

# CABINET MINUTES

## 14 FEBRUARY 2013

**Chairman:** \* Councillor Thaya Idaikkadar

**Councillors:**

* Bob Currie	* Phillip O'Dell
* Margaret Davine	* David Perry
* Keith Ferry	* Sachin Shah
* Mitzi Green	† Bill Stephenson
* Graham Henson	

**In attendance:  
(Councillors)**

Nana Asante	Minute 584
James Bond	Minute 584
Susan Hall	Minute 584
Barry Macleod-Cullinane	Minute 584

\* Denotes Member present  
† Denotes apologies received

### 579. Andrew Trehern, Corporate Director of Place Shaping

The Leader of the Council proposed a 'Vote of Thanks' to Andrew Trehern, Corporate Director of Placing Shaping, as this was his last Cabinet meeting. The Leader added that it had been a pleasure to have worked with Andrew and that he would be missed. Members applauded the work carried out by Andrew.

### 580. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

Agenda Item 11 – Final Revenue Budget and Medium Term Financial Strategy 2013/14 to 2016/17

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that his sister was a teacher at Hatch End High School and the schools budget

was referenced in the report. Additionally, he was employed by London Councils Ltd., and its subscription had been mentioned in the report. He would remain in the room to listen to the debate on this item.

Agenda Item 19(a) – Grant Recommendation for Outcomes Based Grants 2013/16 and Small Grants Funding 2013/14

Councillor Nana Asante declared a non-pecuniary interest because of her interest in all the voluntary organisations as a member of the Voluntary Sector Forum. She would remain in the room to listen to the debate on this item.

Councillor Margaret Davine declared a non-pecuniary interest in that she was a trustee of Relate and Harrow Women's Centre. She would remain in the room whilst the matter was considered and voted upon but would leave the room should the discussion become specific to the two organisations.

**581. Minutes**

**RESOLVED:** That the minutes of the meeting held on 22 January 2013, be taken as read and signed as a correct record.

**582. Petitions**

Installation of a Gate between 185 and 187 Malvern Avenue Alleyway - Petition

A local resident presented a petition, signed by 45 residents of Malvern Avenue, Harrow, with the following terms of reference:

“Please sign the petition for the safety and security of this part of Malvern Avenue. The single drop post is not enough to make the alley secure. Since the post has been put up there have been two burglaries, a large television set has been dumped and litter thrown. As other alleys are gated in the area, this alley has become a hangout for groups of teenagers, and people do not feel safe parking their cars in the garage after dark.

The single drop post has now been vandalised and is no longer operational by the access key.

We appeal to the Council to put up a metal gate and not a single drop post in order to ensure safety to the residents of this part of Malvern Avenue.”

**RESOLVED:** That the petition be received and referred to the Corporate Director of Environment and Enterprise and the Portfolio Holder for Environment and Community Safety.

**583. Public Questions**

**RESOLVED:** To note that the following public questions had been received:

1.

**Questioner:** Brian Rayner

**Asked of:** Councillor Margaret Davine, Deputy Leader and Portfolio Holder for Adult Social Care, Health and Wellbeing

**Question:** With regard to the strategic review of learning disability accommodation, what are the results so far of the views and needs of those affected?

**Answer:** Thank you for your question.

As you know, the Council carried out a statutory consultation over a 12 week period from September to December 2012 and during that time they spoke directly to 161 people, 96 of whom were service users. In addition, 39 people responded to the questionnaire and I am pleased that so many people took an active part in the review because that gives us a much better feel for how people feel about it and some people have commented that they felt the consultation was well organised and gave people the chance to have their say.

Officers are in the process of preparing the report which will be reported to the next Cabinet meeting in March.

At this stage I can confirm that alongside a number of supportive comments, there have been concerns and anxieties reported and I have had people come to me directly with their anxieties. Officers are developing an Equalities Impact Assessment as part of the consideration of all comments we have received, the impact of the recommendations on vulnerable groups and to think about how these will be reflected in the final recommendations. We have not prepared or got to the point of having the final recommendations yet.

**Supplemental Question:** Am I right in thinking that you will be making decisions on this at your meeting in March and are you planning provision, for example, for people who are currently living in family groups within this accommodation who want to stay together or planning provision for costs of transition? I am thinking of things like travel training.

There are a number of people who live in particular locations that they are very familiar with. If you move them to another location it will be a very big deal for them and probably significant costs in retraining and supporting them through the transition.

**Supplemental Answer:** We certainly will be putting measures in place to help them with the transition. Such matters have been brought to my attention by carers or families and I know the anxieties about having to change where you live. We will be supporting people, including the costs of transition. We already give travel training to anyone who would want or need it, so we will continue with that.

I have said very clearly to people that we will take into consideration situations such as where there are groups of friends or friends that they live near to. It is quite difficult to get everything right for every last person but we are doing the best that we can. It is the outcomes for the people and where they are going to live that are uppermost in the whole process that we have been going through.

2.

**Questioner:** Pravin Seedher

**Asked of:** Councillor Sachin Shah, Portfolio Holder for Finance

**Question:** Could you explain more about the Fair Grant for Harrow Campaign and how residents can get involved?

**Answer:** Thank you for the question.

The aim of the Campaign is to highlight the low grant that Harrow gets. The Council launched it with the Harrow Observer and it is a non-political party issue. I do not think Harrow got its fair share under a Labour Government either. We get just £1,608 per head whereas Brent gets £3,317. If we got the same grant as Brent we would get £420m more and in the budget papers we will be discussing later, we would be talking about investment and not cuts.

We want to, as part of the campaign, challenge the view that Harrow is a leafy suburb. People know about the schools and the green belt but they do not often know about the poverty. We are an outer London Borough with inner London problems.

So that is the aim of the campaign. We have had 700 people sign the petition. You too can sign the petition. You can do that at [www.harrow.gov.uk/fairgrant](http://www.harrow.gov.uk/fairgrant). You can tell your friends and family to sign the petition and if you are on Facebook or Twitter you can spread the word.

**Supplemental Question:** Thank you for your reply.

I am puzzled. If Harrow is so hard done by then why is Merton Council, despite the cuts, still able to freeze its Council Tax and at a level lower than Harrow's and able to absorb the costs of Council Tax Benefit Localisation whilst receiving less Government grant per head than Harrow? Merton is also an outer London Borough.

**Supplemental Answer:** This Campaign has fairness at the heart of it. We have coped. We have made difficult decisions in this budget and we just want to make sure we get our fair share. We do not think we get our fair share. I am a Harrow person. I was born in Harrow. I did my entire education in Harrow, a Councillor in Harrow, a Cabinet Member in Harrow. So I am a Harrow person through and through and what I want to do is make sure Harrow gets its fair share. I do not think Harrow gets its fair share at the moment.

3.

**Questioner:** Stephen Lewis

**Asked of:** Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Property and Major Contracts

**Question:** Is your administration looking to sell-off Gayton Road site and, if yes for how much?

**Answer:** The Gayton Road site is identified for redevelopment in the Heart of Harrow Area Action Plan and will play a key role in the delivery of the Council's vision for regenerating the Heart of the Borough. Much, but not all, of the site is in the Council's ownership. Consideration around the future disposal and the role of the site will depend upon the part that the site will need to play in the overall Property Disposals Strategy for the Council.

This Strategy, currently in development, will have both capital and regeneration objectives, reflecting the strategic significance of this publicly owned site in transforming the Borough for the benefit of Harrow businesses and residents.

At present there is no planning permission for the site. Without planning permission there is no point selling or buying.

The value of the site will very much depend on the development plan itself. Until then we do not know what is going to happen to this site and, unless we are happy with the proposed development, we are not prepared to sell it.

**Supplemental Question:** Thank you.

I am just looking at the Harrow Labour manifesto of 2010-14 where it says "we will revive plans for combining the Central and Civic Centre Libraries on one site in the town centre, complimented with exhibition and performance spaces on the Gayton Road site". So where are they and can you confirm?

**Supplemental Answer:** This is in the manifesto but we have got to look at the current situation. There is going to be a performing arts development in Lowlands Road. There are other things coming in on the area. That is why we are in discussions with the developers. I do not know what the outcome is going to be. If it is shown that the outcome is acceptable to us, we will consider selling.

4.

**Questioner:** Avani Modasia, Elected Voluntary Sector Representative

**Asked of:** Councillor David Perry, Portfolio Holder for Community and Cultural Services

**Question:** The Council found 100k for the voluntary sector grant pot after cutting it by 25%. Where did this come from and why was the full 25% not found?

**Answer:** Thank you for your question.

The Council is facing severe pressure to find savings as a result of cuts to government grants and wider economic challenges. We therefore have to consider all areas of spend in setting the budget. This was made worse in December when we had heard that our government grant was being reduced by more than expected.

It simply is not possible to identify where the additional £100,000 came from within the budget. You will see from the budget papers tonight that many millions are being saved over 2 years and so it is impossible to trace its locality because the £100,000 was not directly taken from one service in order to plug another.

**Supplemental Question:** Can you tell us what the plans are for recent actions on any cuts to the Third Sector across the Council in the last 2 years or in the coming years?

**Supplemental Answer:** With regard to the voluntary and community sector, we have clearly put out in our budget what our plans are and where we are allocating funds. We will be coming to grant recommendations later today but you will see that from a Discretionary Fund we have decided to protect £600,000 of that budget, of which some Councils have possibly reduced a lot more or even deleted. We are also doing work with our interim CVS service in partnership.

You can see from our investment in working with the Big Society and protecting the grants pot, the £75,000 ring fenced money which goes into that, helps the voluntary sector. It shows our intent and commitment to helping the voluntary and community sector go from strength to strength.

5.

**Questioner:** Fiona Lapraik, Harrow Women's Centre

**Asked of:** Councillor David Perry, Portfolio Holder for Community and Cultural Services

**Question:** Harrow Women's Centre provides a unique, low-cost, holistic portfolio of services for local women - directly in line with the Council's core outcome of helping Harrow residents to overcome poverty, worklessness and homelessness - and our monitoring statistics prove the urgent need for our services, for many of which there is no alternative in Harrow and certainly not under one roof: if HWC had to curtail our services because we were not funded by the OBG process, where else can a women get a hour of counselling for as little as £5 or support after surviving cancer or attend groups which can help a woman with limited English to gain the confidence and practical skills which will enable her to apply for work?

**Answer:** Thank you for your question.

We introduced the Outcomes Based Grants process last year following extensive consultation with voluntary groups in Harrow. The sector indicated support for the new process, in particular, organisations expressed their support for a process that awards funding to projects and services that help deliver the Council's corporate priorities and core outcomes.

All applicants are aware that the Outcomes Based Grants process is competitive and does not guarantee the funding to any particular service or organisation.

Each year, the demand for funding always exceeds the budget available and organisations apply for funding on that basis.

The Council has worked hard and will ensure that there is a fair, robust and transparent process for the allocation of funding. In any competitive process we cannot guarantee that all applicants will receive funding. We recognise that this may have a serious impact on the ability of some organisations for the future; whilst at the same time offering those who are successful some stability in the three years of potential funding.

What I can guarantee is that Harrow Council works now and will continue to work in partnership with a range of organisations to ensure that appropriate support services are available for Harrow residents during these difficult times. There are a number of organisations recommended for funding which offer counselling, such as Relate and the Wish Centre. Many of the organisations recommended for funding also assist residents where English is their second language along with our own Adult Learning Service who directly help such people.

We do recognise that many organisations will have been affected by reduced funding from other sources and we will continue to offer our support in a number of ways. For example, the Council has continued to fund the Interim CVS service of which I have just given some detail to the previous questioner, which provides funding and capacity building advice and subject to Cabinet's approval we will earmark funding to commission a new service next year. Finally, support is also available from the Council's External Funding Manager and the new Community Sector support team.

In these challenging times, I would encourage all organisations to take advantage of the support that is available.

**Supplemental Question:** We take the point that it is a competitive process without guarantees. However, if Harrow Women's Centre had got the 31% that had been recommended at the Grants Advisory Panel meeting, it would have taken tight budgeting but we would have continued to provide a service, largely provided by experienced volunteers as that £23,250 would have paid our rent, £17,000 to Harrow Council and utilities. We just secured £12,000 from elsewhere for the coming year and we have made applications for other funding.

Can Harrow Council not find some means to enable us



to remain in our premises and continue providing a unique service run by women for women that has taken 20 years to build?

**Supplemental Answer:** Initially what I would say to that is the process in which, where you have lost funding is not based on organisations, it is based on outcomes to deliver on that funding.

The Council and myself and relevant Portfolio Holders are always happy to sit down with any organisation. In fact, we have done so in the past with many others to try and assist them where possible. In the first answer to the question I cited some areas where we do offer help and if there is any assistance we can give, we will do so.

#### **584. Councillor Questions**

**RESOLVED:** To note the following Councillor Questions had been received:

1.

**Questioner:** Councillor James Bond

**Asked of:** Councillor Margaret Davine, Portfolio Holder for Adult Social Care, Health and Wellbeing

**Question:** What provision are you making for people with learning disabilities in Harrow to be supported by independent advocates?

**Answer:** Thank you. I think this answer will also be of interest to the public questioner who was asking about advocacy.

Harrow has a range of independent advocacy services available for people with learning disabilities. Therefore, they can access advocacy funded by Harrow Council from a range of providers. In particular, Harrow Association of Disabled People and Harrow Carers provide advocacy to people with a learning disability and their carers.

In addition to these specific advocacy services the Council supports a range of organisations to provide independent advocacy alongside information and advice services. Approximately 11,000 people per year access these services which include:

- The Citizens Advice Bureau
- Harrow Equalities Centre
- Harrow Law Centre
- Harrow Mencap

- MIND

A number of people are also represented by citizen advocates from Advocacy Voice and they have been supporting a lot of people in the recent consultation. This is a charitable organisation that provides an advocacy and befriending service for people with learning disabilities who live within the borough of Harrow. The Council commissions also a service from Power to assist people who are assessed as lacking capacity to make a decision about an aspect of their life via the Independent Mental Capacity Advocacy service.

For example, a number of people were able to access advocacy and be supported by them through the consultation that has just taken place.

**Supplemental Question:** Thank you for a comprehensive answer.

You mentioned a whole host of organisations. What assessments to the precise numbers have you made who are likely to use advocacy services?

**Supplemental Answer:** I did mention that 11,000 people per year accessing all advocacy services overall. That is all of the people and people we fund to support advocacy.

If you wanted it broken down, I will do that for you in a written answer.

2.

**Questioner:** Councillor Barry Macleod-Cullinane

**Asked of:** Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Property and Major Contracts  
*(Answer provided by Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services)*

**Question:** Could you confirm how many posts are being deleted and staff being made redundant as a consequence of this budget, broken down by department and service lines?

**Answer:** You raised this question at the last Employees' Consultative Forum meeting and I am aware that a breakdown of posts by Directorates has been provided to you which shows that up to 432 current posts may be deleted over the next 4 years.

However, it is important to note that we anticipate significantly fewer compulsory redundancies amongst

staff. As you will be aware, we have been planning ahead by holding posts vacant and using agency staff and interim workers to allow for suitable alternative employment for a redeployment for those being displaced during the Transformation Programme.

We will also aim to avoid compulsory redundancies by following the Council's policy of seeking volunteers for redundancy or early retirement.

**Supplemental Question:** When you voted for the budget last February, you and your comrades voted for a document which said, "the Council's employees are its most valuable resource, dedicated to the service of the public". Why do you appear no longer to believe that to be true?

