

# CABINET MINUTES

## 13 FEBRUARY 2014

**Chairman:** \* Councillor Susan Hall

**Councillors:**

* Kam Chana	* Janet Mote
* Tony Ferrari	* Paul Osborn
* Stephen Greek	* Simon Williams
* Manji Kara	* Stephen Wright
* Barry Macleod-Cullinane	

**Non Executive  
Non Voting  
Councillors:**

* Graham Henson	* David Perry
* Thaya Idaikkadar	

<b>In attendance: (Councillors)</b>	James Bond	Minute 776
	Krishna James	Minute 776
	Jerry Miles	Minute 788
	Asad Omar	Minute 776

\* Denotes Member present

**[Note 1:** The items were taken in the order set out on the agenda. However, as was customary, the minutes are set out in the following order: Formal Business; Recommendations, if any, to Council on substantive business; Decisions on the remaining substantive business.

**Note 2:** During the course of the meeting, the Leader of the Council thanked senior officers, who were seated in the public gallery, some of whom were authors of the reports being considered by Cabinet that evening, for their attendance and their excellent work.]

### 771. Apologies for Absence

None received.

## 772. Declarations of Interest

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

Agenda Item 9 – Revised Proposed West London Waste Plan: Pre-Submission Consultation Document

During consideration of this item, Councillor Susan Hall declared a non pecuniary interest in that her business in Wealdstone was situated within the Plan's border. She would remain in the room whilst the matter was considered and voted upon.

Agenda Item 12 – Final Revenue Account Budget 2014/15 and Medium Term Financial Strategy (MTFS) 2014/15 to 2016/17

Councillor Barry Macleod-Cullinane declared a non-pecuniary in that he was employed by London Councils Ltd. He would remain in the room whilst the matter was considered and voted upon.

Councillor Paul Osborn declared a non-pecuniary interest in that he was Vice-Chair of the Lee Valley Regional Park Authority, which was a levying body. He would remain in the room whilst the matter was considered and voted upon.

Councillor Susan Hall declared a non pecuniary interest in that she owned a business in Wealdstone. She would remain in the room whilst the matter was considered and voted upon.

Agenda item 16 – External Fees and Charges

During consideration of this item and upon a general question from a non-Executive non-Voting Cabinet Member on charges relating to the provision of beauty therapies, Councillor Susan Hall declared an interest in that her business also provided such treatments. She would remain in the room whilst the matter was considered and voted upon but indicated that she would leave the room if the discussion became specific to businesses.

Agenda Item 17 – Customer Services – Scrutiny Review Group Report and Recommendations

Councillor Paul Osborn declared a non-pecuniary interest in that the response report related to the review 'Putting the Customer First, Customer Care at Harrow Council' which he had chaired until September 2013. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 21 – Proposed New Museum Building Adjacent to West House, Pinner

Councillor Janet Mote declared a pecuniary interest in that her husband, Councillor Chris Mote, rented office space at West House. She would leave the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that he had been treated at the West House practice belonging to Councillor Chris Mote. He would remain in the room whilst the matter was considered and voted upon.

**773. Minutes**

**RESOLVED:** That the minutes of the meeting held on 15 January 2014 be taken as read and signed as a correct record.

**774. Petitions**

**RESOLVED:** To note that no petitions had been received.

**775. Public Questions**

To note that two public questions had been received and responded to, and the recording of the questions and answers given had been placed on the website.

**776. Councillor Questions**

To note that four Councillor questions had been received and responded to, and the recording of the questions and answers given had been placed on the website.

**777. Key Decision Schedule February - April 2014**

**RESOLVED:** To note the contents of the Key Decision Schedule for the period February to April 2014.

**778. Progress on Scrutiny Projects**

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

**RECOMMENDED ITEMS**

**779. Key Decision: Revised Proposed West London Waste Plan: Pre-Submission Consultation Document**

The Portfolio Holder for Planning, Development and Regeneration introduced the report, which explained the reasons why further redrafting of the West London Waste Plan (WLWP), approved in June 2012, had been necessary and sought approval to proceed with consultation on the revised Plan.

The Portfolio Holder added that the WLWP set out areas of potential development and made reference to the only such site in Harrow which was the Forward Drive Depot site in respect of which consultation was ongoing. He responded to questions from a non-voting non-Executive Cabinet Member in relation to the redrafting of the WLWP, including the accessibility of the Victoria Road Transfer Station site situated on the border of Harrow and Hillingdon, as follows:

- the loss of the Victoria Road site had been the result of the need to safeguard sites for the High Speed 2 (HS2) rail route through West London;
- the need to procure new consultants who had recommended less and reduced overall capacity.

The Portfolio Holder stated that despite various changes, the Plan remained robust. Upon further questioning from the same non-voting non-Executive Cabinet Member about the impact on residents due to the loss of the Victoria Road site and the charges being imposed at the Forward Road site, the Leader of the Council replied that discussions with Hillingdon Council would ensue. However, the Victoria Road site was expected to retain its civic amenity status which would help ensure that there was no adverse impact on residents and other users of the site. Any changes would be reported back. With regard to the levy of charges at the Forward Road site, the Leader stated that this had been necessitated as a result of the abuse of policy and aggressive behaviour by some users of this important civic amenity site.

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

That the draft West London Waste Plan, attached at Appendix 1 to the report, be approved for publication for a minimum six-week public consultation period in March 2014 and, subject to representations, be submitted to the Secretary of State for Examination in Public.

**RESOLVED:** That

- (1) the changes made to the draft West London Waste Plan, following the original approval to proceed with consultation in June 2012, as detailed in the report, be noted;
- (2) it be noted that final approval to undertake consultations on the draft West London Waste Plan was being sought by five other west London Councils, namely Brent, Ealing, Hillingdon, Hounslow and Richmond upon Thames, as members of the West London Waste Authority partnership;
- (3) the Corporate Director for Environment and Enterprise, in consultation with the Portfolio Holder for Planning, Development and Regeneration, be authorised to make minor modification to the Draft Plan as was necessary for factual correctness and in response to representations received;
- (4) the revised Local Development Scheme, attached at Appendix 2 to the report, be approved for publication on the Council's website.

**Reason for Recommendation/Decision:** To enable compliance with the procedural requirements for Local Plan making and to ensure the Council made meaningful progress on the West London Waste Plan (WLWP) in order to meet targets set out in the London Plan 2011, Planning Policy Statement 10, and the National Planning Policy Framework.

The WLWP would, in due course, provide an up-to-date policy framework to assess planning applications for waste management facilities across the six West London boroughs: Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames. Planning applications for waste management facilities would also be assessed by each borough against their individual Local Plans, including local development management policies and any other material considerations.

**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 and to the decisions that have been noted.]*

**780. Key Decision: Housing Revenue Account Budget 2014/15 and Medium Term Financial Strategy 2015/16 to 2017/18**

The Portfolio Holder for Adults and Housing introduced the report, which set out the Housing Revenue Account (HRA) Budget for 2014/15 and Medium Term Financial Strategy (MTFS) for 2015/16 to 2017/18.

