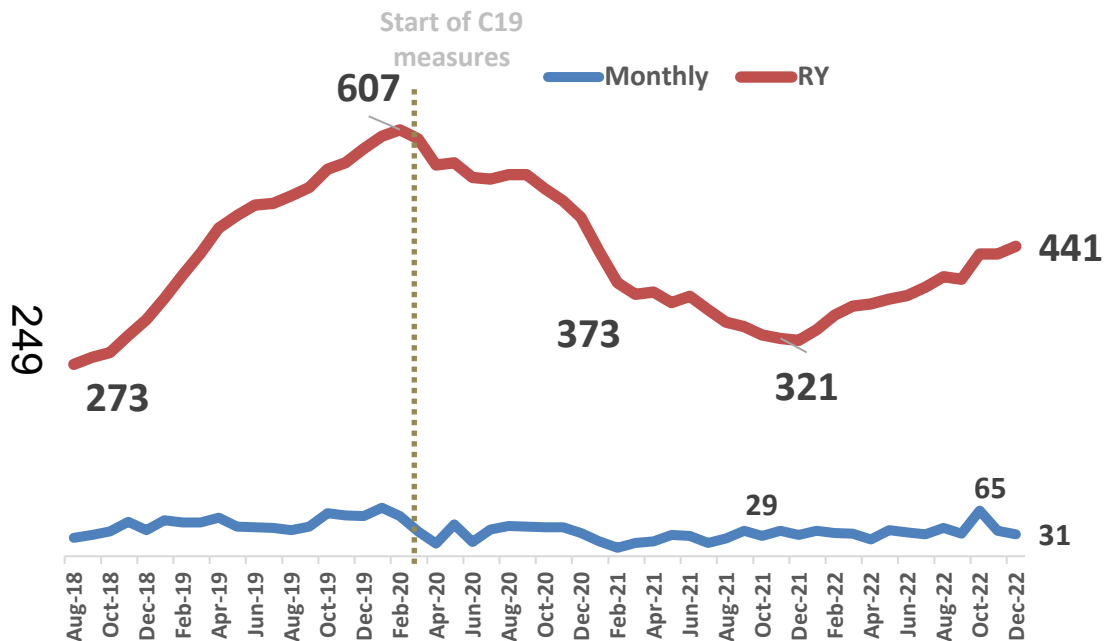


Nov '22:
40 offences



High volume watch list – Robbery (personal property)

Number Robbery (personal property) offences – Harrow



- After a two year reduction in the level of robbery offences Oct 2021 (321) saw and the beginning of an upward trend , that has continued in recent months to 441. (Dec22' RY).
- Monthly peak in Oct 22 to 65.
- In November (RY 2022) 88% of robbery was of personal property.

Robbery , Harrow wards

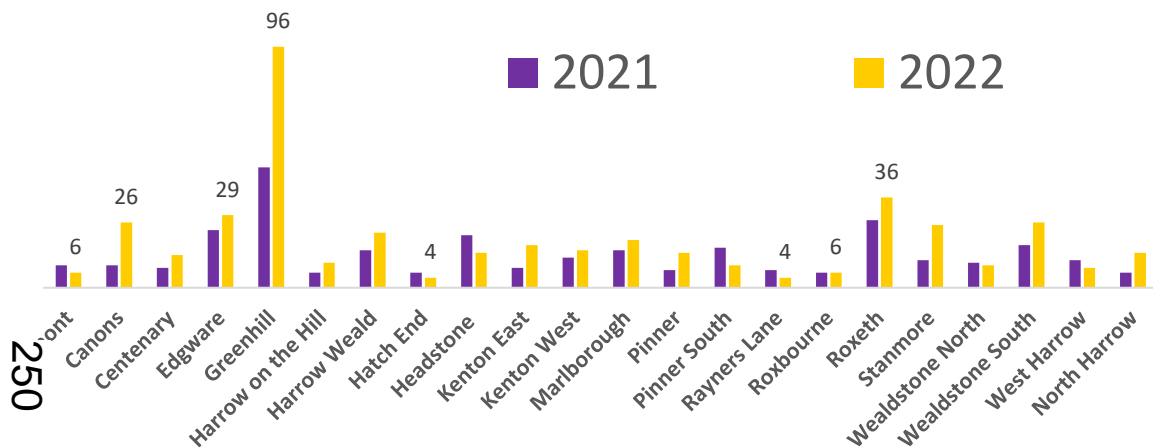
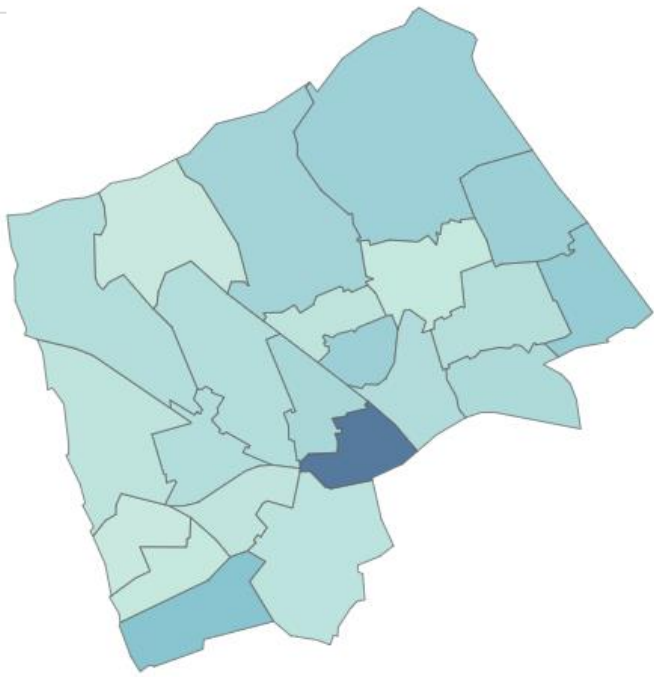


Chart show data labels for highest/ lowest wards in 2022

Heat Map Robbery, 2022 Harrow wards



Robbery , Harrow Nearest Neighbours

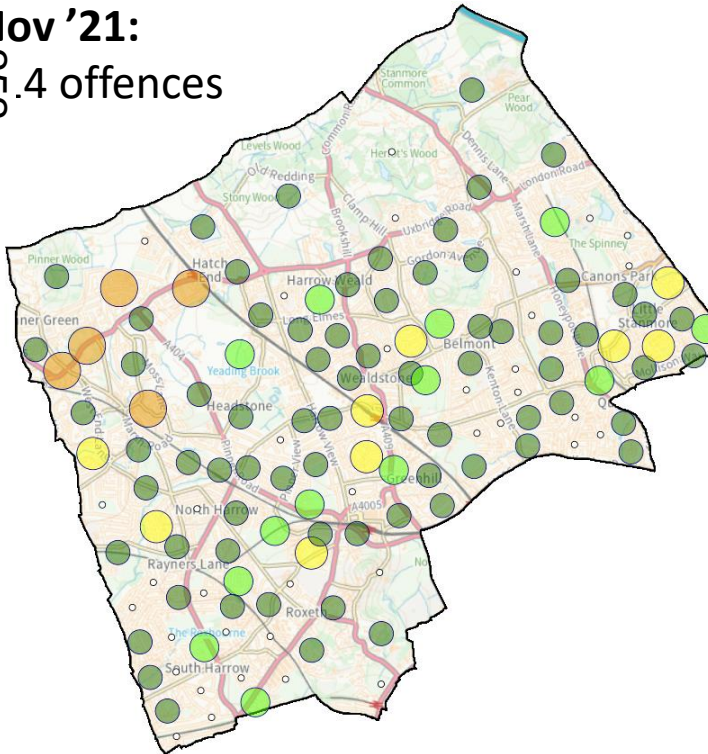
Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	616	1.5	731	1.8	115	0.3
Brent	750	2.3	944	2.9	194	0.6
Ealing	639	1.9	705	2.1	66	0.2
Harrow	321	1.3	441	1.7	120	0.4
Hillingdon	412	1.4	448	1.5	36	0.1
London	22,796	2.5	27,606	3.1	4810	0.6

High Volume Crime Theft of or from a vehicle

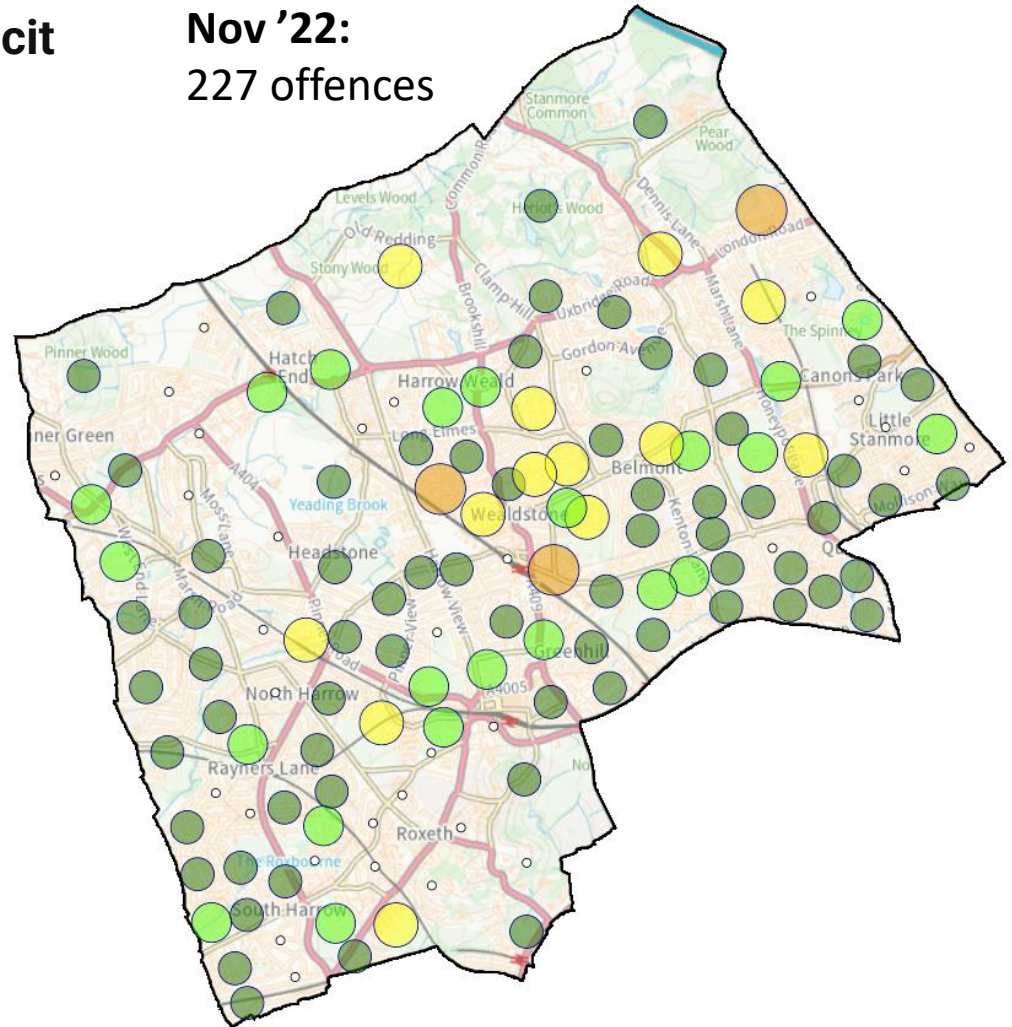
Vehicle crime

The term 'vehicle crime' refers to the **theft and trafficking of vehicles and the illicit trade in spare parts.**

Nov '21:
252 offences

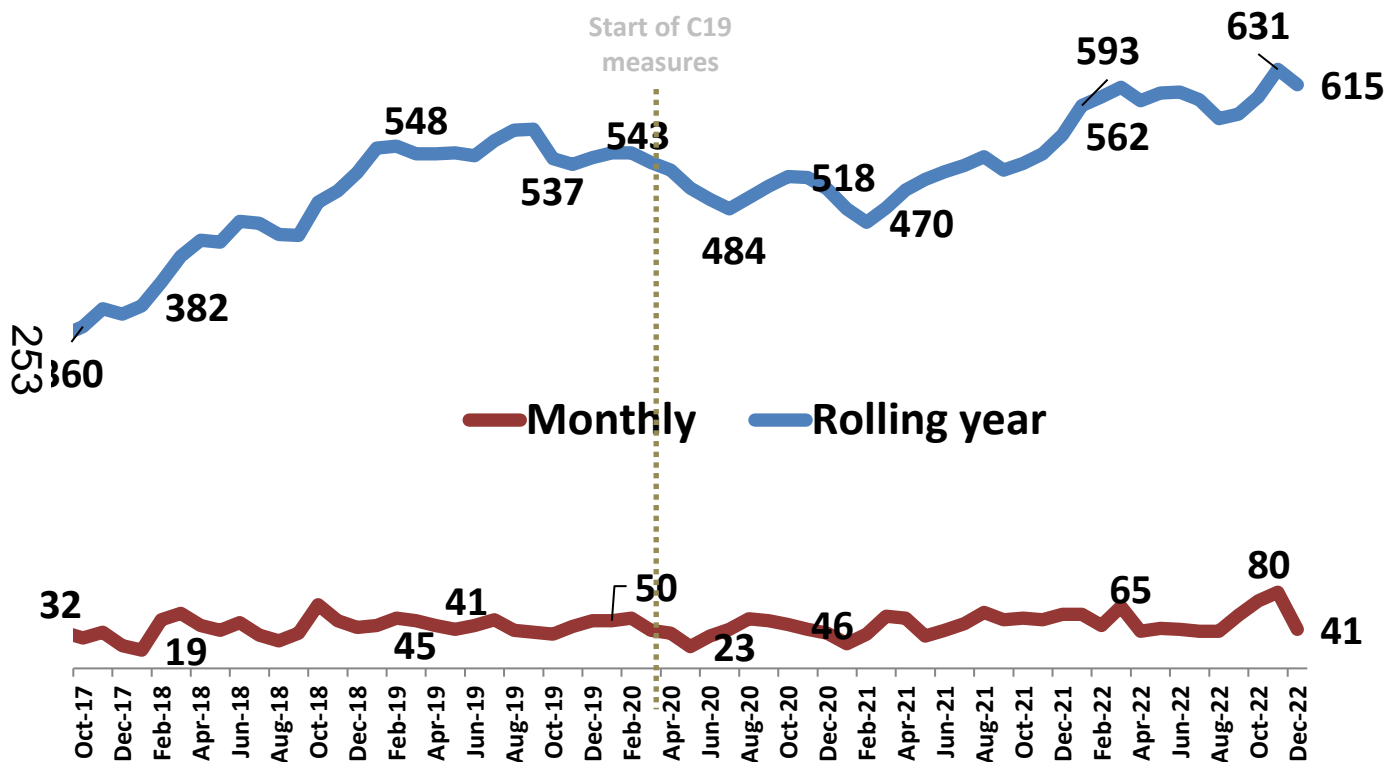


Nov '22:
227 offences

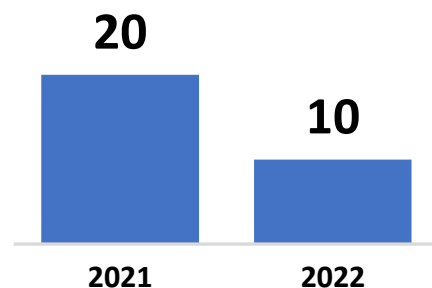


High volume Crime – Theft or taking OF a vehicle

Number of Thefts OF a motor vehicle offences – Harrow



Aggravated vehicle taking, Harrow



- Upward trend in the level of theft OF a vehicle since Feb 21 (470) to Dec 2022 (615).
- Peak in recent monthly trend to 80 (Nov, 22) - highest monthly count recorded in Harrow to date.

High volume Crime – Theft or taking OF a vehicle

Theft/taking of a MV, Harrow wards

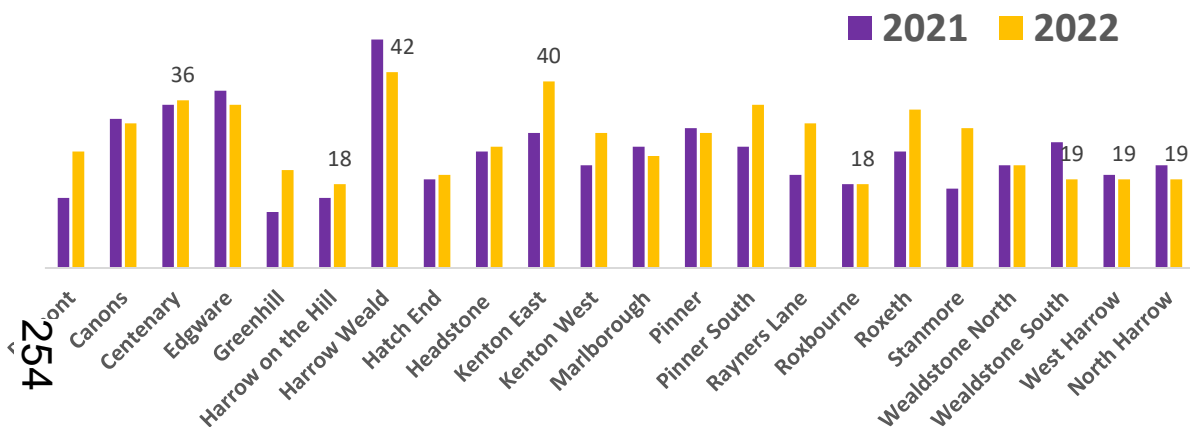
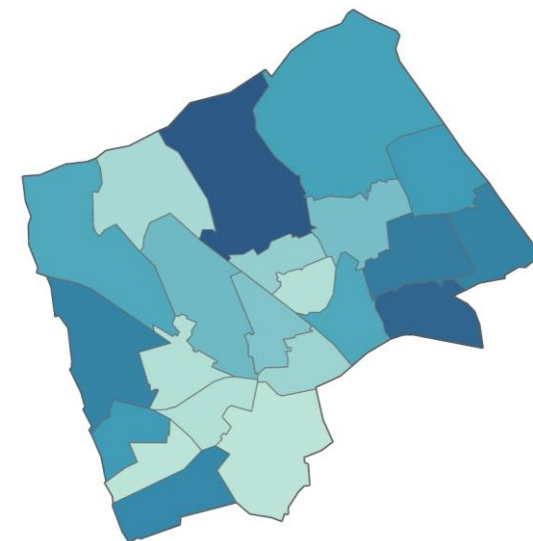


Chart show data labels for highest/ lowest wards in 2022

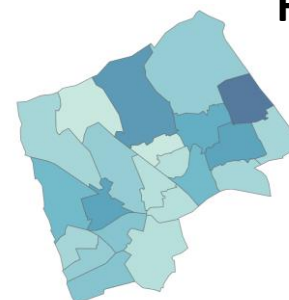
Heat Map Theft/taking of a MV, 2022 Harrow wards



Theft/taking of a MV, Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	1292	3.2	1600	4.0	308	0.8
Brent	982	3.0	1175	3.6	193	0.6
Ealing	938	2.8	964	2.8	26	0.0
Harrow	562	2.2	615	2.4	53	0.2
Hillingdon	885	3.0	941	3.2	56	0.2
London	27,584	3.1	32,082	3.6	4498	0.5

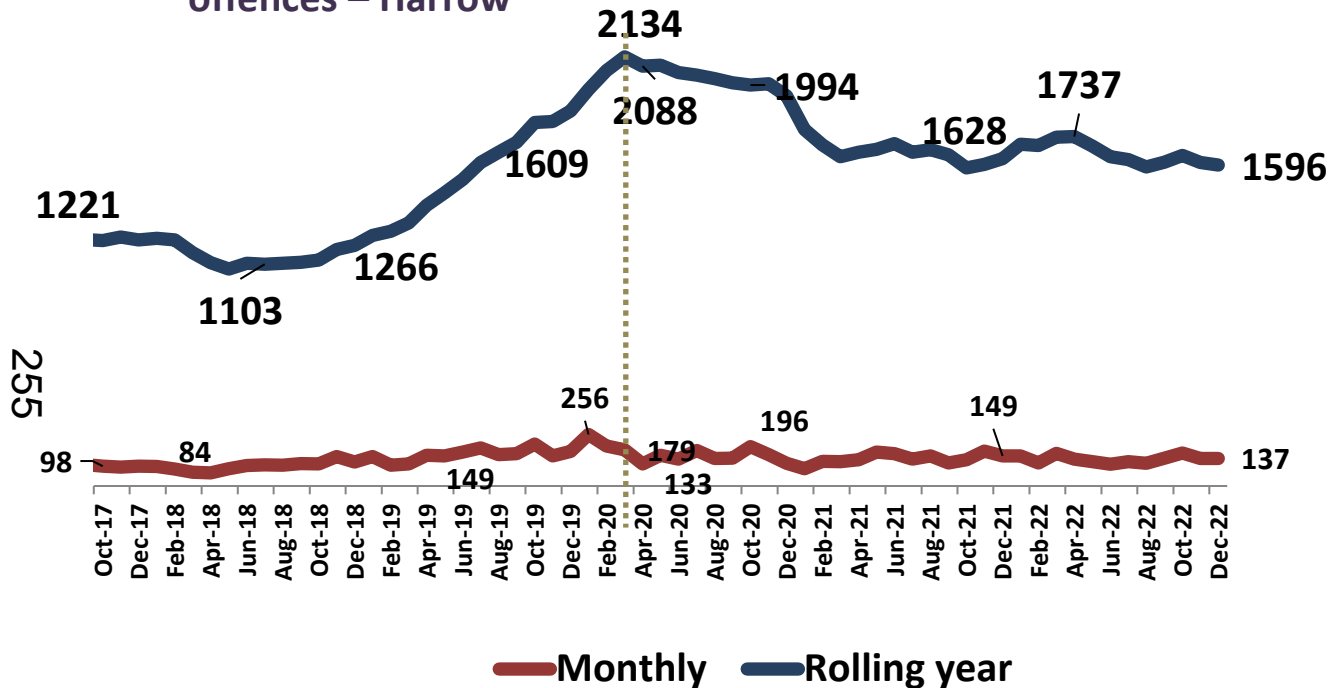
Heat map, Nov 2022 (month only): 80 offences



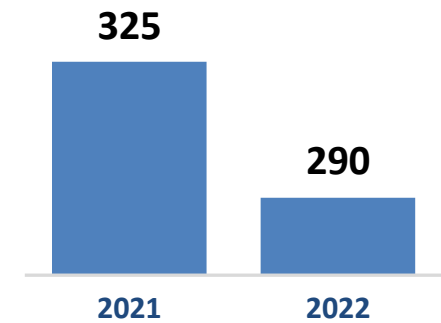
Motor Vehicle crime

Theft FROM a motor vehicle

Number of theft FROM a motor vehicle offences – Harrow



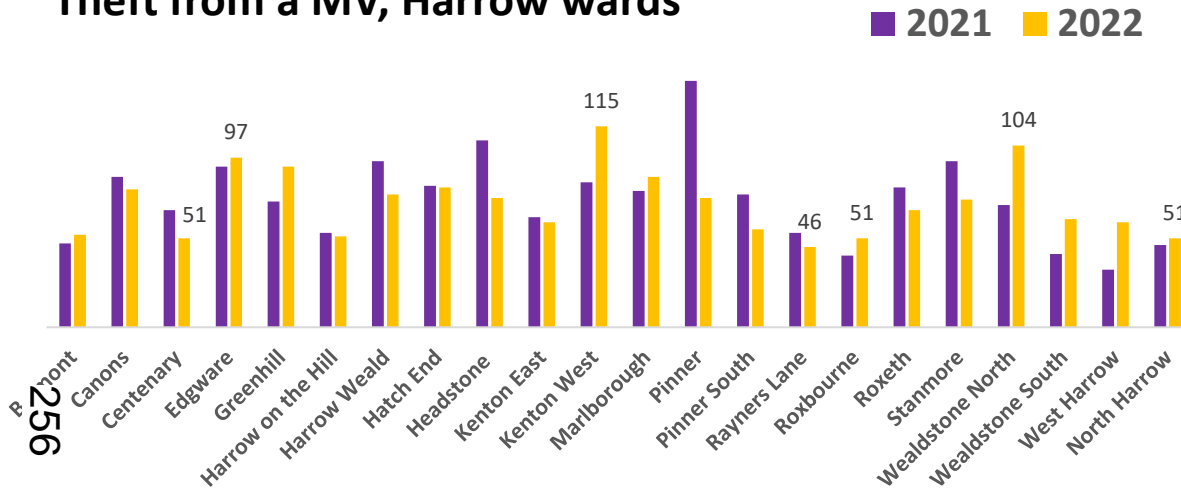
Interfering with a MV, Harrow



- Reduction in the level of offences since C19 measures were introduced.
- Lower levels in Dec 2022 of 1596 - after an increase in April 22 (rolling year) to 1737 and compared with the to previous period (Dec 21, 1628)