**Supplemental Answer:** We have always said that our workforce is our most valuable asset but what we have got to realise is the effects of the government cuts on our budget and, if we had a Government Minister who defended local government services, then we may be better off.

A 30% cut in Council budgets is being advocated, when government departments are cutting a lot less. We have to balance our budget and this will mean that our most costly part, which is our staff, will be subject to redundancies.

However, if you support our Fair Grant Campaign and we get the money then we would not have to go down the road of so many redundancies.

3.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety

**Question:** Could you confirm which Harrow parks will be affected by your administration's proposals to leave parks unlocked at night?

**Answer:** Thank you.

Obviously you understand the Council faces the need to make difficult decisions because of the financial situation that is not of our making and we have assessed all of the Council's services before making our budget proposals. The aim of this saving is to save £70,000 and by doing this we are able to protect different and vital services for the residents of our borough. Officers are currently working on the details of these proposals.

**Supplemental Question:** Do you know and you are not telling me or is this budget built on sand?

**Supplemental Answer:** The budget is not built on sand and we do not know because, I would just like to remind members of the public and the Cabinet, we currently do not lock all our parks or open spaces and these enclosures function perfectly well as places for people to enjoy and visit.

We may get the assistance of interested groups and community groups, such as "friends of parks", so these parks may well remain locked and unlocked as has happened in other London Boroughs.

4.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Phillip O'Dell, Portfolio Holder for Environment and Community Safety

**Question:** Can you confirm and detail the level of your personal involvement in the development and implementation of the staffing restructure proposals in the Community and Environment Department?

**Answer:** The wide range of proposals by the Chief Executive and agreed by Cabinet, merged the larger former departments of Community and Environment and Place Shaping into the Environment and Enterprise Department.

I have been working with the new Corporate Director to ensure that the benefits and opportunities provided by this restructuring are achieved. I can say that the new directorate is making good progress to become more efficient and more focussed on the strategic Corporate Priorities through an emphasis on promoting growth for Harrow.

As would be expected, I have provided the direction, framework and vision for the new structures and the detailed work on job profiles and the process for implementation is something which I expect the senior managers in the Directorate to progress.

**Supplemental Question:** How do you think you can promote growth when we are losing officers of such high calibre with years of experience. Are you involved in this because if you are you clearly do not understand these departments?

**Supplemental Answer:** All I can do is refer you to the answer. I do understand this Department and the way in which it works.

5.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Mitzi Green, Leader of the Council and Portfolio Holder for Property and Major Contracts  
*(Answer provided by Councillor Sachin Shah, Portfolio Holder for Finance)*

**Question:** Could you confirm how much funding for school expansion you are committing the Council to in 2013-14?

**Answer:** Thank you for the question.

As you know, the expansion is needed in our schools because of the massive growth in number of under fives in Harrow. The latest census data shows an increase by a third and this is a problem faced in every Borough across London.

In 2013/14, the Council is planning to spend £8.665m on schools expansions and that is broken down by:

- £6.015m in Phase 1
- £1.0m in Phase 2
- £1.5m in SEN Provision; and
- £150,000 in Bulge Classes.

Not all of this funding will be found from the government and we expect to have to borrow £4.9m. What this shows is a real inconsistency in government policy because it is government policy that schools should be independent from the local authority. In fact, one of our MPs referred to the local authority as “the dead hand” but of course, that does not apply when they need our funding.

**Supplemental Question:** So what do you think the actual risk is to the Council if none of the funding comes through from the DfE? What could we be exposed to that we are not anticipating?

**Supplemental Answer:** Well, as we are campaigning on a fair grant, we will also be campaigning on a fair capital grant from the government. We expect the government to provide the money.

6.

**Questioner:** Councillor Barry Macleod-Cullinane

**Asked of:** Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Property and Major Contracts

**Question:** The budget papers mention a new position of 'Portfolio Adviser', complete with an SRA of £6,630. Could you detail what the duties and responsibilities of this new position will be, how it differs from that of the existing Portfolio Holder Assistant, and which Councillors are to be appointed to this new position?

**Answer:** This post and allocating a corresponding salary will only be considered at the request of a Portfolio Holder who may wish to share or delegate the portfolio work with an adviser.

There will be absolutely no change in the overall budget figure. If somebody is going to get the £6,630, the Portfolio Holder will lose that amount. This will encourage capacity building and forward planning in order to provide and in preparation of an effective leadership in the future.

When I was appointing the three Portfolio Holder Assistants, I was advised that since the salary scheme was being ratified at full Council meeting and cannot generally be amended within six months, this may be the appropriate time to set a framework. Subject to the governance of a given portfolio and after mutual agreement, it can be used as an enhanced Portfolio Holder Assistant role or a potential delegated lead on certain areas, with clearly identified personal targets based on same job description as Portfolio Holder Assistant but with more commitment and focus.

Basically, it is an internal arrangement between the Portfolio Adviser and the Portfolio Holder. What I am expecting is that they could come to the Cabinet, answer questions from the public or Councillors. They will not have any voting powers. The final decision will be taken by the Portfolio Holder. It is future proofing.

I have not appointed anybody and, perhaps, nobody may be appointed during this administration.

**Supplemental Question:** Could you tell us how many of these there are because it seems to be up to ten? Is that correct and given the fact that there will be ten Portfolio Advisers, who is going to be responsible for decision-making and for the services because there seems to be a real confusion?

Who is going to be making decisions? Who is going to be responsible for each service area and ultimately, how many of them are there going to be?

**Supplemental Answer:** As I said to you before, the Cabinet Members are responsible and they are the only people who can make a decision. The Policy Adviser would help them and they can delegate duties but they have to report back to the Portfolio Holder. The Portfolio Holder will make the decision and come to the Cabinet. It could be anything up to ten. It does not make a difference to the budget.

*The following questions were not reached in the time limit of 15 minutes. It was noted that written responses would be provided, which have been reproduced below.*

7.

**Questioner:** Councillor Paul Osborn

**Asked of:** Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Property and Major Contracts

**Question:** Would you not agree that the Council has a duty to provide bloggers and journalists with information requested via the Freedom of Information Act?

**Written Answer:** The Council takes its responsibilities under the Freedom of Information Act extremely seriously. You are quite right, we do have a duty to deal with all requests under the Freedom of Information Act, but there is a balance to be had.

We get over 1,000 Fol requests every year and research shows that each request costs an average of £293 each. That's just under £300,000 per year.

The Council has a limited budget and is facing unprecedented financial challenge and answering Fol requests diverts money from vital frontline services.

I would call on bloggers and journalists and others seeking information from the Council to act responsibly when making requests and pick and choose their requests rather than bombarding the Council with requests.

One blogger sent in 49 requests between January and December last year, costing the Council almost £15,000. He has put in a further 12 requests since the beginning of this year which would have cost the Council £3,500. A more balanced approach would be welcomed.

8.

**Questioner:** Councillor Paul Osborn

**Asked of:** Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services

**Question:** How many additional calls are you expecting to receive in Access Harrow as a result of the impact of public realm reductions in 2013-14 and in 2014-15?

**Written Answer:** This is an important area that the Council will need to get it right if it is to maintain satisfaction levels among residents.

As you will be aware there a number of proposals in the budget that will see Access Harrow services delivered very differently over the coming years. We will be phasing out the handling of phone calls on Public realm enquiries and we will also be phasing out face to face visits to our One Stop Shop.

These changes will be best managed by the delivery of our ambitions around channel migration. This Council is a national leader in customer contact and in particular the volume of transactions that can be handled through webforms on our website and our online banking style MyHarrow account. We host a constant stream of Councils visiting us to see what we have done. We now have a staggering 30,000 MyHarrow accounts and were last winner of the MJ Award for Transformation through It.

We have looked into the impact of the proposed changes in Public Realm.

The Public Realm reductions will be well publicised to ensure that the public are aware of the outcomes. As a result of the changes proposed, we are anticipating a 10% increase in enquiry volume over the first three months only.

Public Realm enquiries are particularly well served by our online capability which also provides 24/7 access to our services. These service enquiries are increasingly answered online, either through the website or via a webform (where over 20% of total transactions are handled). This will mitigate additional call volumes.



9.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Mitzi Green. Leader of the Council and Portfolio Holder for Property and Major Contracts

**Question:** The Capital budget mentions some £4.9 million of s.106 funding for school expansion. Can you confirm which projects this funding is coming from, and whether the amounts involved have been finalised?

**Written Answer:** The financing costs associated with the borrowings required for the first three years of the school expansion programme are planned to be met (where possible subject to legal constraints) by s106 planning resources. This is assumed to be £4.9m in 2013-14 but would reduce if the allocation of DfE grants were greater than the £5.1m assumed in budget setting.

The Council has already received in excess of £300k of s106 funding in respect of education provision. Given the extent of housing development across the borough further funding is expected in future years.

10.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Mitzi Green, Portfolio Holder for Children, Schools and Families

**Question:** Could you provide an itemised breakdown of the all-encompassing 835,000 and £255,000 'savings from commissioning budgets' line?

**Written Answer:** The individual items, as reported to December Cabinet, are detailed in the table below:

	2013/14 £,000's	2014/15 £,000's
Profit Sharing with HSIP	-30	
Harrow School Improvement Partnership	-50	-50
Legal Advocacy	-20	
Reduction in the contract for Connexions services, including relocation of Youth Stop into Council premises	-240	-50
Conduct in house parenting assessment	-20	
Consolidate and recommission all contracts relating to drug & alcohol	-100	
Recommission and consolidate parenting support*	-130	

Reduction in commissioning*	-115	
Savings from Commissioning Budgets - Short breaks		-100
Savings from commissioning budgets*	-109	-55
Consolidation of Clinic in a Box commission	-21	
	<b>-835</b>	<b>-255</b>

\* Used in 2012/13 to fund Social Worker staffing pressures

The Children's and Families Directorate provide predominately statutory services and is heavily regulated by inspection through Ofsted and the Youth Justice Board. Its schools, children's centres, children's homes, Special Educational Needs and Disability services, Youth Offending, fostering, adoption, early years provision, childminding, safeguarding and Looked After Children's services are all subject to regular and rigorous inspection by Ofsted and other regulators.

In 2011/12, as part of setting up the New Operating Model, the children's budget was built from base. The New Operating Model brought together commissioning budgets, previously spread across the Directorate, to be managed by a Directorate wide commissioning team to meet pressures and consider the commissioning of new services needed to meet ongoing challenges. This approach is delivering efficiencies through more effective commissioning, recent examples include the recommissioning of the CAMHS contract and the proposals for activities and short breaks for disabled children and families.

A proportion of this commissioning budget was initially earmarked in 2012/13 to recruit family support workers for the social work service but instead it had to be used to fund the pressures on the front line social worker establishment, which currently total over £300k. It has also been used to support the improvement journey to meet the ever increasing challenges of Ofsted inspection. This has been through audit, training but predominately through increasing social work establishment. The pressures on the social worker establishment have been addressed in the MTFS as part of demographic growth and the creation of the advance practitioner role to attract more experienced social workers to the service. By addressing this issue the commissioning budgets being held to fund the social worker pressure in 2012/13 have been offered as part of the above MTFS savings.

11.

**Questioner:** Councillor Barry Macleod-Cullinane

**Asked of:** Councillor Sachin Shah, Portfolio Holder for Finance

**Question:** As at 31<sup>st</sup> December 2012, please list all the “Invest to Save initiatives”, “Other Transformation initiatives,” “One-off priority actions or initiatives”, and “Payment of redundancy costs associated with restructurings and transformation and savings initiatives” that have been funded from the £1.184m Transformation and Priority Initiatives Fund (TPIF), along with the resulting beneficial outcomes for frontline services and the improvements in the Council’s budget position?

**Written Answer:** There has been one application approved. against the £1.184m balance on the Transformation and Priorities Initiative (TPIF). This is the £50k required for a feasibility study on the Harrow Card.

The introduction of a Harrow Card will enable Harrow residents to obtain discounts at local Harrow businesses and council facilities as a way of supporting local businesses, residents and the local economy in these difficult economic times.

12.

**Questioner:** Councillor Paul Osborn

**Asked of:** Councillor Bill Stephenson, Portfolio Holder for Business Transformation and Communications

**Question:** Could you provide detailed breakdowns of the £500,000 of Category Management savings, £500,000 of Agency Staff savings and £470,000 Vacancy Management savings in the budget?

**Written Answer:** Work is still ongoing in relation to the Category Management Savings breaking these down to a detail level. This exercise is expected to be complete shortly.

The proposed allocation of the Agency staff savings and vacancy management savings to directorates is as below. The finance teams are working with departmental management teams as part of the detailed budget build to break these down to individual spending areas, allowing for those where vacancy rates cannot be maintained.

	Resources	CHW	Children & Families	Env & Ent	Total
	£	£	£	£	£
0.5% vacancy rate	-119,930	-126,070	-109,590	-114,410	-470,000
£500k agency management	-121,750	-136,220	-118,410	-123,620	-500,000

13.

**Questioner:** Councillor Barry Macleod-Cullinane

**Asked of:** Councillor Thaya Idaikkadar, Leader of the Council and Portfolio Holder for Property and Major Contracts

**Question:** Could you confirm if you have been in contact with Hillingdon Council - following their successful and award-winning outsourcing of their IT to Google, saving them millions - to discuss what Harrow could learn from their success?

**Written Answer:** Yes we have been in contact with Hillingdon Council about their delivery of IT Services. We are of course always keen to learn from other Councils about their experiences and successes.

The starting point for Harrow services and Hillingdon services was very different.

At the point of the outsource of Harrow IT, our IT Service was seriously run down and at risk of failure. In fact 95% of the kit the Council was running was beyond its normal life. I would be happy to provide a long list of specific examples of the state of our IT in 2010.

At the time the Harrow solution was put in place there was not sufficient confidence in particular in cloud based solutions to then implement some of the solution currently being implemented in Hillingdon. The platforms that Harrow is putting in place will not only stabilise our IT but also provide a sound platform for future migration to cloud based solutions that will also provide an opportunity for further cost reduction.

Also Hillingdon initially put non-sensitive services onto the system and they are now progressing to use it for sensitive data as well. Harrow is not yet ready to take up these types of service because of the high level of

integration between systems. The level of integration in Harrow is a strength and allows us, particularly to the customer, to deliver a more joined up service.

It is anticipated that once the ITO Refresh is complete, the desktop has been virtualised, servers have been virtualised and the old line of business application rationalised and modernised Harrow will be in a better position to move to these types of services.

14.

**Questioner:** Councillor Paul Osborn

**Asked of:** Councillor Graham Henson, Portfolio Holder for Performance, Customer Services and Corporate Services

**Question:** Could you confirm how many Councillors have logged IT Helpdesk enquiries regarding access to and use of the remote access Outlook e-mail system?

**Written Answer:** Thank you again for your question. This is also a question about the updating of our IT to more modern and stable platforms than were in place in 2010. We have now completed the migration of users from the old Groupwise solution to Microsoft Outlook. At the same time we are putting in place much tighter guidelines on Councillors use of email to help protect the Council and Councillors from breaches of confidential data – that would attract penalties from the Information Commissioner and more importantly breach the confidence residents place in us to protect their personal information.

In total 19 members have reported problems with remote access to the Help Desk in January 2013. Of these, 10 needed their passwords reset and four were requesting replacement remote access fobs. These are not enquiries about the performance of the system more about just helping people get set up on the new system.

Furthermore to support Members, during the first two weeks of February our own IT team has attempted to contact all Councillors to see if they need additional help getting properly set up on the new systems. Of those who were contacted, 12 were experiencing performance problems and a further 5 identified functionality issues.