The Portfolio Holder referred to the proposed national rent-setting policy and its impact on the Council, the plans to develop estates and the garage strategy; the latter of which would be brought into fruition with the submission of planning applications in the next few months. He referred to the proposed increase in rents, which had been based on the revaluation carried out by a former administration and incorporated into the 2013/14 budget, and the rental strategy previously agreed by Cabinet. Overall, the HRA Budget and the MTFS continued to reflect a healthy position, as a result of the government's HRA reforms.

In response to questions from non-voting non-Executive Cabinet Members, the Portfolio Holder and an officer responded, as follows:

- in relation to dwelling rents, a prudent assumption had been taken on the inflation measure;
- new builds were subject to depreciation as they were brought into use. A straight line depreciation accounting method was being applied to the existing stock based on the lifecycle replacement of key building components. The condition of the stock was being factored in to the feasibility studies being undertaken;
- in terms of the Mayor of London's draft Housing Strategy, the administration was keen to look at local housing needs as a key driver and 'a local option for Harrow' would be explored. With Harrow having been designated as an Opportunity Area, with some 2,800 new homes and 3,000 new jobs planned. Additionally, with the ongoing work on

estate regeneration and the garage strategy, it was expected that at least a further 700 new homes would be built in Harrow. The Portfolio Holder also praised his predecessor's efforts in "removing the logjam" and moving the Council's garage strategy forward.

The Portfolio Holder commended the report to Cabinet.

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

That

- (1) the Housing Revenue Account Budget (HRA) for 2014/15 be approved;
- (2) the Housing Revenue Account (HRA) Capital Programme, as detailed in Appendix 7 to the report, be approved.

**RESOLVED:** That

- (1) the Medium Term Financial Strategy (MTFS) for the HRA, as detailed in Appendix 1 to the report, be approved;
- (2) the proposed increase of 5.1% to housing rent charges for 2014/15, resulting in an average rent of £112.43 per week for 2014/15 be approved;
- (3) a service charge increase of 3.7% (an average of £0.10) resulting in an average weekly service charge of £2.85 be approved;
- (4) in accordance with the policy recommended by Tenants', Leaseholders' and Residents' Consultative Forum in January 2012, that garage and car parking rents be frozen pending finalisation of the Garage Strategy, as set out at Appendix 3 to the report, be approved;
- (5) an increase in energy [heating] charges of 10% from 1 April 2014, as detailed in Appendix 4 to the report, be approved;
- (6) an increase in annual water charges of 4%, as detailed in Appendix 5 to the report, be approved;
- (7) increases in Community Centre charges, as set out in Appendix 6 to the report, be approved;
- (8) the four year Capital Programme, set out in Appendix 7 to the report, be approved;
- (9) the government's proposals to change national rent policy from 2015/16 onwards be noted.

**Reason for Recommendation/Decision:** To publish the final HRA budget and set Council rents and other charges for 2014/15.

**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 and to the decisions that have been noted.]*

**781. Key Decision: Corporate Plan 2014/15**

The Portfolio Holder for Communications, Performance and Resources was proud to present the Council's Corporate Plan for 2014/15, the first of an integrated series of papers that set out the Council's strategic direction, vision and priorities and how these would be funded. He outlined the Council's Vision 'a place to live and work and be proud of' and the three Priorities, 'Cleaner, Safer and Fairer', which would help deliver the Vision by targeting resources, as follows:

**Cleaner:** A borough where streets were cleaned regularly and parks and green spaces were places to enjoy;

**Safer:** A borough where residents felt safe to live and enjoy their lives. The administration would work with the police and other partners to make Harrow even safer;

**Fairer:** A borough where hard working residents could bring up their families knowing they would have fair access to opportunity.

The Portfolio Holder provided examples of measures that had already been put in place to ensure a Cleaner, Safer and Fairer Harrow, such as additional street sweeping in town centres, targeting of 'beds in sheds', an injection of extra investment in Children's Services in the context of the safeguarding role, avenues to reduce Council Tax, an increase in the personalisation of services, which had helped to empower users, and additional money to combat fraud.

The Portfolio Holder added that the administration had embarked on a journey that would deliver effective and efficient services, deal with issues left behind by a previous administration, such as the Council's IT Contract. Moreover, the performance management infrastructure required focus so that it was forward looking and a useful tool instead a 'box ticking' exercise. In response to questions about the provision of affordable housing, the Portfolio Holder stressed that the Corporate Plan was a high level document which contained key strategic directions and highlighted expected benefits to enable the Council to achieve its mission objective(s). He explained that the detail of a Cleaner, Safer and Fairer agenda would be provided in the Service Plans.

The Portfolio Holder for Adults and Housing stated that in terms of the provision of affordable housing and the 35% target given by the Mayor of London, the administration would be looking to achieve the target, identify which groups were affected, and ensure that residents had every opportunity to acquire ownership of a home.

A non-voting non-Executive Cabinet Member was of the view that the administration had failed to address the IT issues in 2008, but this claim was refuted by the Portfolio Holder who stated that the administration had left the IT system in a stable position. It was the current IT contract entered into by the previous administration(s) that was causing problems, as it was running two years behind schedule and continued to be beset with everyday problems thereby stopping the Council to move forward. He also stressed the importance of not signing up to long term contracts, particularly in the run up to a local election.

A non-voting non-Executive Cabinet Member acknowledged the importance of the Corporate Plan but stated there was lack of substance, particularly for those residents in need of support. He cited the removal of the Hardship Fund as an example. He was of the view that the Corporate Plan supported personal projects and created more managers. The Portfolio Holder refuted this view by stating that the number of managers had been reduced and that the administration's Cleaner, Safer and Fairer agenda would protect front line services for the residents of Harrow.

Another non-voting non-Executive Cabinet Member stated that saying nothing had happened in the past three years was an understatement when the report included achievements. He referred to the sweeping statements, such as 'would improve' without any explanation of how the improvements would be achieved. He noted that the Corporate Plan lacked reference to the voluntary sector.

In response, the Portfolio Holder stated that he did not wish to diminish the achievements of the Member's administration in terms of privatisation of the libraries which the residents of Harrow had overwhelmingly rejected. He also mentioned the IT Contract as another example.

The Leader of the Council stated that she was proud to commend the adoption of the Corporate Plan 2014/15, with its Vision based on a Cleaner, Safer and Fairer Harrow which would make Harrow a proud place to live and work.

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

That the Corporate Plan 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.

**Reason for Recommendation/Decision:** To update the Council's Policy Framework and set out the Council's direction of travel for the year ahead.

**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 and to the decisions that have been noted.]*

**782. Key Decision: Final Revenue Budget 2014/15 and Medium Term Financial Strategy (MTFS) 2014/15 to 2016/17**

The Portfolio Holder for Finance introduced the report, which set out the final Revenue Budget for 2014/15 and the Medium Term Financial Strategy (MTFS) for 2014/15 to 2016/17. He identified the report as the delivery mechanism for the Council's Corporate Plan 2014/15.

The report showed that the Budget for 2014/15 was balanced and the MTFS identified budget gaps for future years. A substantive change to the draft budget presented to Cabinet in December 2013 was the financing of the 20 minutes free parking.