High volume Crime – Theft FROM a vehicle

Theft from a MV, Harrow wards



Heat Map Theft from a MV, 2022 Harrow wards

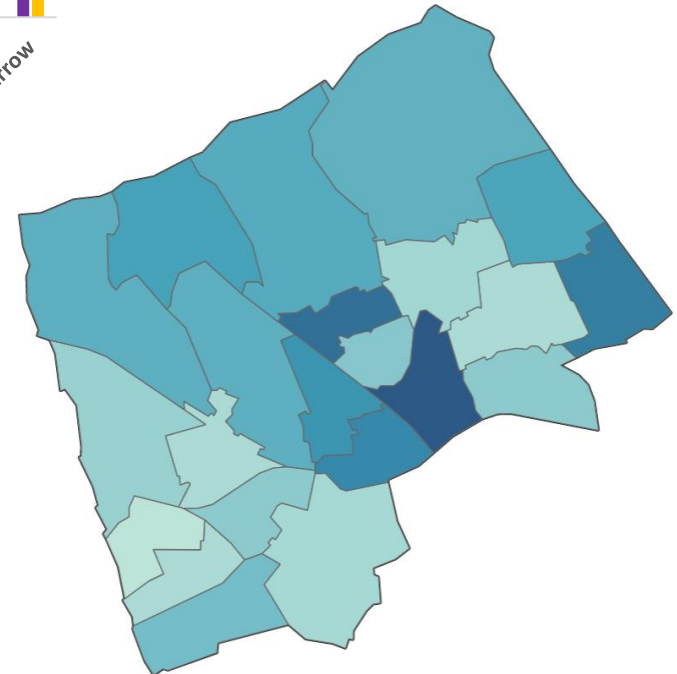


Chart show data labels for highest/ lowest wards in 2022

Theft from a MV, Harrow Nearest Neighbours

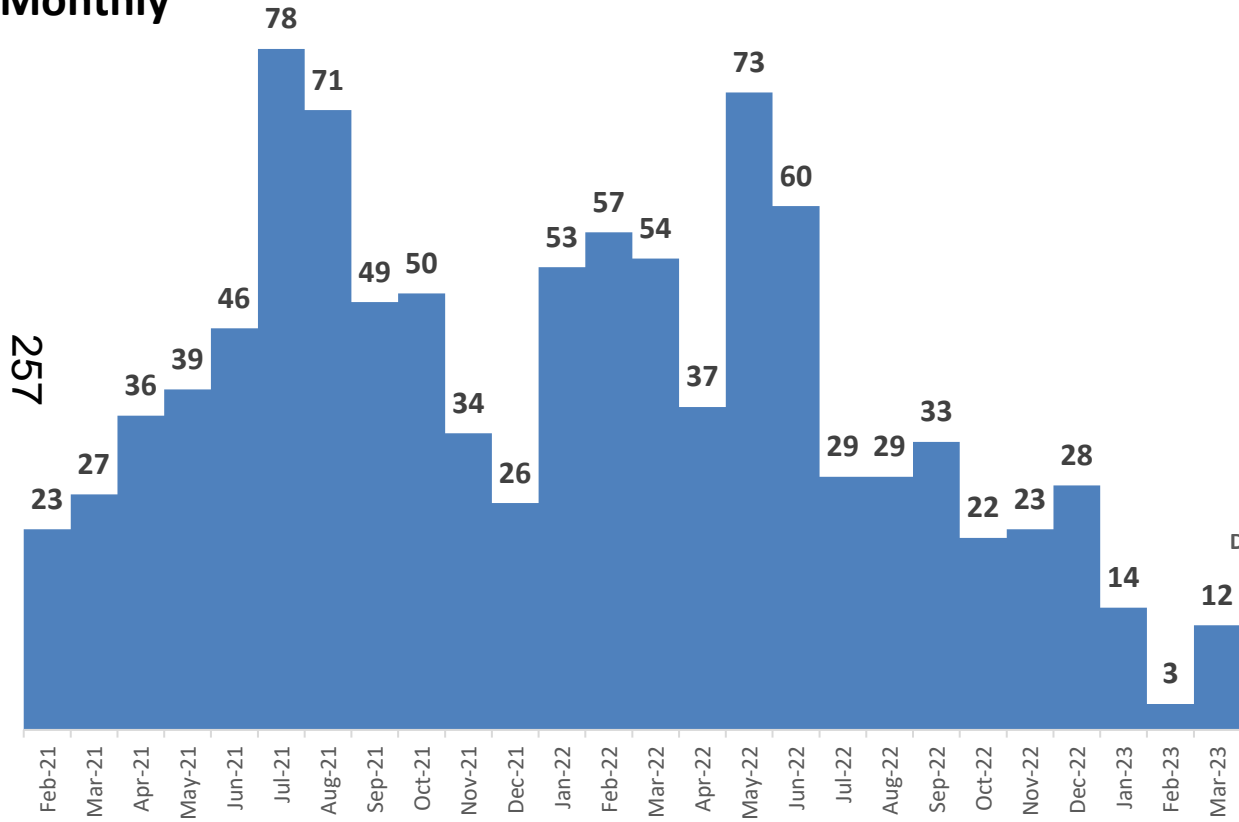
Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	3132	7.8	2991	7.3	-141	-0.5
Brent	2234	6.8	2220	6.8	-14	0.0
Ealing	3046	9.0	3072	9.0	26	0.0
Harrow	1628	6.5	1596	6.3	-32	-0.2
Hillingdon	2,275	7.7	2361	8.0	86	0.3
London	61,445	6.8	64,992	7.2	3547	0.4

Catalytic Converter Theft - Harrow -

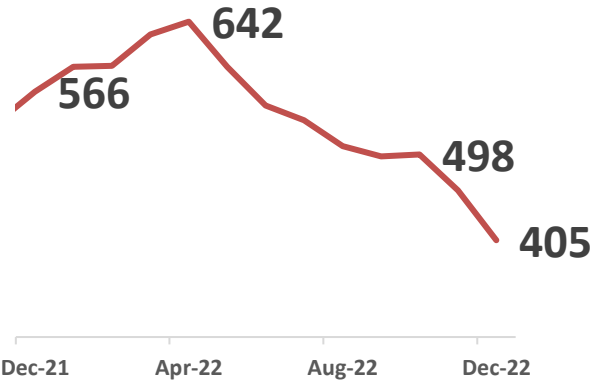
(source: Harrow Police)



CC Theft; Harrow Monthly



CC Theft rolling year



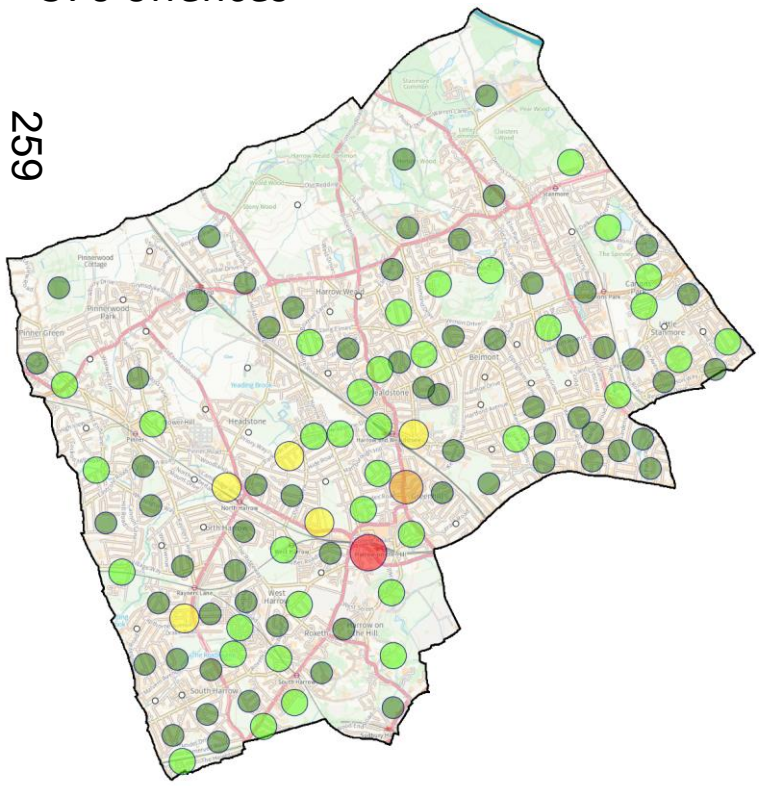
- Sharp decline in rolling year trend after and upward trend in the level of CC thefts earlier. From 642 (April 22) down to 405 (December 22).
- Lowest monthly level recorded in Dec 2022 with 3 CC thefts, highest level was recorded in May 2021 (78 CC thefts)

258 High Volume & High Harm Crime – Violence Against the Person

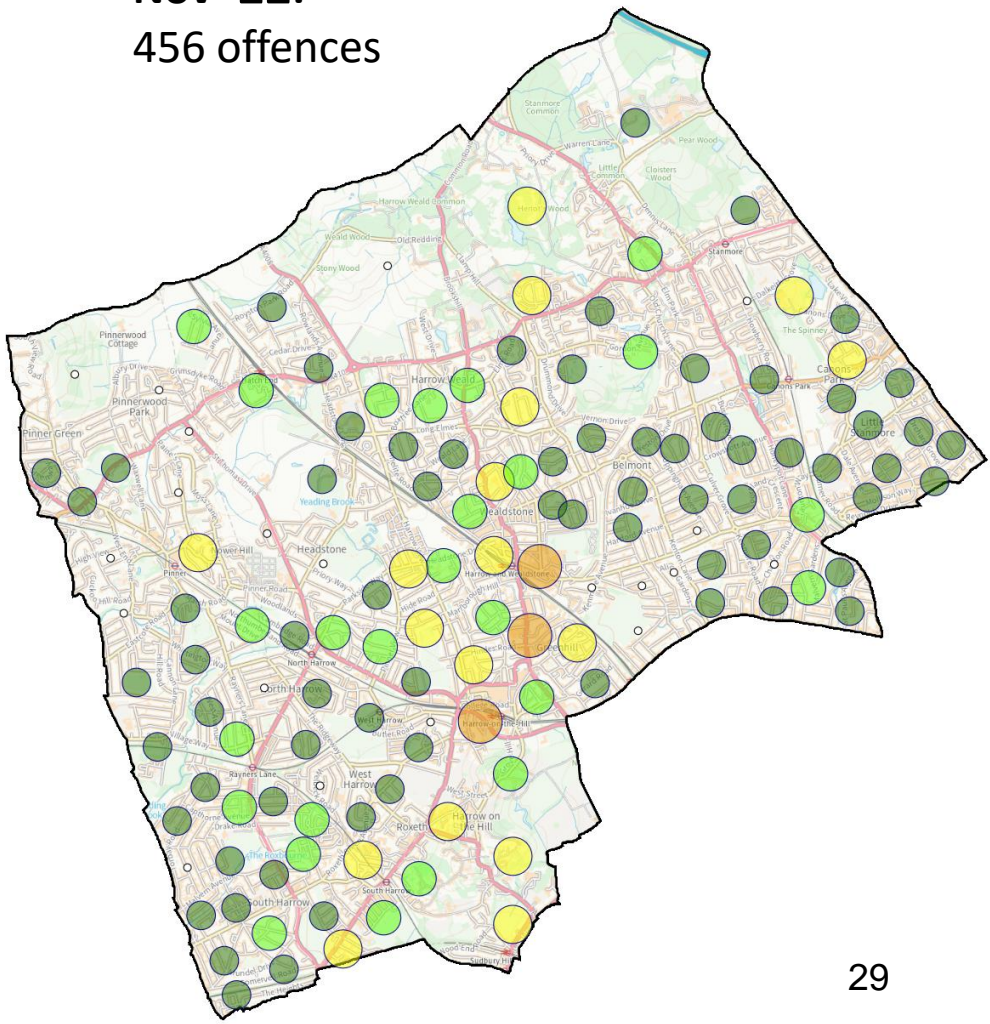
Violence & sexual offences - Harrow

Nov '21:
370 offences

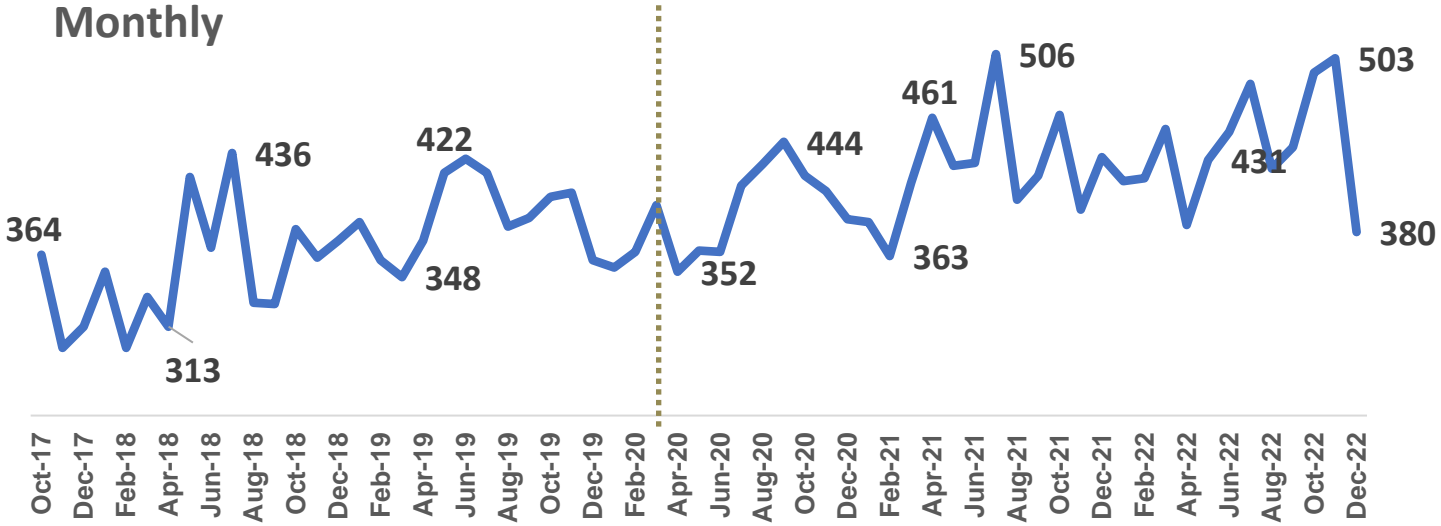
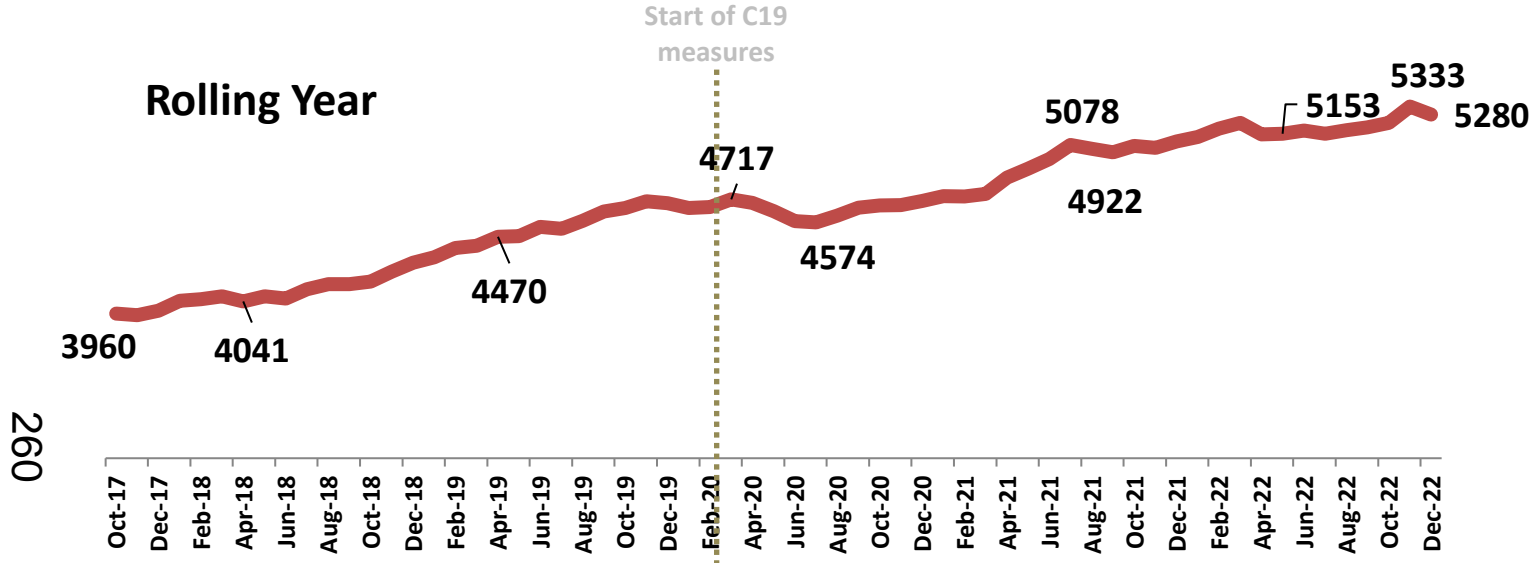
259



Nov '22:
456 offences



High volume Crime – Violence against the person



Violence without injury

Violence without injury, Harrow wards

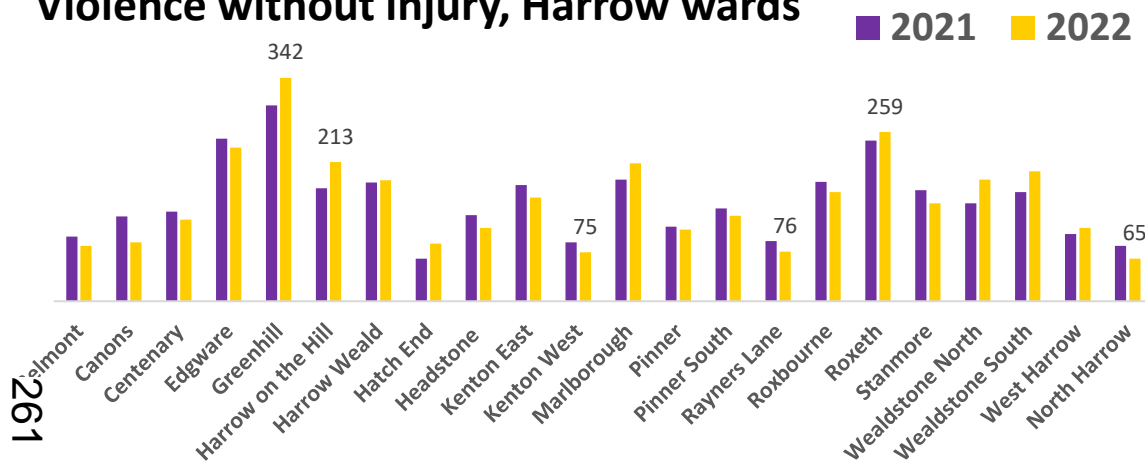
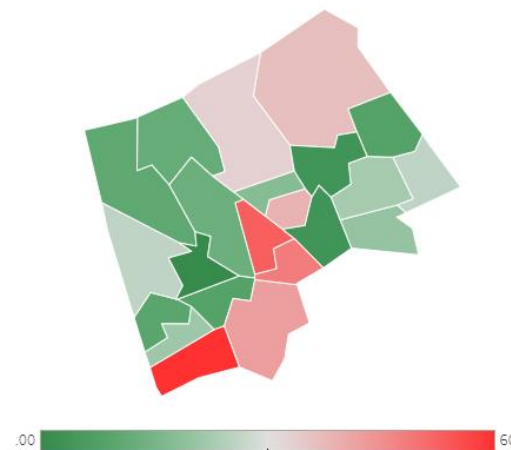


Chart show data labels for highest/ lowest wards in 2022

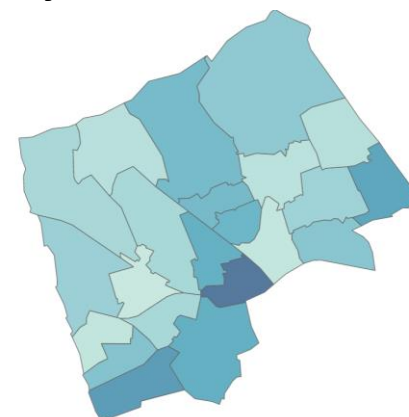
Heat Map Violence WITHOUT injury, Oct-Dec 2022 Harrow wards



Violence without injury, Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	5672	14.2	5465	13.7	-207	-0.5
Brent	6227	19.0	6680	20.4	453	1.4
Ealing	6871	20.2	7124	20.9	253	0.7
Harrow	3725	14.8	3596	14.6	-129	-0.2
Hillingdon	5,457	18.6	5436	18.5	-21	-0.1
London	161,989	18.0	163,439	18.2	1450	0.2

Heat Map Violence without injury, 2022 Harrow wards



High Harm Crime: Violence with injury

Violence with injury, Harrow wards

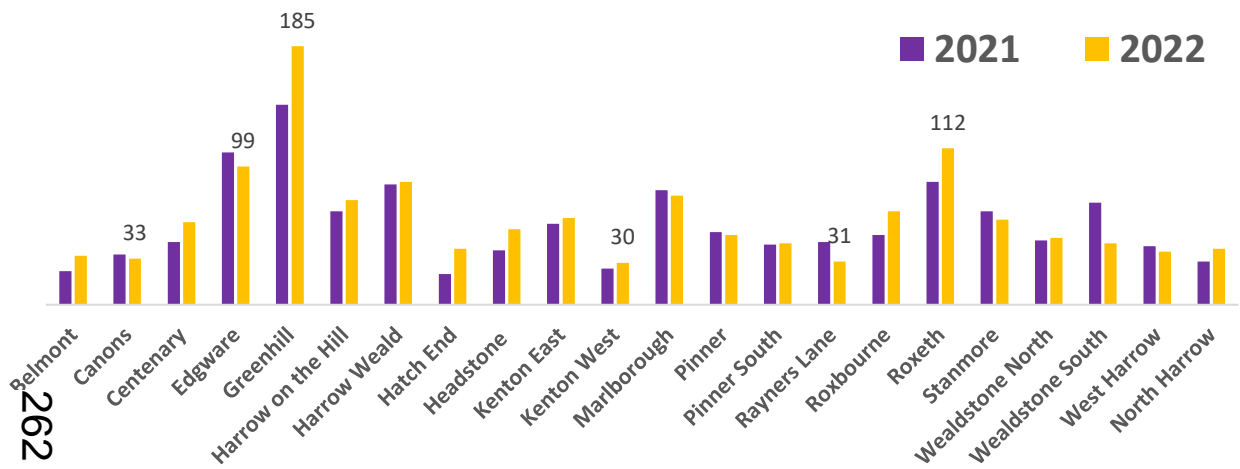
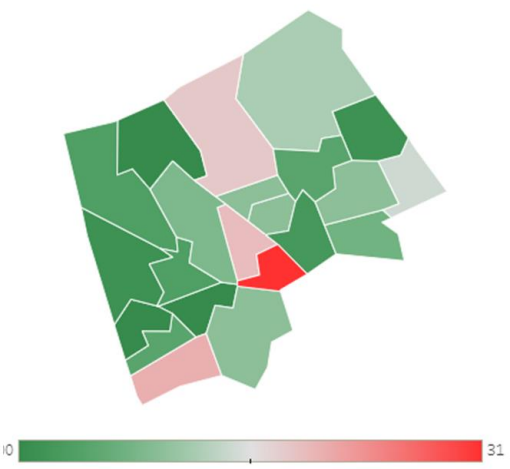


Chart show data labels for highest/ lowest wards in 2022

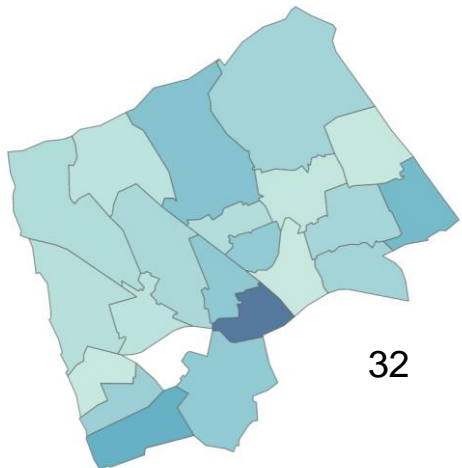
Heat Map Violence WITH injury , Oct – Dec 2022 Harrow wards



Violence with injury, Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	2199	5.5	2320	5.8	121	0.3
Brent	2855	8.7	3135	9.6	280	0.9
Ealing	2767	8.1	2895	8.5	128	0.4
Harrow	1343	5.3	1530	6.1	187	0.8
Hillingdon	2,253	7.7	2367	8.1	114	0.4
London	71,953	8.0	77,776	8.7	5823	0.7

Heat Map Violence with injury, 2022 Harrow wards

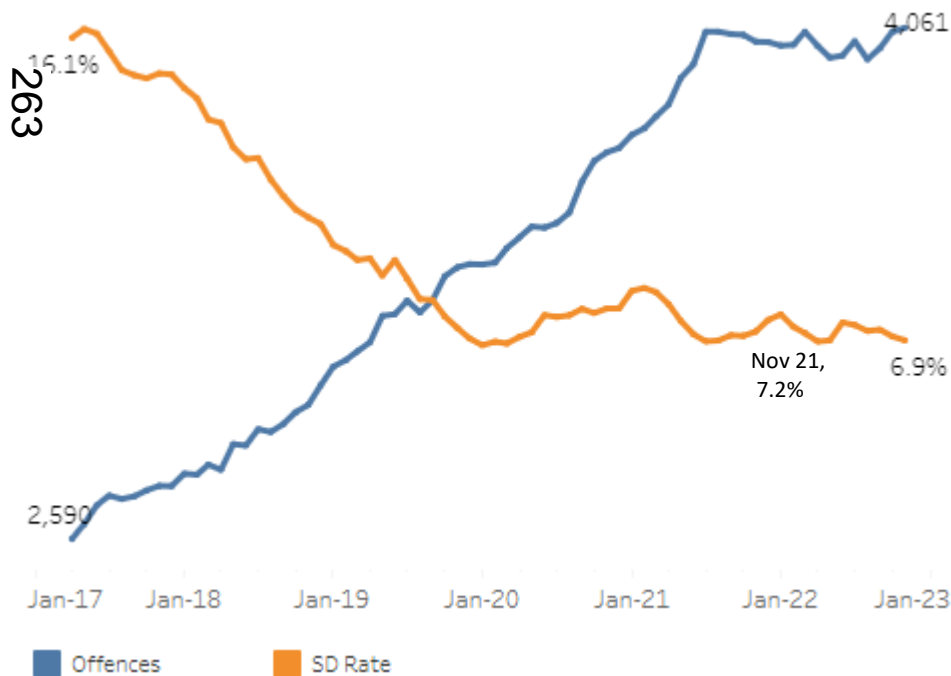


32

Violence WITHOUT injury - Sanction detections

Sanction detections are when offences have been resolved through a formal sanction, including being charged or receiving a caution.

Violence without injury offences- Sanction detections rate, Harrow (RY)



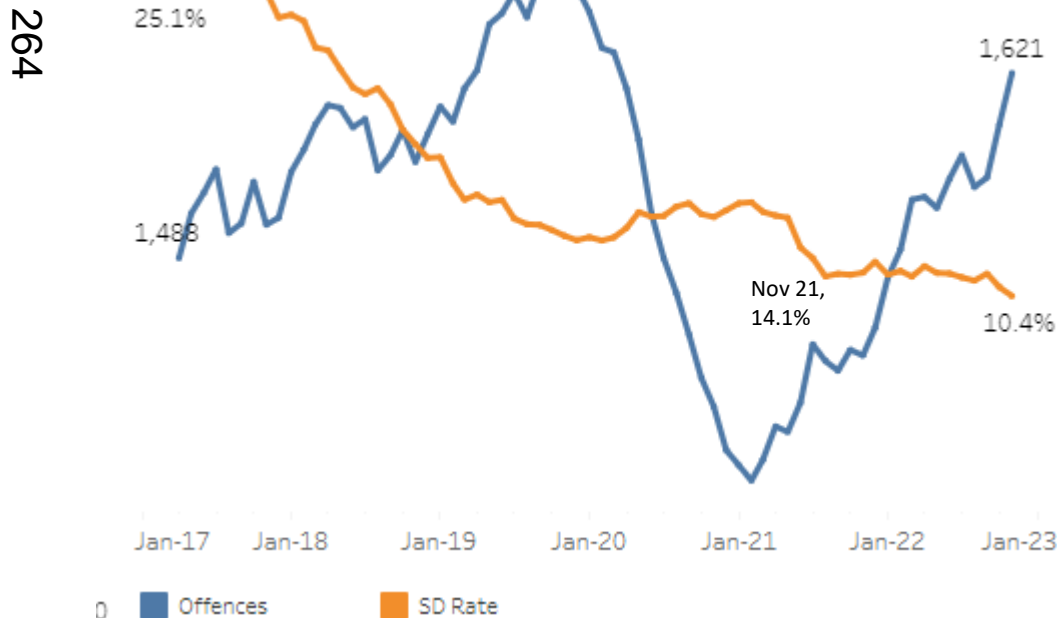
The current level of violence without injury sanction detections is 6.9% (Nov 2022).