All Members who reported being unable to logon to the Service Desk have been contacted and are now able to log on to the system. Some problems may be specific to

individual users, whether their configuration or their unfamiliarity with using the remote access so we are proposing a series of drop in sessions.

We are also checking the performance of the underlying system and if there are any issues with this we will of course work to rectify them as soon as possible.

15.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Sachin Shah, Portfolio Holder for Finance

**Question:** Could you confirm how the consultation responses received after the publication of the draft budget have affected and influenced the formulation of the final budget?

**Written Answer:** The administration has listened to the range of responses received. There is a general recognition of the difficult financial position the Council finds itself in due to the Government's deficit reduction programme combined with pressures on the costs of providing services. There was general support for the Council's overall approach of making savings through efficiencies wherever possible and supporting the vulnerable. There was support for a range of specific proposals e.g.

- Charging for staff car parking
- Terms and conditions review savings
- Harrow Card

Particular changes that are now proposed in February that are different to December and were included in responses are:

- The proposed reduction in the voluntary sector grants budget has been reduced.
- The proposed reduction in subsidy to Harrow Young Musicians has been reduced and phased over 2 years.
- The Public Realm savings in Access Harrow have been delayed by a year reflecting the changes also taking place in 2013-14 to Public Realm services.
- The contingencies provided in 2013-14 have been increased reflecting the uncertainties the Council faces.

16.

**Questioner:** Councillor Susan Hall

**Asked of:** Councillor Margaret Davine, Portfolio Holder Adult Social Care, Health and Wellbeing

**Question:** It has been reported that the Council spent over £30,500 on Fair Trade between January 2011 and January 2013. Could you provide a detailed breakdown of this expenditure?

**Written Answer:** It was incorrectly reported to a member of the public that this sum had been spent on work towards Fairtrade accreditation. The sum in question was spent on catering supplies after a switch was made to brands of tea, coffee, sugar and other supplies which are Fairtrade accredited. These supplies are then placed on sale in the restaurant and used to supply meetings and catering orders. The actual sum spent on Fairtrade Accreditation has been approx. £2,000 in each of the years noted, sums which have covered promotional materials and running events in support of Fairtrade. The correct position has been explained to the member of the public who made the original information request and he has indicated that he is content with this.

#### **585. Key Decision Schedule February - April 2013**

Cabinet considered the Key Decision Schedule for February – April 2013 that included an item on 'Commissioning of Libraries and Leisure Management Services', which had been deferred to March 2013 Cabinet meeting.

**RESOLVED:** To note the contents of the Key Decision Schedule for February 2013.

#### **586. Progress on Scrutiny Projects**

**RESOLVED:** To receive and note the progress of scrutiny projects.

### **RECOMMENDED ITEMS**

#### **587. Key Decision - Corporate Plan 2013-15**

The Leader of the Council introduced the Corporate Plan, which set out the Council's strategic direction, vision, priorities and key activities for 2013/15 and how these would be funded by the Council. The Leader added that the Corporate Plan was aligned to a two year balanced budget, as part of the Council's continued quest to ensure an integrated approach to planning Council business. It was the first time Harrow had produced a two year balanced budget.

The Leader of the Council spoke of an optimistic future for Harrow despite the financial challenges as a result of the coalition government's cuts agenda. Harrow was a modern, efficient and ambitious Council, which sought to ensure a thriving local economy, whilst protecting the vulnerable members of the society and providing decent homes for all. He was proud that Harrow was a low cost, high performing Council and that, despite the scale and depth of the savings required, it continued to perform well.

The Leader of the Council was proud to be leading a Council which had achieved so much and continued to look ahead with a radical agenda and initiatives that would suit the needs of a modern and efficient Council. He added that the Corporate Plan assumed the position recommended to Cabinet within the budget papers with regard to the proposed increase in the Council Tax.

The Leader of the Council referred to the Council's positive engagement process as a listening Council which had sought to involve its Partners, including the voluntary sector, the private sector and local residents with a view to giving them an opportunity and a voice to help shape the budget, principles, financial plans, and define a vision for the borough for the future. Their ideas had helped contribute to the Council's final decision-making process in relation to Council services.

Members were informed of the unprecedented challenges facing the Council and the need to target the limited expenditure available. The core outcomes represented current Council business rather than fundamental changes in activity. The Leader of the Council explained that the Council's business was based on outcomes and it was looking to introduce new initiatives to mitigate the consequences of an unfair grant from the government, such as spot fines on those who dropped litter and allowed their dogs to foul the streets as a way of ensuring a cleaner borough. This initiative would help minimise the impact of cuts, which was particularly commended by the Portfolio Holder for Housing. Additionally, the focus would be on delivering services in different ways whilst making savings.

Cabinet was assured that the Council would continue to actively engage with its residents and Partners and build new relationships to help shape Harrow's future with a view to unlocking further major savings, realise invest to save projects and generate income without damaging frontline services.

The Portfolio Holders of Finance, and Performance, Customer Services and Corporate Services made reference to the budget and the Corporate Plan in the context that both provided opportunities for the borough, including an investment in the services provided. They referred to the Council which thrived on being a listening Council, engaging with its residents with a view to defining policy together and making changes when necessary. They congratulated the Leader of the Council on presenting an articulated Corporate Plan for 2013/15 with opportunities to continue with an improvement agenda over the coming years.

The Leader of the Council commended the Corporate Plan 2013/15 to Cabinet and Council.



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

That the Corporate Plan 2013/15 be adopted.

**RESOLVED:** That the Leader of the Council be authorised to make any minor amendments to the Plan, as necessary, prior to the matter going to Council for adoption.

**Reason for Decision:** To update the Council's Policy Framework and set out the Council's Direction of Travel for the next two years.

**Alternative Options considered and rejected:** None.

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

*[Call-in does not apply to the Recommendation to Council.]*

**588. Key Decision - Final Revenue Budget and Medium Term Financial Strategy 2013/14 to 2016/17**

Upon receiving congratulatory remarks from the Leader of the Council for proposing a balanced budget for two years and setting out a long term view, the Portfolio Holder of Finance introduced the report, which set out the final revenue budget for 2013/14 and the Medium Term Financial Strategy (MTFS) for 2016/17. He thanked all the Portfolio Holders and officers for assisting in the delivery of a two year balanced budget. He was proud to present a 'people' centred budget rather than one that was 'place' centred.

The Portfolio Holder for Finance provided the context in which the budget had been set and reflected on the changes since the draft budget had been considered by Cabinet in December 2012. The Portfolio Holder highlighted the unprecedented levels of cuts facing Councils, which were in the region of 28%, whilst government departments were averaging a cut of 8% only, which he considered to be unfair. Moreover, Harrow started with a low base as it received a low grant and he urged all to sign up to the 'Campaign for a Fair Grant' launched jointly with the Harrow Observer to persuade the government to improve Harrow's share of government grant allocated to Councils each year.

The 'Campaign for a Fair Grant' should be seen in the context that Harrow would lose some £10m and £9m in the next two years before taking into account the inflationary and demographic pressures. He added that the increases in fares, levied by the Mayor of London, amounted to a 'stealth' tax, which for Harrow was a cost in the region of £700k, which adversely affected on the existing pressures to the budget. Another matter that had to be resolved was the financial situation inherited from the former administration which had required the reallocation of £4m from the Capital to Revenue Budget.

The Portfolio Holder for Finance was pleased to report that the contingency fund of £125k, a legacy of the previous administration, had been increased to £3m and that the reserves had been increased by 25% to help with risks

associated with the budget. He outlined some of the key aspects proposed in the budget:

- an increase in Council Tax by 2%, a difficult decision for the Council to make due to an unfair grant from the government;
- a reduction in street sweeping;
- the hiring of additional social workers to safeguard the vulnerable, particularly children thereby ensuring that the Council's Corporate parenting role was not compromised;
- investment in the Harrow Help Scheme, to help those affected by the welfare cuts, Xcite Project and the borough's youth and a London Living wage for staff;
- retention of the Children's Centres and all libraries except that the Civic Centre and Gayton Road libraries would be merged;
- adequate contingency to meet the costs associated with the government's welfare cuts which would impact adversely on the Council. Harrow was expecting an increase in the number of homeless people;
- an increase in the overall budget for the grant giving function of the Council to the Voluntary Sector and listening to those affected by the grants given, such as Harrow Young Musicians;
- efficiency savings by improved procurement;
- helping local businesses by providing 20 minute free parking and the introduction of a Harrow Card, to help revitalise local businesses;
- provision of 'preventative' services, such as 'Circles of Support', and reablement.

Cabinet was informed of the risks associated with the budget, including those resulting from the government which was shunting its costs to the Councils whilst reducing the funding given. Additional shunting of costs from the Primary Care Trusts (PCTs) and future Clinical Commissioning Groups was also a factor which needed addressing.

In concluding his remarks, the Portfolio Holder for Finance stated that the Council had been positive in managing the demands of the budget process, whilst taking a long term view.

The Corporate Director of Resources, in her capacity as the Council's Chief Finance Officer, drew attention to the updated Risk Register, including the analysis undertaken on these risks. She drew attention to the Equality Impact Assessment (EqIA), which had been circulated to all Cabinet Members to show the cumulative impact of decisions relating to the budget.

The Corporate Director of Resources explained that some savings built-in to the budget would require further consultation. She commented on the robustness of the budget, including the adequacy of the contingency and reserves held and confirmed that these had the capacity to deal with the changes proposed. In her view, the budget was robust and that it would be monitored.

The Portfolio Holders for Performance, Customer Services and Corporate Services, and Adult Social Care, Health and Wellbeing welcomed a two year budget, which would protect the vulnerable, ensure that the services provided were sustainable with 'prevention' being a fundamental aspect in the health and wellbeing of people, whilst positioning the Council for further cuts beyond 2015.

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

That

- (1) the budget be approved to enable the Council Tax for 2013/14 to be set;
- (2) the Medium Term Financial Strategy, at appendix 1 to the report, be endorsed;
- (3) the policy on the use of the contingency, at appendix 6 to the report, be approved;
- (4) in relation to schools, the schools budget, at appendix 7 to the report, be approved;
- (5) the Reserves Policy, at appendix 9 to the report, be approved;
- (6) the Members' Allowances Scheme, at appendix 14 to the report, be adopted for 2013/14;
- (7) that the model Council Tax resolution, at appendix 11 to the report, be approved;
- (8) the Annual Pay Policy Statement for 2013-14, at Appendix 15 to the report, be endorsed.

**RESOLVED:** That

- (1) the planned investment in services and efficiency programme, at Appendix 2 to the report, be noted;
- (2) the risk assessment, at appendix 8 to the report, be agreed and referred to the Governance, Audit and Risk Management Committee for consideration and monitoring;
- (3) in relation to the model Council Tax resolution at appendix 11 to the report, the Portfolio Holder for Finance, as advised by the s151 officer, be authorised to make minor amendments prior to Council;

- (4) the Medium Term Financial Strategy at appendix 1 to the report be approved.

**Reason for Decision:** To ensure that the Council sets a balanced budget for 2013/14.

**Alternative Options considered and rejected:** As set out in the report.

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

*[Call-in does not apply to the Recommendation to Council.]*

#### **589. Key Decision - Capital Programme 2013/14 to 2016/17**

The Portfolio Holder for Finance introduced the report, which proposed the Capital Programme for 2013/14 and the indicative levels of resources for 2014/15 to 2016/17 that formed part of the annual budget review process. He explained that due to the uncertainty about the future levels of government grants, the Council had set out a detailed one year plan with indicative funding levels of £17m and £15m for the following two years.

The Portfolio Holder for Finance outlined the level of investment contained within the Capital Programme to address some of the maintenance backlog. He outlined three project areas which had been included:

- School Expansion Programme, which would be funded by the use of Section 106 planning resources if sufficient capital grant was not available;
- Transformation New Projects, which might initially be funded from reserves;
- Land Acquisition, with financing costs being capitalised as part of the development costs.

Whilst briefing Cabinet of the uncertainties, the Portfolio Holder identified some of the notable projects contained in the 2013/14 Capital Programme, such as disabled facilities grant, empty properties and private sector initiatives grants, highways programme of £4.8m, which would benefit the community, and the continued investment in Harrow Town Centre.

The Portfolio Holder for Performance, Customer Services and Corporate Services highlighted the importance of the disabled facilities grant which would support the 'prevention' agenda supported the desire to remove the backlog maintenance through the use of the Transformation money.

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

That the Capital Programme, as detailed in Appendix 1 to the report, be approved.

**Reason for Decision:** To enable the Council to have an approved Capital Programme for 2013/14.

**Alternative Options considered and rejected:** None.

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

*[Call-in does not apply to the Recommendation to Council.]*

**590. Key Decision - Housing Revenue Account Budget 2013/14 and Medium Term Financial Strategy 2014/15 to 2016/17**

The Portfolio Holder for Housing introduced the report, which set out the Housing Revenue Account (HRA) Budget for 2013/14 and the Medium Term Financial Strategy (MTFS) for 2014/15 to 2017/17.

The Portfolio Holder was proud to report on a healthy position in relation to the Council's Housing Revenue Account (HRA), which was being presented to Cabinet following consultation with the Tenants', Leaseholders' and Residents' Consultative Forum, particularly in respect of the proposed rent increase to reflect increased property valuations following the investment in the stock since 1999 and to provide flexibility to develop measures to help those most affected by the government's welfare reform, such as a hardship fund.

The Portfolio Holder summarised the report as follows:

- the overall HRA presented balances of £3.5m over the next four years of the MTFS. The proposed increase in rents would increase balances in the short term allowing the Council to develop a framework for the hardship fund;
- rents and service charges were subject to change if the proposal to increase property values was approved, whilst garage rents would be frozen until the completion of the Garage Strategy review;
- it was intended to increase facility charges to reflect the increase in costs;
- water charges would be based on notified amounts by the provider;
- community centre charges would be increased by 2%;
- the capital programme highlighted the scale of investment and works that would be included in the final programme.

The Portfolio Holder highlighted that a full Business Plan would be presented to Cabinet in April 2013, which would be guided by the decision on rents, the impact of welfare reform, proposals on new affordable housing and the use of capital receipts. He added that having received a clear steer for the provision of additional affordable housing, tangible proposals were being worked on, and he commended the report to Cabinet.

The Corporate Director of Community, Health and Wellbeing referred to the consultation undertaken through the Tenants', Leaseholders' and Residents' Consultative Forum (TLRCF). He was pleased to report on the extra investment secured to help improve customer services and make a contribution to the Harrow Help Scheme, which would help those affected by the government's welfare cuts.

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

That

- (1) the Housing Revenue Account (HRA) Budget for 2013/14, including the additional rent to be generated by the proposed Rental Strategy, be approved;
- (2) the HRA Capital Programme, as detailed in Appendix 7 to the report, be approved;
- (3) the Portfolio Holders for Housing and Finance, in conjunction with the Corporate Directors of Community, Health and Wellbeing and Resources, be delegated authority to adjust the Capital Programme, within the overall capital envelope for 2013/14, without seeking approval from Cabinet to ensure delivery of works.