The Leader of the Council referred to the invitation extended to the largest opposition Group to present its 'alternative' budget initially to Cabinet for scrutiny but noted that this offer had been declined. The residents of Harrow would not be given an opportunity to scrutinise the 'alternative' budget.

The Leader of the largest opposition Group replied that it was important for his Group to present a robust 'alternative' budget in due course. As the main opposition, it was essential that his Group had had an opportunity to scrutinise the administration's proposed budget. He was critical of the proposal to spend £400,000 on bins over four years and he considered that the money would be better spent on those affected by domestic violence. He also asked about the duration of the proposed 20 minutes free parking which he said had been announced with haste. He was of the view that the administration's proposed budget would increase the deficit for future years with rate payers having to pay in later years.

The Leader of the Council, the Deputy Leader and the Portfolio Holder for Finance responded as follows:

- it was important to differentiate between capital and revenue budgets as these budgets could not be switched around. The provision of bins by the administration would be met the capital budget and the proposal put forward by the largest Opposition Group, on domestic violence had revenue implications. It was suggested that the largest opposition Group did not understand this important difference;
- a U-turn on the Cleaner, Safer and Fairer agenda was implausible and the administration's achievements in a short period of time since it came to power ought be applauded;
- the 20 minute free parking proposal had been included in the 2014/15 budget. The next administration would need to make a decision in this regard on the basis of the overall savings that it would need to achieve;

- the largest opposition Group had not taken opportunities to provide effective scrutiny of the administration's budget and had failed to present its own 'alternative' budget for scrutiny.

During a further discussion on the proposed budget, the same non-voting non-Executive Cabinet Members stated that the budget, which included potential overspends, was electioneering as every policy area had had its finances increased. They considered this to be reckless, as it would put pressures on future administrations. They were critical of the proposed reduction in the welfare contingency budget and the message this sent to residents. They referred to the £60m savings achieved during their administration, and were of the view that the Council needed to take a lead role in the West London Alliance and look at shared services in order to protect staff and their futures.

In response, the Leader of the Council stated that it was important to recognise that the largest opposition Group had already made extra commitments, for example an additional Under One Sky event, which were not about helping the vulnerable. The Portfolio Holder for Communications, Performance and Resources stated that the administration was looking at alternatives such as the shared services and would only reflect such items in the budget provided they were deliverable. It was irresponsible for the largest Opposition Group to have earmarked savings, such as those in the Democratic Services budget and thereafter not meeting its obligations by scaling back on the number of meetings.

The Portfolio Holder for Finance stated that the administration had inherited a budget that was not their own and had frozen Council Tax, improved the amount of money allocated for the needy, employed additional social workers, increased the budget for the elderly, and transport which a responsible administration would do.

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

That

- (1) the budget be approved to enable the Council Tax for 2014/15 to be set;
- (2) the Medium Term Financial Strategy at Appendices 1 and 2 of the report be endorsed;
- (3) the policy on the use of the contingency at Appendix 5 of the report be approved;
- (4) in relation to schools, the schools' budget at Appendix 6 of the report be approved;
- (5) the Members' Allowance Scheme at Appendix 13 of the report be adopted for 2014/15.

**RESOLVED:** That

- (1) the Medium Term Financial Strategy (MTFS), at appendices 1 and 2 to the report, be approved;
- (2) the planned investment in services and efficiencies, as set out in Appendix 2 and summarised in table 5 of the report, be noted;
- (3) the sum, £3.560m, of NHS Transfer funding to be received by the Council, as set paragraph 17.1 of the report be noted;
- (4) the risk assessment at Appendix 7 to the report be agreed and referred to the Governance, Audit and Risk Management Committee for consideration and monitoring.

**Reason for Recommendation/Decision:** To ensure that the Council sets a balanced budget for 2014/15.

**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 and to the decisions that have been noted and to the decisions that have been noted.]*

**783. Key Decision: Capital Programme 2014/15 to 2017/18**

The Portfolio Holder for Finance introduced the report, which set out the proposed Capital Programme from the financial year 2014 to 2018, which included provision in the administration's priority areas of Cleaner, Safer and Fairer Harrow.

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

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

**Reason for Recommendation:** To enable the Council to have an approved Capital Programme for 2014/15 to 2017/18.

**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 and to the decisions that have been noted.]*

**784. Key Decision: Treasury Management Strategy Statement, Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy for 2014/15**

Cabinet received a report of the Council's Treasury Management Strategy Statement, Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2014/15.

A non-voting non-Executive Member asked how the Governance, Audit and Risk Management Committee's views would be taken into account in setting the budget and it was noted that this body would, as it did every year, be carrying out a review on the approved position.

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

That

- (1) the Treasury Management Strategy Statement and Prudential Indicators for 2014/15 be approved;
- (2) the Minimum Revenue Provision Policy Statement for 2014/15 be approved;
- (3) the Annual Investment Strategy for 2014/15 be approved;
- (4) the lower limit for borrowing of between 5 and 10 years be reduced from 10% to 5%;
- (5) the limit of investments for over one year be increased to £30m for 1-2 years and £10m for over 2 years.

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

**Reason for Recommendation/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 and to the decisions that have been noted.]*

**785. Key Decision: Revenue and Capital Monitoring for Quarter 3 as at 31 December 2013**

The Portfolio Holder for Finance introduced the report, which set out the Council's Revenue and Capital monitoring position as at December 2013. The report sought to close the substantial gaps inherited from the previous administration(s). It was noted that the additional recommendation, set out on the supplemental agenda, was withdrawn.

A non-voting non-Executive Cabinet Member referred to the appendix set out on the supplemental agenda and the potential pressures on the homelessness budget. He asked about a comment that the Leader of the Council had made that Harrow did not suffer from problems of homelessness but that she had expressed a desire to keep an eye on this area and he asked how she had managed to do this in light of the pressures being experienced. The Leader of the Council replied that this comment had related to people sleeping rough and she confirmed that the Council's Homelessness Strategy was robust.

The same non-voting non-Executive Member was of the view that the administration was out of touch with the key issues affecting the vulnerable and the impact their measures were having on this section of the community.

The Portfolio Holder for Adults and Housing replied that the Council was a key member of the Single Homelessness Forum which brought various organisations together to look at those individuals who were rough sleeping and how assistance could be provided. He also commended the excellent work undertaken by the Firm Foundation.

The Portfolio Holder added that the administration would not be lectured on the savings issue by the Leader of the Group which had failed to make the savings set out in their budget. It had singularly failed to control the budgets on procurement and agency staff.

The Portfolio Holder for Business and Transformation stated that the administration would not be lectured by a Group operating under the false premise of being a caring Party. He added that it should not be forgotten that the same administration had increased Council Tax in 2013/14 and had made staff redundant.

The same non-voting non-Executive Member commented that the administration was being disingenuous, as London-wide figures had shown that Harrow was suffering from an increase in homelessness. He added that he was merely highlighting the problem in this area with a view to both parties working together to resolve the issue. His party's 'alternative' budget would increase its budget for this issue.