- ▼ 0.1 percentage points lower than the London average (7.2% % Nov 22)
- ▼ 0.3 percentage points lower same period last year (Nov 21)

Violence WITH injury - Sanction detections

Sanction detections are when offences have been resolved through a formal sanction, including being charged or receiving a caution.

Violence WITH injury offences- Sanction detections rate, Harrow (RY)



The current level of VWI sanction detections is 10.4% (Nov 2022).

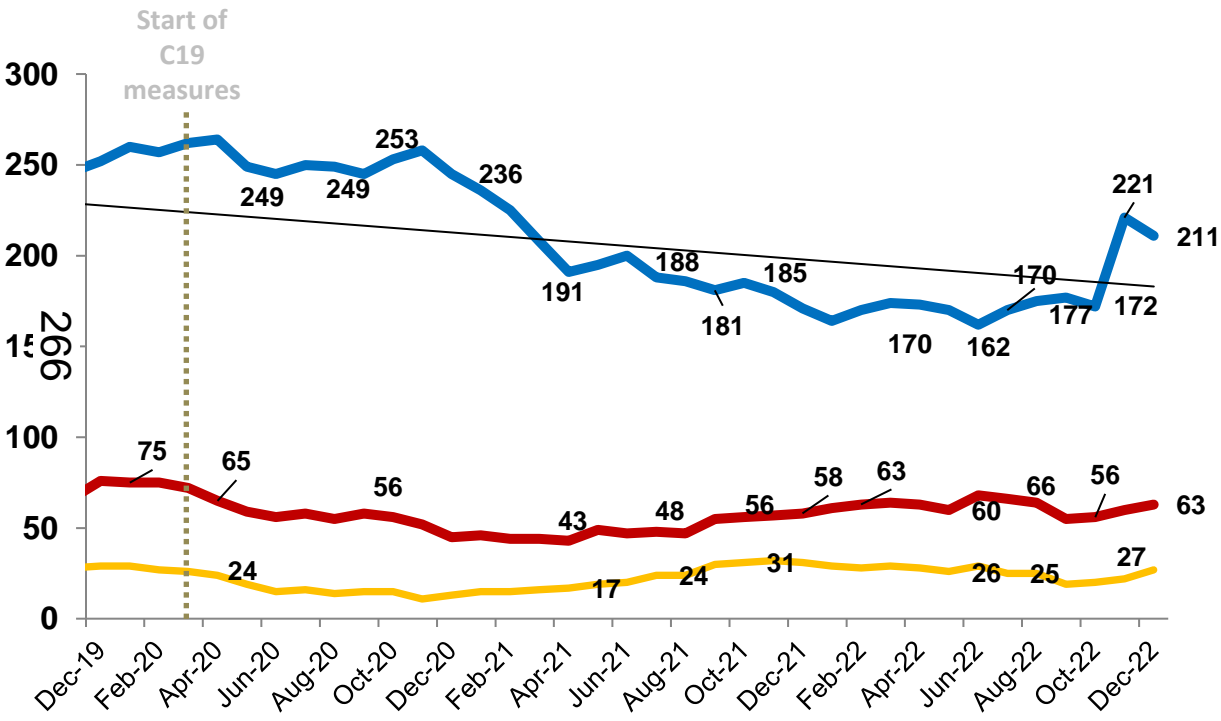
- ▼ 1.3 percentage points lower than the London average (11.7 % Nov 22)
- ▼ 3.7 percentage points lower same period last year (Nov 21)

265

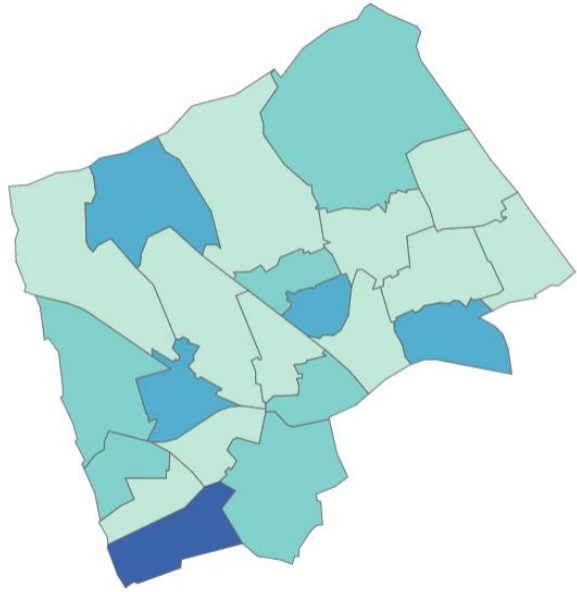
High Harm Crime – Weapon Enabled Crime

High harm crime – Weapon enabled crime

Knife crime & knife crime with injury, Harrow (RY)



Harrow wards Heat map:
knife crime with injury victims
under 25 yrs (not flagged as
Domestic)
Nov 2022 (RY)

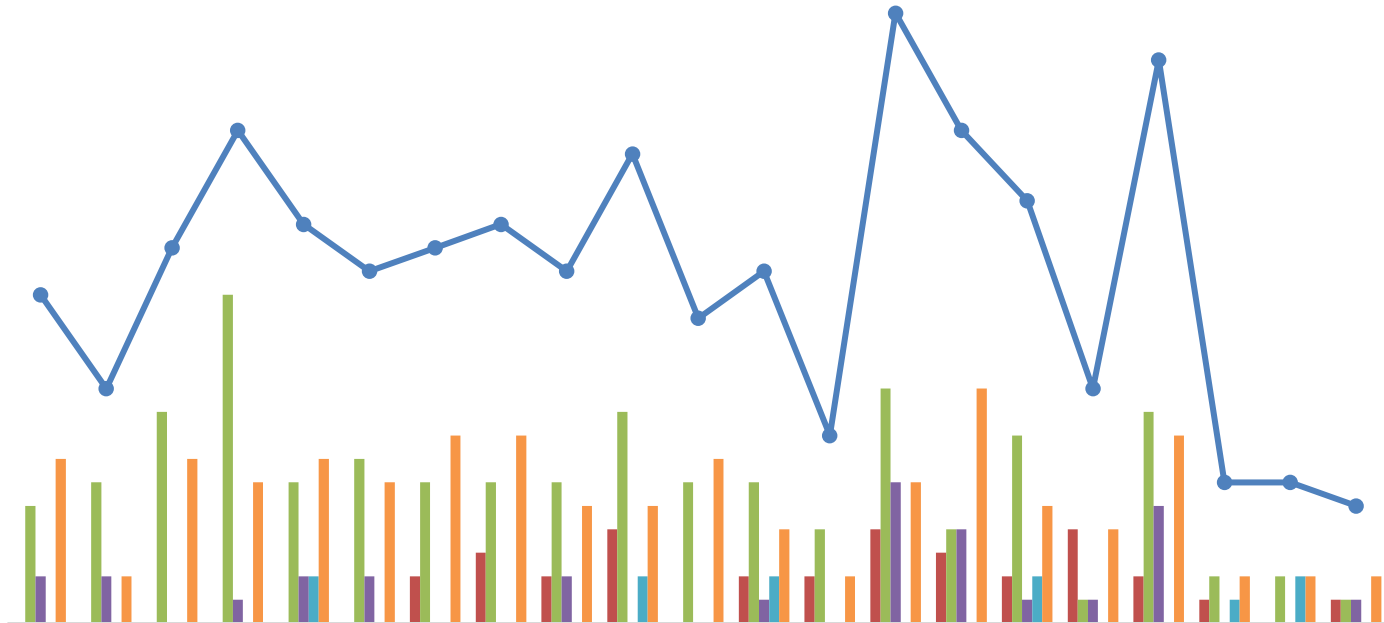


- Recent increase– from 162 (Jun 22) to 221 in (Nov 22) after downward trend since C-19 measures were introduced and more sharply since Oct 20.

Monthly possession of weapons – Harrow (safe stats)

Monthly possession of weapons – Harrow

267

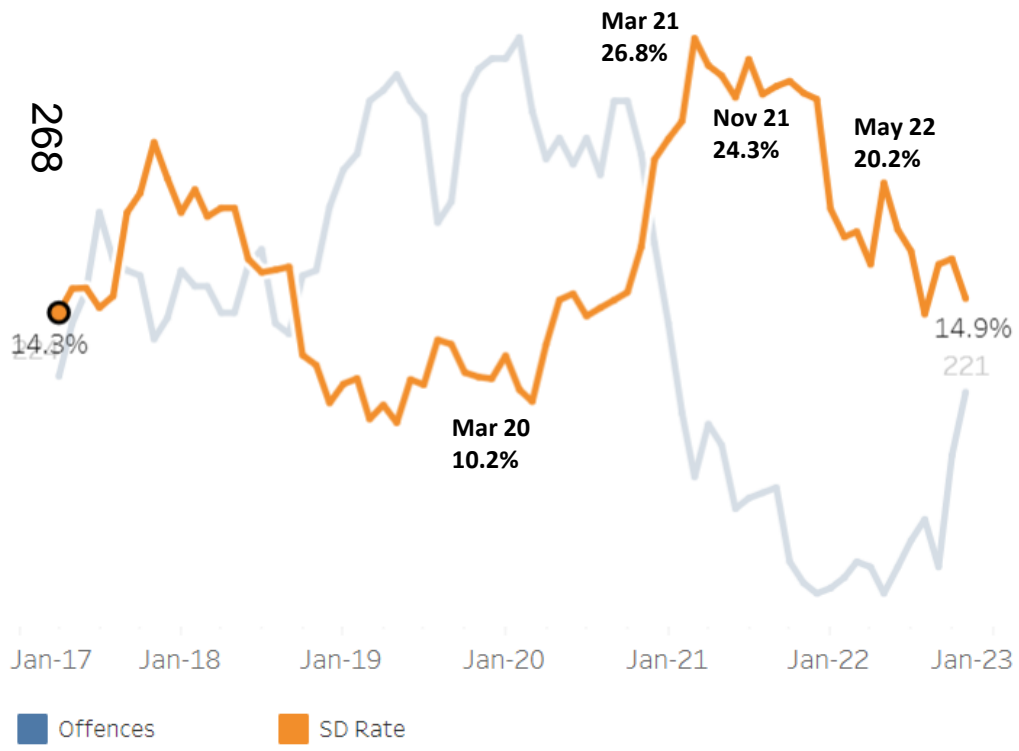


	Aor-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Other Firearm Offences	0	0	0	0	0	0	2	3	2	4	0	2	2	4	3	2	4	2	1	0	1
Possession of Article with Blade or Point	5	6	9	14	6	7	6	6	6	9	6	6	4	10	4	8	1	9	2	2	1
Possession of Firearm with Intent	2	2	0	1	2	2	0	0	2	0	0	1	0	6	4	1	1	5	0	0	1
Possession of Firearms Offences	0	0	0	0	2	0	0	0	0	2	0	2	0	0	0	2	0	0	1	2	0
Possession of Other Weapon	7	2	7	6	7	6	8	8	5	5	7	4	2	6	10	5	4	8	2	2	2
Possession of Weapons	14	10	16	21	17	15	16	17	15	20	13	15	8	26	21	18	10	24	6	6	5

Knife crime - Sanction detections

Sanction detections are when offences have been resolved through a formal sanction, including being charged or receiving a caution.

**Knife crime offences-
Sanction detections rate, Harrow (RY)**

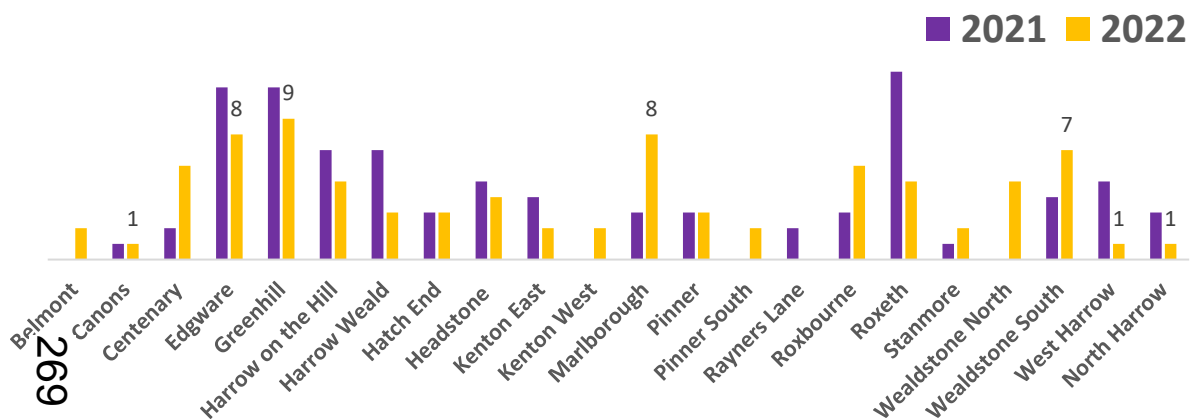


The current level of Knife Crime sanction detections is 14.9% (Nov 2022).

- ▼ 1.4 percentage points lower than the London average (16.3 % Nov 22)
- ▼ 9.4 percentage points lower same period last year (Nov 21)

Possession of weapons

Possession of weapons, Harrow wards



Heat Map: Possession of weapons, 2022, Harrow wards

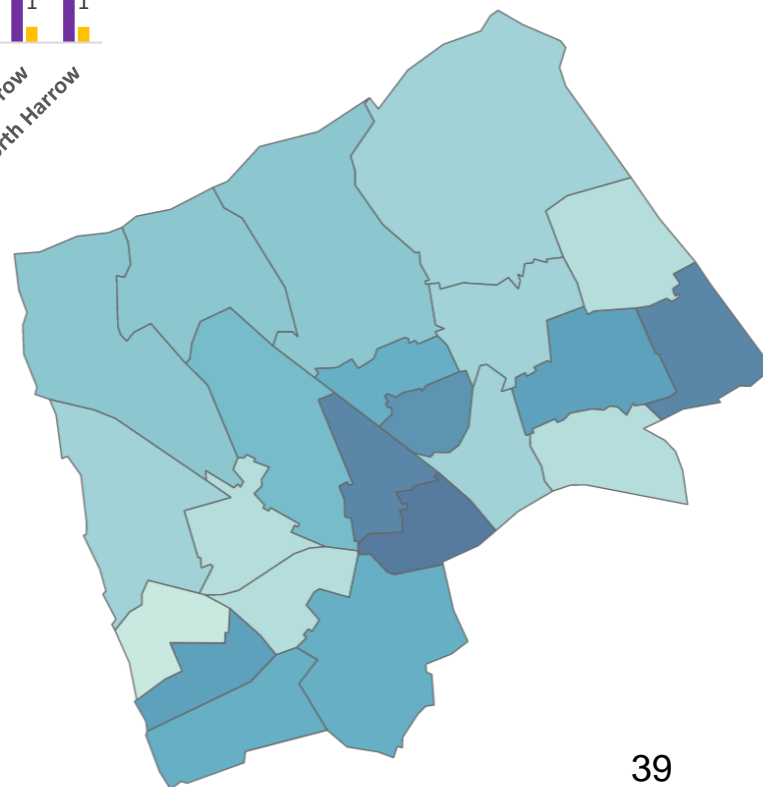


Chart show data labels for highest/ lowest wards in 2022

Possession of weapons, Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	148	0.4	159	0.4	11	0.0
Brent	243	0.7	229	0.7	-14	0.0
Ealing	182	0.5	183	0.5	1	0.0
Harrow	94	0.4	89	0.4	-5	0.0
Hillingdon	171	0.6	121	0.4	-50	-0.2
London	6,139	0.7	6,114	0.7	-25	0.0

Drug Crime

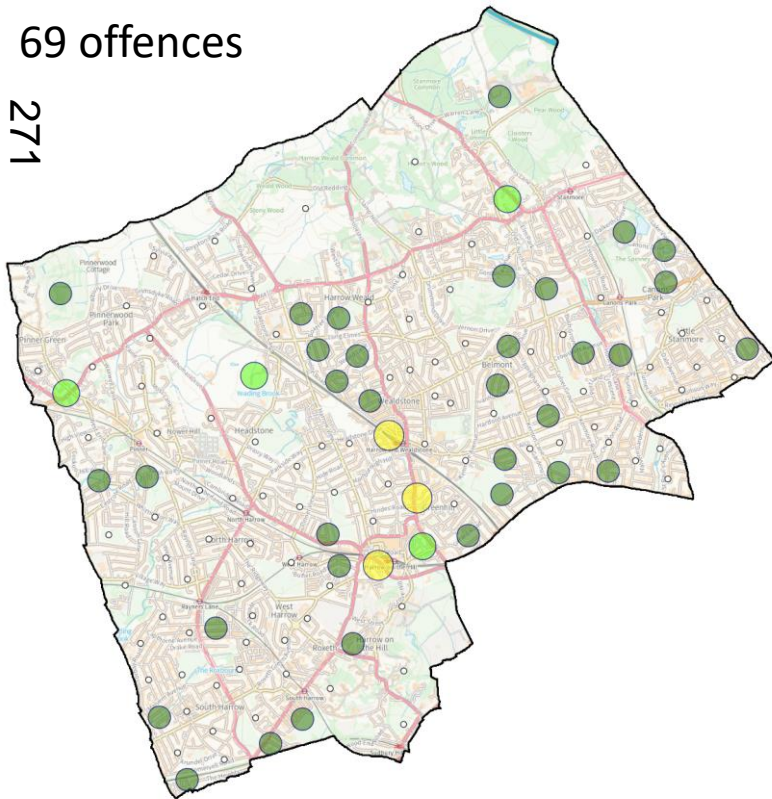
Definition of Drug Trafficking: this includes transporting, selling, making, importing and exporting illegal or controlled drugs.

Drug offences

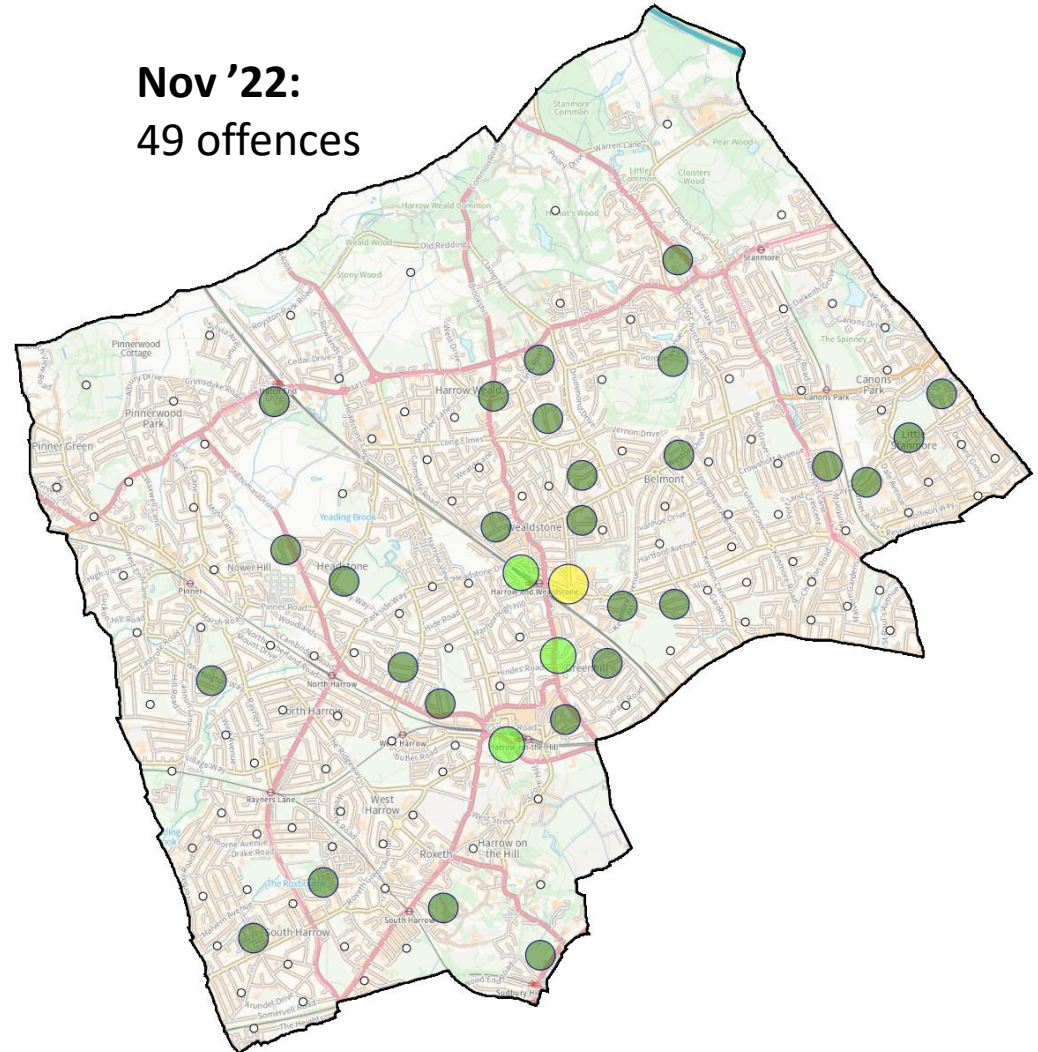
Drug offences Harrow mapped.

Oct '22:
69 offences

271

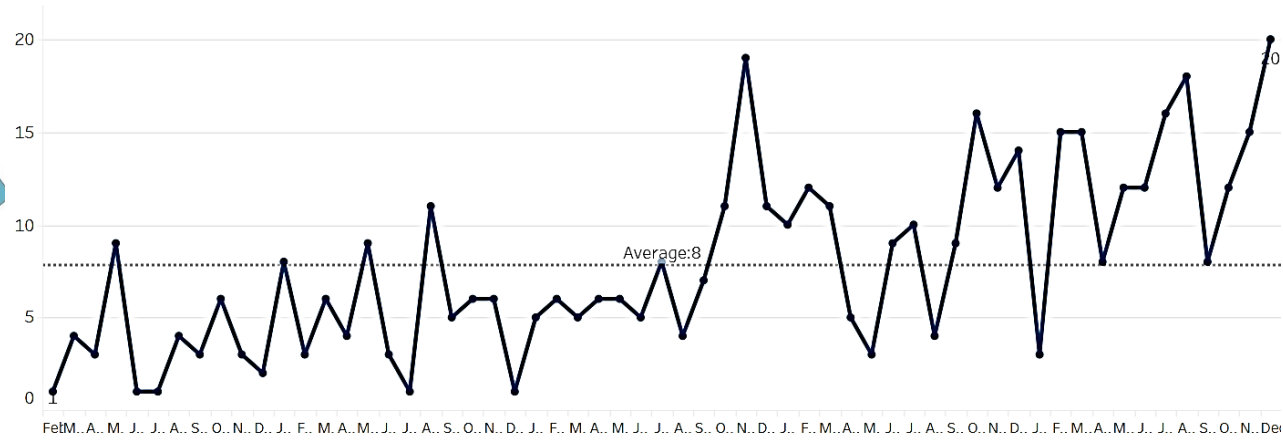
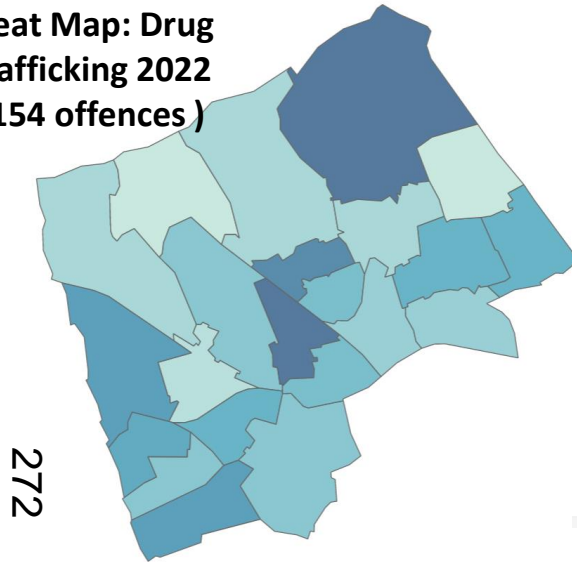


Nov '22:
49 offences

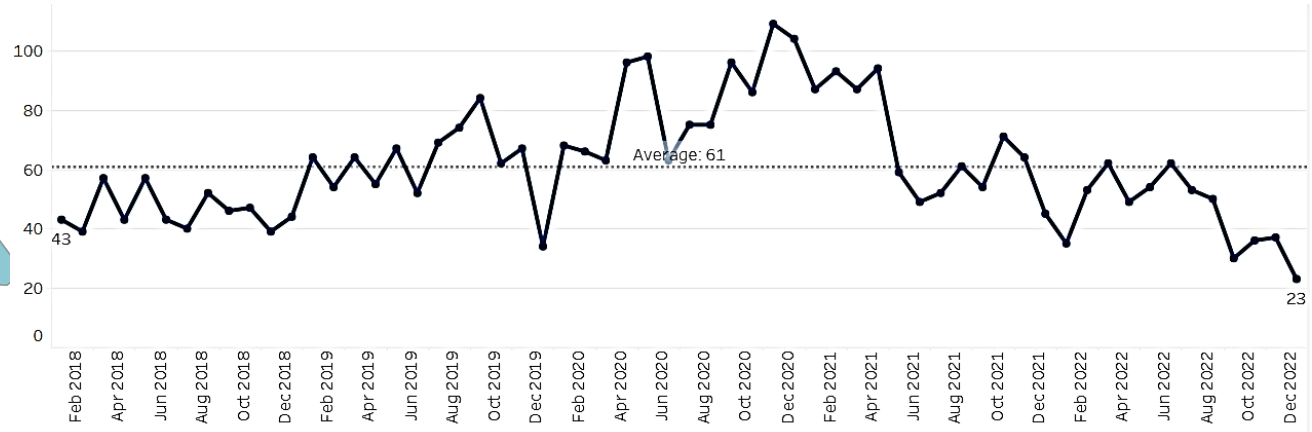
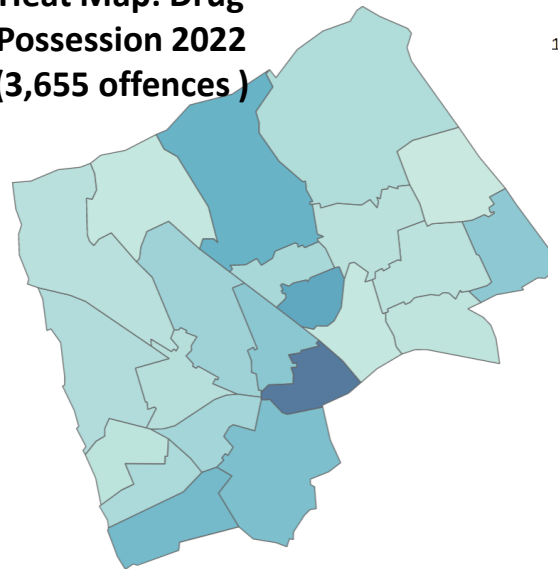