**RESOLVED:** That

- (1) the Medium Term Financial Strategy (MTFS) for the Housing Revenue Account (HRA), as detailed in Appendix 1 to the report, be approved;
- (2) an average rent increase of £4.74 (4.64%) in line with the revised Rental Strategy, detailed in paragraph 20(b) of the report, resulting in an average weekly rent of £106.88, be approved;
- (3) the additional rental income generated in 2013/14, detailed in paragraph 21 of the report, be used to complement the General Fund in assisting Council tenants under the Harrow Help Scheme;
- (4) an average service charge increase of £0.07 (2.61%), resulting in an average weekly service charge of £2.75, be approved;
- (5) in accordance with the policy recommended by the Tenants', Leaseholders' and Residents' Consultative Forum in January 2012, that garage and car parking rents be frozen pending finalisation of the Garage Strategy, be approved as set out at appendix 3 to the report;

- (6) an increase in energy [heating] charges of 10% from 1 April 2013, as detailed at Appendix 4, be approved;
- (7) an increase in annual water charges based on notified amounts from Veolia Water, as set out at Appendix 5, be approved;
- (8) Community Centre charges, as set out in Appendix 6, be increased;
- (9) the changes to the staffing establishment to reflect the "Getting closer to the Customer" initiative be noted.

**Reason for Decision:** To publish the final HRA budget and set Council rents and other charges for 2013/14.

**Alternative Options considered and rejected:** As set out in the report.

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

*[Call-in does not apply to the Recommendation to Council.]*

**591. Key Decision - Treasury Management Strategy Statement, Prudential Indicators and Minimum Revenue Provision (MRP) Policy and Strategy 2013/14**

The Portfolio Holder for Finance introduced the report, which set out the Council's Treasury Management Strategy (TMS) Statement, Prudential Indicators and Minimum Revenue Provision (MRP) Policy for 2013/14.

The Portfolio Holder outlined the amendments proposed to the Counterparty Policy, as follows:

- a maximum maturity return to 12 months for those banks that met the more demanding credit quality of specified investments;
- that the use of the money market funds was extended to enhanced cash funds, which had received cross-party support at the Governance, Audit and Risk Management Committee in January 2013.

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

That

- (1) the Treasury Management Strategy (TMS) and Prudential Indicators be approved;
- (2) the Minimum Revenue Provision Policy and Strategy for 2013/14 be approved.

**RESOLVED:** That the report be referred to the Governance, Audit and Risk Management Committee for review.

**Reason for Decision:** To promote effective financial management and comply with the Local Authorities (Capital Finance and Accounting) Regulations 2003 and other relevant guidance.

**Alternative Options considered and rejected:** As set out in the report.

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

*[Call-in does not apply to the Recommendation to Council.]*

## **RESOLVED ITEMS**

### **592. Key Decision - Activities and Short Breaks for Disabled Children and their Families**

The Portfolio Holder for Children, Schools and Families introduced the report, which explained why activities and short break services for disabled children should be re-tendered for 2013 to deliver savings, improve services, outcomes and choice. The Portfolio Holder added that Councils had a statutory duty under the Breaks for Carers of Disabled Children Regulations 2011 to provide short breaks for carers of disabled children in their area.

The Divisional Director of Special Needs Services set out the context for the report, which sought to support families with disabled children. The statutory duty in which Councils operated was to enable parents and carers to undertake their caring role more effectively and to undertake the following:

- participate in education, training or any regular leisure activity;
- meet the needs of other children in the family more effectively;
- carry out day to day tasks which they must perform in order to run their household.

The Divisional Director explained that the current programme also offered a range of after school activities; however the range of providers was limited and the proposal was to expand the range in order to provide greater choice and make it conducive to parents using personalised budgets. He outlined the positive impact of parent carer participation in the development of short breaks, which had helped to reduce social care interventions. He concluded by saying that Harrow had approximately 250 Looked After Children and of this only 14 had a disability.

**RESOLVED:** That

- (1) approval be granted to tender and set up a Framework Agreement for activities and short break services for disabled children from 2013 onwards;
- (2) the Corporate Director of Children and Families, in consultation with the Portfolio Holders of Children, Schools and Families and Property



and Major Contracts, be delegated authority to award contracts under the Framework Agreement for activities and short breaks for children with disabilities.

**Reason for Decision:** To note that the Framework contract value (for multiple providers) was in excess of £1,000,000 over 4 years. To deliver savings as part of the Medium Term Financial Strategy for the financial year 2014/15.

**Alternative Options considered and rejected:** To continue to commission current services at the same level as in financial year 2013/13.

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

**593. Key Decision - Shared Public Health Team - Transfer Scheme for Assets, Liabilities and HR**

The Portfolio Holder for Adult Social Care, Health and Wellbeing introduced the report, which set out the position in respect of the establishment of a Shared Public Health team to support both Harrow and Barnet Councils. The Portfolio Holder outlined the key areas and added that the new arrangements would provide increased capacity and skill base for both boroughs and a focus on health improvement. She added that the proposal would help minimise expenditure, including costs associated with back office staff thereby allowing resources to be redirected to frontline services.

Cabinet was briefed on the amount of money received and whilst more money had been received than expected, Harrow had received less than the London average. Moreover, Harrow had a number of additional obligations to address, including new responsibilities such as infection control, undertaking pharmaceutical needs assessment and promotion of public health outcomes of oral health.

The Portfolio Holder outlined the contents of the Transfer Scheme, which addressed matters such as assets, estates, data and contract, and the Transfer Order, which would list all public health staff who would be transferring to the Council, including the terms and conditions of their transfer. In terms of staffing, a matching process was ongoing and displaced staff would be redeployed or made redundant at no cost to the Council.

In conclusion, the Portfolio Holder informed Cabinet that an agreement would be signed at a meeting scheduled for 26 February 2013. She referred to the Clinical Commissioning Group Core offer which was a mandatory function of the Public Health team and the Memorandum of Understanding (MOU) outlined the framework within which the Public Health team and the two Clinical Commissioning Groups would operate.

The Corporate Director of Community, Health and Wellbeing thanked all those involved, including staff, in this journey.

**RESOLVED:** That

- (1) the list of contracts that were to transfer to Harrow Council on 1 April 2013 be noted;
- (2) the progress on the Memorandum of Understanding (MOU) and the Clinical Commissioning Group Core Offer (CCG) be noted;
- (3) the allocation of any unallocated contingency/additional grant arising from the Public Health grant be delegated to the Portfolio Holder for Adult Social Care, Health and Wellbeing, in consultation with the Portfolio Holders for Finance and Children, Schools and Families, and advised by the Corporate Directors of Community, Health and Wellbeing and Children and Families;
- (4) the Corporate Director of Community, Health and Wellbeing, in consultation with the Portfolio Holder for Adult Social Care, Health and Wellbeing, be authorised to:
  1. agree the finalised transfer scheme for the contracts and liabilities and the transfer order for the public health staff;
  2. sign off of the final CCG Memorandum of Understanding for the Core Offer.

**Reason for Decision:** To note that as of April 2013, public health responsibilities, together with a ring fenced grant would transfer from the Department of Health to local authorities. Local authorities would have a duty to promote the health of their population and also take on key functions requiring robust plans to be in place to protect the local population and to provide public health advice to NHS Commissioners.

To note the areas of work that were taking place, in conjunction with NHS North West London and NHS North Central London, to complete the transfer of the Public Health function by April 2013.

To focus on the transfer of contracts and staff for the Public Health services that would become the Council's responsibility, based on current available NHS guidance and legal and contracting arrangements required of the Council.

**Alternative Options considered and rejected:** None.

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

**594. Key Decision - Revenue and Capital Monitoring for Quarter 3 as at 31 December 2012**

The Portfolio Holder for Finance introduced the report, which set out the Council's Revenue and Capital monitoring position as at 31 December 2012. The Portfolio Holder added that the Council was projecting an underspend of

£2m as at 31 December 2012 and he was expecting this to be realised at year end. He identified the key areas, as follows:

- an underspend of £250k from the accumulated service credits to date, due to the provisions for reduced payments in the event of service failures with the Capita contract;
- the need to offset the levy from West London Waste Authority;
- changes to the Investment Strategy.

The Portfolio Holder identified the risks which centred around the Primary Care Trust (PCT). He confirmed that £2.489m had recently been received from the PCT but it was intended to recouperate all the money owed to the Council.

In relation to the Capital Programme, Cabinet was informed of the slippage, which was due to matters outside the Council's control. The Portfolio Holder commended the report to Cabinet.

**RESOLVED:** That

- (1) the revenue and capital forecast outturn position at the end of December 2012 be noted;
- (2) the transfer from Earmarked Reserve, detailed in paragraph 22 of the report, be approved;
- (3) the revenue virements, detailed in paragraph 25 of the report, be approved;
- (4) the debt write off, as detailed in paragraph 33 of the report, be approved.

**Reason for Decision:** To present the forecast financial position and actions required to be taken.

**Alternative Options considered and rejected:** None.

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

#### **595. Key Decision - Non-Domestic Discretionary Rate Relief, Changes to Charity Shop Eligibility**

Cabinet received a report of the Corporate Director of Resources, which set out proposals following a commissioning process to exclude charity shops from receiving relief in the future and to ensure that the budget was not overspent.

The Portfolio Holder for Finance stated that this was a difficult decision for Cabinet to make but having looked at the overall support given to the voluntary sector, the proposals were a fair way forward. He added that charity

shops would continue to be awarded the compulsory 80% Mandatory Charity Relief. The proposal only prevented them from being awarded the 20% top up discretionary rate relief, resulting in the charity shops having to pay 20% of their business rates.

**RESOLVED:** That

- (1) Charity Shops no longer be eligible for Discretionary Rate Relief (DRR);
- (2) awards of DRR to this category of charity stop as soon as legally practical but not before 31 March 2013;
- (3) no relief will be awarded under the new powers of s69 of the Localism Act 2011 which amended s47 of the Local Government Finance Act 1988.

**Reason for Decision:** To decrease the amount of awards granted so expenditure remained within the new reduced budget.

**Alternative Options considered and rejected:** As set out in the report.

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

#### **596. 2013/14 Council Statement of Risk Appetite**

The Portfolio Holder for Performance, Customer Services and Corporate Services introduced the report, which sought to ensure that stakeholders were fully aware of the level and quantity of risk exposure carried by the Council in pursuing its strategic objectives. He added that it was for Cabinet to review and approve the Statement to ensure that the risks the Council was willing to take to achieve the strategic vision were measured, consistent and compatible with the Council's capacity to manage risk and that they did not expose the Council or its stakeholders to an unknown unmanaged or unacceptable degree of risk exposure.

The Portfolio Holder identified the main types of risks associated with Council business, particularly when assessing its budgets. He added that all Members and staff had a general duty and responsibility to manage risks as an integral part of their roles.

The Portfolio Holder for Finance welcomed the report and stated that savings could not be made without increasing risks, and it was important for the Council to assess its appetite for risk. He suggested that risk assessments should be carried out at the outset of the budget process.

**RESOLVED:** That the 2013/14 Council Statement of Risk Appetite, enclosed as an appendix to the report, be approved.

**Reason for Decision:** To ensure the Council complied with good professional practice and supported the aims and objectives of the Chartered Institute of Public Finance (CIPFA) Solace Good Governance Guide 2012.

**Alternative Options considered and rejected:** As set out in the report.

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

**597. Employees' Consultative Forum Terms of Reference - Proposal for Revisions**

Cabinet received a report of the Assistant Chief Executive, which set out proposals for changes to the Employees' Consultative Forum's Terms of Reference. The report also proposed the establishment of a Sub-Group.

The Portfolio Holder for Performance, Customer Services and Corporate Services reported that the reduction in formal meetings of the Forum would help reduce cost and speed up the process of engagement between the Council and the Unions. He added that the proposal had received cross-party support.

**RESOLVED:** That the revised Terms of Reference for the Employees' Consultative Forum, as recommended by the Forum on 31 January 2013, be approved.

**Reason for Decision:** To facilitate quick outcomes. Some discussions held in the public arena did not assist the Council's reputation. The bureaucracy associated with meetings was a drain on Council resources.

**Alternative Options considered and rejected:** As set out in the report.

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

**598. Key Decision - Grant Recommendations for Outcomes Based Grants 2013/16 and Small Grants Funding 2013/14**

The Portfolio Holder for Community and Cultural Services introduced the report, which set out information on applications that had been made for Council funding under the Outcomes Based Grants programme for 2013/16 and the Small Grants programme for 2013/14.

The Portfolio Holder provided a background to the report, including the grant allocation process, and the basis on which the recommendations were being submitted to Cabinet. He added that the Council had consulted fully with the Voluntary and Community Sector on the Third Sector Investment Plan which was approved by Cabinet in November 2011, which had made reference to the desire of the Sector for a different approach to the Council's Discretionary Grants programme. As a result, the Council had approved a 3-year Outcomes Based Grant and an annual Small Grants programme.

Cabinet was informed that, as a result, the Council was now asking the applicants to demonstrate how they could deliver services against core outcomes. Moreover, the Council was now offering stability over a longer term for the delivery of those outcomes as well as continuing to support

smaller projects and organisations on an annual basis. In addition, a consistent and transparent process of assessment of applications was done and one which allowed room for improvement following feedback. It was important to recognise the meticulous nature of the initial assessment. Thereafter, a quality assurance of the process was carried out by independent officers.

The Portfolio Holder added that an equality impact assessment had also been considered, two workshops were held and additional support provided to a number of organisations. He commended the report to Cabinet, including the approval of funding of 14 organisations for Outcome Based Grants and 26 organisations for Small Grants, subject to the outcome of the appeal process. Cabinet was informed that the grants process supported some 15,000 residents.

In response to a comment from the Portfolio Holder for Finance, the Portfolio Holder for Community and Cultural Services stated that the outcomes based process had been initiated by the Voluntary Sector and he agreed that this example was good practice that could be applied to aspects of the Council's business.

**RESOLVED:** That

- (1) £75,000 be ring-fenced from the Grants budget to fund the commissioning of an infrastructure support service for the Third Sector during 2013/14, as set out at paragraph 2.2.2 of the report;
- (2) grant applicants be awarded funding at the levels set out in paragraphs 2.2.3 (Small Grants) and 2.2.4 Option 3b (Outcome Based Grants) of the officer report, subject to:
  - (a) receipt of satisfactory references and supporting documents by the 11 March 2013;
  - (b) confirmation from applicants that the proposed project or activity could be delivered at the same or different level as described in the application with the amount of grant recommended by the 11 March 2013;
  - (c) satisfactory responses to any queries raised by the Grant Assessment Panels by the 11 March 2013;
  - (d) completion of the appeals procedure and any changes to the amounts awarded necessitated by decisions on appeals;
- (3) authority be delegated to the Corporate Director of Community, Health and Well-Being, in conjunction with the Portfolio Holder for Community and Cultural Services, to withdraw funding offers where organisations do not comply with the conditions as detailed in resolution 2 above;
- (4) authority be delegated to the Divisional Director Community and Culture, in conjunction with the Portfolio Holder for Community and Cultural Services, to consider and determine appeals with the support

of an Independent Adviser and vary both the percentage grant awarded and the threshold above which grant awards are made in light of decisions taken on appeals.

**Reason for Decision:** To award Council funding under the Outcomes Based and Small Grants programmes to Third Sector organisations to support them in delivering their services to Harrow residents.

**Alternative Options considered and rejected:** As set out in the report.

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

(Note: The meeting, having commenced at 7.30 pm, closed at 9.13 pm).

(Signed) COUNCILLOR THAYA IDAIKKADAR  
Chairman

# Harrow Council

## Corporate Plan

### 2013 - 15

Final Version 4<sup>th</sup> February 2013



## Harrow Council Corporate Plan 2013 - 15

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## **Foreword by Leader of the Council**

Despite the significant financial challenges we are facing, I believe in a great future for Harrow. We are a well-run, low cost and efficient Council with ambitions to create a thriving local economy, to protect our residents who are most in need and to do our best to ensure everyone has a decent home.