In response to a question about the action being taken to reduce deficits within the various budgets and why the spending strategy had not been used, the Portfolio Holder for Finance stated that the Corporate Directors and the Portfolio Holders were required to operate within their budget targets and each would have their own action plans bringing budgets within targets set.

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

That an increase in the Empty Property Grants budget of £0.100m, as detailed in paragraph 58 of the report, in respect of additional grant funding received in the current year be approved.

**RESOLVED:** That

- (1) the revenue and capital forecast outturn position at the end of Quarter 3, December 2013, be noted;
- (2) the Capital virements, detailed in paragraphs 55 of the report, be noted.

**Reason for Recommendation/Decision:** To ensure that Cabinet was updated on the forecast revenue and capital financial position for 2013/14, that budget virements were agreed in line with the Financial Regulations and available external funding was fully utilised to achieve Council priorities.

**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 and to the decisions that have been noted.]*

#### **786. Proposed new Museum Building adjacent to West House, Pinner**

The Portfolio Holder for Property and Major Contracts introduced the report, which sought various approvals to enable the construction of a new museum building adjacent to West House, Pinner, by The West House and Heath Robinson Museum Trust. He referred to the grant of £1.133m awarded to the Trust from the Heritage Lottery Fund towards the major parts of the costs of the project, and commended the report to Cabinet.

In his capacity as Pinner Ward Councillor, the Portfolio Holder for Communications, Performance and Resources welcomed the proposal and paid tribute to the work carried out by the volunteers to bring it to fruition. He was pleased that the Council was able to assist in this regard.

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

That the Council, acting as trustee of the Pinner Memorial Park Trust,

- (1) authorise the Director of Finance and Assurance to transfer to The West House and Heath Robinson Museum Trust without recoupment the current balance of funds of circa £25,000 held by the Pinner Memorial Park Trust for the purpose of the construction of the new museum facility, subject to any necessary approval of the Charity Commission;
- (2) authorise the Corporate Director of Environment and Enterprise, acting in the best interests of the Council as trustee, in consultation with the Portfolio Holder for Property and Major Contracts, to take all necessary steps to agree and implement changes to the existing lease of West House in order to enable the construction and use of the new museum building.

**RESOLVED:** That the Director of Finance and Assurance, in consultation with the Portfolio Holder for Finance, be authorised to make available a loan facility to The West House and Heath Robinson Museum Trust on the terms set out in paragraph 5.10 of the report.

**Reason for Recommendation/Decision:** To facilitate the construction of a new museum and arts facility for the benefit of Harrow residents and the wider community.

**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 and to the decisions that have been noted.]*

## **RESOLVED ITEMS**

### **787. Key Decision: External Fees and Charges 2014/15**

The Portfolio Holder for Finance introduced the report, which proposed the fees and charges to be applied to services for the financial year 2014/15. The charges were set, in most cases, within the framework of the Medium Term Financial Strategy (MTFS) and the Council's Charging Policy, with some items being subsidised.

Questions on the charges applied to cricket pitches, including their sustainability, and beauty therapies from a non-voting non-Executive Member were responded to, as follows:

- no inflationary increases were proposed for cricket pitches. Adequate ground maintenance measures were in place to ensure quality pitches;
- with regard to the charges for beauty therapies, the reductions were being applied to domestic areas only and fees and charges were governed by law in this area. He cited an Ombudsman case and the 2013 Court of Appeal ruling in *Hemming v Westminster City Council* as examples.

**RESOLVED:** That

- (1) the Fees and Charges, set out at appendices 2-5 of the report, be agreed and implemented from April 2014;
- (2) the Director of Finance and Assurance and relevant Corporate Director be authorised, following consultation with the relevant Portfolio Holder, to amend fees and charges in-year.

**Reason for Decision:** To ensure the Council set a schedule of fees and charges for 2014/15.

**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.

**788. Customer Services - Scrutiny Review Group Report and Recommendations**

The Chair of the Scrutiny Review Group 'Putting the Customer First, Customer Care at Harrow Council', addressed Cabinet and paid tribute to the work carried out by the former Chair of the Review Group who now served on Cabinet as Portfolio Holder for Communications, Performance and Resources. He thanked all Members of the Review Group and officers for their contributions, and outlined the background and evidence gathering measures that had culminated into the recommendations of the Review Group. He stated that he was satisfied with the responses given to the recommendations and requested an updated report which addressed all the recommendations set out in the report of the Review Group.

The Chairman of the Review Group responded to a question from the Portfolio Holder for Property and Major Contracts and confirmed that the dealing of complaints referred to the Council's own internal process and not those dealt with by the Local Government Ombudsman.

A non-voting non-Executive Cabinet Member applauded the benefits of the scrutiny process. He added that, overall, the migration process had been successful and he supported the perception given of Access Harrow which, overall, was positive.

The Portfolio Holder for Communications, Performance and Resources undertook to ensure that all recommendations of the Review Group were responded to. He added that a substantial number of savings set out in the budget set by a former administration would impact on Access Harrow during 2015. Accordingly, if the website and online information was not of acceptable standard or quality, then channel migration would not succeed. It was therefore important that the next administration delivered the savings in an effective manner.

**RESOLVED:** That the actions recommended by officers in response to the recommendations made in the Customer Service Scrutiny Review Group report be approved.

**Reason for Decision:** To improve customer service across the Council.

**Alternative Options Considered and Rejected:** As set out in the report.

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

**789. Key Decision: Buildings Insurance for Residential Leaseholders**



The Portfolio Holder for Adults and Housing introduced the report, which provided an overview and the outcome of the competitive tendering process undertaken to seek a new contract for the provision of buildings insurance for residential leaseholders.

The Portfolio Holder explained the need to renew the policy for a period of three years only as this would help to align with a future Insurance London Consortium (ILC) tendering arrangement to facilitate the option of tendering as a member of the ILC, which comprised of nine boroughs, for future contracts so as to enable further savings.

Having considered the report and a confidential appendix, it was

**RESOLVED:** That the contract for buildings insurance for residential leaseholders be awarded to Zurich Municipal for the period 1 April 2014 to 31 March 2017.

**Reason for Decision:** As freeholder, the Council was obliged to arrange buildings insurance for its residential leaseholders. The Long-Term Agreement (LTA) with existing insurers would expire on 31 March 2014, hence it was necessary to re-tender the contract on behalf of leaseholders.

An open tender process was conducted according to EU procurement rules for Part A Service contracts.

A pre-defined evaluation model was constructed to fairly evaluate each tender against a set of criteria, which was approved by Procurement, Leasehold Services and leaseholder representatives.

Zurich Municipal achieved the highest total scores in the evaluation process.

**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.

**790. Key Decision: Financial Hardship Fund - part of the Harrow Help Scheme**

The Portfolio Holder for Finance introduced the report, which set out the new policy for the Financial Hardship Fund, funding developed to support people impacted by the welfare reforms and the current economic climate.

In response to a question from a non-voting non-Executive Cabinet Member, the Portfolio Holder replied that the funding of £100,000 was available for 2014/15 only. He added that beyond 2014/15, Councils would have to provide funds from within their own general fund budgets.