Drug offences: Harrow Monthly trends

**Heat Map: Drug trafficking 2022
(154 offences)**

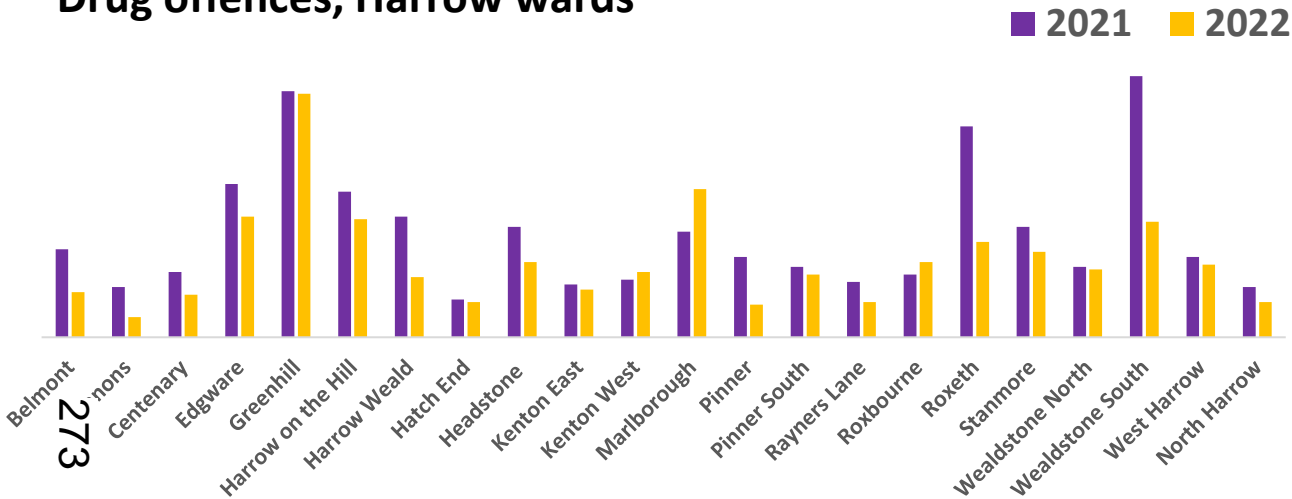


**Heat Map: Drug Possession 2022
(3,655 offences)**



Drug offences

Drug offences, Harrow wards



Heat Map Drug offences, 2022 Harrow wards

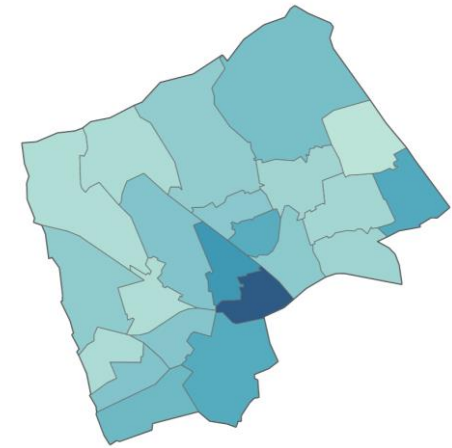


Chart show data labels for highest/ lowest wards in 2022

Drug offences, Harrow Nearest Neighbours

Drug trafficking

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	167	0.4	308	0.8	141	0.4
Brent	194	0.6	359	1.1	165	0.5
Ealing	201	0.6	319	0.9	118	0.3
Harrow	115	0.5	154	0.6	39	0.1
Hillingdon	182	0.6	220	0.7	38	0.1
London	4,897	0.5	7,935	0.7	3038	0.2

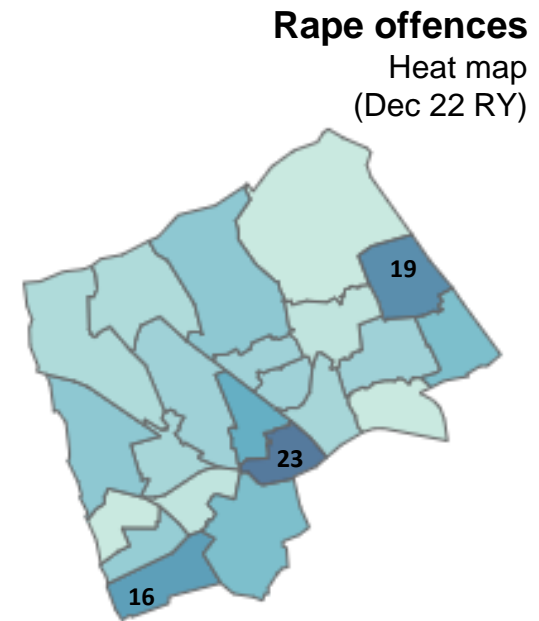
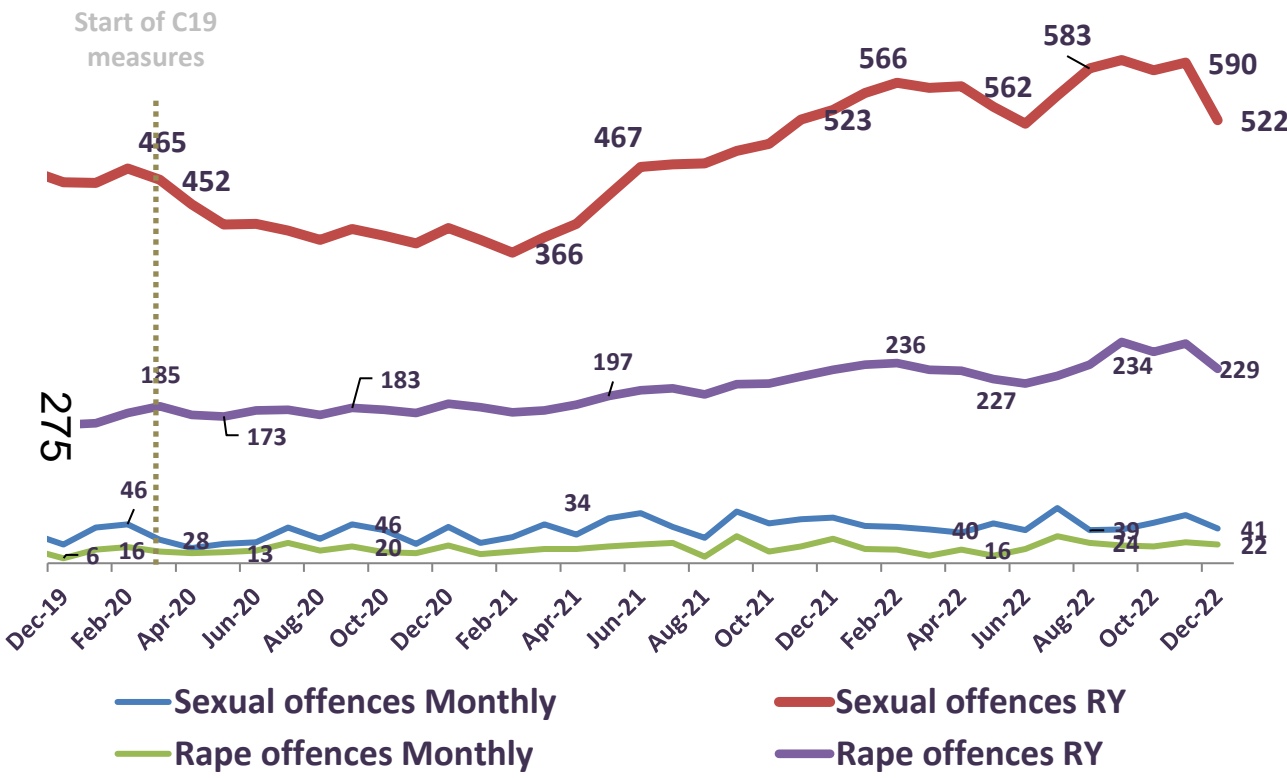
Drug possession

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	946	2.4	698	1.7	-248	-0.7
Brent	1808	5.5	1426	4.4	-382	-1.1
Ealing	1479	4.3	1086	3.2	-393	-1.1
Harrow	845	3.3	527	2.2	-318	-1.1
Hillingdon	1347	4.6	863	2.9	-484	-1.7
London	41,982	4.7	36,087	4.0	-5895	-0.7

High Harm Crime – Sexual Offences

274

High harm crime – Sexual offences - Harrow

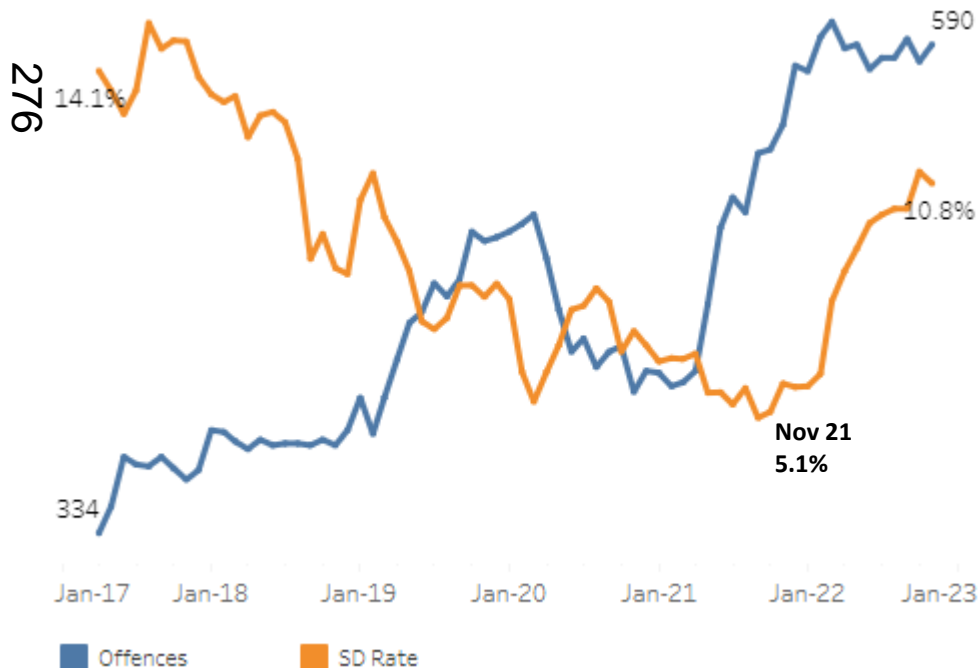


Source Met Crime dashboard

- Sharp decline to 522 in December 2022, since previous month (590, Nov 22).
- Downward trend in the number of sexual offences since Sep 19 (RY) continued during C-19 measures with a sharp increase since the beginning of 2021 from 366 (Jan 21) to 566 (Feb 22) and 590 (Nov 22, RY).
- Upward trend in recorded rape offences continued through C-19 measures, with a slight reduction in early 2022 and an increase in recent months. In Dec 22 54% (22) of sexual offences were recorded as rape offences

Sanction detections are when offences have been resolved through a formal sanction, including being charged or receiving a caution.

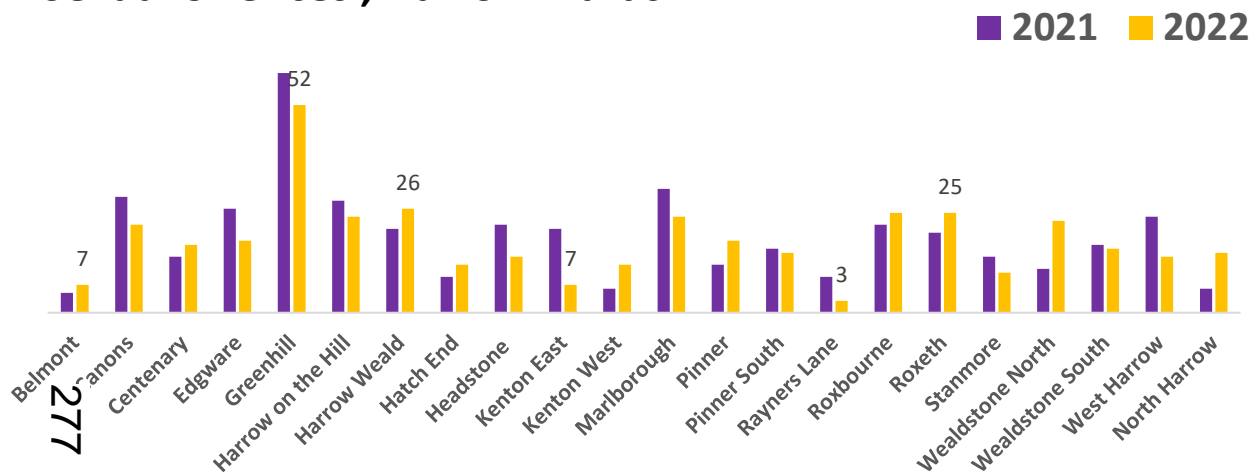
**Sexual offences crime offences-
Sanction detections rate, Harrow (RY)**



The current level of Sexual offences sanction detections is 10.8% (Nov 2022).

- ▲ 2 percentage points higher than the London average (8.8% Nov 22)
- ▲ 5.7 percentage points higher same period last year (Nov 21)

Sexual offences , Harrow wards



Heat Map Sexual offences, 2022 Harrow wards

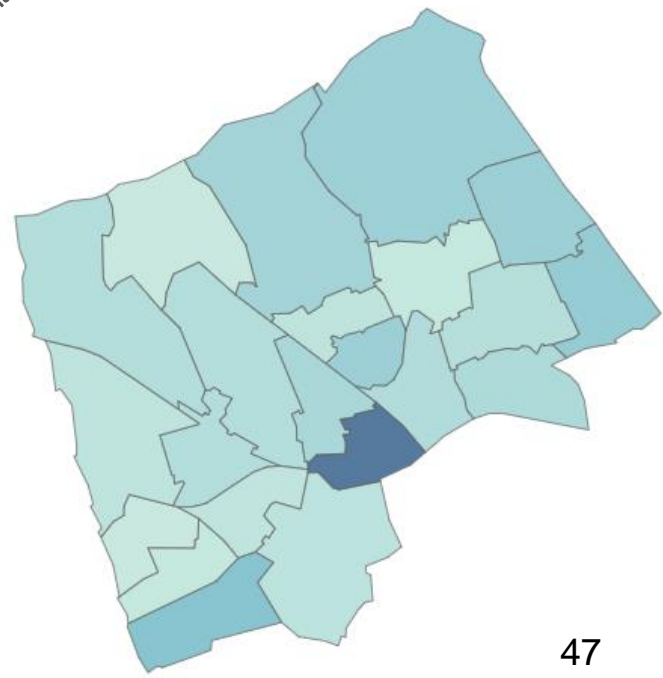


Chart show data labels for highest/ lowest wards in 2022

Sexual offences , Harrow Nearest Neighbours

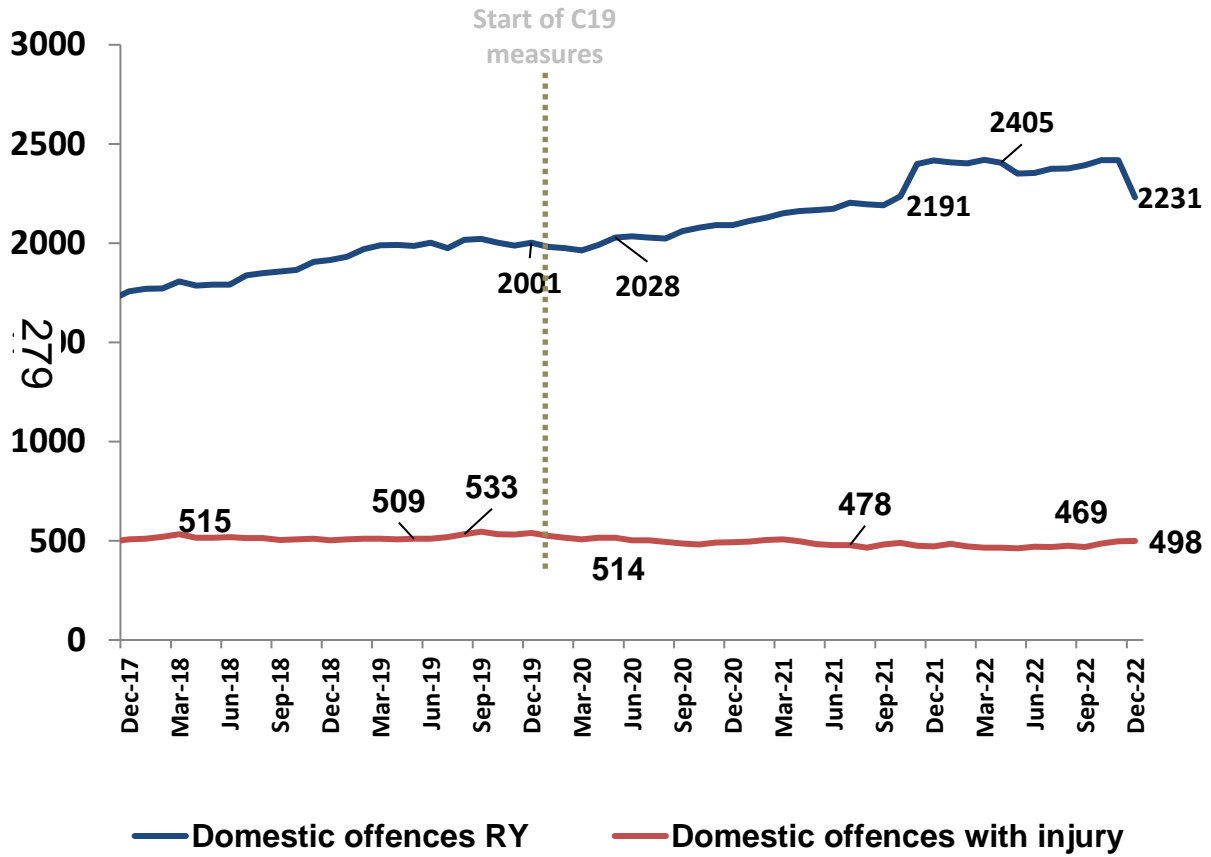
Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	616	1.5	731	1.8	115	0.3
Brent	750	2.3	944	2.9	194	0.6
Ealing	639	1.9	705	2.1	66	0.2
Harrow	321	1.3	441	1.7	120	0.4
Hillingdon	412	1.4	448	1.5	36	0.1
London	22,796	2.5	27,606	3.1	4810	0.6

High Harm Crime – Domestic Abuse

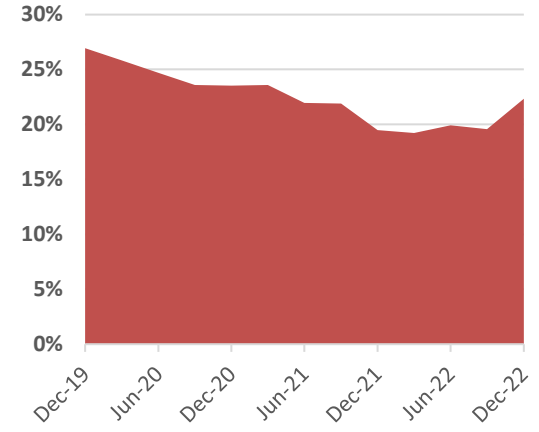
278

High harm crime – Domestic abuse

Number of Domestic abuse offences, Harrow (RY)



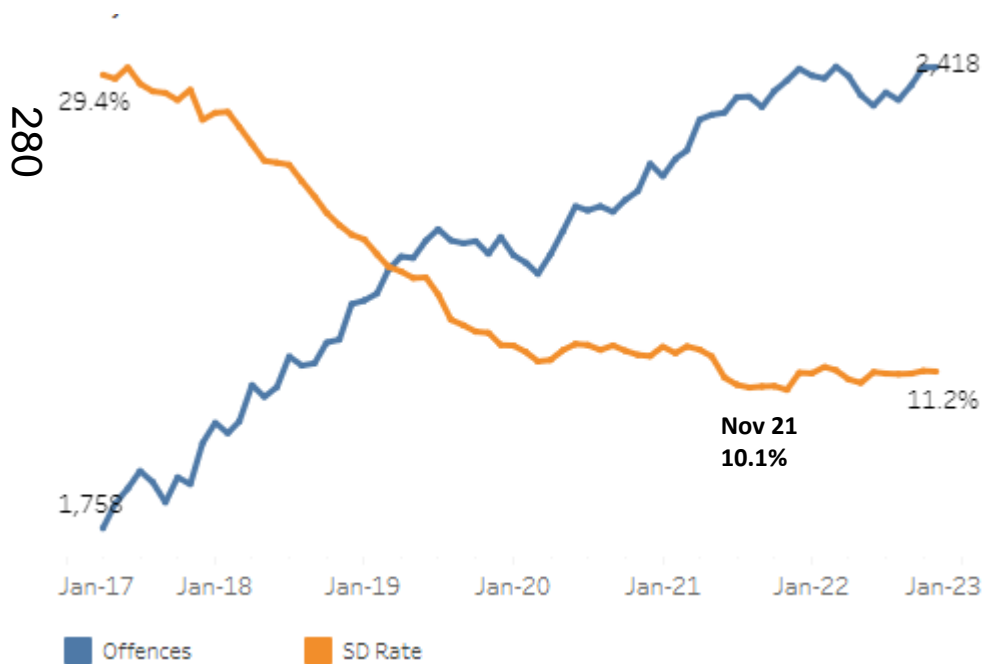
% of Domestic Abuse that results in injury



Domestic Abuse - Sanction detections

Sanction detections are when offences have been resolved through a formal sanction, including being charged or receiving a caution.

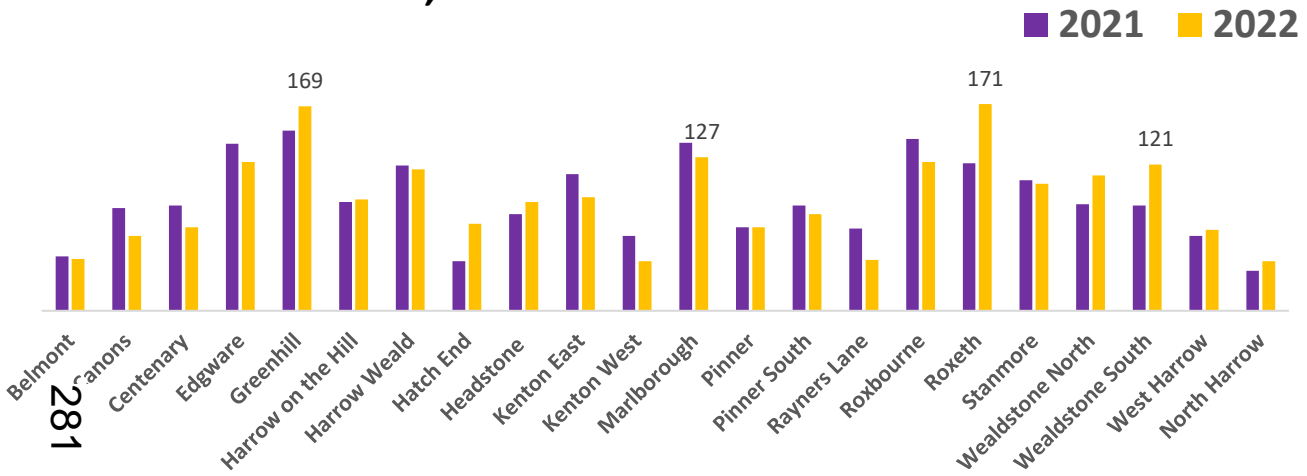
Domestic Abuse offences- Sanction detections rate, Harrow (RY)



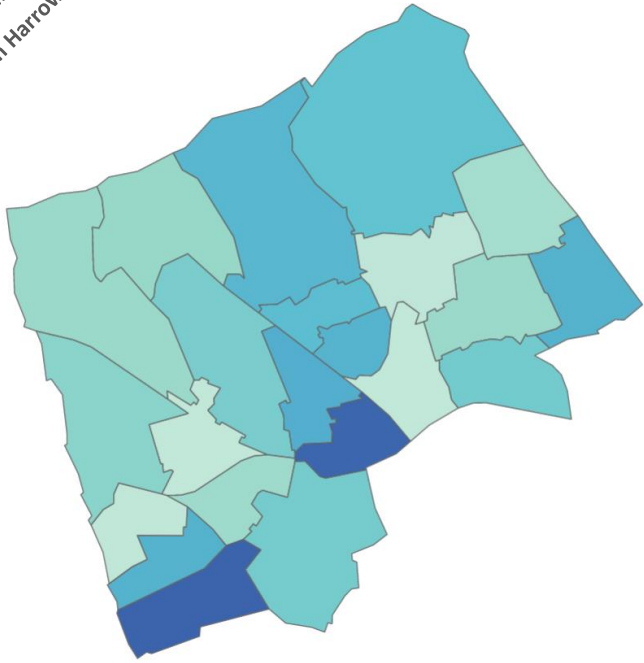
The current level of Domestic Abuse sanction detections is 11.2% (Nov 2022).