This year's budget, which is balanced for the next two years, has been the most challenging in decades and we have had to make tough decisions to balance the books. Between 2010 and 2015 we will have taken £75m out of a controllable budget of £188m. Our situation is worsened by a historically low grant from central Government which has also meant that, over the years, we have been unable to build up our reserves to the level of other councils. It was with a heavy heart that we decided to raise Council Tax by 2% but this means we are able to keep our libraries and children's centres open, invest in care for the elderly and increase the number of children's social workers we employ. We can also retain our programmes to get people into work and invest in a local Harrow Card to promote local shopping and support our businesses and town and district centres. However, we will be taking every opportunity to fight for a fair deal for Harrow and improve our share of grant funding allocated to Councils each year.

I am particularly concerned about the impact of the Welfare Reform Act on our most vulnerable residents and we are working hard to ensure they are fully informed and have access to support, not just from us but from our partners in the Third Sector and the wider community. It is also why we are launching the Harrow HELP Scheme to provide a safety net for those who are really struggling. My personal ambition is to increase the amount of affordable housing this borough is able to provide, ensuring that our residents can afford to live in the borough, making the most of family networks and keeping communities together.

Our vision, which was set together with the people of Harrow, is: 'Working Together, our Harrow, our Community,' and we take it and the engagement process we went through to agree it, very seriously. That's why we will continue to engage positively with our partners and residents when making key decisions on how to deliver that vision. We will listen and use this feedback to shape the future of the Council.

As well as listening to our residents, we are also keen that they get involved. Given the significant funding cuts being made by Government and financial pressures we are facing, it is important that residents also help us to reduce costs, by doing something for their community. Whether it is becoming a Neighbourhood Champion, putting litter in the bin, picking up litter outside your home, recycling more or volunteering, there are many things that can be done that will ensure we can then target our resources more effectively.

Government cuts are and will continue to make this a challenging environment for any Councillor who wants the best for their community. But I know that with your help, together we can meet these challenges.

Cllr Thaya Idaikkadar  
Leader

## Introduction

In 2010, the Government's Comprehensive Spending Review meant Councils received the most challenging funding settlement in decades, resulting in a 28% cut to local government funding over the 4 years to 2014/15. As a consequence Harrow Council will have delivered £75m worth of savings from a controllable budget of £188m between 2010 and 2015 (£62m of this is as a result of cuts to our grant funding and £13m as a result of increasing demands and pressures on our services).

By and large we have demonstrated a successful track record in delivering these savings through our Better Deal for Residents and Transformation programmes which identified efficiencies; adopted a more commercial approach to our major contracts and procurement to secure better value for money; installed new technologies in our libraries and refuse vehicles; and introduced new and innovative ways of delivering services such as children's centres, reablement and online customer services. We have also reduced management and staffing costs through a commitment to reduce the number of senior managers from 30 to 20 and the staff terms and conditions project. This meant that as well as modernising and simplifying staff terms and conditions, senior managers have seen their pay reduce by 2.5%, other staff took a 1% pay cut and the lowest paid are now guaranteed the London Living Wage. Overall, our workforce is now 20% smaller than it was 6 years ago. This has meant that we have been able to contain growth in demand for services and inflation and reduce our costs whilst continuing to make real improvements to some areas and protecting other services.

As a Council we have had to do this against a challenging and constantly changing backdrop. For example, the Census results last year showed we now have 1,000 more people aged over 80 and some 3,900 more 0-4 year olds, increasing the demand for adult social care services, early year's services and school places. We are also facing increasing demands from an increased level of scrutiny and regulation of services, particularly for children.

We are also in the midst of implementing a large public sector reform agenda from Government that is transferring new responsibilities to the Council, some of which are underfunded as the level of funding the Council is set to receive is insufficient to meet the current demands for these services. This means the Council has to decide between reducing the level of service on offer so it fits the level of funding received or find savings from elsewhere within the Council budget to make up the shortfall.

Some of the reforms also provide us with new and exciting opportunities to influence residents' quality of life for the better, like the health reforms, the transfer of public health to the Council from April 2013 and the increasing role given to local authorities to promote local economic growth. It means that despite the challenging circumstances faced by the Council, businesses and our health partners, we remain positive about delivering our ambitions for our residents' health and well-being and our long term vision for housing and business growth as set out in our 15 year development plan – the Core Strategy.

For the first time, we have set a balanced budget for the next two years (2013/14 and 2014/15.) In doing so, we have had to take some very difficult decisions, like putting up Council tax this year by 2% in order to protect important services like keeping libraries and children's centres open and investing in care for the elderly and the number of children's social workers to cope with increasing demand for these services as a result of population growth. It also sets a direction to 2015 and beyond that enables the Council to realign its limited resources to reflect key priorities and re-

focus on what we can all do together to promote a thriving local economy and support those most in need within our community.

### **2012 Achievements:**

- Created and attracted £296m of strategic development and investment into the borough (since 2009) and permitted a further £1.1bn of development particularly with the granting of planning permission for the Kodak Site;
- Helped over 145 people back into work through our Xcite programmes and apprenticeship schemes;
- Facilitated a 7.7% rise in the number of active businesses in the borough through a package of support to businesses including markets, festivals and a 'How to set up a Business' Guide;
- We continue to have some of the best schools in the country. We are ranked 6<sup>th</sup> nationally by Ofsted as an area where pupils are most likely to attend a good or outstanding primary school. The innovative Harrow Schools Improvement Partnership (HSIP) set up by the Council continues to support schools in their achievements, whilst making significant savings to the overall costs of school support;
- We have some of the highest numbers of young people in education, employment or training nationally;
- Our adoption service continues to be one of the best in the country;
- Nearly 64% of Harrow students achieved the national benchmark of 5 A\*-C GCSEs including English and Maths, putting the borough 21<sup>st</sup> in the country. A number of local schools and academies have again achieved their best individual results.
- 97% of adult social care users felt personal budgets had improved their quality of life;
- Tenant and leaseholder satisfaction with repairs and major works projects has been maintained;
- Despite the economic conditions we have one of the lowest homeless rates in London;
- Recycling rates remain at around 50%;
- We organised the Queen's visit to the borough to celebrate her Diamond Jubilee;
- We welcomed the Olympic and Paralympic torch relays to the borough;
- There has been a 20% increase in people using the leisure centre since we introduced new management in 2011;
- We won awards for our innovative online banking style MyHarrow account which now has just under 30,000 subscribers;
- 90% of calls to the Council's contact centre are answered in 30 seconds and 90% are resolved at first point of contact;
- We achieved the Customer Service Excellence standard for the third year in a row
- We have set up a joint legal practice and Public Health Service with a neighbouring borough enabling us to reduce costs whilst maintaining service levels;
- Levels of serious youth violence and residential burglaries are now falling;
- We have modernised and simplified the terms and conditions for Council employees that also delivers the London Living Wage for the lowest paid Council staff;
- The Equality and Human Rights Commission praised Harrow Council for our transparency and ease of access to equalities data and assessments;
- We have achieved significant procurement savings from our print, highways and repairs contracts amongst others.

## **Council Vision & Priorities to 2015:**

The Council's vision is, and remains: '**Working Together: Our Harrow, Our Community**'

The vision is rooted in the community and our ambition for the borough. We believe that the people of Harrow are what makes us strong, distinctive and will enable us to succeed. As a community, Harrow is one of the most religiously diverse boroughs in the country, around 139 different languages are spoken, and we have more married couples than anywhere else in the UK. The people of Harrow respect each other, encourage each other and support each other.

As a Council, we will continue to make engaging and involving the community the hallmark of our approach to developing and providing services. We will continue to engage with our partners, service users, businesses and residents and listen to their needs, using that feedback to inform our decisions, services and priorities. It has therefore never been more important for us to continue to work together to improve the quality of life for everyone in Harrow given these tough economic times.

As a Council we will continue to deliver the vision by realigning expenditure over the next two years to ensure we target our resources to make the biggest impact on key outcomes within our agreed Corporate Priorities:

- 1. Supporting and protecting people who are most in need,**
- 2. Keeping neighbourhoods clean, green and safe,**
- 3. United and involved communities, and**
- 4. Supporting our town centre, our local shopping centres and businesses.**

We will achieve this by taking decisions that reflect five fundamental principles:

### ***1. Continuing to make savings within the Council***

We must become a more enterprising and business-like organisation and consider how, as a Council we can become less reliant on a continuously diminishing Government grant by exploring every opportunity to bring new sources of income into the Council in order to have the financial means to protect the services, priorities and outcomes residents most need. We will continue to aspire to deliver better outcomes in the most effective, efficient and sustainable way and ensure our IT infrastructure is able to support this. We will therefore:

- Continue to improve our procurement process to extract greater value for money from our contracts;
- Continue to reduce staffing costs through reorganisation and introducing tighter spending controls on interim and agency staff;
- Explore options for trading and providing services with other boroughs and expanding our joint legal practice;
- Introduce the innovative PRISM project which will deliver a new organisational structure and new approach to delivering environmental services through unified on-street services and better use of technology;
- Reduce the number of formal committee meetings;
- Change the way we work in the Civic Centre, by reducing the need for staff to come into the office by giving them up to date IT, thus enabling them to spend more time out in the community and the Council to reduce the overall size of our office space.

## **II. Ensuring the services residents need most are protected from drastic cuts**

As far as is possible we want to try to limit the levels of cuts and savings required from service areas that play a vital role in delivering our corporate priorities. We want to be able to re-focus our resources to help people help themselves and their communities more. We will need to look at how, by working with residents and the voluntary and community sector, we can improve the capacity and resilience of all communities within the borough to be able to come up with solutions to the challenges their communities face and be able to step in where public services can no longer operate. We will therefore:

- Retain the current waste collection cycles;
- Keep Children's Centre Services open;
- Keep Harrow Arts Centre, Museum and Libraries open;
- Ensure leisure and sports facilities remain available to the community;
- Protect services to carers and reablement services;
- Invest in extra children's social workers and adult social care in order to meet rising demand and population growth;
- Look at how we can engage with residents so they can help us to reduce costs by doing something for their community, for example; becoming a Neighbourhood Champion, picking up litter, recycling more or volunteering.

## **III. Supporting residents most in need, in particular, by helping them find work and reducing poverty**

We will continue to prioritise our core commitment to help and support those most in need in our community. One of the most important ways in which we can help residents improve their quality of life, health and wellbeing in these difficult times is to help those in need to get out of or avoid poverty, maximise their income and find work. We will therefore:

- Launch the Harrow HELP Scheme to improve the access to support and advice for residents affected by the economic downturn and welfare changes;
- Work with the voluntary sector to improve access to debt and financial advice, encourage the use of credit unions and prevent residents from having to use loan sharks or pay day loans;
- Continue to invest in our successful Xcite employment programmes and graduate apprenticeship scheme to help get our local residents and young people into work;
- Aspire to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people;
- Support economic growth and development in the borough by helping to create 4,000 new jobs and 5,350 new houses, including affordable houses, by 2026;
- Deliver an efficient public health service within the resources available, to positively influence resident's health and well-being;
- Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external funding;
- Explore the setting up of a Harrow Energy Co-operative to help reduce fuel bills and alleviate fuel poverty;
- Consider how we can best continue to support those families at risk from homelessness to remain within the borough.



#### **IV. Encouraging growth and investment in Harrow, supporting the Town Centre, local businesses and district centres.**

Harrow is a borough with significant potential. The regeneration programme for the borough is a once in a generation opportunity to make a real difference to the place and people's quality of life by building new houses, encouraging business development, improving the town centre and district centres and creating new job opportunities. Encouraging growth in the local economy is a vital component in being able to offset some of the worst effects of the current economic conditions. It raises much needed income to invest in social infrastructure such as schools, leisure and sports facilities and transport improvements that the people of Harrow can be proud of. We will therefore:

- Continue to deliver the £1bn regeneration investment into the borough and associated improvements to our shopping and leisure facilities;
- Explore creating a single access point for information and advice for businesses particularly on Council contracts, apprenticeships, fair pay and sustainability;
- Introduce a 'Harrow Card' available to those living and working in the borough to promote local shopping and the use of Council facilities as a way of supporting local businesses;
- Use our Capital Programme to support our regeneration ambitions by investing in additional school places, a substantial housing adaptations programme, maintaining our roads and pavements and improving St Ann's Road and Lowlands Recreation Ground;
- Invest in house-building and increasing the supply of affordable housing for residents in need of a home by bringing underused plots of land owned by the Council back into use and investigating using our pension fund to finance house-building;
- Consider ways of bringing stalled developments and empty properties back into use;
- Encourage use of our libraries and the upgraded People's IT Network so that everyone has the ability to access services online.

#### **V. Working with our partners and listening to our residents to make sure the right decisions are made for the community**

Community engagement and involvement is an important feature of how this Council approaches decision-making. Given these tough economic times, it has never been more important for everyone to have the opportunity to get involved and take part in the planning, development, delivery and scrutiny of services. The Council and its partners will continue to work together to make sure that services remain focussed on responding to the needs of residents and businesses and improve the quality of life for everyone in Harrow. We will therefore:

- Listen to our partners and residents through Let's Talk events on important issues and our consultation programme on major changes to key services;
- Improve the way in which we empower young people to be involved in decision making and make an effective contribution to community life;
- Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough;
- Increase the number of tenants and residents involved in shaping and scrutinising the housing service.

As a result, Council staff, regardless of level or role will continue to experience significant change particularly as we see more services delivered with partners, by private, public or third sector providers and through shared services.

The scale of the challenges facing the Council requires that our workforce and that of our partners is suitably skilled and motivated. The Council's new Strategy for People 2013-2016 will set out the Council's strategy to ensure this collective workforce is able to meet those challenges and will focus on ensuring our workforce has the capability, competence and confidence to deliver quality services to our community.

### **The Council Beyond 2015:**

We know there are some tough times still ahead. Given the Government's deficit reduction plan will have to continue until at least 2018, the need for the Council and other parts of the public sector to continue to make further savings will not go away. The Medium Term Financial Strategy already predicts gaps in the order of £15.7m in 2015-16 and £14.2m in 2016-17. If we are going to successfully lever out this level of additional saving whilst retaining the ability to deliver against our vision and priorities, protect key services and continue to make a difference to the shape of the borough and people's lives there is a need to start considering now, what shape the Council should take from 2015 onwards, and what outcomes we will be able to afford to deliver.

We will have a huge agenda and limited resources, so the status quo will no longer be an option. We will need to continue to push the boundaries of innovation and transformation whilst retaining a focus on our priorities and their key outcomes. This will mean doing things differently, scaling back some operations and stopping others in order to be able to ensure a continued focus on the areas of greatest need where we can have the maximum impact.

The principles we have set ourselves in this Corporate Plan and Medium Term Financial Strategy will continue to set an important foundation stone for the next phase of the Council's transformation. So for instance, particular consideration will need to be given to: the risks and opportunities of becoming a more commercially minded and enterprising organisation able to raise more of its income locally; exploring how we can continue to attract further investment and new businesses to the borough and supporting existing businesses to grow; the opportunities for sharing further services with neighbouring boroughs or pan-London; how we can work with residents and partners to reduce demand for public services and switch services from treating problems to preventing problems; and how we can re-negotiate the relationship with residents so people and communities are better able to help themselves more.

Setting a balanced budget for the next two years, allows time for that debate to take place with residents and partners on what the way forward should look like and how, together, we can get there.