The same non-voting non-Executive Cabinet Member stated that, if in power, his administration would continue to allocate £100,000 to support the vulnerable and expressed a desire to work more closely with the voluntary sector in this regard.

**RESOLVED:** That

- (1) the Financial Hardship Fund Policy and application pack, incorporating the guidance notes, be agreed and adopted;
- (2) the Financial Hardship Fund assessment criteria be agreed and adopted;
- (3) the decision-making process for awarding Financial Hardship Grants be agreed and adopted.

**Reason for Decision:** The Financial Hardship Fund was created as a direct result of feedback to the Localisation of Council Tax Support consultation carried out over the summer of 2012 and was put in place to support those experiencing most hardship from the current economic situation and/or those who needed assistance to transition to the reformed welfare system. It also coincided with the transfer from the Department of Works and Pensions (DWP) to Harrow of a £489k un-ring-fenced Social Fund grant which previously provided emergency support to claimants and was administered by the DWP.

The Financial Hardship Fund was a pot of funding of £100,000 that sat within the overall banner of the Harrow Help Scheme. The intention of the Financial Hardship Fund was to commission community projects that would help to mitigate the impacts of welfare reforms and the current economic situation.

The draft policy, including the assessment criteria, had been developed in partnership with the Welfare Reform's multi-agency Community Reference Group and Officer Project Board.

**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.

**791. Key Decision: Implementation of Risk Based Verification (RBV) Policy and Electronic Claiming for Housing Benefit & Council Tax Support Assessments**

Cabinet received a report of the Corporate Director of Resources, which set out new policies for the administration of Housing Benefit and Council Tax Support for Risk Based Verification and Electronic Communication.

The Portfolio Holder for Finance explained that across the country work had been carried out on how to be effective and obtain accurate assessments of benefit claims thereby reducing costs. A recommendation from the government required focus on high risk claimants with a view to reducing associated problems. The report would enable the Council to carry out the work required.

In response to a question from a non-Voting Non-Executive Cabinet Member about the need to monitor performance, the Portfolio Holder confirmed that this would be carried out through the Council's Performance Boards. In this context, the Leader of the Council asserted her administration's continued desire to remain open and transparent.

Having considered the report and a confidential appendix, it was

**RESOLVED:** That

- (1) the Risk Based Verification policy at Appendix A to the report be agreed and take effect from April 2014;
- (2) the Electronic Claims policy at Appendix B to the report be agreed and take effect from March 2014;
- (3) the policies apply initially to Housing Benefit/Council Tax Support new claims and extend to change of circumstances notifications in due course, as detailed in the report, without the need for Cabinet to review the policies again;
- (4) the policies remain as approved unless an annual review by officers identified a need for change;
- (5) the Acting Head of Paid Service be authorised to sign an Electronic Communications Direction, Appendix A to Electronic Claims Policy refers.

**Reason for Decision:** Implementation of Risk Based Verification and electronic communications supports the savings requirement within the Resources Directorate. Adopting the policies would reduce the necessity for benefit claimants to contact the Council through more expensive methods such as face to face, and decrease the need to produce original documents to support their claim, resulting in a reduction in the number of customer contacts in Access Harrow, lower volumes of scanning and indexing within the Business Support hub and less information requests made by the Housing Benefit Service.

Through online claims, Risk Based Verification allowed the targeting of resources from low risk cases to those which were at higher risk of potential fraud and error. By identifying these cases at the point of entry, the process should help to reduce fraud and error from entering the system.

**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.

## **792. Recruitment Process Contract**

The Portfolio Holder for Communications, Performance and Resources introduced the report, which set out proposals for the supply of recruitment

services with Pertemps Recruitment Partnership Ltd until September 2015. He indicated that the report was designed to implement the Medium Term Financial Savings (MTFS) that had been included in the budget previously set by the former administration.

In response to questions from a non-Voting non-Executive Cabinet Member, on how the Council would be informed of complaints from external applicants about the process and the Council's own monitoring process through Improvement Boards, including the setting of targets, the Portfolio Holder replied that any monitoring ought to be structured and indicated that he would discuss suggestions with the Member concerned.

The Portfolio Holder responded to an additional question from another non-Voting non-Executive Cabinet Member regarding the government's recent announcement on agencies that used ways of getting around National Insurance payments. He explained that the contract would not have any such impact and, furthermore, agency spend should not be used to avoid tax liability on behalf of the Council.

Having considered the report and a confidential appendix, it was

**RESOLVED:** That the Corporate Director of Resources be delegated authority to enter into a contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services, as detailed within the report, for a period of up to 18 months to co-terminate with the Pertemps Recruitment Partnership Ltd contract for agency workers, which expires in September 2015.

**Reason for Decision:** The contract with Pertemps Recruitment Partnership Ltd for the supply of recruitment services would improve the efficiency of the Council's recruitment processes and reduce spend on recruitment advertising enabling delivery of the Council's Medium Term Financial Savings (MTFS) of £100, 000.

**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.

### **793. Calendar of Meetings 2014/15**

Cabinet received a report of the Director of Legal and Governance Services, which set out the proposals for the Council's Calendar of Meetings for the Municipal Year 2014/15.

The Leader of the Council reported that the 7 May 2015 Cabinet meeting ought to be deleted, as the General Election had been set for that day. She added that it had not been possible to find another date for the May 2014 Annual Council meeting.

**RESOLVED:** That, subject to 7 May 2015 Cabinet being deleted, the Calendar of Meetings for the Municipal Year 2014/15 be approved.

**Reason for Decision:** The Calendar of Meetings was approved on an annual basis for the succeeding Municipal Year. Advance approval of the Calendar facilitated the planning and forward commitments of both Members and officers, and allowed the room booking arrangements to be put in place at the earliest opportunity.

**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 6.30 pm, closed at 8.25 pm).

(Signed) COUNCILLOR SUSAN HALL  
Chairman

**APPENDIX I****HRA Capital Programme****(Appendix 7 to the report)**

<b>Budget Description</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Internal Works	3,628,120	3,928,120	4,428,120	4,228,120
External Works	1,586,450	1,586,970	1,671,490	2,300,000
M & E	920,000	920,000	920,000	920,000
Garages	61,500	61,500	61,500	61,500
Aids and Adaptations	615,000	615,000	615,000	615,000
Capitalisation Responsive Repairs	142,500	142,500	142,500	142,500
Capitalised Salaries	317,000	317,000	317,000	317,000
Develop Wider Housing Initiatives Pot	256,240	256,240	256,240	555,000
<b>HRA Capital Investment</b>	<b>7,526,810</b>	<b>7,827,330</b>	<b>8,411,850</b>	<b>9,139,120</b>
Affordable Housing Programme	2,000,000	4,400,000		
<b>Total HRA Capital Programme</b>	<b>9,526,810</b>	<b>12,227,330</b>	<b>8,411,850</b>	<b>9,139,120</b>