- ▲ 0.2 percentage points lower than the London average (11% Nov 22)
- ▲ 1.1 percentage points higher same period last year (Nov 21)

Domestic offences , Harrow wards



Heat Map Domestic, 2022 Harrow wards

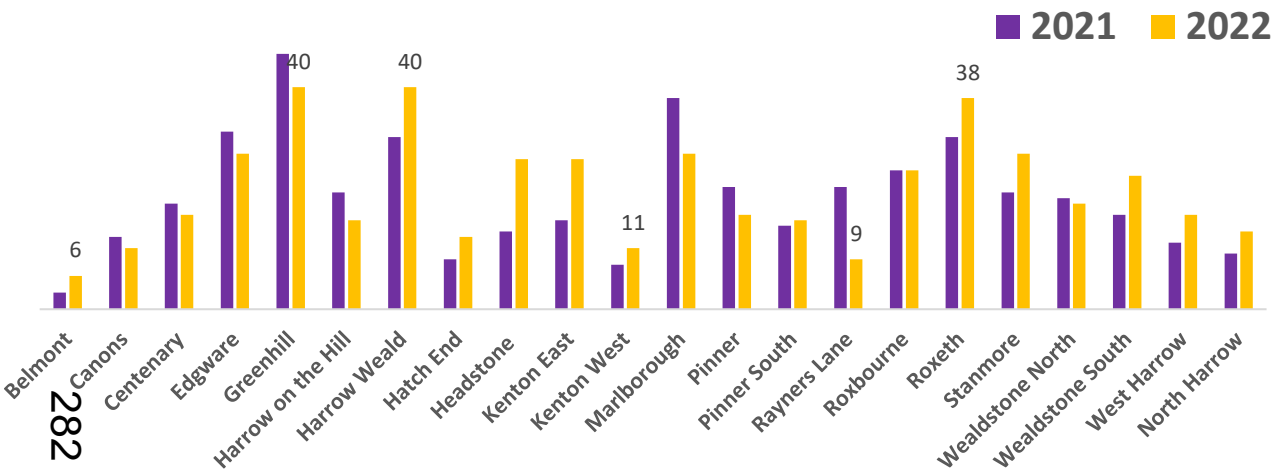


Domestic offences , Harrow Nearest Neighbours

Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	3254	8.2	3109	7.8	-145	-0.4
Brent	3509	10.9	3722	11.4	213	0.5
Ealing	3923	115.0	4091	12.0	168	-103.0
Harrow	2229	8.8	2231	8.8	2	0.0
Hillingdon	3,201	10.9	3168	10.8	-33	-0.1
London	99,445	10.6	96,002	10.7	-3443	0.1

Domestic offences with injury – by Ward

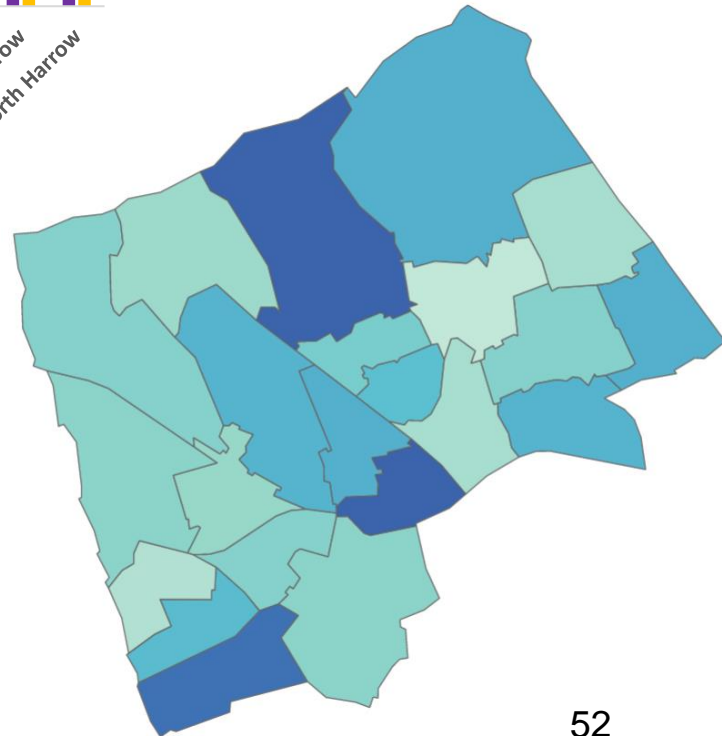
Domestic offences with injury, Harrow wards



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Chart show data labels for highest/ lowest wards in 2022

Heat Map Domestic Abuse with injury, 2022 Harrow wards



Domestic Abuse with injury offences, Harrow Nearest Neighbours

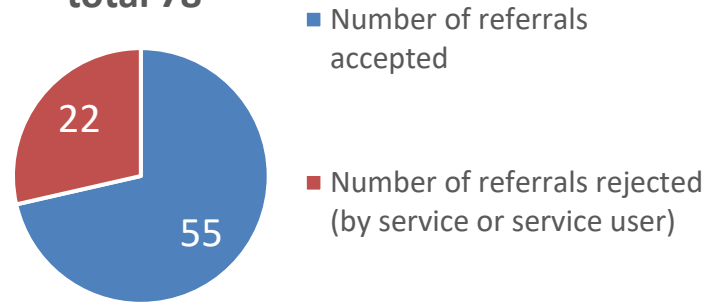
Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	742	1.9	728	1.8	-14	-0.1
Brent	849	2.6	903	2.8	54	0.2
Ealing	894	2.6	892	2.6	-2	0.0
Harrow	471	1.9	498	2.0	27	0.1
Hillingdon	701	2.4	681	2.3	-20	-0.1
London	22,689	2.5	22,860	2.5	171	0.0

HESTIA Referral data

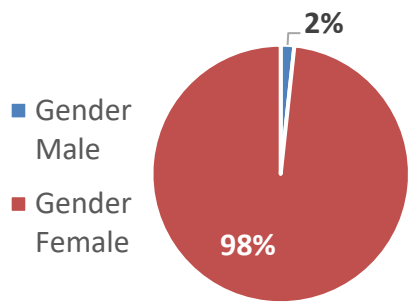
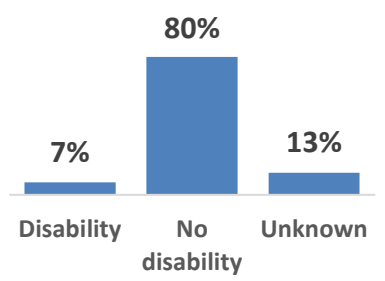
(Hestia provides domestic abuse support services in Harrow)



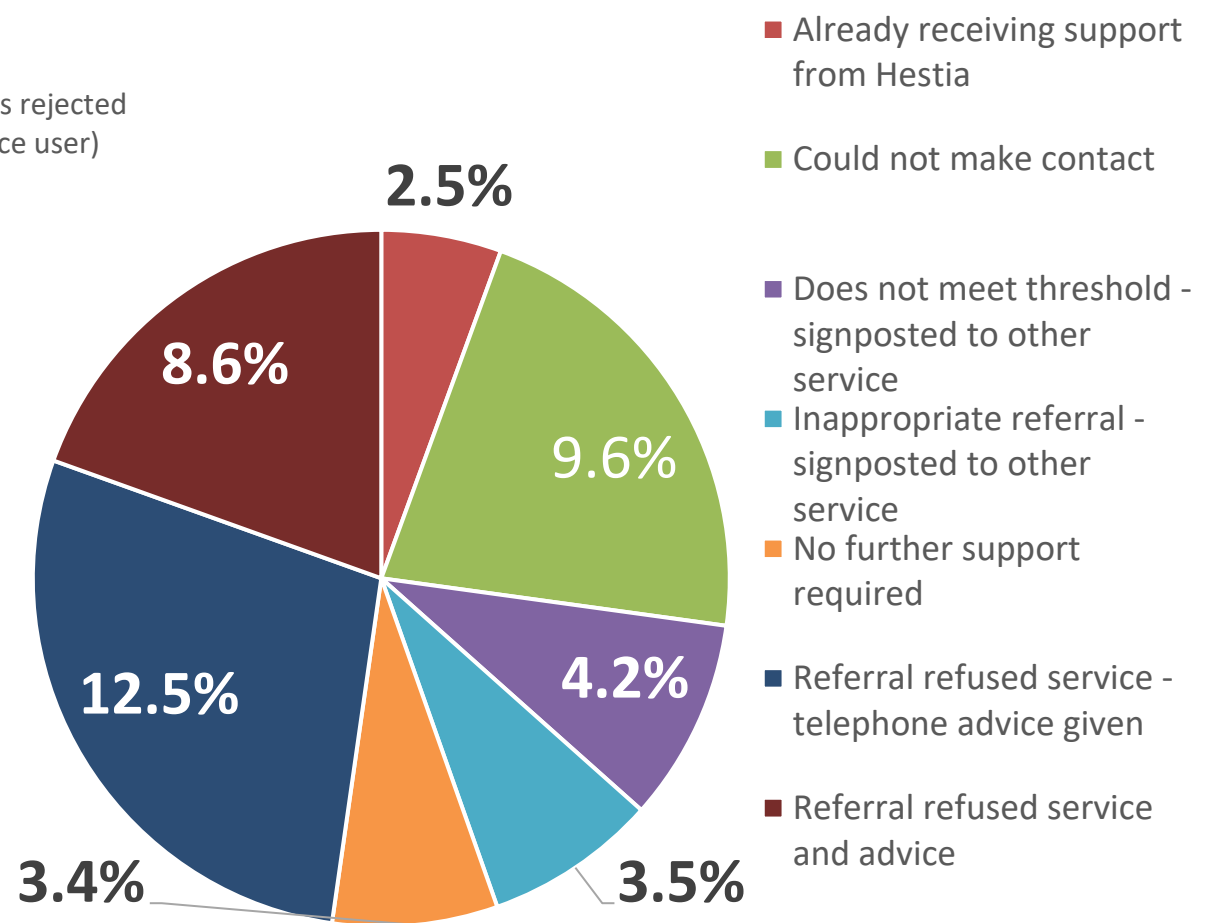
No. Referrals 2022; total 78



283



Reasons for non- engagement



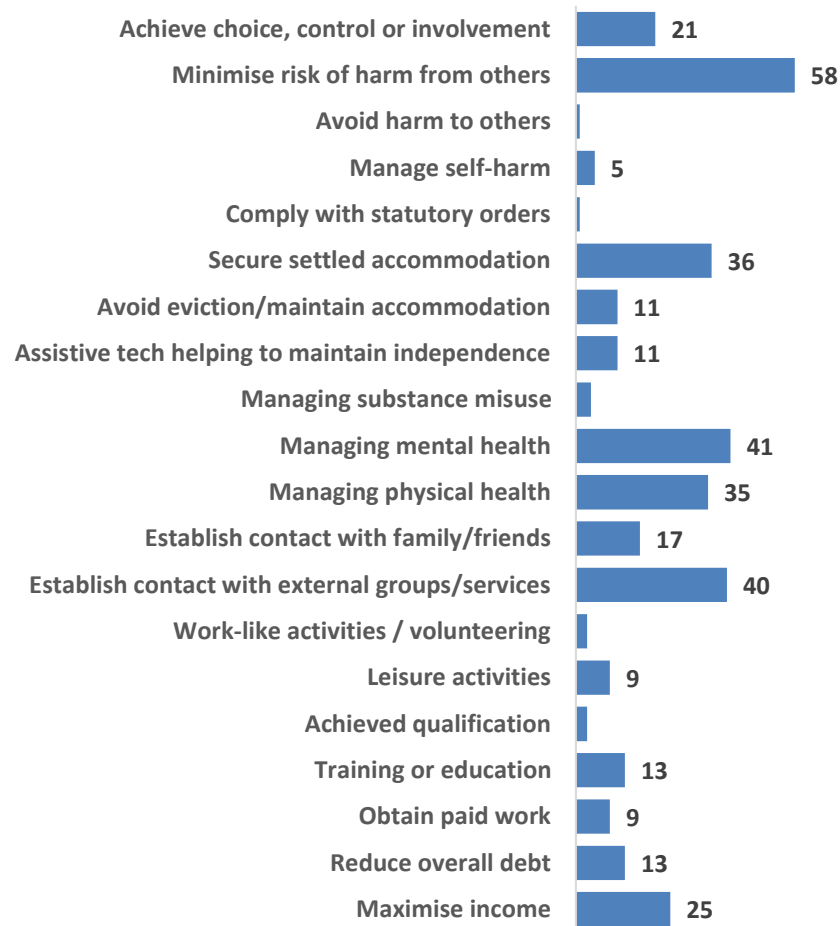
The data on this page indicates the most prevalent types of abuse.

Referrals can present having experienced multiple categories of abuse and needs

284

Type of abuse	% of referrals	Number of referrals
Psychological and/or emotional abuse	57%	16
Physical or sexual abuse	43%	30
Coercive control	30%	23
Financial abuse	25%	13
Harassment and stalking	23%	12
Online or digital abuse	2%	<10

Level of needs by type (2022) (Total 356)



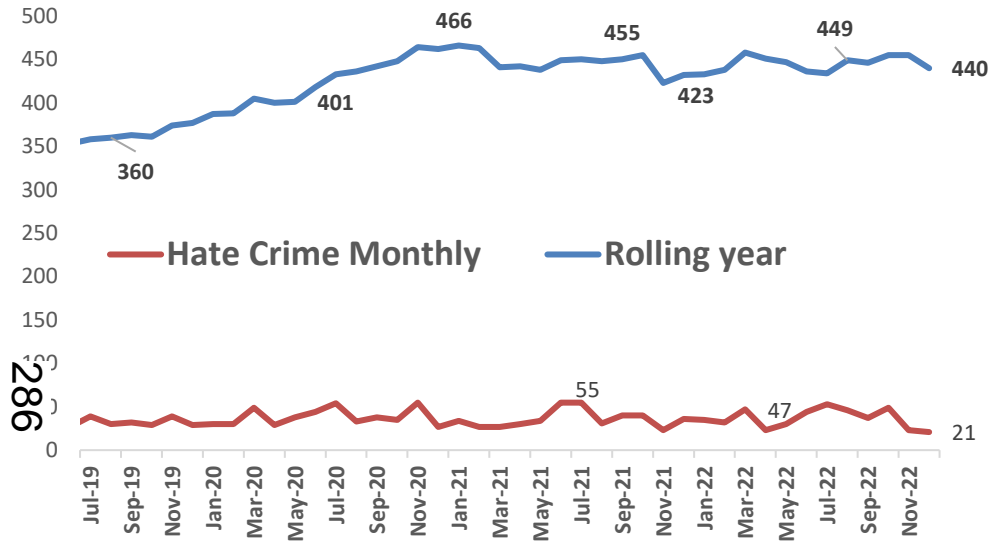
High harm crime – Hate crime

285

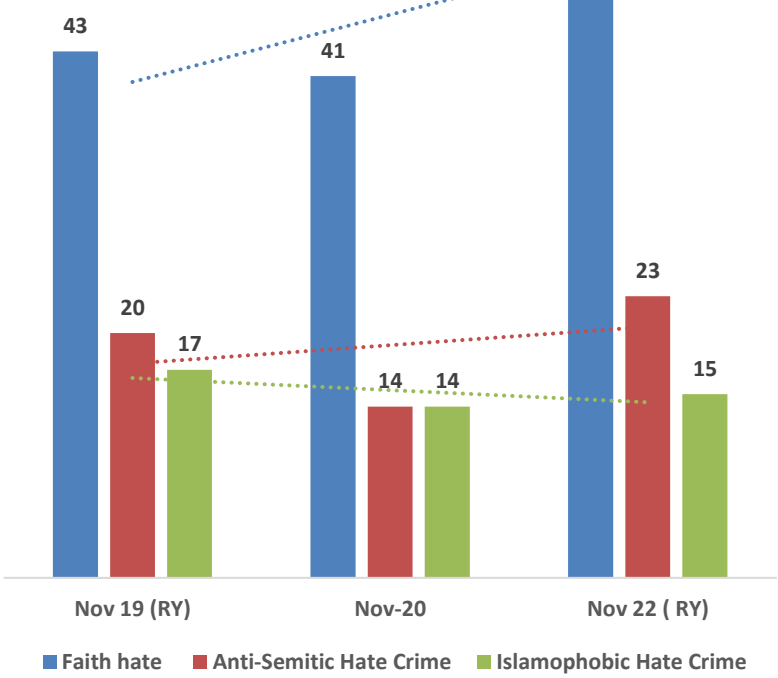
Definition of Hate Crime: A hate crime is defined as 'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.'

High harm crime – Hate crime

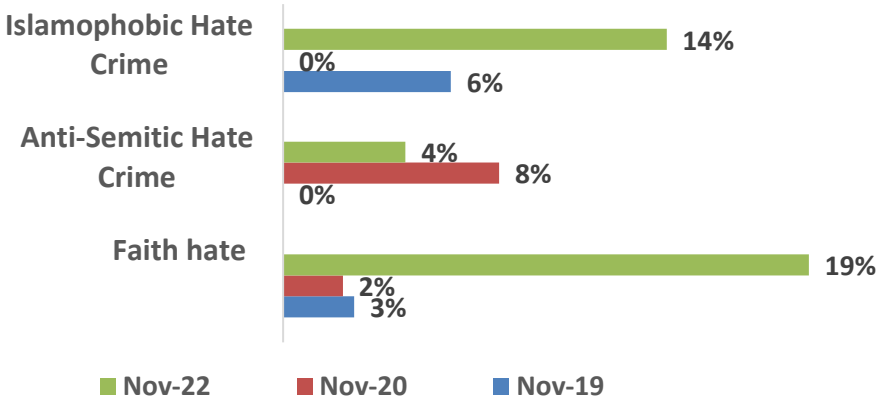
Number of Hate Crime offences Harrow



Faith Hate offences, Harrow (RY)



Faith Hate Sanction detections rate, Harrow (RY)

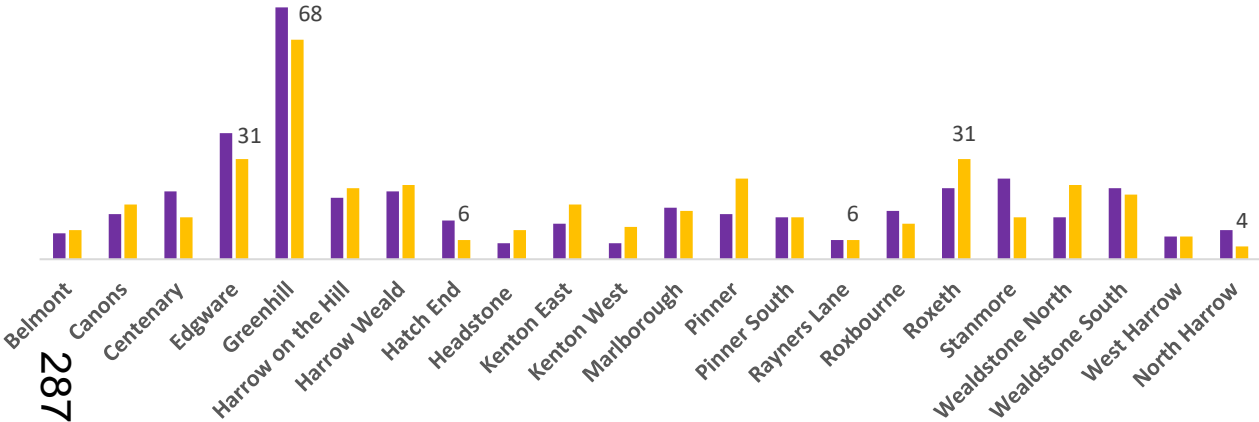


Note: Anti-Semitic and Islamophobic hate crime are subsets of Faith Hate. **Faith Hate includes** : criminal offences perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's religion or perceived religion or non religious belief.

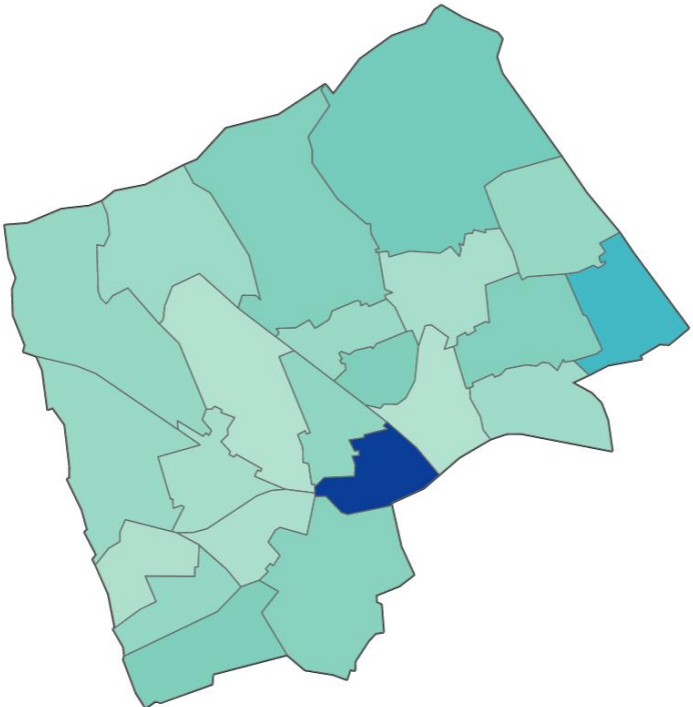
Domestic offences with injury – by Ward

Hate Crime offences , Harrow wards

■ 2021 ■ 2022



Heat Map Hate Crime, 2022 Harrow wards



Hate Crime offences , Harrow Nearest Neighbours

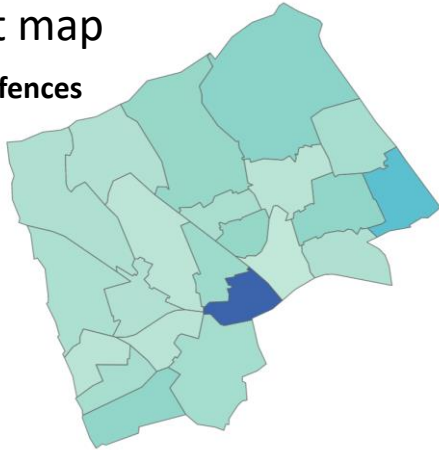
Total offences	2021		2022		Offences Change	Rate Change
	Offences	Rate	Offences	Rate		
Barnet	905	2.3	823	1.7	-82	-0.6
Brent	873	2.7	944	2.9	71	0.2
Ealing	984	2.9	920	2.7	-64	-0.2
Harrow	432	1.7	440	1.7	8	0.0
Hillingdon	712	2.4	743	2.5	31	0.1
London	26,146	2.9	24,841	2.8	-1305	-0.1

High harm crime – Hate crime – wards

Race Hate crime Heat map

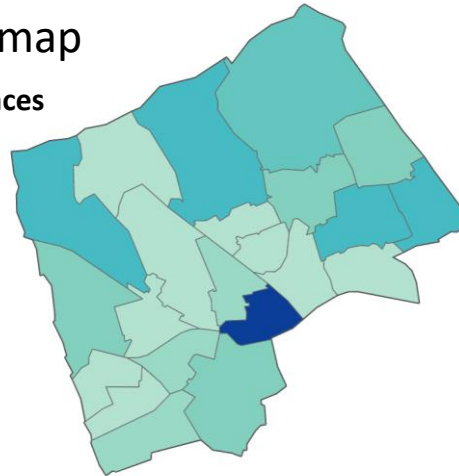
353 offences

288



Faith Hate crime Heat map

54 offences

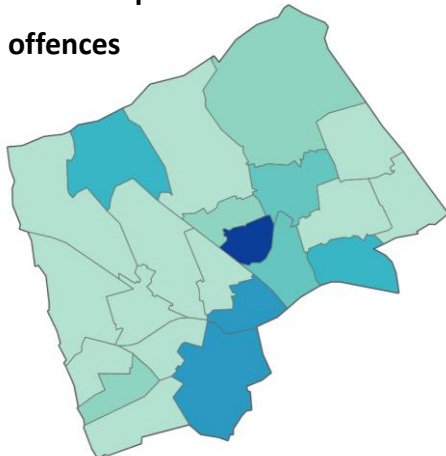


All maps show Hate flagged offences carried out in **2022**

The heat maps show that patterns of Hate crime differ depending on the protected characteristic – but occur more commonly in Greenhill and Canons.

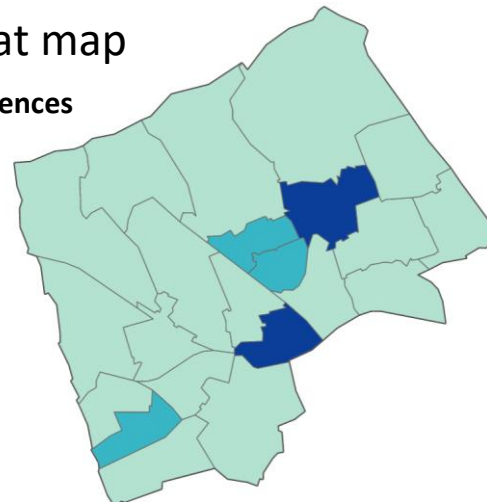
Homophobic crime Heat map

27 offences



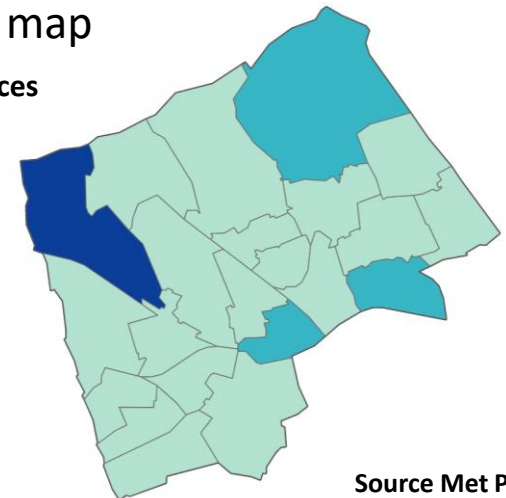
Trans Hate crime Heat map

5 offences



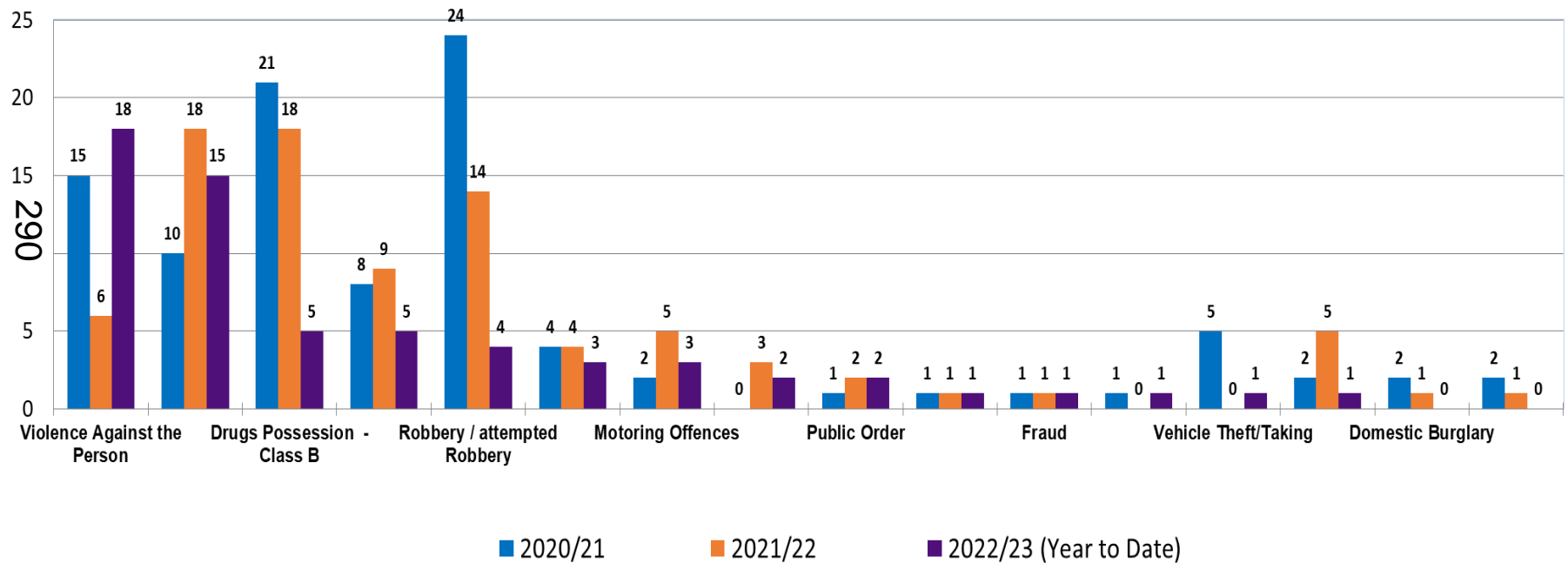
Disability Hate crime Heat map

5 offences



Youth Offending

Offences by Type for Young People Sentenced to a YJ Order or Pre-Court Disposal - 3 Year Trends



The data above shows the main offence for young people sentenced to a YJ Order or Pre-court Disposal over the past 3 years. The 22/23 figure is a year to date figure (April to December) and figures are expected to increase by the end of the year.