## Corporate Delivery Plan 2013 – 2015

<b>Corporate Priority</b>	<b>Supporting and protecting people who are most in need</b>
Specific outcomes we want to achieve	<p>a. Ensure the most vulnerable children, young people and adults are appropriately cared for, safeguarding them from harm and abuse.</p> <p>b. Families and individuals most in need are helped to access quality, affordable housing, find employment and get out of or avoid poverty.</p> <p>c. Harrow residents are supported to live as independently as possible.</p> <p>d. Improve the mental health and well-being of residents, particularly young children and teenagers.</p> <p>e. Maintain life expectancy in the borough but reduce the health inequalities gap. .</p> <p>f. Reduce the gap between educational attainments of the more vulnerable and disadvantaged groups of young people and the general child population.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue doing:</i></b></p> <ul style="list-style-type: none"> <li>• Keep children’s centres open so families can access information and services from a team of professionals tasked with supporting parents to give young children the best start in life</li> <li>• Provide early intervention services to prevent safeguarding issues developing, reduce involvement in crime and target teenagers most at risk</li> <li>• Increase the number of people with personal budgets and able to access the online care portal to find support products, services, activities and events that meet their needs</li> <li>• Provide short term intensive reablement support to residents to restore their independence and prevent admission to hospital</li> <li>• Assist families who are experiencing inter –generational unemployment and barriers to work through our Families First Project</li> <li>• Deliver a joint public health service with a neighbouring borough</li> <li>• Work to reduce incidences of domestic violence</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Provide employment support for unemployed residents</li> <li>• Increase job creation through encouraging business development and growth in the borough</li> <li>• Introduce a Harrow Help Scheme to provide information, support and emergency relief to households affected by Welfare changes in the borough</li> </ul>

	<ul style="list-style-type: none"> <li>• Invest in improving the provision of information and advice services through the voluntary and community sector for those most in need</li> <li>• Increase the supply of affordable housing and using the private sector more to help meet the housing need</li> <li>• Explore a licensing scheme for private sector rental properties</li> <li>• Increase the number of social workers looking after children</li> <li>• Support young people to make a positive contribution to society</li> <li>• Drive continuous improvement in services to meet and exceed the raised standards of regulators including Ofsted, by implementing the improvement plan for Children’s Services</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Work with the West London Alliance to secure a better contract that will save us money on the Supporting People grants</li> <li>• Reduce the demand for special needs transport by delivering independent travel training and exploring options for an alternative provider</li> <li>• Restrict the issuing of taxicards to match the available funding from Transport for London</li> <li>• Encourage improvements to the energy efficiency of homes in the borough by maximising the use of external sources of funding</li> <li>• Develop community capacity to support vulnerable people</li> </ul>
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<p>Indicators that show how we are delivering against the outcome</p>	<p>The satisfaction of users of care services and the extent to which users feel safe and secure, for example:</p> <ul style="list-style-type: none"> <li>• The proportion of people who use services and say that those services have made them feel safe and secure.</li> </ul> <p>Measures relating to the safeguarding of children for example:</p> <ul style="list-style-type: none"> <li>• Children who become subject to a Child Protection Plan for a second or subsequent time</li> </ul> <p>Measures which show the impact of our targeted early intervention services such as those offered through our Childrens Centres.</p> <p>Regular monitoring of trends and actions relating to housing supply and the ways in which residents are assisted to find employment, for example:</p> <ul style="list-style-type: none"> <li>• Provision of affordable new rented and intermediate housing to address housing priorities across Harrow</li> <li>• How Harrow's figure for the percentage of residents claiming Job Seekers Allowance differs from that of London as a whole</li> </ul> <p>Indicators of new job creation, such as the projections of employment arising from new developments and the success of Council employment programmes such as Xcite.</p> <p>Measures related to support for residents to live independent lives, for example:</p> <ul style="list-style-type: none"> <li>• Percentage of clients who do not receive ongoing social care following a reablement service;</li> <li>• Client satisfaction with the reablement service.</li> <li>• Satisfaction and quality of life as a result of receiving a personal budget</li> </ul> <p>Life expectancy and trends in underlying health indicators, for example birth weight, infant feeding, obesity in children, smoking prevalence and diabetes rates.</p> <p>Measures of the difference in educational attainment between identified groups of children and the schools population generally, for example:</p> <ul style="list-style-type: none"> <li>• The reduction in the gap in achievement between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in both English and Mathematics at Key Stage 2.</li> </ul> <p>Measures which enable us to understand the success of our Families First Programme and the new Harrow HELP Scheme, such as specific employment measures for those families in the programme and the impact of help and advice for those impacted by welfare reform.</p> <p>The number of families in Harrow who are homeless or in priority need of housing.</p>
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<p><b>Corporate Priority</b></p>	<p><b>Keeping neighbourhoods clean, green and safe</b></p>
<p>Specific outcomes we want to achieve</p>	<p>a. The Council, residents &amp; businesses work together to keep Harrow's streets, buildings and open spaces clear of litter, fly-tipping and vandalism.</p> <p>b. Encourage greater volunteering and behaviour change so residents make a greater contribution to looking after the local environment.</p> <p>c. Reduce the fear of crime and incidences of anti-social behaviour so people in Harrow feel safe.</p> <p>d. The Council, residents and businesses work together to reduce energy and water consumption, flood risk, improve air quality and increase recycling.</p>
<p>Key projects and initiatives to deliver those outcomes</p>	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Retain the current waste collection cycles, recycling service and waste minimisation plans</li> <li>• Deliver the Local Transport Implementation plan</li> <li>• Assist families who are experiencing inter-generational unemployment and barriers to work through our Families First Project</li> <li>• Deliver the Harrow Green Grid to bring about better and more co-ordinated management of all green spaces in Harrow</li> <li>• Promote community cohesion and prevent violent extremism</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Deliver additional street cleaning in the town centre</li> <li>• Develop our Neighbourhood champions network of volunteers whose role is to inform the Council about everyday street level nuisances such as litter, graffiti, fly-tipping etc</li> <li>• Explore the use of spot fines for environmental crimes such as littering, spitting and dog fouling</li> <li>• Create the Harrow Home Improvement Agency to help landlords and home owners with a disability to make adaptations to their homes</li> <li>• Implement a plan to improve our Youth Offending service</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Introduce the innovative PRISM project which will deliver a new approach to delivering environmental services through unified on-street services and better use of technology</li> <li>• Review grass cutting and street sweeping cycles across the borough</li> <li>• Achieve further efficiencies through innovative highways maintenance</li> <li>• Use external sources of funding to improve levels of insulation in properties to reduce energy usage and carbon emissions</li> </ul>

	<ul style="list-style-type: none"> <li>• Review our in-house trade waste service and consider possible alternative providers</li> <li>• Review our in-house pest control service and consider possible alternative providers</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>A survey conducted three times a year which measures the cleanliness of streets, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI195a) Improved street and environmental cleanliness – litter;</li> </ul> <p>Measures of the amount of waste that is being recycled, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI192) Percentage of waste sent for re-use recycling and composting;</li> </ul> <p>Measures of the number of volunteers involved in helping the Council deliver this Corporate Priority, for example:</p> <ul style="list-style-type: none"> <li>• Number of active Neighbourhood Champions;</li> </ul> <p>Regular monthly data on a number of environmental issues that helps us monitor, for example, trends in graffiti, noise and nuisance behaviour;</p> <p>Results of a quarterly survey conducted by the Metropolitan Police which asks about the fear of crime.</p> <p>Measures of air quality, for example:</p> <ul style="list-style-type: none"> <li>• (ex NI186) Per capita Carbon Dioxide emissions within the scope of influence of Local Authority.</li> </ul> <p>Measures of energy efficiency in local homes to assess the impact of insulation programmes.</p> <p>Assessing the quality of highways to ensure the Council is receiving value for money from its contract.</p> <p>Success measures around the Youth Offending improvement plan, such as:</p> <ul style="list-style-type: none"> <li>• Re-offending rates for young people.</li> </ul> <p>Six monthly perception surveys on whether Harrow residents feel that community cohesion is improving.</p> <p>Measuring the success of the Green Grid and how green space in Harrow is better connected and managed.</p> <p>Measuring the success of the Harrow Home Improvement Agency in terms of the speed at which adaptations are carried out and the impact of these on residents' quality of life.</p>

<b>Corporate Priority</b>	<b>United and Involved Communities</b>
Specific outcomes we want to achieve	<p>a. Increase participation in art, sport, leisure and cultural activities.</p> <p>b. Encourage a diverse range of voluntary, community and third sector organisations capable of providing local public services and optimising social capital in Harrow.</p> <p>c. Harrow residents feel they can have their say on the issues that matter most to them. They are involved in the development and scrutiny of services, are well informed and make a positive contribution to their community.</p> <p>d. Diversity is celebrated and people from all backgrounds feel they are respected, treated fairly and get on well together.</p>
Key projects and initiatives to deliver those outcomes	<p><b><i>What we will continue to do:</i></b></p> <ul style="list-style-type: none"> <li>• Provide a comprehensive Library service</li> <li>• Engage local residents and partners in the big decisions through our Lets Talk events</li> <li>• Deliver the Harrow Green Grid to bring about better and more co-ordinated management of all green spaces in Harrow.</li> <li>• Produce Harrow's annual arts and culture festival 'Under One Sky'</li> <li>• Give young people the opportunity to participate in the London Youth Games</li> <li>• Continue to use our sustainable procurement strategy to ensure spend, tenders and contracts support the development of local supply chains and increase local employment and training opportunities</li> <li>• Support the delivery of the third sector strategy for optimising social capital and community empowerment in the borough</li> </ul> <p><b><i>What we will do more of:</i></b></p> <ul style="list-style-type: none"> <li>• Pursue further income generating opportunities for Harrow Arts Centre to make it more self-financing including the possible redevelopment of the site to improve the facilities</li> <li>• Explore the full commercial potential of Harrow Museum</li> <li>• Increase the number of tenants and residents involved in shaping and scrutinising the housing service</li> <li>• Offer further opportunities for volunteers to engage with and support a wide range of services</li> </ul> <p><b><i>What we will have to do differently:</i></b></p> <ul style="list-style-type: none"> <li>• Ensure leisure and sports facilities remain available to the public by attracting private investment</li> <li>• Work in partnership to support Harrow Young Musicians to become self-financing</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce Council expenditure on the maintenance of parks by returning some to open spaces, encouraging the creation of more community park user groups and attracting private investment</li> <li>• Support the community to run cultural events themselves by, for example, providing advice on licensing and health and safety</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>Trends in adult participation in sport through the Active People Survey.</p> <p>Measures relating to the use of libraries (in person and remote) and user satisfaction, for example:</p> <ul style="list-style-type: none"> <li>• percentage of people up to 16/over 16 who report their library as good or very good (biennial Public Library User Survey)</li> </ul> <p>Trends in numbers of visits to the Arts Centre, Museum, Leisure Centre and related user satisfaction, plus the success of initiatives to bring in greater income to the Arts Centre and Museum.</p> <p>The amount of time contributed by volunteers to Community and Culture services and the numbers of active Neighbourhood Champions.</p> <p>Surveys which monitor residents' views of how well informed they feel, how far the Council takes their views into account, how far they can influence decisions affecting their area and how well people get on together locally.</p> <p>The response rate to Residents' Panel surveys.</p> <p>Measure the impact of the Council's sustainable procurement strategy.</p> <p>Work with the third sector to understand the impact of the third sector strategy.</p> <p>Measure the impact and involvement of tenants and residents involved in shaping and scrutinising the housing service.</p>

<p><b>Corporate Priority</b></p>	<p><b>Supporting our town centre, our local shopping centres and businesses</b></p>
<p>Specific outcomes we want to achieve</p>	<p>a. Harrow residents and businesses benefit from local economic prosperity, investment and growth in the borough.</p> <p>b. New housing and employment opportunities will be created, new and existing businesses will be able to grow and expand in the borough and there will be opportunities for investment in new social infrastructure.</p> <p>c. Residents are supported to have the necessary skills and education to be able to access employment, apprenticeships or training opportunities.</p>
<p>Key projects and initiatives to deliver those outcomes</p>	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>• Support £1bn investment into the borough by 2026 to deliver new jobs, housing and improve leisure and shopping facilities, specifically: <ul style="list-style-type: none"> <li>○ Opening Stanmore Business and Innovation Centre</li> <li>○ Support the development of a Business Improvement District in Harrow Town Centre</li> <li>○ Facilitate development in Harrow Town Centre, bringing more affordable housing, retail and commercial space</li> </ul> </li> <li>• Actively promote Harrow as a place for inward investment and enterprise</li> <li>• Encourage empty properties to be brought back into use</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>• Introduce a Harrow Card available to those living and working in the borough to promote local shopping and the use of Council facilities as a way of supporting local businesses in difficult economic times</li> <li>• Aspire to have our contractors offer the London Living Wage to all their employees, as well as offering apprenticeships and training opportunities for young people</li> <li>• Invest in Harrow Town Centre by improving St Ann’s Road and Lowlands recreation ground</li> <li>• Invest in house-building by bringing underused plots of land owned by the Council back into use and investigating using our pension fund to finance house-building</li> </ul> <p><b>What we will have to do differently:</b></p> <ul style="list-style-type: none"> <li>• Consider alternative funding options for the adult learning service in the light of a Government review</li> </ul>
<p>Indicators that show how we are delivering against the outcome</p>	<p>Trends in the numbers of jobs, vacancies, apprenticeship opportunities and unemployed people.</p> <p>Measures relating to the vacancy rates in the Town Centre and district centres, which will help derive the success of Council initiatives such as</p>



	<p>Business Improvement Districts and development plans.</p> <p>The amounts of office and retail floorspace delivered and projections of employment arising from new developments.</p> <p>Trends in the number of VAT-registered enterprises.</p> <p>The amount of affordable new rented and intermediate housing provided to address housing priorities across Harrow.</p> <p>The number of empty properties and underused plots of land brought back into suitable use.</p> <p>The impact of the Harrow Card on residents and businesses.</p>
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	<b>Efficient and Effective Organisation</b>
Specific Outcomes we want to achieve	<p>We want to be a modern and efficient Council, able to meet the challenges ahead. In order to help protect frontline services we will continue to deliver support functions in the most cost effective way, reducing the silos between services within the Council and continuing to collaborate through the West London Alliance and with other boroughs on shared services and procurement opportunities. We will protect people and Council assets from risks and retain our customer services in Harrow, modernising and simplifying the access channels to the Council, making more services available online and therefore accessible outside of the normal 9-5 business hours.</p>
Key projects and initiatives to deliver those outcomes	<p><b>What we will continue to do:</b></p> <ul style="list-style-type: none"> <li>• Reduce staffing and management costs</li> <li>• Find further efficiency savings in all departments</li> <li>• Retain our resident contact centre in Harrow</li> <li>• Continue to encourage more of our residents to use our online banking-style MyHarrow Account to access Council services</li> <li>• Rationalise and maximise the use of Council property assets</li> <li>• Contain our utility costs by installing energy efficiency measures in our buildings and schools</li> </ul> <p><b>What we will do more of:</b></p> <ul style="list-style-type: none"> <li>• Improve procurement to get the most out of our contracts</li> <li>• Look at ways to increase income</li> <li>• Improve our financial management</li> </ul> <p><b>What we will have to do differently:</b></p> <ul style="list-style-type: none"> <li>• Modernise our back office functions to reduce costs</li> <li>• Introduce the innovative PRISM project which will deliver a new organisational structure and new approach to delivering environmental services through unified on-street services and better use of technology</li> <li>• Streamline the way we make decisions by reducing the number and frequency of formal Council committees</li> <li>• Close face-to-face and telephone contact in designated service areas and move transactions online</li> </ul>
Indicators that show how we are delivering against the outcome	<p>Measures relating to customer contact including the resolution of issues at first contact, the satisfaction with our customer services and the growth in use of the MyHarrow Account.</p> <p>Other channel migration measures such as the number of webforms being used by residents.</p> <p>Resident perceptions of the ease of use of the website.</p> <p>The impact of PRISM to ensure the successful delivery of this new and innovative project.</p> <p>Regular monitoring of projects which will increase efficiency and reduce our costs, such as procurement related work and rationalising our property portfolio.</p>

## Model Council Tax Resolution

## Harrow Council

## Council Tax Resolution 2013-2014

Cabinet to approve as part of the Summons for Council, the model budget and Council Tax resolutions reflecting the recommendations of Cabinet and the GLA precept.