	2013-14	2014-15	2015/16	2016-17
	£000	£000	£000	£000
<b>Budget Requirement Brought Forward</b>		181,063	174,426	161,964
Capital Financing Costs		462	310	841
Grant Changes		-1,683	2,007	-145
Other Technical Changes		-2,738	3,279	3,289
Inflation		2,560	3,460	3,460
Transformation		-244	-187	-31
Community Health and Wellbeing		-3,058	2,782	2,500
Children and Families		-572	413	413
Environment and Enterprise		-149	333	764
Resources		-1,214	-110	505
<b>Total</b>		<b>-6,636</b>	<b>12,287</b>	<b>11,596</b>
<b>FUNDING GAP</b>		<b>0</b>	<b>-24,750</b>	<b>-20,765</b>
<b>Total Change in Budget Requirement</b>		<b>-6,636</b>	<b>-12,463</b>	<b>-9,169</b>
<b>Revised Budget Requirement</b>	<b>181,063</b>	<b>174,426</b>	<b>161,964</b>	<b>152,795</b>
Collection Fund Deficit/-surplus	-1,045	-1,676	0	0
Revenue Support Grant	-52,100	-42,628	-30,650	-20,650
Top Up	-20,154	-20,546	-21,113	-21,694
Retained Non Domestic Rates	-14,725	-14,509	-15,034	-15,184
<b>Amount to be raised from Council Tax</b>	<b>93,039</b>	<b>95,067</b>	<b>95,167</b>	<b>95,267</b>
<b>Council Tax at Band D</b>	<b>£ 1,210.28</b>	<b>£ 1,210.28</b>	<b>£ 1,210.28</b>	<b>£1,210.28</b>
<b>Increase in Council Tax (%)</b>	<b>2.00</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
Tax Base	76,874	78,550	78,632	78,715
Collection rate	97.50%	97.50%	97.50%	97.50%
Gross Tax Base	78,845	80,565	80,649	80,733

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	TECHNICAL BUDGET CHANGES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	<b>Capital and Investment</b>								
Tech 001	<b>Capital financing costs and investment income.</b> Increased Minimum Revenue Provision costs of the capital programme and interest on balances changes	462	310	841	N/A - technical budget adjustment	N/A	N/A	N/A	N/A
	<b>Total Capital and Investment Changes</b>	<b>462</b>	<b>310</b>	<b>841</b>					
	<b>Grant Changes</b>								
Tech 002	<b>New homes bonus</b> - Top slice of New Homes Bonus to fund LEP announced in Comprehensive Spending Review (CSR) 2013	-201	1,200	-345	N/A - technical budget adjustment	N/A	N/A	N/A	N/A
Tech 003	<b>SSCF Grant received from GLA - reduction.</b> Grant no longer unringfenced	62	0	0	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 007	<b>Education Support Grant.</b> New grant in relation to Local Education Authority (LEA) functions, previously included in formula Grant	-251	1,500	200	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 001	<b>Council Tax Freeze Grant.</b> Payable for setting 0% Council Tax increases in 2014-15 and 2015-16	-1,068	-1,068		N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	<b>S 31 Grant</b> to replace Business Rates lost as a result of temporary reliefs to ratepayers	-225	375						
	<b>Total Grant Changes</b>	<b>-1,683</b>	<b>2,007</b>	<b>-145</b>					
	<b>Other Technical Changes</b>								
Tech 012	<b>Freedom Pass Levy increase.</b> Cost of Freedom passes charged to Harrow by TfL	206	360	370	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	<b>Capitalisation strategy/recharges strategy</b>								
Tech 014	<b>Reduce reliance on capitalisation.</b> Final instalment in programme of switching previously capitalised expenditure to revenue	14	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Miscellaneous</b>								
Tech 017	<b>Balance on SSC annual review - net charge to non general fund.</b> Cost to general fund of reduction in support service charges to HRA.	150	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 018	<b>Budget planning contingency.</b>		3,000	3,000	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 019	<b>Contingency for Welfare Reform and other pressures</b>	-2,000	0	0	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
Tech 020	<b>Saving from formula change on freedom passes - agreed at London councils TEC in December 2012</b> Reallocation of costs between London boroughs giving Harrow a reduction in costs	-108	-81	-81	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 022	<b>Redundancy provision.</b> Removal of £1m budget for redundancy costs in 2013-14.	-1,000	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Total Other Technical Changes</b>	<b>-2,738</b>	<b>3,279</b>	<b>3,289</b>					
	<b>Pay and Inflation</b>								
Tech 023	<b>Pay Award @ 1% 2013-14 and 2014-15, then 2% pa</b>	950	1,850	1,850	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 024	<b>Employer's Pension Contributions @ 0.5% p.a.</b>	400	400	400	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 025	<b>Inflation on goods and services @ 1.3% p.a.</b>	1,210	1,210	1,210	N/A - technical budget adjustment	Yes	N/A	N/A	N/A
	<b>Total Pay and Price Inflation</b>	<b>2,560</b>	<b>3,460</b>	<b>3,460</b>					
	<b>CROSS CUTTING TRANSFORMATION PROGRAMME</b>								
Tech 028	<b>Mobile and Flexible working - implementation and running costs</b>	24	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
Tech 029	<b>Terms and conditions.</b> Savings arising from renegotiated terms and conditions with staff.	-268	-187	-31	N/A - technical budget adjustment	Yes	N/A	N/A	N/A