Overall for 22/23 Harrow's most common offence types are Violence against the person, 29% (18 offences), offensive weapons 24% (15 offences), drug possession - class B 8% (5 offences), Theft and handling 8% (5 offences)

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There have been some significant changes in the types of offending since 20/21. Robbery/Attempted Robbery was the highest offence type in 20/21 making up 24% (24 offences), in 22/23 this has decreased to 6% (4 offences).

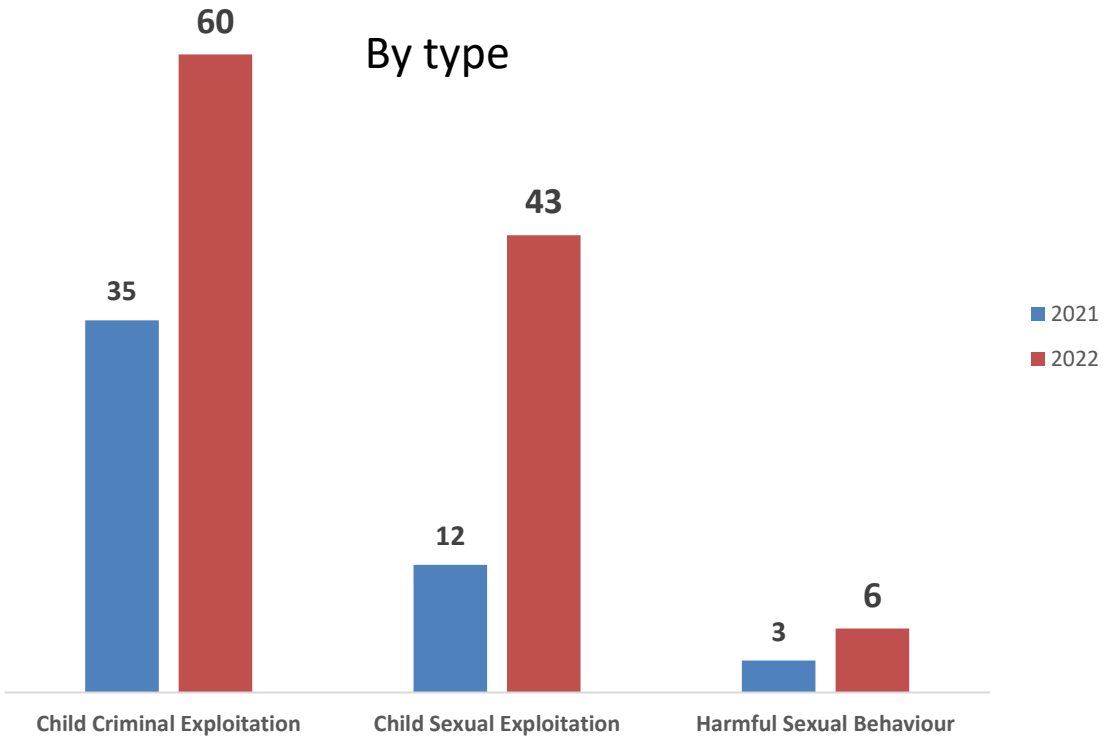
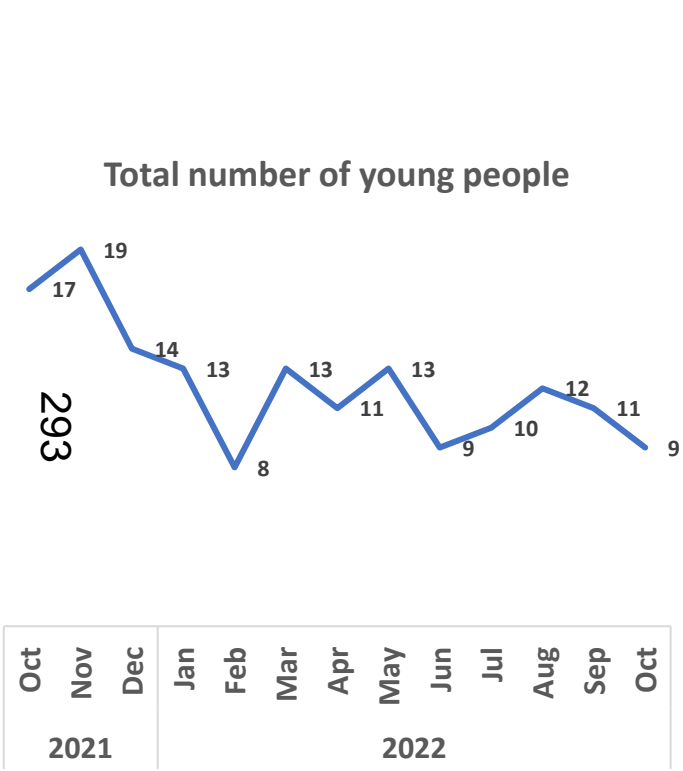
Drug offences have also seen a reduction since 20/21, with 21% (21 offences) being sentenced for Drug possession - class B, down to only 8% (5 offences) in 22/23. All drug possession in 22/23 was for Cannabis.

Violence against the person offences have been variable over the past 3 years. The number of offences fell during 21/22 down to only 7% (6 offences) but have increased again in 22/23 to 29% (18 offences), making violence against the person Harrow's most common type of offence.

Harrow's second most common offence type is offensive weapons possession. This has seen a steady increase since 20/21 from 10% (10 offences) to 24% (15 offences) in 22/23.

There is no data identifying hotspots as the geographical data collected related to the home address of the offender, as opposed to where the offence occurred.

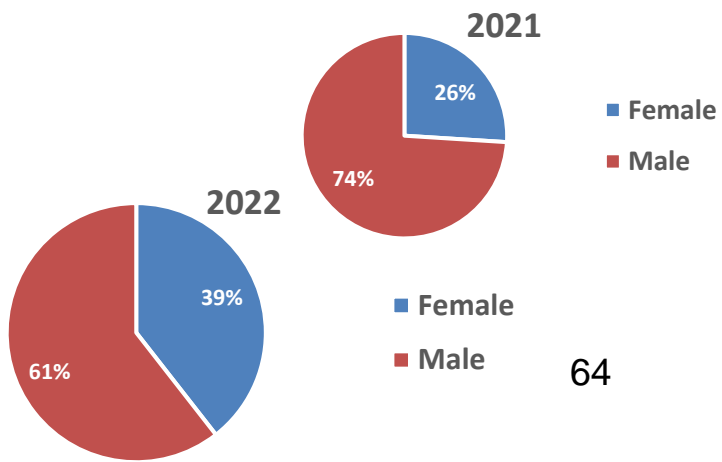
DA	Domestic Abuse
ASB	Anti-social behaviour is defined as behaviour by a person which causes, or is likely to cause, harassment, alarm or distress to persons not of the same household as the person’.
TNOs – Total Notifiable Offences	A notifiable offence is any offence where the police must inform the Home Office, who use the report to compile crime statistics.
292 Non-notifiable offences (also known as ‘Other Accepted Offences’)	‘Non-notifiable’ offences include incidents considered to be anti-social behaviour, but that may also be crimes in law (including by-laws) such as littering, begging and drunkenness. Other non-notifiable offences include driving under the influence of alcohol, parking offences and TV licence evasion. Non-notifiable offences are offences dealt with exclusively by magistrates' courts or by the police issuing a Penalty Notice for Disorder or a Fixed Penalty Notice.
RY	Rolling Year (12 months up to date)
yoy	Year on year



Ethnic Group	2021	2022
Asian or Asian British / Afghan	8%	0%
Asian or Asian British / Any other Asian background	6%	5%
Asian or Asian British / Pakistani	6%	6%
Black or Black British / African	2%	3%
Black or Black British / Any other Black background	6%	5%
Black or Black British / Caribbean	6%	2%
Black or Black British / Somali	0%	6%
Mixed background / Any other mixed background	10%	9%
Mixed background / White and Black African	8%	1%
Mixed background / White and Black Caribbean	10%	9%
Other Ethnic background / Any other ethnic group	10%	12%
Other Ethnic background / Arab	4%	4%
White or White British / Any other White background	2%	8%
White or White British / English	6%	23%
White or White British / Irish	6%	6%
White or White British / Romanian	10%	3%

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Commentary here.....



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Overview and Scrutiny Committee

Minutes

6 June 2023

Present:

Chair: Councillor Amir Moshenson

Councillors: June Baxter
Govind Bharadia
Graham Henson
Maxine Henson
Vipin Mithani
Samir Sumaria

**In attendance
(Councillors):** Councillor Ajana Patel
For Minute 48

**Apologies
received:** Councillor Dan Anderson
Councillor Rashmi Ali
Councillor Eden Kulig

Absent: Harrow Youth Parliament
Representative
Reverend P Reece
Ms M Trivedi

48. Community Safety Strategy 2023-26

Members received an introduction to the report from Councillor Anjana Patel, the Portfolio Holder for Environment and Community Safety. The report set out the rationale for the updated Community Safety Strategy which was aligned to the new Corporate Plan.

The Portfolio holder, Superintendent Matt Cray and Assistant Director for Strategy and Partnerships supported by other officers, took Members through the report and draft strategy and highlighted the following:

- The three-year strategy set out a clear vision and comprehensive delivery plan for how the Safer Harrow Partnership would deliver community safety priorities, how each priority would be measured, and progress monitored. Working with Harrow's statutory and VCS partners as well as residents, communities, local businesses and stakeholders would be instrumental in keeping the residents of Harrow safe from crime and repeat victimisation and help achieve desired outcomes.
- The strategy outlined six community safety priorities for Harrow, and how each of these priorities would be measured and progress monitored. These priorities were identified through the analysis of Harrow-specific data and trends and were proposed by statutory and non-statutory partners at consultation workshops, and as such they were based on insight and evidence. The six priorities for Community Safety in Harrow were:
 - Tackling and reducing Violence Against Women and Girls (VAWG)
 - Reducing incidents of burglary / motor vehicle crime / robbery
 - Reducing the number of violent incidents in the borough
 - Tackling and reducing offences and harm caused by drugs
 - Tackling Hate Crime
 - Perception of crime
- As the overarching body which had the statutory responsibility to produce a Community Safety Strategy, the SHP would oversee this work. Being a strategic Board, the partnership would delegate the operational aspects of this strategy to sub-groups who would implement the work and report back to the partnership quarterly. This would be under the remit of the SHP with the Board's Terms of Reference already allowing for the establishment of thematic sub-groups and setting out how they report to the SHP.

Next Steps

- There would be six thematic sub-groups which reflect the six priorities in the Community Safety Strategy. To avoid duplication, any forums that currently exist would report to the SHG on a quarterly basis.
- The Strategy would cover the period 2023 to 2026 and would be reviewed annually by Safer Harrow.

Members asked the following questions

A Member asked about the use of scooters in criminal activities on Harrow roads. Councillor Ajana Patel confirmed that use of scooters was not legally allowed on Harrow roads. Superintendent Matt Cray agreed to investigate it.

Another Member asked about the drop in public perception to 45% and asked for the latest figures. It was explained that the latest figures were not available, and that Harrow was in a fortunate position with strong scores in this area.

Another Member asked how Harrow's figures fared when compared to other boroughs outside London considering what was stated on page 29 of the agenda, that Harrow was the safest borough. The Superintendent explained that recent figures were not available.

The Vice-Chair Councillor Graham Henson, asked about the implementation of the London Police and Crime Plan and clarification on the non-inclusion of sexual exploitation of children. An officer explained that it was referenced on page 33 of the agenda and that the Council was working with children's services and partners to ensure that this remained on the agenda.

A member expressed concern that the team was small and wondered if they were overwhelmed given the increase in number of crimes reported. Councillor Ajana Patel and an officer explained that the current size of the team had not impacted its effectiveness and there had been a deliberate attempt to increase the number of crimes reported by finding new ways of encouraging people to report crime.

A Member questioned about how effective the Harrow safer place work. An officer explained that it was launched for businesses in Harrow in 2021. It had proved difficult getting businesses on board, officers were working hard to get them to engage with the programme. The take up had not been as great as was expected.

The Vice-Chair questioned about mental health crisis and new referral system how it would be tackled in partnership across the council. It was explained that work would be done in partnership to prevent officers being tied up dealing with incidents with mental health issues when it should be the responsibility of another agency. Should be careful to focus on priority.

The Vice-Chair asked how the Council, Police and Partnerships would ensure that people do not fall off the system as this year's budget review of the mental health strategy had brought mental health support staff services back into the Council. Access to these services was now reduced to referral systems. There were reports and concerns that some could not get through the mental health service. The Assistant Director for Strategy and Partnerships explained that the officers were prepared and would use a partnership/public health approach to this. There would be frequent reviews to capture any new issues.

The Vice-Chair proposed that a suitable form of words be added into the strategy to address mental health. Officers and the Portfolio Holder felt that mental health had been captured on page 28 of the agenda and perhaps the best place for the wording was the Delivery Plan to avoid delaying the strategy any further as it had been due to the Baroness Casey Review.

The Chair suggested that a form of words could be added in Section 2, the foreword of the strategy to address mental health and it was agreed by Members.

The Vice-Chair asked why Community cohesion was not mentioned in the strategy. It was explained that it was, under tackling hate crime and at

harmony was high in Harrow and there was focus on tackling hate crime as detailed in the strategy on page 35 of the agenda.

A Member asked why drug offences had increased by 29%. It was explained that more the Council's achieving more conviction around possession with intention to supply. This was due to training and proactive actions around Harrow Town Centre. The Council along with Partners were combating drugs partnership with priorities and a delivery plan to extend early intervention primary schools. In response to a subsequent question on planned intervention for the youth, the officer further explained that the outcome of Baroness Casey's review had been incorporated in the delivery plan and was a big piece of work but would rely on voluntary sector with partnerships that could be mobilised immediately, and capacity built for funding.

A Member questioned if councillors and residents were made aware of residential rehabilitation centres in their ward or communities. Officers explained that could be done but there was the need to maintain confidentiality for those in secure treatment.

A Member questioned about gang related activities what had been done and its connection to knife crimes. The Superintendent explained that in relation to knife crimes and gang activities, Harrow was doing well compared to other boroughs. Officers highlighted the partnership with the Police which was well managed and streamlined to deal with priorities.

A Member asked about if planned "Days of action" would be effectively promoted to ensure good attendance. The Portfolio Holder explained that rather than days, "weeks of action" was planned. It would be themed, well actioned, very well advertised, a joint communication plan had been put in place to promote community confidence in the event and location would be based on need and intelligence received.

The Chair commented that he was encouraged to see the attempt to increase police presence and visibility at night and asked for further explanations about the Turn Around Strategy. The Superintendent explained that the new strategy would be launched at the end of June to partners and wider communities and would be about delivering better policing through community crime fighting, service through stronger neighbourhoods, protection of the public from harm, crime reduction and the best outcomes for victim. It would also focus on policing by consent, inclusion and diversity and development of a strong organisational core.

The Chair asked about increased police presence and the Superintendent informed the chair that there was a planned recruitment campaign for the 500 PCSO's this year and a further 1600 in the next three years to address that.

The Vice-Chair asked for an update on the Harris Safer Neighbourhood Board, and it was explained that there were only five members of the board but there were plans to recruit more members to increase the ability of the board to link in more effectively with their communities and the ward panels.

The Superintendent of Police confirmed his availability and willingness to attend ward panels.

The Chair asked a question relating to the Metropolitan Police's continued policy on zero tolerance for hate crimes and Superintendent Matt Cray confirmed that this policy was ongoing that that indeed he would be liaising with Chief Superintendent Ovens to review what could be used from the approach during his time as Borough Commander.

Resolved to RECOMMEND: (to Cabinet)

RESOLVED: That Cabinet considers including mental health in the third paragraph (below) on page 28 of the agenda.

“The work on each of these priorities will be considered further in specific thematic strategies, including one focusing on VAWG and domestic abuse, and the Adolescent Safeguarding strategy, the latter linking to many of our key priorities in this document.”

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Report for: **Cabinet**

Date of Meeting:	29 th June 2023
Subject:	Corporate Complaints Policy
Key Decision:	Yes
Responsible Officer:	Jonathan Milbourn - Head of Customer Services and Business Support
Portfolio Holder:	Councillor Stephen Greek - Portfolio Holder for Performance, Communications and Customer Experience
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards.
Enclosures:	Appendix A - Corporate Complaints Policy

Section 1 – Summary and Recommendations

This report sets out the approach to handling complaints.

Recommendations: Cabinet is requested to approve the corporate complaints policy as attached as an appendix to the report.

Reason (for the recommendations): On the 18 July 2022 Cabinet agreed the vision and principles to improve the customer experience of residents interacting with the Council.

The complaints policy explains how residents can make a complaint regarding the quality of our services, what standards to expect and what to do if still dissatisfied.

Section 2 – Report

Options considered

1. Review the complaints policy to ensure that it meets the needs of our residents
2. Continue with the existing corporate complaints policy.

Option 1 is seen as the most beneficial as it sets out an updated policy which will improve the customer experience.

Current situation

On the 18 July 2022 Cabinet agreed a set of principles to underpin the strategy to improve the Customer Experience

The 7th principle is After Care - along with checking that the issue is resolved we will capture resident feedback across all our channels so that we can further develop our service delivery. ***We will also review our complaints process to ensure that we better improve what we do*** and look at how we best interact with our elected representatives – both Councillors and MPs.

As the Council moves forward with its ambition of restoring pride in Harrow it is pertinent to review and refine the Complaints policy so that it helps the Council achieve its priority to put the resident first. The current complaints process has been in place since 2015 so it is appropriate to review the complaints policy to ensure it is fit for purpose. Good practice guidelines issued by the Local Government and Social Care Ombudsman (LGSCO) state that periodic reviews of the process should be conducted.

The Policy is a coherent framework, underpinning the approach to addressing service dissatisfaction and developing a learning culture to improve services.

The Council will strive to provide high quality services and if something goes wrong or doesn't meet an individual's expectations then we will try to put it right.

Ideally, we will be able to resolve any issues quickly by ensuring that the right people are involved who are able to make changes and decisions when things go wrong and explain the options available.

In the few instances where the Council cannot resolve the issue to the customer's satisfaction then there is a clear process to access the Ombudsman to advise.

The policy will be launched alongside clear guidelines on our website and a simplified suite of guidance and training for staff.

This will enable the Council to proactively manage demand that has been caused by a failure to do something right and support and empower staff to

deliver a consistent experience to our residents and service users that is as good as the best.

The Council will aim to respond to at least 90% of complaints within the performance standards (15 working days for stage I; 20 working days for stage II) as agreed within the flagship actions. Data will be produced on a quarterly basis through the Council's Performance Board process

The reasons for dissatisfaction will be reviewed so that lessons are learnt across the Organisation.

The Policy has been informed by reviewing what works well for residents and staff feedback. Benchmarking was also undertaken to include the review of complaints' policies from other local authorities and best practice Government guidelines.

The Council's approach will allow the Council to more quickly identify themes and track trends. It will also provide structure for training and development of staff, which will build resilience and consistency and in turn, reduce failure demand.

The Council's Complaints policy will be presented clearly for both staff and members of the public. The adoption of the Complaints policy will introduce more clarity for residents and service users and provide information to help improve service delivery across the Council as it does through customer feedback.

Implications of the Recommendation

Considerations

The structure and governance arrangements of how the customer experience is led across the Council has been agreed as part of the wider customer experience programme. There is a staff network for the Council's complaint coordinators to share best practise.

Resources, costs

Although there is no additional cost of implementing the new complaints policy, capacity to deliver against the performance standards will be monitored

Staffing/workforce

Staff guidance has been produced in line with the Complaints policy. A modular training programme around Customer Service and the Customer Experience will be rolled out from June to develop staff skills.

Ward Councillors' comments

Not Applicable

Performance Issues

The percentage of complaints answered within timescale (target of 90%) will be measured through the Performance Board process on a quarterly basis. This is a flagship action for the Council.

An Annual Complaints report will be presented to GARMS sharing the volume and reasons for complaints (including those sent to the LGO), resolution rates and lessons learnt.

Environmental Implications

There are no environmental implications associated with this report

Data Protection Implications

There are no data protection implications associated with this report.

Risk Management Implications

Risks included on corporate or directorate risk register? **YES**

“The Council provides a poor customer service” is included on the corporate risk register and rated at C3 (medium likelihood/moderate impact)

Separate risk register in place? **NO**

Are the relevant risks contained in the register are attached/summarised below? **NO**

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
The Complaints policy is not adopted by staff.	<ul style="list-style-type: none">• A separate guidance document has been created to inform staff• Complaints coordinators are in place across the Council and network meetings to share best practise is in place.• Officers can liaise with the senior staff within Customer Services for assistance	GREEN
The Complaints policy does not improve the customer experience	<ul style="list-style-type: none">• There are baseline measurements to understand the current position• These will be measured throughout the year so that any necessary restorative actions can take place	GREEN
Customers are unaware of the complaints policy and cannot access it	<ul style="list-style-type: none">• The policy is available on-line• A copy of the policy can be obtained upon request	GREEN

Risk Description	Mitigations	RAG Status
Customers do not understand the policy and/or find it confusing	<ul style="list-style-type: none"> • Council Officers are able to explain the policy • Google Translate can be used to translate the policy into another language 	GREEN

Procurement Implications

There are no procurement implications associated with this report

Legal Implications

Having an effective complaints management system is part of an effective corporate governance framework, allowing the Council to continuously review and improve its services in response to feedback.

Residents and service users who remain dissatisfied with council services, having followed the internal complaints process, have a right to complaint to the LGSCO or the Housing Ombudsman (for landlord related matters). These are independent bodies responsible for investigating complaints made against local authorities (and social landlords). Under the Local Government Act 1974, the LGSCO is responsible for investigating complaints against local authorities, investigating complaints about adult social care providers from people who arrange or fund their own adult social care and for providing advice and guidance on good administrative practice. It is responsible for making findings of maladministration and injustice.

The LGSCO has the power to make recommendations to a local authority following a complaint on how to improve its services and to put things right for the complainant. The recommendations are not mandatory and the local authority does not have to accept or follow them. Remedies recommended by the LGSCO can include an apology, financial compensation, a review of procedures, staff training, and reconsideration of a decision and payment of money where this should have been paid.

Maladministration is not defined in the legislation, however case law has held that it includes bias, neglect, inattention, delay, incompetence, ineptitude, perversity, turpitude and arbitrariness. Examples of maladministration include excessive or unreasonable delay, making misleading or inaccurate statements, failing to follow a specified procedure, failing to consult or liaise, failing to provide information when requested to do so, not keeping adequate records and failing to investigate or reply to a query from a member of the public. The LGSCO is concerned with the manner in which the decision was reached, as opposed to the actual decision.

The LGSCO has published guidance on good complaints handling and principles of good administrative practice. This guidance states that to ensure effective governance the statutory governance officers should be aware of and engaged with complaints and should intervene at the right time. Learning

from complaints should be at the centre of the risk management framework and audit function. The principles for effective complaints handling include getting it right by complying with the law and policies, being customer focused, being open and accountable, acting fairly and proportionately, putting things right, including apologising and putting right injustice and seeking continuous improvement.

There are specific legal requirements for certain types of complaint, including children's social care, adult social care, school admissions and transport, housing benefit and council tax, homelessness, standards and member conduct and parking and traffic offences. Some matters will be outside the complaints policy due to other statutory routes being available to complain about the decision or service.

Financial Implications

There are no financial implications associated with this report. The rollout and implementation of the Complaints process will be contained within existing budgets.

Equalities implications / Public Sector Equality Duty

An initial equality impact assessment is underway as part of the Customer Experience programme.

Council Priorities

Please identify how the decision sought delivers this priority.

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

The report and action plan are designed to improve the customer experience to ensure that residents are at the heart of service delivery.

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 14 June 2023

Statutory Officer: Sarah Wilson
Signed on behalf of the Monitoring Officer
Date: 9th June 2023

Chief Officer: Alex Dewsnap
Signed off by the Managing Director
Date: 8th June 2023

Head of Procurement: Nimesh Mehta
Signed by the Head of Procurement
Date: 9th June 2023

Head of Internal Audit: Neale Burns
Signed by the Head of Internal Audit
Date: 14 June 2023

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

EqlA carried out: NO

An initial equality impact assessment is underway as part of the Customer Experience programme.

Section 4 - Contact Details and Background Papers

Contact: Jonathan Milbourn, Head of Customer Services & Modernisation, jonathan.milbourn@harrow.gov.uk , 020 8736 6711

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

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Corporate Complaint's Policy

1. Introduction

The Council is committed to providing the highest standard of service to all its customers. Our aim is to get things right first time. However, if you are not entirely satisfied with any aspect of our service, please tell us and we will do our best to resolve the matter as quickly as possible. Furthermore, we will learn from our mistakes to ensure that the customer experience is one that continually improves.

The procedure explains how you can make a complaint regarding the quality of our services, what standards you can expect when you do so, and what you can do if you are still dissatisfied.

We will investigate your complaint, give you an explanation and make every effort to resolve the matter to your satisfaction. If we have made a mistake, or the problem has been caused by us, we will apologise.

2. Aims and Objectives

All feedback should be dealt with in a fair, confidential, consistent, and timely manner.

The objectives of the complaints policy are to:

- provide an accessible means for all service users, or their advocates, to complain if they are dissatisfied, or to offer compliments and suggestions if they choose.
- provide a fair and consistent process for resolving complaints.
- establish timescales for complaint resolution.
- work towards an agreed solution with residents and service users
- ensure that the response is written in a way that is easy to understand to the recipient
- facilitate the use of complaint information as a means of improving service quality.
- performance monitor complaint responses to ensure that the corporate standards are met
- ensure complainants and members of staff have the same rights to be treated with courtesy and respect.

3. Complaints

3.1 Defining a complaint

A complaint can be raised if anyone is dissatisfied with the service, actions, or lack of action from the London Borough of Harrow .

3.2 How complaints can be made

The Council encourages any resident or service user who has a concern to first speak to a member of staff in the relevant service area. If there has been a problem the member of staff should try to resolve it. However, if a service user is not happy and wants to make a complaint, we need to make it easy for them to do so.

Although we accept complaints made by telephone or in person it's helpful to have them in writing, so that we have a clear record of the complainant's views on what went wrong and what the Council should do to put things right.

Complaints can be made online at <https://www.harrow.gov.uk/complaints>

If writing a letter, please send to

The Corporate Complaints Manager
London Borough of Harrow
PO Box 1358
Harrow
HA3 3QN

If the Council receives a complaint and decides there is a more appropriate resolution, this will be explained.

3.3 Support and advocacy

Many people feel daunted at the prospect of making a complaint. They may be unsure about how to go about it, or how best to put their case. The council has a positive approach to complaints and will encourage people to seek the support of friends or other advocates such as Citizens Advice Bureau. The Council may be able to assist people in finding such support give assistance to people who have difficulty with written or spoken English by signposting them to organisations which may be able to provide support in dealing with their complaint.

The council will, where appropriate, accept complaints from advocates or third parties, provided that the person affected has given their prior written (email/letter) consent.

3.4 Anonymous Complaints

In normal circumstances the council is unlikely to be able to effectively deal with an anonymous complaint, as the council needs to correspond with and in some cases meet with the complainant in order to address their concerns. Therefore, a judgement will be made on a case-by-case basis whether to proceed.