Council is requested to determine the level of the Council Tax for 2013-2014 in the light of the information on the precept and make the calculations set out in the resolution shown below.

- (1) To note that at its meeting on 22 January 2013 the Council calculated the amount of 76,874 as its Council Tax Base for the year 2013-2014 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33 (5) of the Local Government Finance Act 1992.
- (2) That the following amounts be now calculated by the Council for the year 2013-2014, in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:
- (i) Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2) (a) to (e) of the Act. **(Gross expenditure)**

£586,864,067
  - (ii) Being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act. **(Gross income including use of reserves)**

£405,801,002
  - (iii) Being the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above, calculated by the Council, in accordance with Section 32(4) of the Act, **as its budget requirement for the year.**

£181,063,065
  - (iv) Being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, revenue support grant, increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund its Collection Fund in accordance with Section 97(4) of the Local Government Finance Act 1988 (Collection Fund Surplus)

£88,024,000

(v) Being **the amount to be raised from Council Taxes**

Calculated as the amount at 2 (iii) above less the amount at 2 (iv.) above.

£93,039,065

(vi) Being the amount at (v) divided by the Council Tax Base, calculated by the Council at its meeting on 22 January 2013 in accordance with Section 33 (1) of the Act, as the basic amount of its Council tax for the year. (***The average Band D Council Tax***)

£1,210.28

(vii) Valuation Bands

	A	B	C	D	E	F	G	H
£	806.85	941.33	1075.80	1210.28	1479.23	1748.18	2017.13	2420.56

Being the amounts given by multiplying the amount at (vi.) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

(3)

That it be noted that for 2013-2014 the Greater London Authority stated the following amount in precept issued to the Council, in accordance with section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	202.00	235.67	269.33	303.00	370.33	437.67	505.00	606.00

(4)

That, having calculated the aggregate in each case of the amounts at (2)(vii) and (3) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2013-2014 for each of the categories of dwellings shown below

Valuation Bands

	A	B	C	D	E	F	G	H
£	1,008.85	1,177.00	1,345.14	1,513.280	1,849.56	2,185.85	2,522.13	3,026.56

MEDIUM TERM FINANCIAL STRATEGY 2013-14 to 2016-17

	2012-13	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000	£000
<b>Budget Requirement Brought Forward</b>		173,113	181,063	174,120	168,874
Capital Financing Costs		1,102	-743	-390	841
Grant Changes		11,914	642	475	-525
Other Technical Changes		4,557	1,235	2,279	3,289
Inflation		2,784	3,160	4,060	4,060
Transformation		-2,234	-296	-140	0
Community Health and Wellbeing		-2,255	-6,282	2,800	2,500
Children and Families		-1,076	-1,672	413	413
Environment and Enterprise Resources		-4,469	-1,414	675	753
		-2,373	-1,573	275	-225
<b>Total</b>		<b>7,950</b>	<b>-6,943</b>	<b>10,447</b>	<b>11,106</b>
<b>FUNDING GAP</b>		<b>0</b>	<b>0</b>	<b>-15,693</b>	<b>-14,236</b>
<b>Total Change in Budget Requirement</b>		<b>7,950</b>	<b>-6,943</b>	<b>-5,246</b>	<b>-3,130</b>
<b>Revised Budget Requirement</b>	<b>173,113</b>	<b>181,063</b>	<b>174,120</b>	<b>168,874</b>	<b>165,744</b>
Collection Fund Deficit/-surplus	-1,335	-1,045	-500	0	0
Revenue Support Grant	-67,196	-52,100	-43,075	-36,282	-31,066
Top Up		-20,154	-20,773	-20,773	-20,773
Retained Non Domestic Rates	0	-14,725	-14,872	-15,021	-15,171
<b>Amount to be raised from Council Tax</b>	<b>104,582</b>	<b>93,039</b>	<b>94,900</b>	<b>96,798</b>	<b>98,734</b>
<b>Council Tax at Band D</b>	<b>£1,186.55</b>	<b>£ 1,210.28</b>	<b>£ 1,234.49</b>	<b>£ 1,259.18</b>	<b>£1,284.36</b>
<b>Increase in Council Tax (%)</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Tax Base	88,140	76,874	76,874	76,874	76,874
Collection rate	98.50%	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	89,482	78,845	78,845	78,845	78,845

## Members' Allowances Scheme

1. This scheme shall have effect until 31st March 2014. It replaces all former schemes.

## Basic Allowance

2. A basic allowance of £8,160 per annum shall be paid to each Councillor.

## Special Responsibility Allowances and Mayoral Allowances

3.
  - (1) A special responsibility allowance shall be paid to those Councillors who have the special responsibilities in relation to the posts specified in Schedule 1 to this scheme. The amount of each such allowance shall be the amount specified against that special responsibility in that schedule.
  - (2) An allowance of £10,250 per annum shall be paid to the Mayor and an allowance of £2,040 per annum shall be paid to the Deputy Mayor.
  - (3) No Member may receive special responsibility allowances in respect of more than one post. For the purposes of this paragraph, the mayoral allowances referred to in 3(2) above are considered to be special responsibility allowances.

## Upgrading the Basic and Special Responsibility Allowances

4. The basic allowance and special responsibility allowances may be updated annually in line with an index approved by the London Councils Independent Panel. The index to be used will be the level of the Local Government Pay Settlement. When making the scheme for 2014/15, the indexing arrangements will be reviewed.

## Travel and Subsistence Allowances

5. The reimbursement of travel and subsistence expenses incurred in respect of **approved duties** (as set out in Schedule 2) **undertaken outside the Borough boundaries** can be claimed by Members, co-optees to formal Council committees and Independent Members of the Standards Committee at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

## **Carers' Allowance**

6. (1) The allowance shall only be paid for attendance at approved duties as listed in Appendix A.
- (2) The maximum basic rate of pay is £2.90 per half hour for the duration of the meeting together with the Member's travel time between home and the place of the meeting and the carer's reasonable travelling time.
- (3) The allowance is claimable in respect of children aged 15 or under or where a professional carer is required to meet a specialist need (e.g. a nurse for an elderly person).
- (4) Actual costs will be paid **on production of an invoice or receipt**.
- (5) Where the length of the meeting cannot be predicted and payment to the carer is necessarily contractually committed then a payment of up to 4 hours will be made. (For day time quasi-judicial meetings, payment of up to 8 hours may be made if the estimated length of the meeting is for the whole day).
- (6) In addition, the reasonable travelling expenses of the person taking care of the dependent shall be reimbursed either at the appropriate public transport rate, or in cases of urgency or where no public transport is available, the amount of any taxi fare actually paid.
- (7) The allowance is not to be paid where the carer is a member of the Member's household.
- (8) Any dispute as to the entitlement and any allegation of abuse should be referred to the Standards Committee for adjudication.

## **Co-optees' Allowance**

7. A basic allowance of £445 per annum shall be paid to co-optees to formal Council Committees and Independent Members of the Standards Committee.

## **Claims and Payments**

8. (1) A claim for allowances or expenses under this scheme shall be made in writing within two months of the date of undertaking the duty in respect of which the entitlement to the allowance or expense relates.
- (2) Payment shall be made
  - (a) in respect of basic and special responsibility allowances, in instalments of one-twelfth of the amount specified in this scheme each month;
  - (b) in respect of out-borough travel and subsistence expenses and Carers' Allowance, each month in respect of claims received up to one month before that date.

## **Backdating**

9. Any changes made to this scheme during the year may be backdated to 1<sup>st</sup> April 2013 by resolution of the Council when approving the amendment.

## **Pensions**

10. Allowances paid under the Harrow Members' Allowances Scheme will **not** be pensionable for the purposes of the Superannuation Act.

## **Renunciation**

11. A person may, by notice in writing given to the Chief Executive, elect to forgo any part of his/her entitlement to an allowance under this scheme.

## **Withholding Allowances**

12.
  - (1) In the event that a Member is suspended from duties, that Member's basic allowance and special responsibility allowance (if any) will be withheld for the whole period of the Member's suspension.
  - (2) In the event that a Member is partially suspended from duties, that Member's basic allowance will be paid but their SRA, if any, will be withdrawn for the period of the partial suspension.



### Approved duties for Carers' Allowance

- ◆ A meeting of the Executive.
- ◆ A meeting of a committee of the Executive.
- ◆ A meeting of the Authority.
- ◆ A meeting of a Committee or Sub-Committee of the Authority.
- ◆ A meeting of some other body to which the Authority make appointments or nominations.
- ◆ A meeting of a committee or sub-committee of a body to which the Authority make appointments or nominations.
- ◆ A meeting which has both been authorised by the Authority, a committee, or sub-committee of the Authority or a joint committee of the Authority and one or more other authorities, or a sub-committee of a joint committee and to which representatives of more than one political group have been invited (if the Authority is divided into several political groups) or to which two or more councillors have been invited (if the authority is not divided into political groups).
- ◆ A meeting of a Local Authority association of which the Authority is a member.
- ◆ Duties undertaken on behalf of the Authority in pursuance of any Procedural Rule of the Constitution requiring a member or members to be present while tender documents are opened.
- ◆ Duties undertaken on behalf of the Authority in connection with the discharge of any function of the Authority conferred by or under any enactment and empowering or requiring the Authority to inspect or authorise the inspection of premises.
- ◆ Duties undertaken on behalf of the Authority in connection with arrangements made by the authority for the attendance of pupils at a school approved for the purposes of section 342 of the Education Act 1996.

# Schedule 1

## Special Responsibility Allowances (SRAs)

There are 7 bands of SRAs:

<b>Band</b>	<b>Post</b>	<b>SRA – £/annum</b>
<b>1</b>	Leader of the third largest Group Deputy Leader of the second largest Group Chief Whips of the two largest Groups Chairman of Governance, Audit and Risk Management Committee Chairman of Standards Committee Support Members for Cabinet	<b>£2,040</b>
<b>2</b>	Performance Lead Members for Scrutiny Policy Lead Members for Scrutiny	<b>£3,060</b>
<b>3</b>	Nominated Member of the largest party not holding the Chair of the Planning Committee Chairman of the Traffic Advisory Panel Chairman of the Grants Advisory Panel	<b>£4,590</b>
<b>4</b>	Chairman of Licensing and General Purposes Committee Chairman of the Performance and Finance Scrutiny Sub Chairman of the Health and Social Care Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Performance and Finance Scrutiny Sub Nominated Member of the largest party not holding the Chair of the Overview and Scrutiny Committee Portfolio Adviser	<b>£6,630</b>
<b>5</b>	Chairman of the Planning Committee Chairman of the Overview and Scrutiny Committee Leader of the Second Largest Group	<b>£8,670</b>
<b>6</b>	Deputy Leader Cabinet Members	<b>£19,690</b>
<b>7</b>	Leader	<b>£30,799</b>

### NOTE

In the Council for 2010 to 2014, the Groups are as follows:-

Largest Group = Labour Group

Second Largest Group = Conservative Group

## Schedule 2

### Claims for Out-Of-Borough Travel and Subsistence Expenses

#### Duties Undertaken Out-of-Borough

Claims for travel and subsistence expenses incurred can normally only be paid in respect of approved duties undertaken at venues out of the Borough. Expenses will be reimbursed at the rates paid and on the conditions specified in the officer scheme for travel and subsistence allowances.

1. Members may claim travel and subsistence expenses in respect of the following **out-of-Borough** duties:-
  - (a) Attendance at any meeting which may be convened by the Authority provided that Members of at least two groups are invited and the meeting is not convened by officers.
  - (b) Attendance at a meeting of an outside body to which the Member has been appointed or nominated as a representative of the Council, where the Outside Body does not itself operate a scheme to reimburse travel and subsistence expenses.
  - (c)
    - (i) attendance at an appropriate out-of-Borough conference, seminar, meeting or other appropriate non-political event as a representative of an Outside Body to which that Member has been either nominated or appointed by Council to serve in a role with a specific pan-Authority remit;
    - (ii) attendance at meetings in the capacity of a direct appointee of a Local Authority Association, joint or statutory body or other London-wide or national body subject to the following proviso: that the Member serves on the appointing body by virtue of an appointment made by Council to an authorised Outside Body; subject in either case to the Outside Body/Bodies concerned themselves not making provision for any travel and subsistence expenses necessarily incurred.
  - (d) Attendance at a meeting of any association of local authorities of which the Authority is a member and to which the Member has been appointed as a representative.
  - (e) Attendance at a training session, conference, seminar or other non-political event, the attendance fees for which are being funded by the Council through a Departmental or a corporate budget.
  - (f) Attendance at any training session, conference, seminar or other non-political event for which there is either no attendance fee or any attendance fee is being met by the Member him/herself (or from the relevant political group secretariat budget) subject to the relevant Director confirming that the content of the training, conference, seminar or event is relevant to the Member's responsibilities in respect of the services provided by the Authority or to the management of the Authority.
2. Duties for which out-of-Borough travel and subsistence expenses may not be claimed include:-
  - (a) Political meetings or events.
  - (b) Any meetings of 'Outside Bodies' to which the Member has not been appointed or nominated by the Council as its representative.
  - (c) Meetings of the Governing Bodies of Schools.

## HARROW COUNCIL PAY POLICY STATEMENT 2013/14

Harrow Council supports openness and accountability and is pleased to publish its Pay Policy Statement for 2013/14. In compliance with the Localism Act 2011 this statement outlines the Council's policy on pay and benefits for Council employees (excluding Schools)<sup>1</sup> and specifically for its senior management for 2013/14.

### Context

The context for the Council's Pay Policy is the Council's Strategy for People<sup>2</sup> [http://www.harrow.gov.uk/downloads/file/11213/strategy\\_for\\_people](http://www.harrow.gov.uk/downloads/file/11213/strategy_for_people).

The significant change experienced in recent years will continue in the foreseeable future and will be felt by all Council staff, regardless of level or role. Delivery models will continue to be developed, which will affect individual members of staff as we see more services delivered with partners, by private, public or third sector providers and through shared services.

The scale of the challenges facing the Council requires that our workforce and that of our partners is suitably skilled and motivated. At the time of writing this statement the Council is in the process of drafting its new Strategy for People which, when completed, will be published on the Council's website.

The Council's new Strategy for People 2013-2016 will set out the Council's strategy to ensure this collective workforce is able to meet those challenges and deliver against the priorities set out in this plan.

The new Strategy will therefore remain focused on ensuring our workforce has the capability, competence and confidence to deliver quality services to our community and builds on the foundations of our previous Strategy to achieve this through:

- Recruiting and retaining the **Right People**
- Who have the **Right Skills**
- Working on the **Right Things**
- And are supported to work in the **Right Way and Motivation**
- To support the **Council's Vision**.