**MTFS 2014/15 to 2016/17 – Proposed investments / savings**

Item No	TECHNICAL BUDGET CHANGES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	<b>Total Transformation</b>	-244	-187	-31					
	<b>Total Corporate</b>	-1643	8869	7414					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	CHILDREN'S SERVICES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	<b>Investment in Services</b>								
CF 001	Increase in Children Looked After (CLA) placement budgets reflecting growth in child population and changing demographic	178	178	178	Agreed February 2013	Yes	N/A	Yes	N/A
CF 002	Increase in Children with Disabilities (CWD) client costs reflecting growth in child population	82	82	82	Agreed February 2013	Yes	N/A	Yes	N/A
CF 003	Increase in staffing costs reflecting growth in child population and changing demographic	153	153	153	Agreed February 2013	Yes	N/A	Yes	N/A
CF 004	Loss of Youth Justice Board funding	10	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 008	Creation of Advanced Practitioner Social Worker posts	70	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CF 012	Project Management Costs including Special Needs Transport, Children's Centre remodelling and developing new transformation projects	-97	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CF 001 14/15	Additional 12 Social Worker posts. Growth of £500k already approved by Leader for 2014/15.	500	0	0	New growth	Yes	N/A	N/A	N/A
CF 002 14/15	Special Needs Transport increase in demand	300	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Total Investment in Services</b>	<b>1,196</b>	<b>413</b>	<b>413</b>					
	<b>Savings</b>								
CF 017	Consolidation of staffing structure including proposed deletion of 1 Divisional Director post 2015/16	-148	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 018	Deletion of Head of Education Strategy & School Organisation	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 019	Reconfiguration of Early Intervention Service to support the Families First Programme	-150	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 020	Children's Centres remodelling to reconfigure the local offer	-200	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 021	Special Needs Transport II - demand management including Independent Travel Training	-45	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 022	Special Needs Transport III - full market engagement including outsourcing of some routes	-500	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 023	Introduction of Charging for non Statutory Educational Psychology to schools	-90	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 024	Review of semi supported provision including potential closure of Honeypot Lane	-410	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CF 025	Procurement Savings including placements	230	0	0	Unachievable saving	Yes	Yes	Yes	N/A
CF 026	Savings from commissioning budgets including connexions, parenting support, drugs & alcohol and clinic in a box	-255	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 027	Recommissioning of Respite Care for CWD	-100	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CF 028	Consolidation of Early Years training functions - including reductions in contracts & staffing	-50	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
	<b>Total Children and Families Savings</b>	<b>-1,768</b>	<b>0</b>	<b>0</b>					
	<b>Net Children &amp; Families</b>	<b>-572</b>	<b>413</b>	<b>413</b>					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	ENVIRONMENT & ENTERPRISE	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	<b>Investment in Services</b>								
E&E001	<b>Public Realm Services (PRS) - Vehicle early termination payments</b>	-295	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E002	<b>Transformation growth</b>	-163	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E003	<b>Parking review</b> - Deletion of previously approved growth in 2013-14 and additional growth proposed in 2014-15 for original 20 minute free parking proposal	-261	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E011 14/15	<b>Parking review</b> - New proposal for 20 minute free parking	200	100	0	Policy change	Yes	N/A	N/A	N/A
E&E005	<b>CCTV camera income decline</b>	0	70	56	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E006	<b>CRC (Carbon Reduction Commitment)/EA (Environment Agency) increase in cost of CRC scheme</b>	-88	0	0	Agreed growth no longer required	Yes	N/A	N/A	N/A
E&E008	<b>West London Waste Authority (WLWA) Levy / Dry Recyclables Income</b>	689	677	708	Agreed February 2013	Yes	N/A	N/A	N/A
E&E 001 14/15	<b>Recycling Support Team</b> - Positive, friendly people dressed in a fully Council branded uniform, working with refuse crews to support recycling, composting and street scene through active interactions with the public. A team of three plus materials budget for publicity etc.- £125,000. May be self financing if they can divert 1,000 tonnes of residual waste into recycling stream. The provision of the funding will allow increased penetration of recycling issues and benefits. A sustained publicity campaign to boost our recycling performance. A targeted campaign can move the Borough towards a 50% recycling rate, this may be self financing in the long run if waste is diverted from landfill.	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 002 14/15	<b>Secondary Shopping Centres Beat Sweeping</b> - Reintroduction of high visibility weekend street cleansing in secondary shopping centres which are subject to excessive littering and complaint (including Rayners Lane, Edgware, South Harrow etc) and borough wide rapid response team at weekend. The provision of the funding will support our high streets economic vitality, improve our performance indicator score for litter (NI 195) which has dipped over the last year and improve public satisfaction due to reduction in excessive weekend littering. Weekend operation will also ease pressure on Monday mornings as the catch up will not be so great.	150	0	0	New growth	Yes	N/A	N/A	N/A
E&E 003 14/15	<b>Street cleansing Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion referrals, removal of signal crime, detail cleansing of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	125	0	0	New growth	Yes	N/A	N/A	N/A

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

ENVIRONMENT & ENTERPRISE		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
E&E 004 14/15	<b>Neighbourhood Champions (NC)</b> - Restock publicity and NC apparel, re-engage current Neighbourhood Champions. Initiate promotional recruitment of new champions and undertake training. The provision of the funding will allow provision of support staff and reintegration of Neighbourhood Champions, increase in volunteering, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work	100	0	0	New growth	Yes	N/A	N/A	N/A
E&E 005 14/15	<b>Parks/Grounds Blitz Team</b> - The team will be utilised in responding to complaints, Neighbourhood Champion and User Group referrals, removal of signal crime, detail maintenance of hot spots and supporting volunteer initiatives. The provision of the funding will allow the improvement of the street cleansing indicator, improvement in reduction of fear of crime, improved customer satisfaction and support of volunteer work.	125	0	0	New growth	Yes	N/A	N/A	N/A
E&E 006 14/15	<b>Enhanced planning enforcement</b> - Engage in Cross Council weeks of action initiative, especially in relation to beds in sheds and unauthorised conversions; and to deliver a step change in enforcement action and pro-active re-enforcement of the statutory planning regime including through engagement on proceeds of crime and to accelerate the delivery of justice through statutory notices and prosecution in response to residents' complaints.	100	0	0	New growth	Yes	N/A	N/A	N/A
E&E 007 14/15	<b>Additional transitional management roles to support administration improvement priorities</b> - Following the recent change in administration, it is necessary to retain some management roles to the end of August 2014 to ensure the administration priorities are fully met.	130	0	0	New growth	Yes	N/A	N/A	N/A
<b>Total Investment in Services</b>		<b>937</b>	<b>847</b>	<b>764</b>					
<b>Savings</b>									
E&E011	<b>Public Realm Integrated Service Model (PRISM) efficiencies.</b> Towards Excellence Programme efficiencies	25	-375	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E012	<b>Further management reductions in Environment</b>	-145	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E013	<b>Public Realm Post reductions.</b> Efficiency in management and support to Borough's allotments	-24	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E016	<b>Climate Change - Flexible retirement and consumables budget</b>	-58	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E019	<b>Establishing the Harrow Home Improvement Agency as a stand alone organisation. Transformation Project</b>	75	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E020	<b>Introduction of Civic Centre staff car parking charges and other free car parks</b>	135	0	0	Policy change	Yes	Yes	Yes	Yes
E&E023	<b>Consolidation of Civic Centre accommodation to secure utility cost savings. Transformation Project</b>	-122	-58	0	Agreed February 2013	N/A	N/A	Yes	N/A
E&E025	<b>Undertake maintenance and cleaning of corporate premises only to the minimum standard necessary for statutory compliance.</b>	100	0	0	Unachievable saving	N/A	N/A	N/A	N/A
E&E031	<b>Review of loss making car parks</b>	150	0	0	Unachievable saving	Yes	Yes	Yes	Yes
E&E033	<b>Trading Standards and Proceeds of Crime Act savings (linked to review of SLA with Brent trading Standards)</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
E&E039	<b>Revenue maximisation - Fleet sponsorship: Explore advertisement opportunities for PRS fleet</b>	-25	0	0	Agreed February 2013	Yes	N/A	N/A	N/A