3.5 Complaints that fall outside of the Council's complaint policy

Certain types of complaint will not be dealt with through the Council's complaints procedure because there are other processes more suitable for dealing with them, or because they are outside the Council's control. This includes, though not exclusively:

- Matters of law or central government policy.
- Comments on the lawfulness or reasonableness of Council policy as opposed to how it has been applied in a particular case
- Complaints that have already been decided by a court or independent tribunal
- Complaints that have already been decided by either the Local Government & Social Care Ombudsman or Housing Ombudsman
- Complaints where the complainant or the Council has started legal proceedings and, in some cases, issued formal pre-action correspondence.
- Services for which there are alternative statutory appeal or tribunal processes,
- Complaints about a school or a member of the school staff. These should be made to the head teacher and then the Chair of the school's governing body.
- Requests for Council services such as reporting a missed bin as these should be raised as a service request.
- Complaints of a vexatious nature
- Complaints about the merits of an insurance claim or matters that would be more appropriately considered by an insurer.
- Enforcement Agent fees
- Complaints from staff about personnel matters, including appointments, dismissals, pay, pensions and discipline.

3.6 Time Limits

It is far easier to find out what happened and to put things right if complaints are received at the time. As time passes it becomes more difficult to investigate events fairly and fully – people's memories fade, staff who were closely involved may have left the Council, or records may no longer be available.

For these reasons, the Council will normally only accept complaints made within three months of the incident or circumstances that lead to the complaint. However, if there are exceptional circumstances (illness, changes in personal circumstances, etc) provided by the complainant for the delay in submitting the complaint, the Council may make a discretionary decision to consider the complaint providing the circumstances are evidenced. If the Council receives a complaint and decides to not to accept it on the above grounds the customer should be told why.

4. Complaints procedure

The Council should seek to resolve complaints at the earliest opportunity. Where possible, prior to implementing the formal two-stage process outlined below, every attempt should be made to deal with complaints quickly and informally, at the point of service delivery. Please note the exceptions to this process in section 4.9

4.1 Stage 1

The Council's aim is to resolve complaints as quickly as possible to the customer's satisfaction at this stage. This means that responses must be open and honest, admitting fault when things have gone wrong and setting out a package of measures to put things right, including the offer of an apology, details of changes in procedures to avoid a recurrence and in appropriate circumstances a monetary payment

If a concern cannot be resolved satisfactorily at the point of service delivery, a formal complaint must be recorded – unless an exemption, as set out in Section 3.5 is applicable.

The Council will nominate an appropriate officer to respond to the complaint at this stage.

Complaints should be acknowledged within three working days, and a full response given within fifteen working days. If a full response is not possible due to complexity or ongoing investigation, then a holding response will be sent outlining progress and expected timescales.

Complaints submitted by web form on the Council's website will be acknowledged automatically.

Complaints made in person or over the telephone will be acknowledged by the member of staff receiving the complaint.

Some Council services are provided by external contractors. In those cases, the contractor may be required to reply to a complaint at Stage I and they are expected to conform to the Council's standards for dealing with complaints.

4.2 Stage 2

If you are dissatisfied with the outcome of the Stage I investigation, the Council will arrange for the complaint to be reviewed by a senior manager or a designated officer.

The stage I letter will outline how to do this

The request should be acknowledged within three working days, and a full written reply sent within twenty working days, unless more time is required, in which case a holding response should be sent outlining the process and expected timescales.

Stage 2 complaints should be received within a calendar month of the stage 1 response

4.3 Acknowledging Complaints

All acknowledgements should include:

- a brief summary of the complaint as the Council understands it
- the date the complainant should expect a full response
- contact details of the sender
- Who is handling the complaint
- A reference

If a full response (see below) can be made within the three working days an acknowledgement need not be sent.

4.4 Right to escalation

The full response at all stages should include information on the right to escalate the complaint. The complainant should be advised that if they remain dissatisfied they will have to:

- (a) Submit a written response to the Council providing details of why they remain dissatisfied; and
- (b) Submit the response within one month from the date of the full response letter.

4.5 The Local Government and Social Care Ombudsman/Housing Ombudsman

The Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman ('Housing Ombudsman') considers complaints about public bodies including local authorities. The LGSCO investigates complaints about: poor service; failure to provide a service and administrative failure. The Housing Ombudsman investigates complaints relating to the Council's actions as a landlord.

The LGSCO and Housing Ombudsman will only consider complaints if the complainant has exhausted the two stages of the Council's own complaints procedure. However, the LGSCO and Housing Ombudsman have discretion to investigate a complaint prior to the Council conducting its own investigation in exceptional circumstances.

The Corporate Complaints Manager oversees all matters relating to the LGSCO and Housing Ombudsman on behalf of the Council.

4.6 Timescales

The timescales for response are illustrated below:

Stage 1: 15 working days

Stage 2: 20 working days

The timescales start as from the date the complaint was received by the Council, not within the department against which the complaint is made.

4.7 Extending Response timescales

We should always try to keep to our published timescales for dealing with complaints. But sometimes investigations take longer, perhaps because we need to get information translated, or the complaint is unusually complex. In certain cases, when a complaint is complex, it may be necessary to extend the timescales set out in this policy. If this is the case, the complainant must be informed of the reason why timescales cannot be met and informed when they should receive a full response.

Notification should be sent to the complainant at the first possible opportunity.

4.8 Complaints about more than one service

In the event that a complaint involves more than one service, a co-ordinated single response will be sent in the event that matters cannot be separated. The customer should be informed of what arrangement has been agreed in the acknowledgement of their complaint

4.9 Exceptions for Children's and Adult Social Care complaints

There are different complaint procedures and timescales that apply to some complaints by users of the council's Social Care services. Complaints regarding Adult Social Care and Children's services are dealt with through a statutory process.

T: 020 8901 2680

E: complaints.adultsandchildrens@harrow.gov.uk

W: www.harrow.gov.uk/complaints

4.10 Complaints involving other agencies or contractors

Increasingly the Council works with outside organisations that may have different complaint policies and procedures to ours. This can be confusing and

frustrating for complainants, and we should endeavour to have simple systems in place for handling complaints under our arrangements with other agencies or contractors. Wherever attempts to resolve matters between our customers and other agencies or contractors have failed, the Council will consider such complaints under our corporate policy.

In certain cases, the contractor may have their own complaints process.

4.11 Complaints about Councillors

Complaints about the conduct of Councillors are outside the scope of this procedure and are dealt with in accordance with the Code of Conduct for councillors which can be found in the Council's Constitution on its website at www.harrow.gov.uk/elections/complain-councillors

5. Rights and responsibilities

5.1 Customer Rights

Our residents/service users have the right:

- to be always treated with respect and courtesy.
- to have a friend or other representative help them with their complaint.
- to be kept informed about the progress of their complaints; and
- to receive an apology if a complaint is partially or fully upheld

5.2 Staff Rights

Our staff members have the right to be always treated with respect and courtesy.

5.3 Unacceptable behaviour by complainants

The council is committed to dealing with all complaints fairly and impartially and to providing a high quality service to those who make them.

As part of this service there is not normally a limit on the contact complainants have with the council. However, even if the matters raised have already been fully dealt with, there may be complainants who, because of the frequency of their contact with the council, hinder its consideration of their and other people's complaints. There is a point when further work on these matters will have an adverse effect on the service offered to others who have a legitimate claim on officers' time and the Council cannot justify the time and expense in corresponding further regarding the issue

Such complaints may be referred to as “unreasonable and unreasonably persistent complaints”. The complaints may become persistent, vexatious, or repetitive.

The complainant may, despite having had an original complaint investigated and been notified of the outcome, not accept that the matter is concluded. The complainant will have exhausted the internal complaints procedure.

Exceptionally therefore it may be necessary to take action to limit or terminate their contact with the council.

In consultation with the Director of Customer Services, the Corporate Complaints Officer shall be authorised to identify a complaint as “unreasonable or unreasonably persistent” under the terms of this policy.

The Corporate Complaints Officer shall determine any restrictions which shall be imposed in respect of a complainant who has been found to have made an “unreasonable or unreasonably persistent complaint”. Any restrictions imposed will be appropriate and will normally follow a prior warning to the complainant. The options most likely to be considered are:

- Requesting contact in a particular form (for example, letters only)
- Requiring contact to take place with a named officer
- Restricting telephone calls or visits to specified days and times
- Terminating further communication

In all cases where it is decided to treat a complaint as unreasonable or unreasonably persistent, the council will write to tell the complainant why the decision has been made and what action is being taken as above.

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Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	Corporate Performance Scorecard 2023-24
Key Decision:	Yes – affects all wards and council services
Responsible Officer:	Jonathan Milbourn, Head of Customer Service and Business Support
Portfolio Holder:	Cllr Stephen Greek, Portfolio Holder for Performance, Communications and Customer Experience
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1 - Corporate Performance Scorecard 2023-24

Section 1 – Summary and Recommendations

This report sets out the Corporate Performance Scorecard for 2023-24 with performance indicators and targets from 2023-24 to 2025-26 (3 years). The scorecard supports the delivery of the Corporate Plan and Flagship Actions as adopted by Council in February 2023.

Recommendations:

Cabinet is requested to:

1. Approve the corporate performance indicators and targets for 2023 to 2026 as set out in Appendix 1.
2. Delegate authority to the Head of Customer Service and Business Support, following consultation with the Portfolio Holder for Performance, Communications and Customer Experience, to amend the indicators and targets throughout the period of the Corporate Plan 2023-26. Any such changes to be clearly identified as part of quarterly reporting to Cabinet.

Reason: (for recommendations)

To provide a transparent and robust performance management framework in line with the Corporate Plan.

Section 2 – Report

Introduction

The Corporate Plan for 2023-24 to 2025-26 was developed during the period after the May 2022 election and adopted by Council in February 2023. In support of this, officers, working with the relevant Portfolio Holders, have proposed performance indicators and targets for the purpose of monitoring performance against the Corporate Plan priorities.

Options considered

Status quo – continue to monitor performance at service and Directorate level, with further scrutiny at Corporate Leadership Team and Performance Boards, but with no Corporate level scorecard. This would not provide a suitable performance framework alongside the new Corporate Plan and could compromise the delivery of the Council's Priorities and Flagship Actions

Develop a Corporate Scorecard – this option is recommended by officers and supported by the Leader and Cabinet. This will be an important part of tracking performance and providing accountability for delivery of the plan.

Background

The Corporate Plan adopted by Council in February 2023 is structured in line with the 3 Priorities

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

There are targeted actions and workstreams under each priority and officers have identified performance indicators relevant to each of these, and also to the delivery of the 24 Flagship Actions outlined in the plan. It should be noted that delivery of some workstreams and flagship actions does not allow for quantitative measurement, in which case the monitoring of progress will be carried out by other means i.e. narrative updates and project status reporting. Some important indicators are still under development, for example quality measures in customer service, which will be developed as we implement the actions against the Putting Residents First priority. For this reason, we are seeking delegated authority for the Director of Customer Services & Business Support, in consultation with the Portfolio Holder, to make necessary and transparent changes to the Corporate Scorecard as the implementation of the Corporate Plan progresses. Any such changes will be reported back to Cabinet through the Quarterly Strategic Performance Report.

Implications of the Recommendations

The indicators in the scorecard have been chosen to align with the Corporate Priorities and Flagship Actions.

Updates against the corporate scorecard measures will be provided by performance leads across the Council and will be monitored in the relevant Directorate Management Teams. It is expected that an action plan will be maintained to sustain good performance and to tackle areas of poor performance. The Corporate Scorecard will be presented to Cabinet quarterly with a summary of achievements and challenges, and details of actions being taken to improve where performance is not on track.

The targets have been set with the best of our knowledge to reflect the ambition to improve performance and sustain high levels of performance. Targets are set with reference to the performance of our statistical neighbours, where this data is available, and by looking at our previous performance. They will be subject to review on an annual basis, and any changes to the targets, or to any other element of the scorecard, will be carried out transparently.

Performance Issues

The Corporate Performance Scorecard is the highest level of performance monitoring in the authority and is supported by Directorate and Service level performance scorecards and the planning and governance framework that exists across the whole authority.

Environmental Implications

No direct implications. There are indicators and targets in the scorecard which relate to the environment and climate change work strands of the Corporate Plan, under the Clean and Safe Priority.

Data Protection Implications

None, only aggregated data will be included in the scorecard, individual residents and service users will not be identified. Where numbers relate to individuals, and the number is less than 5, we will suppress the actual number in line with normal practice when reporting sensitive data.

Procurement Implications

There are no procurement implications associated with the recommendations set out in this report.

Risk Management Implications

The Corporate Performance Scorecard sits alongside the Corporate Risk Register as part of the Council's performance framework

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
n/a

The following key risks should be taken into account when agreeing the recommendations in this report:

	Risk Description	Mitigations	RAG Status
1	The scorecard remains incomplete and is not fully developed or deployed	<ul style="list-style-type: none">▪ Scheduled for adoption at June Cabinet▪ All officers and senior managers are aware of schedule for deployment	GREEN
2	The fully complete scorecard is not reported upon in a timely manner	<ul style="list-style-type: none">▪ Senior managers and Performance Leads are aware of timetable for reporting▪ Business Intelligence (BI) Team maintains a forward plan for reporting via Performance Boards and reporting onwards to Cabinet▪ Regular reminders are sent by BI Team to all those involved	GREEN
3	The right, correct and appropriate indicators and measures to support the	<ul style="list-style-type: none">▪ Heads of Service, Directors and performance leads	GREEN

	<p>corporate plan have not been identified and selected for the scorecard</p>	<p>have worked on a scorecard since the adoption of the Corporate Plan</p> <ul style="list-style-type: none"> ▪ The scorecard maps directly to the priorities and actions in the plan ▪ Indicators have been agreed with relevant Portfolio Holders and the Leader of the Council ▪ The version appended represents the sum of this work to date but it is recognised that further development and enhancement will be needed ▪ Delegated authority will allow for the transparent addition, deletion or amendment of indicators and targets as the plan is implemented and circumstances change 	
4.	<p>Indicators and measures set are not SMART</p>	<ul style="list-style-type: none"> ▪ All proposed indicators have been assessed against SMART criteria ▪ Indicators have been chosen to best monitor the implementation of the Corporate Plan ▪ Statutory and/or indicators already widely used in local government have been chosen where appropriate ▪ Local targets are only included if they meet SMART criteria – other indicators or qualitative updates 	GREEN

		and monitoring are recommended as an alternative where the criteria are not met	
5	Indicators and measures do not stretch performance	<ul style="list-style-type: none"> ▪ Targets have been set to meet the ambitions of the Corporate Plan, with reference to other London boroughs and statistical neighbours, and expectations of regulators and inspectorates ▪ There is an option to increase targets should the current target be met early in the implementation period 	GREEN
6	Indicators and measures set are alternatively unrealistic and are not achievable to time	<ul style="list-style-type: none"> ▪ Targets are generally set with an intention to sustain good performance or to improve to a good level ▪ For some services, targets are intentionally set high to demonstrate our ambition to improve already strongly performing services ▪ For other areas, we set stretching targets to bring our performance up e.g. to the levels set by regulators ▪ Resources constraints and a dynamic environment make this an ongoing and challenging task ▪ In mitigation, indicators and targets will be kept under review alongside the quarterly reporting regime 	AMBER

7	The scorecard and framework are too rigid/inflexible and cannot be quickly reviewed or adapted to meet changes in assumptions or circumstances	<ul style="list-style-type: none"> ▪ Seeking delegated authority from Cabinet to enable in year changes as necessary ▪ Review of suitability of indicators is built into the performance management framework, and any changes needed can be made quickly, while maintaining transparency via the quarterly reporting process 	GREEN
8	The scorecard and framework do not commit to continuous improvement* in the organisation	<ul style="list-style-type: none"> ▪ The Corporate Plan sets out actions for improvement and the scorecard provides the means to monitor this quantitatively where appropriate ▪ Continuous improvement is supported by the scorecard, but it is also important to recognise that this affected by a range of different factors – resources, population, demand, changing expectations of central government, local residents etc ▪ The performance framework can contribute towards improvement but only alongside careful consideration of these other factors 	AMBER
9	Key operations and activities of the Council have not been included in the scorecard	<ul style="list-style-type: none"> ▪ In addition to the matching of indicators to priorities and actions in the Corporate Plan, we have sections for additional measures under each priority 	GREEN

		<ul style="list-style-type: none"> ▪ These measures are an opportunity to include tracking of critical services where they are not referred to directly in ▪ Examples of this is Resident Satisfaction measures, which underpin the whole plan, rather than relating to a specific action ▪ There is flexibility to add new indicators to reflect changes in services or activities 	
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*Continuous improvement is an ongoing effort to improve all elements of an organisation— processes, products, services, etc. Sometimes those improvements are big, often they are small. But what's most important is they're frequent. Continuous improvement helps you stay ahead of the competition by encouraging you to constantly explore new ways to improve your process

Legal Implications

Whilst there is no legal requirement to have a corporate performance framework, with indicators and targets, there are legal requirements to report to Government departments on a number of regulated services. In addition the Council has a duty under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. A corporate performance framework provides the means to measure performance and identify those areas that require actions to address under-performance. Measuring performance at directorate, corporate and member level is also part of the internal controls necessary for an effective corporate governance framework and will assist with risk management.

Financial Implications

There are no financial implications arising from this report.

The Corporate Plan and the proposed Corporate Scorecard have been developed alongside the Medium-Term Financial Strategy which was adopted by Council in February 2023.

Performance is scrutinised alongside the latest financial position as part of quarterly Performance Boards for each Directorate and the financial monitoring of the revenue and capital budgets are reported to Cabinet quarterly in September, December, February and then June/July for the final outturn position.

Equalities implications / Public Sector Equality Duty

Section 149 of the Equality Act 2010 requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected character.

The performance of many council services impacts on residents and service users in different ways dependent on their characteristics. Performance in services such as children's and adults' social care will impact on certain protected groups to a greater extent than the general population.

Council Priorities

The scorecard is designed to monitor progress across all three Council Priorities:

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 15th June 2023

Statutory Officer: Sarah Wilson

Signed on behalf of the Monitoring Officer

Date: 8 June 2023

Chief Officer: Alex Dewsnap

Managing Director

Date: 16th June 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 8th June 2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Interim Head of Internal Audit

Date:14th June 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: No, as it impacts on all Wards

EqlA carried out: Not required

Section 4 - Contact Details and Background Papers

Contact: David Harrington, Head of Business Intelligence,
david.harrington@harrow.gov.uk

Background Papers: None

**Call-in waived by the Chair of Overview and Scrutiny Committee
- NO**

Appendix 1 - Corporate Scorecard 2023-24



Ref to Corporate Plan	Indicator Description	Polarity: High ▲ or Low ▼ is 'good'	Directorate	Department	Bench Mark if Available (Statistical Neighbours unless otherwise indicated)	Target - Q1 2023/24	Target - Q2 2023/24	Target - Q3 2023/24	Target - Q4 2023/24	Target - 2023/24	Target - 2024/25	Target - 2025/26	DMT owner	Portfolio Holder
RESIDENTS FIRST														
RF1 Deliver the Council's new Customer Experience strategy														
	1 % of customer calls successfully answered (<10% abandoned)	▼	Resources	Customer Services & Business Support	N/A	<10%	<10%	<10%	<10%	<10%	<10%	<10%	Jonathan Milbourn	Clr Stephen Greek
	2 Average Wait Time (seconds) before a telephone call is answered	▼	Resources	Customer Services & Business Support	N/A	120	120	120	120	120	120	120	Jonathan Milbourn	Clr Stephen Greek
	3 % of customer calls successfully answered (<10% abandoned) (Revs & Bens)	▼	Resources	Customer Services & Business Support	N/A	<10%	<10%	<10%	<10%	<10%	<10%	<10%	Jonathan Milbourn	Clr Stephen Greek
	4 Average Wait Time (seconds) before a telephone call is answered (Revs & Bens)	▼	Resources	Customer Services & Business Support	N/A	300	240	180	80	180	180	180	Jonathan Milbourn	Clr Stephen Greek
	5 Self service as a proportion of overall contact	▲	Resources	Customer Services & Business Support	N/A	95%	95%	95%	95%	95%	95%	95%	Jonathan Milbourn	Clr Stephen Greek
	6 Complaints answered within timescale	▲	Resources	Customer Services & Business Support	N/A	90%	90%	90%	90%	90%	90%	90%	Jonathan Milbourn	Clr Stephen Greek
RF2 Deliver service improvements that contribute to a positive customer experience														
329	1 PM1 Average time for processing new benefits claims (days)	▼	Resources	Finance & Assurance	N/A	25 Days	25 Days	25 Days	25 Days	25 Days	25 Days	25 Days	Fern Silverio	Clr Stephen Greek
	2 PM5 Average time for processing changes of circumstances (days)	▼	Resources	Finance & Assurance	N/A	12 Days	12 Days	12 Days	12 Days	12 Days	12 Days	12 Days	Fern Silverio	Clr Stephen Greek
	3 % FOI responses within 20 working days	▲	Resources	ICT Services	N/A	90%	90%	90%	90%	90%	90%	90%	Ben Goward	Clr Stephen Greek
RF3 Ensure a seamless customer journey through up - to -date and connected IT														
	1 Total of all IT incidents raised during reporting period	▼	Resources	ICT Services	N/A	7,200	7,200	7,200	7,200	28,800	21,600	21,600	Ben Goward	Clr Stephen Greek
	2 % operating time without active P1 incidents	▲	Resources	ICT Services	N/A	99.5%	99.5%	99.5%	99.5%	99.5%	100%	100%	Ben Goward	Clr Stephen Greek
	3 % operating time without active P1 or P2 outages on customer facing systems	▲	Resources	ICT Services	N/A	97.5%	97.5%	97.5%	97.5%	97.5%	98%	98%	Ben Goward	Clr Stephen Greek
RF4 Ensure that the digital experience promotes digital as the channel of choice														
	1 Self service as a proportion of overall contact	▲	Resources	Customer Services & Business Support	N/A	95%	95%	95%	95%	95%	95%	95%	Jonathan Milbourn	Clr Stephen Greek
RF5 Ensure culturally aware customer care that enables outstanding service delivery to residents from all backgrounds.														
	1 % of employees trained in the Customer Services Academy	▲	Resources	Customer Services & Business Support	N/A	95%	95%	95%	95%	95%	95%	95%	Jonathan Milbourn & Stacy Bailey	Clr Stephen Greek
RF6 Additional RF indicators														
	1 % who are satisfied with the way the Council runs things (survey)	▲	Resources	Strategy & Partnerships	60% (LGA Feb 2023)	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Clr Stephen Greek
	2 Council takes account of residents' views when making decisions (survey)	▲	Resources	Strategy & Partnerships	n/a	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Clr Stephen Greek
	3 % who feel that they can influence decisions affecting their local area (survey)	▲	Resources	Strategy & Partnerships	n/a	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Clr Stephen Greek

Ref to Corporate Plan	Indicator Description	Polarity: High ▲, or Low ▼, or 'good'	Directorate	Department	Bench Mark if Available (Statistical Neighbours unless otherwise indicated)	Target - Q1 2023/24	Target - Q2 2023/24	Target - Q3 2023/24	Target - Q4 2023/24	Target - 2023/24	Target - 2024/25	Target - 2025/26	DMT owner	Portfolio Holder	
4	%age who agree that the Council keeps residents informed about what it's doing (survey)	▲	Resources	Strategy & Partnerships	59% (LGA Feb 2023)	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Cllr Stephen Greek	
5	Residents who agree that people from different backgrounds get on well together in their local area (survey)	▲	Resources	Strategy & Partnerships	77% (LGA Feb 2023)	N/A	N/A	N/A	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	A year on Year Improvement	Alex Dewsnap	Cllr Stephen Greek	
C&S CLEAN & SAFE															
C&S1 Increase resident's perception of being safe in Harrow'															
1	Number of anti-social behaviour incidents	▼	Resources	Strategy & Partnerships	1500	1442	1442	1078	1042	5000	A year on Year Improvement	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel	
2	% of repeat locations for ASB complaints	▼	Resources	Strategy & Partnerships	Local	11%	10.5%	9.5%	9%	10%	9%	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel	
3	Repeat web contact ASB complaints (over 12 months)	▼	Resources	Strategy & Partnerships	Local	11%	9.5%	9%	8.5%	9%	8%	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel	
4	Catalytic Converter Theft (rolling year)	▼	Resources	Strategy & Partnerships	TBC	550	414	418	330	330	A year on Year Improvement	A year on Year Improvement	Shumaila Dar	Cllr Anjana Patel	
C&S2 Take enforcement action to protect residents and the environment															
1	Number of enforcement actions commenced (including FPNs) - fly tips	▲	Place	Environment	Local	60	60	60	60	240	280	320	Cathy Knubley	Cllr Anjana Patel	
2	Number of FPNs issued - public space protection order	▲	Place	Environment	Local	900	900	900	900	3600	3600	3600	Cathy Knubley	Cllr Anjana Patel	
3	Fly-tipping incidents per 1,000 people	▼	Place	Environment	46 (Defra 2021/22 annual)	12	12	11	11	46	43	40	Cathy Knubley	Cllr Anjana Patel	
C&S3 Implement a new approach to a well maintained highway network															
330	1	Percentage of actionable highway defects rectified within timescale (either reported or found during cyclic inspections)	▲	Place	Environment	Local	87%	87%	87%	87%	87%	90%	90%	Cathy Knubley	Cllr Anjana Patel
	2	Percentage of land assessed for litter that falls below an acceptable standard - Litter, Detritus, Graffiti, Fly-posting.	▼	Place	Environment	7.7% (Litter) 9.54% (Detritus) 7.75% (Graffiti) 3.25% (Fly Posting) (KBT 2021/22)	Annual target only due to seasonality. Benchmarking data annually only.	annual	annual	annual	7.7% (L) 9.54% (D) 7.75% (G) 3.25% (FP)	7.7% (L) 9.54% (D) 7.75% (G) 3.25% (FP)	6.7% (L) 8.54% (D) 6.75% (G) 2.25% (FP)	Cathy Knubley	Cllr Anjana Patel
C&S4 Provide excellent green and cultural spaces for our residents															
1	Qualitative update only														
C&S5 Protecting the character of Harrow															
1	Qualitative update only														
C&S6 Invest in the physical infrastructure of Harrow															
1	Qualitative update only														
C&S7 Improve business engagement															
1	Footfall in Harrow town centre (year on year % change)	▲	Place	Inclusive Economy, Leisure & Culture	+5%	+1%	+1%	+1%	+1%	+1%	+1% yoy	+1% yoy	Mark Billington	Cllr Norman Stevenson	
2	% of vacant high street premises in Harrow Town Centre (based on empty units)	▼	Place	Inclusive Economy, Leisure & Culture	11.40%	8%	8%	8%	8%	8%	8%	8%	Mark Billington	Cllr Norman Stevenson	
C&S8 Embed effective responses to climate change and enable the recovery															
1	Percentage of household waste sent for recycling	▲	Place	Environment	32.7% (Defra 2021/22 annual)	33%*	33%*	33%*	33%*	33%	34%	35%	Cathy Knubley	Cllr Anjana Patel	
2	Residual household waste per household (kg/household)	▼	Place	Environment	543kg (Defra 2021/22 annual)	172.5*	172.5*	172.5*	172.5*	690	680	670	Cathy Knubley	Cllr Anjana Patel	