The Council seeks to reduce income inequality and ensure that the pay, terms and conditions of Council employees comply with the Council's duties under the Equality Act. The Council recognises that a significant proportion of the workforce lives locally<sup>3</sup> and that therefore its pay policy helps support a strong local economy.

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<sup>1</sup> The Pay Accountability provisions of the Localism Act 2011 do not apply to staff employed in Schools

<sup>2</sup> The Council's current Strategy for People 2010-12 was agreed by Cabinet in March 2010 a new Strategy is being developed for 2013-16

<sup>3</sup> 60% of employees have a permanent address with a Harrow (HA) postcode

## Modernising Terms & Conditions Review 2011/12

In 2011/12 the Council undertook a review of pay and terms and conditions for employees. The objectives of the review, which were agreed by Cabinet, were to:

- Modernise: to support the future needs of the Council.
- Simplify: wherever possible, to make terms and conditions easier to understand and reduce administration.
- Reduce cost: to reduce the costs of terms and conditions of employment as part of its plan to make savings over the next 3 years.
- Give greater choice: to continue to have core terms and conditions but to provide each individual with an element of choice beyond that.

The modernising review was completed in 2012 and the Council reached a collective agreement with the relevant recognised trade unions, which introduced changes to the pay, terms and conditions of all employees covered by this Pay Policy Statement, including those of senior management, from January 2013.

The collective agreement is published at [http://www.harrow.gov.uk/downloads/file/13003/collective\\_agreement-novemeber\\_2012](http://www.harrow.gov.uk/downloads/file/13003/collective_agreement-novemeber_2012)

The changes introduced through the collective agreement are in accordance with the Council's Pay Policy Statement 2012/13 and include the following key provisions:

- 2.5% pay cut for the Chief Executive and Corporate Directors
- 1% pay cut for staff earning £21,375 and above
- Revised grading structure so that the Council's lowest paid employees are paid not less than the London Living Wage.<sup>4</sup>
- A pilot scheme making incremental pay progression subject to performance
- No enhancements for overtime or weekend working except for Bank Holidays and night work
- Reduced redundancy compensation payments
- Improved salary sacrifice schemes and other employee benefits

### Council Pay Rates / Scales

The Council considers it important to be able to locally determine pay rates. This enables it to respond to regional and local labour market conditions. The Council benchmarks its pay rates with other London Boroughs to ensure that it is able to recruit and retain qualified and competent employees.

The following Council pay scales were revised by the Council in January 2013 as a result of the modernising review:

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<sup>4</sup> London Living Wage is set periodically by the Mayor of London and rose to £8.55 per hour in November 2012.

- Harrow pay scale
- Senior Professional & Managerial pay scale
- Chief Officer pay scales
- Chief Executive pay scale

The Council also revised the pay scales for employees who are Education Psychologists (Soulbury), Nursery Nurses and Youth & Community Workers.

The January 2012 pay scales are published at [http://www.harrow.gov.uk/downloads/download/3321/harrow\\_pay\\_scale](http://www.harrow.gov.uk/downloads/download/3321/harrow_pay_scale)

### **Remuneration of Senior Management (Chief Officers)**

The Council defines its senior management as the top 3 tiers in the management structure commencing with the Chief Executive (Tier 1), Corporate Directors (Tier 2) and Divisional Directors (Tier 3), this includes all statutory and non-statutory Chief Officer and Deputy Chief Officer jobs.

A revised senior management structure<sup>5</sup> was implemented during 2012 and appointments have been made to all posts in the new structure.

The current senior management structure including employee salaries, names, job descriptions, responsibilities, budgets and numbers of staff is published at [http://www.harrow.gov.uk/info/200026/council\\_departments/2172/harrow\\_council\\_organisation\\_and\\_managers/2](http://www.harrow.gov.uk/info/200026/council_departments/2172/harrow_council_organisation_and_managers/2)

[http://www.harrow.gov.uk/downloads/download/2623/harrow\\_council\\_senior\\_managers\\_salaries](http://www.harrow.gov.uk/downloads/download/2623/harrow_council_senior_managers_salaries)

The Council's policy is to minimise the senior management pay bill. The Chief Executive is the only officer whose salary is greater than £150,000 and the pay rates and numbers of senior managers reduced in 2012/13. Further reductions in the number of senior managers are planned.

The Council publishes details of the payments made to senior managers at [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

The Council may, in exceptional circumstances, employ senior managers under contracts for services. The Council publishes details of all payments made under contracts for services in excess of £500 at: [http://www.harrow.gov.uk/info/200110/council\\_budgets\\_and\\_spending/2226/council\\_spending](http://www.harrow.gov.uk/info/200110/council_budgets_and_spending/2226/council_spending)

### **Remuneration of Lowest Paid Employees**

The Council defines its lowest paid employees as those paid at the lowest pay spine column point on the lowest Harrow pay grade, excluding trainees and apprentices. This changed as a result of the modernising review and is now spinal column point 5 of grade 1 on the Harrow pay scale. This means the Council's lowest paid employees are paid not less than the London Living Wage.

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<sup>5</sup> A revised senior management structure was agreed by Cabinet in December 2011

## **Pay Multiple**

The 'pay multiple' is the ratio between the highest paid salary and the median average salary of the Council's workforce. The Council's highest paid employee is the Chief Executive and the current pay multiple is published at [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Pay Grading**

In 2004 the Council entered into a single status agreement with its recognised trade union, introducing common job evaluation schemes<sup>6</sup> and pay scales for the Council's former manual workers, administrative, professional, technical and clerical employees with the exception of Education Psychologists, Nursery Nurses, Youth & Community Workers, Chief Officers and the Chief Executive.

In 2007 job evaluation was extended to include Chief Officers.

## **Pay on Appointment**

All employees, including Chief Officers are normally appointed on the lowest pay spine column point for their job evaluated grade. In exceptional circumstances employees may be appointed at a higher point.

The Council delegates authority to the Chief Officer Employment Panel to make recommendations to Council on the appointment of the Head of Paid Service and to make appointments of Chief Officers in accordance with the Council's Pay Policy.

## **Pay Progression**

All employees are able to incrementally progress through the pay spine column points for their job evaluated grade.

Progression will normally be one increment (pay spine column point) on the 1<sup>st</sup> of April each year until they reach the top of their grade.

Progression for Chief Officers is subject to the following qualifications:

- i. increments may be accelerated within a Chief Officer's scale at the discretion of the council on the grounds of special merit or ability.
- ii. an increment may be withheld following an adverse report on a Chief Officer (subject to that Chief Officer's right of appeal). Any increment withheld may be paid subsequently if the Chief Officer's services become satisfactory.

The criteria for pay progression for other staff was changed as a result of the modernising review so that progression for all staff is now subject to satisfactory performance.

## **Performance Related Pay**

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<sup>6</sup> The Greater London Provincial Council (GLPC) Scheme is used for all Harrow grade jobs and the Hay Scheme for senior professional and managerial jobs

Council employees including the Chief Executive and Chief Officers do not currently receive performance related payments or bonuses.

The Council operates a Reward and Recognition Scheme for employees who, subject to meeting the criteria of the scheme, may receive payments of £250 or £500. Details of Reward and Recognition payments to senior management are published at

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **National / Regional Pay Agreements**

The Council supports the national (JNC/NJC<sup>7</sup>) and regional (GLPC) collective bargaining arrangements for pay and conditions of service and the pay scales for all employees, including the Chief Executive and Chief Officers, are increased in line with national and regional pay agreements.

The last pay agreement increasing pay for the Chief Executive and Chief Officers was implemented in 2008/9.

The last pay agreement increasing pay for all other non-teaching employees was implemented in 2009/10.

## **Market Supplements**

The Council may apply market supplement payments to jobs with recruitment or retention difficulties. Details of market supplement payments to senior management are published at

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Fees for Election Duties**

The Council's policy for payment of fees for election duties is published at [http://www.harrow.gov.uk/info/687/elections\\_information/2560/election\\_fees\\_and\\_charges](http://www.harrow.gov.uk/info/687/elections_information/2560/election_fees_and_charges)

Details of fees for election duties paid to senior management are published at [http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Pension**

All employees are able to join the Local Government Pension Scheme and receive benefits in accordance with the provisions of that Scheme as applied by the Council. Details of the Council's policy and decisions in respect of discretionary elements of the Scheme are published at

[http://www.harrow.gov.uk/downloads/download/3317/pension\\_fund\\_statement](http://www.harrow.gov.uk/downloads/download/3317/pension_fund_statement)

## **Other Terms and Conditions of Employment**

The pay, terms and conditions of council employees are set out in employee handbooks. Handbooks are produced for all employees, including managers and senior professionals, Chief Officers and the Chief Executive and the latest editions are published at

[http://www.harrow.gov.uk/downloads/download/3343/employee\\_handbooks](http://www.harrow.gov.uk/downloads/download/3343/employee_handbooks)

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<sup>7</sup> Joint Negotiating Committee / National Joint Council



## **Payments on Termination of Employment**

In the event that the Council terminates the employment of an employee on the grounds of redundancy or efficiency of the service they will be entitled to receive compensation and benefits in accordance with the Council's Redundancy and Early Retirement schemes, which are published at:

[http://www.harrow.gov.uk/downloads/download/3343/employee\\_handbooks](http://www.harrow.gov.uk/downloads/download/3343/employee_handbooks)

[http://www.harrow.gov.uk/downloads/download/3306/early\\_retirement\\_scheme](http://www.harrow.gov.uk/downloads/download/3306/early_retirement_scheme)

The Council's Redundancy scheme was changed as a result of the modernising review and compensation payments to employees will reduce from 2014.

Details of redundancy compensation payments paid to senior management are published at

[http://www.harrow.gov.uk/downloads/file/11582/senior\\_manager\\_salaries\\_2012-13](http://www.harrow.gov.uk/downloads/file/11582/senior_manager_salaries_2012-13)

## **Re-employment of Employees**

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

## **Further Information**

For further information on the Council's pay policy please contact the Council's Human Resources & Development Service email [StaffBenefits@harrow.gov.uk](mailto:StaffBenefits@harrow.gov.uk) DD 0208 424 1110

## APPENDIX III

### HRA Budget 2013-14 and MTFS 2014-15 to 2016-17- Expenditure

All figures in £s	Budget 2013-14 (proposed)	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)
<b>Operating Expenditure:</b>				
Employee Costs	2,428,020	2,448,510	2,489,040	2,530,360
Supplies & Services	904,260	821,710	822,680	823,670
Utility cost (Water & Gas)	594,460	624,180	655,390	688,160
Estate & Sheltered Services	2,648,200	2,685,240	2,772,020	2,815,620
Central Recharges	3,534,170	3,604,860	3,676,960	3,750,490
<b>Operating Expenditure</b>	<b>10,109,110</b>	<b>10,184,500</b>	<b>10,416,090</b>	<b>10,608,300</b>
<b>Repairs Expenditure:</b>				
Repairs – Voids	943,230	974,390	983,770	982,330
Repairs - Responsive	3,026,110	3,132,290	3,196,190	3,235,210
Repairs – Other	2,292,040	2,322,710	2,363,720	2,405,540
<b>Repairs Expenditure</b>	<b>6,261,380</b>	<b>6,429,390</b>	<b>6,543,680</b>	<b>6,623,080</b>
<b>Other Expenditure:</b>				
Contingency - General	200,000	200,000	200,000	200,000
Investment in Services	571,740	473,750	458,780	443,560
Impairment allowance	300,000	400,000	300,000	300,000
RCCO	-	1,179,980	1,719,720	2,304,240
Charges for Capital	6,387,890	6,358,500	6,346,560	6,346,620
Depreciation	6,103,330	6,103,330	6,103,330	6,103,330
<b>Other Expenditure</b>	<b>13,562,960</b>	<b>14,715,560</b>	<b>15,128,390</b>	<b>15,697,750</b>
<b>Total Expenditure</b>	<b>29,933,450</b>	<b>31,329,450</b>	<b>32,088,160</b>	<b>32,929,130</b>

## HRA Budget 2013-14 and MTFS 2014-15 to 2016-17 – Income

All figures in £s	Budget 2013-14 (proposed)	Budget 2014-15 (proposed)	Budget 2015-16 (proposed)	Budget 2016-17 (proposed)
<b>Income</b>				
Rent Income – Dwellings	(27,086,090)	(27,985,500)	(28,917,890)	(29,688,450)
Rent Income – Non Dwellings	(714,650)	(716,290)	(717,970)	(719,680)
Service Charges - Tenants	(1,135,860)	(1,164,480)	(1,193,940)	(1,223,660)
Service Charges – Leaseholders	(462,890)	(466,080)	(469,340)	(472,660)
Facility Charges (Water & Gas)	(518,870)	(540,350)	(562,820)	(586,310)
Interest	(3,600)	(3,000)	(2,500)	(2,000)
Other Income	(80,000)	(80,000)	(80,000)	(80,000)
Recharge to General Fund	(163,000)	(163,000)	(163,000)	(163,000)
<b>Total Income</b>	<b>(30,164,960)</b>	<b>(31,118,700)</b>	<b>(32,107,460)</b>	<b>(32,935,760)</b>
<b>In Year Deficit / (Surplus)</b>	<b>(231,510)</b>	<b>210,750</b>	<b>(19,300)</b>	<b>(6,630)</b>
<b>BALANCE brought forward</b>	<b>(3,468,590)</b>	<b>(3,700,100)</b>	<b>(3,489,350)</b>	<b>(3,508,650)</b>
<b>BALANCE carried forward</b>	<b>(3,700,100)</b>	<b>(3,489,350)</b>	<b>(3,508,650)</b>	<b>(3,515,280)</b>

The 2013-14 HRA budget reflects updated assumptions as detailed in the main body of the report. The MTFS for 2014-15 to 2016-17 details the likely position for future years and will be updated in subsequent budget rounds.

The figures included in the table above exclude the impact of the increased rents that could arise if the recommendation to increase target rents is approved, as detailed in paragraph 20. It is recommended that these additional rents would assist council tenants under the Harrow Help scheme to complement the General Fund provision

## HRA Capital Programme

	2013-14 No. of properties	2013-14 £	2014-15 £	2015-16 £	2016-17 £
Capitalised Salaries	*	£317,000			
Major Voids	*	£76,870			
Kitchen and Bathrooms	370	£1,542,000			
Health and Safety	3 schemes*	£200,000			
Heating	275	£871,230			
Enveloping	400	£1,523,660			
Enveloping Francis Road	78	£1,000,000			
Door Entry upgrade/renewal	52	£512,500			
Lifts	1 scheme	£207,500			
Sheltered Warden Voids	*	£51,250			
Structural Issues	*	£256,250			
Garages		£61,500			
Aids and Adaptations		£615,000			
Capitalisation Responsive Repairs	*	£142,500			
Develop Wider Housing Initiatives Pot	*	£256,240			
<b>Council Funded expenditure</b>		<b>£7,633,500</b>	<b>£7,526,810</b>	<b>£7,827,330</b>	<b>£8,411,850</b>
Grant funded Extensions		-	-	-	-
<b>Total HRA Capital Programme</b>		<b>£7,633,500</b>	<b>£7,526,810</b>	<b>£7,827,330</b>	<b>£8,411,850</b>

Council are asked to delegate authority to the Portfolio Holder for Housing Services and Portfolio Holder for Finance, in conjunction with the Corporate Director of Community, Health and Wellbeing and the Corporate Director of Resources to adjust the capital programme, within the overall capital envelope for 2013-14, without seeking approval from Cabinet to ensure delivery of works