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3	Organisational Greenhouse gas emissions (GHG)	▲	Place	Climate Change & Natural Resources	TBC	Outturn figures available July 23, targets will be set after.				TBC	TBC	TBC	Matthew Adams	Cllr Anjana Patel	
4	% of existing council homes with an EPC rating of C+	▲	Place	Housing	TBC	Annual Target	Annual Target	Annual Target	Annual Target	39%	TBC	TBC	Matthew Adams	Cllr Anjana Patel	
C&S9 Enable more new Homes to be available in Harrow															
1	Number of new homes built	▲	Place	Regeneration & Sustainable Development	N/A	Annual Targets	Annual Targets	Annual Targets	Annual Targets	802	802	802	Viv Evans	Cllr Marilyn Ashton	
2	Proportion of new homes that are affordable	▲	Place	Regeneration & Sustainable Development	N/A	Annual Targets	Annual Targets	Annual Targets	Annual Targets	40%	40%	40%	Viv Evans	Cllr Marilyn Ashton	
C&S10 Look after and make best use of the Council's estate.															
1	% properties in disrepair	▼	Place	Housing	N/A	Annual Target	Annual Target	Annual Target	Annual Target	6%	TBC	TBC	David McNulty	Cllr Mina Parmar	
2	% of homes not meeting the Decent homes standard	▼	Place	Housing	15% (GLA survey - 2019)	Annual Target	Annual Target	Annual Target	Annual Target	8%	TBC	TBC	David McNulty	Cllr Mina Parmar	
3	Homes with valid gas certificate (%) @ quarter end	▲	Place	Housing	99.5% (Mar 23)					99.5%	100%	100%	100%	David McNulty	Cllr Mina Parmar
4	% of buildings that have had all the necessary fire risk assessments	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
5	% of homes in buildings that have had necessary asbestos management surveys or re-inspections	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
6	% of homes that have had all the necessary water safety checks	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
7	% of homes that have had all the necessary Lift safety checks	▲	Place	Housing	100% (21/22)					100%	100%	100%	100%	David McNulty	Cllr Mina Parmar
8	% of domestic properties with EICR certificates	▲	Place	Housing	98.69% (Feb 22)					45%	tbc	100%	100%	David McNulty	Cllr Mina Parmar
11	CO ₂ emissions by Council estate (tonnes)	▼	Place	Climate Change & Natural Resources	TBC	Outturn figures available July 23, targets will be set after.				TBC	TBC	TBC	Matthew Adams	Cllr Anjana Patel	
331 MIN SUPPORTING THOSE MOST IN NEED															
STMIN1 Work in partnership with the VCS to help support the health and wellbeing of residents and the integration of services															
1	Qualitative update only														
STMIN2 Support refugees via Government programmes to settle and integrate into the borough															
1	Qualitative update only														
STMIN3 Increase procurement of private rented accommodation to house those in need															
1	No. of Private Rent Accommodation within 35 miles of Harrow	▲	Place	Housing	N/a -local	New Indicator Targets from Q2			TBC	TBC	TBC	TBC	TBC	David McNulty	Cllr Mina Parmar
2	Number of households in temporary accommodation @ quarter end	▼	Place	Housing	16.4 per 1,000 households = approx 1500 equivalent for Harrow (March 2022)	1,075	1075	1075	1075	1075	TBC	TBC	David McNulty	Cllr Mina Parmar	
3	Homelessness prevention (%)	▲	Place	Housing	TBC	53%	53%	53%	53%	53%	TBC	TBC	David McNulty	Cllr Mina Parmar	
STMIN4 Target support to help residents out of financial hardship															
1	Qualitative update only														
STMIN5 Support residents to realise their career ambitions through delivering prevocational and vocational learning (including ESOL, Digital Skills. Job brokerage with local employers															
1	Total No of enrolments in Adult Community Learning (combined)	▲	Place	Inclusive Economy, Leisure & Culture	N/a -local	876	600	625	950	3,050	subject to funding	subject to funding	Mark Billington	Cllr Jean Lammiman	
2	% of eligible Care Leavers (aged 19/21) in education, employment or training	▲	People	Childrens Social Care	57%	65%	65%	65%	65%	65%	65%	65%	Dionne Thomas	Cllr Hitesh Karia	

Ref to Corporate Plan	Indicator Description	Polarity: High ▲ or Low ▼ or is "good"	Directorate	Department	Bench Mark if Available (Statistical Neighbours unless otherwise indicated)	Target - Q1 2023/24	Target - Q2 2023/24	Target - Q3 2023/24	Target - Q4 2023/24	Target - 2023/24	Target - 2024/25	Target - 2025/26	DMT owner	Portfolio Holder
3	Total number of residents supported into employment; Xcite, Learn Harrow, Supply Chain and Section 106	▲	Place	Inclusive Economy, Leisure & Culture	N/a -local	150	56	160	391	391	subject to funding	subject to funding	Mark Billington	Cllr Norman Stevenson
4	Total number of residents provided with information and advice in employment or training	▲	Place	Inclusive Economy, Leisure & Culture	N/a -local	200	200	200	200	800	subject to funding	subject to funding	Mark Billington	Cllr Norman Stevenson
STMIN6 Supporting children, young people and families through the development of the prevention and community offer														
1	% of Re-referrals that are repeat within 12 months	▼	People	Childrens Social Care	17%	19%	19%	19%	19%	19%	18%	18%	Dionne Thomas	Cllr Hitesh Karia
2	% of assessments completed within 45 working days	▲	People	Childrens Social Care	85%	85%	85%	85%	85%	85%	85%	85%	Dionne Thomas	Cllr Hitesh Karia
3	% of CPP for 2nd or subsequent time	▼	People	Childrens Social Care	19%	20%	20%	20%	20%	20%	19%	18%	Dionne Thomas	Cllr Hitesh Karia
4	Universal Reach numbers for Early Support Hubs	▲	People	Childrens Early Support Services	Local indicator	To be confirmed						Dionne Thomas	Cllr Hitesh Karia	
STMIN7 Improving the quality and sustainability of care provision in Harrow														
1	ASC User Survey - Quality of Life of people who use services	▲	People	Adults Social Care	11 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within margin of error (MoE)	Maintain within MOE	Maintain within MOE	Senel Arkut	Cllr Pritesh Patel
332	2 ASC User Survey - % finding info and advice easily	▲	People	Adults Social Care	15 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within MOE	Statistically significant increase over 2022-23	maintain within margin of error	Senel Arkut	Cllr Pritesh Patel
	3 ASC User Survey - % of people with adequate or better sense of control over daily life	▲	People	Adults Social Care	15 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within MOE	Maintain within MOE	Statistically significant increase over 2022-23	Senel Arkut	Cllr Pritesh Patel
	4 ASC User Survey - % of people with enough social contact	▲	People	Adults Social Care	9 of 16 (CIPFA) in 2022	next due end 2023-24	next due end 2023-24	next due end 2023-24	next due end 2023-24	Maintain within MOE	Maintain within MOE	Maintain within MOE	Senel Arkut	Cllr Pritesh Patel
	5 Carers Quality of Life (score of out 12)	▲	People	Adults Social Care	7 of 16 (CIPFA) in 2021	not measured	not measured	not measured	Maintain within MOE	not measured	not measured	Maintain within MOE	Senel Arkut	Cllr Pritesh Patel
	6 Carers survey - % carers feeling involved in discussions about the person they care for	▲	People	Adults Social Care	15 of 16 (CIPFA) in 2021	not measured	not measured	not measured	Maintain within MOE	not measured	not measured	Statistically significant increase over 2022-23	Senel Arkut	Cllr Pritesh Patel
	7 Reablement - % of new people completed reablement (no ongoing support required)	▲	People	Adults Social Care	7 of 16 (CIPFA) in 2022	80%	80%	80%	80%	80%	80%	80%	Senel Arkut	Cllr Pritesh Patel
	8 CQC rating "requires improvement" of Homecare Providers used	▼	People	Adults Social Care	not available	18%	17%	15.5%	reduce below 2022 Harrow average 13.8%	reduce below 2022 Harrow average 13.8%	maintain below 2023 Harrow avg. TBC	maintain below 2024 Harrow avg. TBC	Senel Arkut	Cllr Pritesh Patel
	9 Safeguarding - of those asked, % of people with goals met	▲	People	Adults Social Care	not available	90%	90%	90%	90%	90%	90%	90%	Senel Arkut	Cllr Pritesh Patel
	10 Safeguarding - where risk identified, was reduced or removed	▲	People	Adults Social Care	not available	85%	85%	85.5%	86%	86%	87%	88%	Senel Arkut	Cllr Pritesh Patel
	STMIN8 Reducing Health Inequalities													
1	% of births that receive a face to face New Birth Visit within 14 days by a Health Visitor	▲	People	Public Health	87.8% (21/22)	90%	90%	90%	90%	90%	90%	90%	Carole Furlong	Cllr Pritesh Patel
2	% of people from total eligible population invited for a Health Check	▲	People	Public Health	16.2% of total eligible population (TEP) 18/19 - yearly data	5%	10%	15%	20%	20%	20%	20%	Carole Furlong	Cllr Pritesh Patel
3	Proportion of people that successfully quit smoking who engage with the smoking cessation service	▲	People	Public Health		Indicator under development							Carole Furlong	Cllr Pritesh Patel

Ref to Corporate Plan	Indicator Description	Polarity: High ▲ or Low ▼ or is 'good'	Directorate	Department	Bench Mark if Available (Statistical Neighbours unless otherwise indicated)	Target - Q1 2023/24	Target - Q2 2023/24	Target - Q3 2023/24	Target - Q4 2023/24	Target - 2023/24	Target - 2024/25	Target - 2025/26	DMT owner	Portfolio Holder
4	Proportion of new health walkers that are more likely to be active	▲	People	Public Health		Indicator under development							Carole Furlong	Cllr Pritesh Patel
STMIN9 Additional STMIN indicators														
1	Domestic abuse offences (rolling 12 months)	▼	Resources	Community Safety	10.7 per 10000 pop (RY May 23)	2,035	2,214	2,230	2,180	2,180	YOY reduction	YOY reduction	Shumaila Dar	Cllr Anjana Patel
2	Domestic abuse with injury offences (rolling 12 months)	▼	Resources	Community Safety	24.4% (RY May 23)	516 (24%)	500 (23%)	497 (22%)	489 (22%)	489 (22%)	YOY reduction	YOY reduction	Shumaila Dar	Cllr Anjana Patel
3	Special Educational Needs – Education, Health Care Plans (EHCP) issued within 20 weeks (excluding exception)	▲	People	Education	73%					59%	65%	73%	Patrick O'Dwyer	Cllr Hitesh Karia
4	Special Educational Needs – Education, Health Care Plans (EHCP) issued within 20 weeks (all such EHCP, including exceptions)	▲	People	Education	69%					59%	64%	69%	Patrick O'Dwyer	Cllr Hitesh Karia
5	The percentage of Young People with a SEND who are in mainstream education and training, ISPs or supported internships in the National Curriculum Years 12 to 16+ (age 16 - 24)	▲	People	Education	49%	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
6	Key Stage 2 & Special Educational Needs Achievement gap between pupils with special educational needs and their peers, based on % of pupils achieving the national standard in reading, writing and mathematics (RWM) at the end of key stage 2	▼	People	Education	52.5%	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
7	Key Stage 4 & Special Educational Needs The Special Educational Needs (SEN)/non-SEN gap based on average attainment across 8 GCSE subjects at the end of Key Stage 4	▼	People	Education	25.5	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
8	Annual rate of Secondary School Permanent exclusions as % of Harrow school population	▼	People	Education	0.09% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
9	Annual rate of Primary, Secondary & Special School Permanent Exclusions as % of Harrow school population	▼	People	Education	0.04% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
10	Annual rate of Primary, Secondary & Special School Permanent Exclusions of Pupils with a Special Education Need (SEN) as % of Harrow school population with the same SEN status	▼	People	Education	0.11% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
11	Annual rate of Primary, Secondary & Special School Suspensions as % Harrow school population	▼	People	Education	2.41% (2020-21)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
12	Annual rate of overall absence in primary schools	▼	People	Education	6.0% (2021-22)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia
13	Annual rate of overall absence in secondary schools	▼	People	Education	7.3% (2021-22)	Target will be set in Autumn 2023 based on results for academic year 2022-23							Patrick O'Dwyer	Cllr Hitesh Karia

* Waste targets are annual, quarters may fluctuate for a variety of reasons

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Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	Improving the Customer Experience including the Council's Customer Service commitments
Key Decision:	Yes
Responsible Officer:	Jonathan Milbourn - Head of Customer Services & Business Support
Portfolio Holder:	Councillor Stephen Greek - Portfolio Holder for Performance, Communications and Customer Experience
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards.
Enclosures:	Customer Commitments (Appendix A)

Section 1 – Summary and Recommendations

This report sets out the Council’s Customer Service commitments alongside an update of the customer experience action plan.

Recommendations: Cabinet is requested to:

1. Approve the Customer Service commitments within Appendix A to this report
2. Note the progress to date

Reason (for the recommendations): On the 18 July 2022 Cabinet agreed the vision and principles to improve the customer experience of residents interacting with the Council.

This is the next step to ensure delivery against that vision

Section 2 – Report

Options considered

1. Develop corporate commitments to clarify what residents should expect when contacting the Council to help improve the customer experience.
2. Continue with the existing measures and priorities in place.

Option 1 is seen as the most beneficial as it addresses the current situation and will improve the customer experience.

Progress to date

A new vision for the Council has been agreed to restore the pride in Harrow along with three priorities and these reflect the status of putting residents at the heart of what we do.

On the 18 July 2022 Cabinet agreed a set of principles to underpin the strategy to improve the Customer Experience and an action plan put in place to improve over the next 18 months.

A significant amount of work is underway, across the council, to take forward this strategy and deliver the customer experience improvements that our residents deserve. An update against the action plan agreed at Cabinet in December 2022 is as follows with the themes of action plan bolded below:

To **create a positive experience**, we wanted to be clear as to what our service standards are and to publish them on our website along with setting expectations through our email acknowledgements. Our “customer

commitments” are attached as an appendix and outline the standards to which we aim to deliver against. These commitments will be measured and monitored through our performance boards.

A training programme has been developed for our staff to ensure that they are equipped to deliver high quality and customer-focussed services. This is being rolled out from June 2023 and is aimed at all staff across the Council.

We have reviewed over 250 resident-facing email accounts to ensure that an appropriate bounce back message is sent after an email has been received. The bounce back will acknowledge receipt, provide any relevant information and advice including helpful links to our website and outline relevant service standards.

In order to be an efficient Council, we understand the importance of **reducing the need for residents to make contact** with the Council where unnecessary. The common causes of failure demand (where activity is created by a failure to do something or do something right) are being identified so that improvements and solutions are being found. For example, this includes ensuring that our correspondence is clear and easily understood; and checking areas where bins are sometimes not picked up to improve collection rates.

We have increased the training for a number of our front line staff so that they are able to resolve more enquiries at the first point of contact. As a result, there is less follow up contact to chase updates.

Using our Social Media channels we have improved the sharing of information such as forthcoming roadworks, updates to service provision, incidents within the Borough and changes to bin collections to ensure that residents are kept up to date.

The Council is undertaking a review on how its computer infrastructure is managed and how underlying technology links to our website to ensure our **residents have a seamless customer journey** however they contact us. IT system improvements will be made over the next twelve months with our Housing, Planning, Parking and Public Protection services which will ultimately make it easier to interact with us and improve the customer experience.

Contact with the Council is predominantly handled through self-service which accounts for over 95% of interactions showing that **digital is the channel of choice**. Work is ongoing to create a personalised website which will also allow residents to track the fulfilment of their requests by March 2024. This will make it easier to access the services important to them and check on progress made.

Many residents have left online feedback on how to improve our website and changes have been made as a result to make content clearer and web forms easier to use. For example, changes to appointments for the Recycling Centre have allowed more than one booking to be each day and fly tip reports can automatically identify where the land is owned privately (rather than by the Council) to ensure that unnecessary reports are not made.

We introduced the option for our residents to transfer their bin dates directly to their personal calendars allowing them to receive a reminder to put their bin out the day before and more than 9,500 people have downloaded the calendar to date.

Overall, 750,000 online forms were completed over the last twelve months pushing information directly to the right teams to speed up service delivery and more than 3.4 million visits were made to our website

We understand that interacting with the Council through our website isn't right for everybody, so we **provide alternative channels where appropriate.**

The Council provides advice and guidance through supported self-service at Greenhill library with more than 2,500 people helped within the first month of opening. We are looking at ways to improve the face-to-face service further both through the physical infrastructure and by increasing the number of enquiries that we can resolve.

More than 43,000 people received their Council Tax bill electronically this year and the increase in people using the MyHarrow account and website to make a payment or update their details meant that we were able to answer more of the telephone calls made to us. More than 35,000 calls were made to our Council Tax team in March/April and 94% of these were answered by somebody who could assist them.

We are reviewing key services to ensure that our **Services are the best that they can be.** Changes were made to improve the subscription method for Garden Waste and nearly 25,000 households have already signed up surpassing the total for last year.

The **After Care** experience is also important once a service has been delivered. This helps us understand where we can make further improvements.

We have started to capture feedback across our channels to understand the customer experience including whether we resolved the enquiry, responded in a timely manner and explained everything clearly. These opinions are reviewed and help drive change.

Our complaints policy has been reviewed and is the subject of a separate report to Cabinet for approval. This is intended to make it easier to understand and as outlined in our flagship actions, we will monitor our performance to ensure that at least 90% are answered within the timescales published. We have modified our website to ensure that complaints are directed to the right team so that they can be resolved more quickly.

The action plan will continue to be rolled out over the year to improve the customer experience by putting residents first and treating both residents and businesses as valued customers.

Implications of the Recommendation

Considerations

The structure and governance arrangements of how the customer experience is led across the Council has been agreed as part of this process.

Resources, costs

Although there is no additional cost of implementing the new customer commitments, capacity to deliver against the performance standards will be monitored

Staffing/workforce

The Whole Service Review process will introduce a mindset of continuous improvement to actively improve Council services.

The modular training programme around Customer Service and the Customer Experience will be put in place to develop staff skills.

Ward Councillors' comments

Not Applicable

Performance Issues

A Customer Experience paper has been introduced to the Performance Board process and additional measures are monitored throughout the year

Environmental Implications

There are no environmental implications associated with this report

Data Protection Implications

There are no data protection implications associated with this report.

There is an active Privacy Impact Assessment for Digital

Risk Management Implications

Risks included on corporate or directorate risk register? **NO**

Separate risk register in place? **NO**

Are the relevant risks contained in the register are attached/summarised below? **N/A**

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
The Customer Commitments are not achieved and do not improve the customer experience	The commitments have been agreed in consultation with service areas taking into consideration capacity to deliver Performance against the commitments will be measured on a quarterly basis and remedial action taken where required	GREEN

Risk Description	Mitigations	RAG Status
	<p>There are baseline measurements to understand the current position including</p> <ul style="list-style-type: none"> • Wait times • Satisfaction • Failure demand <p>These will be measured throughout the duration of the Action Plan so that any necessary restorative actions can take place</p>	
<p>The Action Plan does not achieve its aim in improving the customer experience</p>	<p>The Action Plan will be monitored and measured so that any additional measures can take place</p> <p>Commencement of Whole Service Reviews to improve service quality, reduce failure demand and generate efficiencies to ensure no additional strain on the MTFS.</p> <p>Creation of Senior Level task force to drive improvements</p> <p>Roll out of detailed plans to improve customer service for specific services that have high levels of complaints</p> <p>Redesigning the current complaints process covering how the Council handles complaints</p> <p>Design of a staff training programme to improve customer service and complaint handling</p>	GREEN
<p>The customer experience of digitally excluded residents is not improved</p>	<p>Residents are able to discuss Council matters at Greenhill library where there is a face-to-face service.</p> <p>There are telephone numbers available for residents for a number of key services including Council Tax, Benefits, Housing, Adult Social Care and Childrens' Services</p>	GREEN
<p>The cost of the Action Plan cannot be met within current budgets</p>	<p>The cost of delivering the action plan will be managed within existing budgets however some actions arising from the action plan may incur cost which will be reviewed on a business case basis through the MTFS.</p> <p>This will be monitored through the existing financial processes</p>	AMBER

Procurement Implications

There are no procurement implications associated with this report

Legal Implications

The Council provides a range of services in accordance with its statutory functions. It has a best value duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. By focusing on service delivery from resident, service users and taxpayers' perspectives, the Council can continuously improve its services and deliver financial efficiency.

Financial Implications

The cost of the action plan can be funded from within existing budgets.

There is no specific budget provision to support the Customer Experience Strategy. Within the strategy, it is envisaged that there will be individual business cases which will have to identify efficiencies to cover any associated costs to ensure there is no additional strain on the MTFs. Even though the business cases will be cost neutral, they need to still be considered as part of the annual budget setting process for governance purposes.

Equalities implications / Public Sector Equality Duty

The equality implications will be reviewed including considering what monitoring data to collect, reviewing impact on specific groups and listening to feedback on any changes implemented.

For those groups that may struggle with accessing services online the Council will provide advice and guidance through supported self-service at Greenhill library. We are reviewing how to best use the staff resources working in the Council's contact centre to provide telephone support alongside the functionality that the telephone system provides.

Council Priorities

Please identify how the decision sought delivers this priority.

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

The report and action plan are designed to improve the customer experience to ensure that residents are at the heart of service delivery.

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 14th June 2023

Statutory Officer: Sarah Wilson

Signed on behalf of the Monitoring Officer

Date: 9th June 2023

Chief Officer: Alex Dewsnap

Signed off by the Managing Director

Date: 9th June 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 9th June 2023

Head of Internal Audit: Neale Burns

Signed by the Head of Internal Audit

Date: 14th June 2023

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: NO

A full Equality Impacts Assessment will be conducted in tandem with the options scoped out through the feasibility study.

Section 4 - Contact Details and Background Papers

Contact: Jonathan Milbourn, Head of Customer Services & Business Support, jonathan.milbourn@harrow.gov.uk , 020 8736 6711

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

Customer Service Commitments

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Customer Service Commitments

- The current Customer Service standards have been in place since 2009 and reflected industry standard at the time. Competing priorities and service capacity caused inconsistencies in delivering against these.
- Key Council priority to put residents first and improve the Customer Experience is the turning point to reset our commitments
- Our new commitments balance customer expectations with service delivery
- Individual service standards captured in full however key services highlighted within this pack
- Investment in training and development will be council-wide through the Customer Excellence Academy
- We are committed to putting our residents and customers first by delivering fair and easily accessible services that resolve issues and fully answer questions asked.
- This commitment will be across all channels and services delivered by the council

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Customer Service Commitments

- When you contact us by phone, we aim to resolve your query. We will do our best not to keep you waiting too long so during peak times we will let you know where you are in the queue and offer alternative ways to resolve your enquiry.
- The officer/customer service advisor you speak to will be empathetic, polite and professional. They will do their best to resolve your query/issue during the call.
- Where we are unable to resolve your issue, we will let you know how it will be handled and who it has been passed onto
- Where a voicemail is set up and you leave a message, we will endeavour to get back to you within 1 working day.

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Customer Service Commitments

- When you send us an email or submit a form online, you will receive an automated reply to confirm we have received your enquiry.
 - We will aim to respond to your email or online form within 5 working days unless a specific service standard applies.
- 346 If it takes longer to resolve, particularly if it requires investigation with other areas, you will be contacted and kept up to date accordingly.
- We will keep the website up to date and promptly inform you when we are undertaking routine maintenance or if there are any issues.

Customer Service Commitments

- If you visit us we aim to see you within 15 minutes of your arrival. If this is not possible, we will apologise and explain why.
- For an appointment, we will aim to see you within 5 minutes of the appointment time. If this is not possible, we will apologise and explain why we will be late.
- If we need to visit you we will:
 - carry clear documentation that identifies us as council employees or contractors.
 - aim to arrive within 15 minutes of any pre-arranged appointment.
- We will endeavour to let you know within 1 working day if we need to change the time and/or date of your appointment or visit.

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Customer Service Commitments

- There are specific service standards in place for most Council services and these are detailed when accessing a service. For example, the timescales are displayed on the notification following the completion of a web form.
- The Digital team are creating the option to track progress of service requests that are submitted online through the website or MyHarrow account. This will be available by the end of the 2023/24 year.
- A full list of service standards has been collated and the following slides highlight a number of those for our key services.

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Customer Service Commitments - Environment

SERVICE	COMMITMENT
Flytipping	2 working days to clear from Public land This will take longer if the fly tip is investigated
Missed bin	3 working days to clear
Pot-hole	3 working days to respond whether criteria met. Work to repair will be scheduled accordingly
Bird order	4 weeks to deliver
Noise complaint	Investigated within 5 working days once all required documents supplied.
Report dead animals	Cleared within 2 working days.
Graffiti	Cleared within 3 weeks on public land Offensive material cleared <24 hours
Licences (HMO)	Processed within 5 working days once all docs supplied.



Customer Service Commitments - Housing

SERVICE	COMMITMENT
Repairs – on site	P1 (4 hours), P2 (1-5 working days), P3 (1-20 working days) P4 (within 12 weeks).
Rent enquiries	Within 2 working days
Estimates (repairs & maintenance)	Within 5 working days. Grounds maintenance is carried out on a 3 weekly cycle.
Homeless enquiries	Support for those made homeless on the day within 24 hours.



Customer Service Commitments - Planning

SERVICE	COMMITMENT
Planning application	Decision within 8 weeks (depending on application type)
Building inspection	Same day appointment (telephone or email)
Planning Enforcement	Respond within 5 working days with advice on how the investigation will commence and collect additional information if needed.

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Customer Service Commitments – Registration Services

SERVICE	COMMITMENT
Registrar appointment	Telephone – appointment allocated at time of call. Email within 5 working days
Order replacement certificate	Processed within 5 working days
Citizenship ceremony	Telephone – appointment allocated at time of call. Email within 5 working days
Bu ³⁵² ils	Telephone – arrangements made at time of call. Emails within 5 working days
Register to vote	Within 2 weeks (following compliance checks)



Customer Service Commitments – Revenues & Benefits

SERVICE	COMMITMENT
Council tax	Within 7 weeks dependent upon complexity Standards for individual applications included on acknowledgement
Benefits	Application processed within 4 weeks (once all documentation supplied)
Blue Badge	Within 4 weeks where criteria met Up to 12 weeks to process where assessment required
PC ³⁵³ challenge	Up to 8 weeks
Parking permit	Within 10 working days Visitor permits can be purchased same day if purchased at library



Customer Service Commitments – People Services

SERVICE	COMMITMENT
Financial assessment	Acknowledged within 5 working days. Final decision within 4 weeks dependant on evidence provided and financial assessment.
Family Information Service	Telephone <24 hours Email <24 hours
School admissions	Acknowledged within 5 working days. Set date(s) for application process and results for the appropriate schools

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