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

ENVIRONMENT & ENTERPRISE		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
E&E040	<b>Returning Parks to Open Space</b>	275	0	0	Policy change	Yes	Yes	Yes	Yes
E&E041	<b>Grass Verge Maintenance reduction</b>	-165	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
E&E043	<b>Grounds maintenance: Annualised hours</b>	0	-81	0	Re-profiled saving	Yes	Yes	Yes	Yes
E&E046	<b>Review fine turf service standards</b>	-29	0	0	Agreed February 2013	Yes	Yes	N/A	N/A
E&E050 / 051	<b>Review parks and cemeteries opening and locking and specialist dog waste collection</b>	105	0	0	Policy change	Yes	Yes	Yes	Yes
E&E058	<b>Procurement Savings - others</b>	-273	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Budget Realignments for Parking Services (Income re-alignment, no staff impact)</b> Based on the review of historical performance, enforcement of parking and traffic offences for traffic management reasons in 2012/13 recovered more than the budgeted figure. The same rate of recovery has been maintained through 2013/14 so far. To properly reflect expectations an increase in the budgeted figure for 2014/15 is recommended. <b>Key risks:</b> 1. Enforcement results in changes to behaviour and therefore reductions in income are expected over time. 2. The performance can be adversely impacted by inclement weather, technical and legal issues. 3. Policy changes								
E&E 008 14/15		-700	0	0	Substitute saving	Yes	N/A	N/A	N/A
E&E 009 14/15	<b>Textiles Recycling</b> Additional income generated from textiles recycling contract.	-10	0	0	Substitute saving	Yes	N/A	N/A	N/A
E&E 010 14/15	<b>Increase in income relating to leisure centre car parks</b> Increase in leisure centre parking income	-300	0	0	Substitute saving	Yes	Yes	N/A	N/A
	<b>Total Environment &amp; Enterprise Savings</b>	<b>-1,086</b>	<b>-514</b>	<b>0</b>					
	<b>Net Environment &amp; Enterprise Directorate</b>	<b>-149</b>	<b>333</b>	<b>764</b>					

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	COMMUNITY, HEALTH AND WELLBEING	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
	<b>Investment in Services</b>								
	<b>Adults</b>								
CHW001	<b>Demographic Growth.</b> Costs associated with increased demand for eligible users	3,200	2,800	2,500	Growth agreed February 2013 / New growth	Yes	N/A	N/A	N/A
	<b>Housing Services Housing General Fund (HGF)</b>								
CHW004	<b>Homelessness [100 families &amp; anticipated B&amp;B HB changes).</b> Savings from 2012-13 MTFS assumed to arise from increased subsidy for B&B placements which did not actually materialise.	-100	0	0	Unachievable saving	Yes	N/A	N/A	N/A
CHW005	<b>Homelessness.</b> Growth to meet the challenges of welfare reform, in terms of additional staffing and additional expenditure now being incurred to deliver appropriate solutions to meet housing need	-500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW006	<b>Invest to Save in Private Sector Leasing (PSL)</b> Incentive payments to landlords for entering medium term lease arrangements. This will result in reduced expenditure on B&B shown as savings below.	-289	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
	<b>Community &amp; Culture</b>						N/A		
CHW010	<b>Support for specialist welfare advice services</b>	-90	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW003 14/15	Hatch End Library - contract assumed a self service model. Ongoing discussions with contractor to finalise staffing structure for April 2014.	117	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Public Health</b>								
CHW011	<b>Public Health Transition costs</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
	<b>Total Investment in Services</b>	<b>2,238</b>	<b>2,800</b>	<b>2,500</b>					
	<b>Savings</b>								
	<b>Adults Services</b>								
CHW013	<b>Contract Management - efficiencies</b>	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW015	<b>West London Alliance (WLA) Joint Procurement: Approved Provider Credition (APC) Residential Care</b>	-100	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW017	<b>Voluntary Sector Funding.</b> Reversal of 2012/13 growth	-100	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW018	<b>Voluntary Sector Funding</b>	-200	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW019	<b>Residential Care Strategic Review.</b> Only the most complex service users to be supported in residential establishments.	-3,000	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW020	<b>Investment in Community Based Services.</b> Cost of providing services as a result of not placing service users in residential care.	1,500	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
CHW021	<b>Day Care Strategic Review</b>	-300	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW022	<b>Purchasing Budget [community based efficiencies].</b> Market development providing greater choice in services leading to reductions in cost.	-1,000	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW023	<b>Commissioning Staff.</b> Review of staffing structures.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

COMMUNITY, HEALTH AND WELLBEING		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
CHW024	<b>Share Complaints team with another local authority and/ or aggregate within Council.</b> Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-104	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW025	<b>Sharing of Joint Assessment Team with another local authority.</b> Originally intended these savings would be delivered through a shared service approach which will continue to be explored but may be accommodated within wider staff changes as appropriate to deliver the savings.	-93	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW028	<b>Supporting People - targeted efficiency savings through specific contracts</b>	-1,324	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW029	<b>Secure further earmarked investment from PCT/CCG in Adult Social Care</b>	500	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW032	<b>Meals on Wheels.</b> Review options for service provision.	-190	0	0		Yes	Yes	N/A	Yes
CHW034	<b>Late savings - vacancy management</b>	69	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW035	<b>Late savings - agency costs</b>	73	0	0	Unachievable savings	Yes	N/A	N/A	N/A
	<b>Housing Services (HGF)</b>								
CHW037	<b>Housing Needs - Private Sector Leasing Scheme.</b> Income generation	-25	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CHW038	<b>Housing Service Efficiency Review.</b> Saving in staffing costs	-70	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW041	<b>Invest to Save - cash incentives.</b> Used to free up HRA properties to house families from the waiting list. Savings result from reduced B&B expenditure.	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
CHW047	<b>Empty Homes Initiative.</b> Reduced cost of temporary accommodation as a result of bringing empty properties back into use.	-300	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Community and Culture</b>								
CHW048	<b>Community Development review of structure and service reprovion</b>	-15	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW050	<b>Libraries Transformation 2</b> Impact of final contract negotiations around profit share and short term use of Civic Centre by contractor	70	-18	0	Unachievable savings	Yes	N/A	N/A	Yes
CHW051	<b>Library Volunteers.</b> Support provided by volunteers.	-40	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
CHW053	<b>Cultural Strategy Review efficiencies - savings subject to tender with Ealing &amp; Brent</b>	-400	0	0	Agreed February 2013	Yes	N/A	N/A	Yes
CHW054	<b>Procurement Efficiencies</b>	62	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW055	<b>Reduce Adult Learning Subsidy.</b> Services to be funded by grant.	-50	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
CHW056	<b>Reduce subsidy to harrow young musicians</b>	-10	0	0	Agreed February 2013	Yes	Yes	Yes	N/A
CHW057	<b>Share responsibility for Community Cohesion across Council</b>	63	0	0	Unachievable savings	Yes	N/A	N/A	N/A
CHW058	<b>Commercialisation Hatch End Pool, Arts Centre, Museum &amp; Bannister stadium.</b> Commercialisation project set up to investigate the longer term deliverability of these savings.	117	0	0	Unachievable savings	Yes	N/A	Yes	N/A
CHW062	<b>Deletion of post supporting community festivals</b>	-48	0	0	Agreed February 2013	Yes	Yes	N/A	Yes
	<b>Public Health</b>								
CHW068	<b>Further Public Health Efficiencies.</b> Funding existing Council revenue funded services.	-100	0	0	Agreed February 2013	Yes	N/A	Yes	N/A
	<b>Transformation</b>								

**MTFS 2014/15 to 2016/17 – Proposed investments / savings**

COMMUNITY, HEALTH AND WELLBEING		Proposed MTFS			Category	Consultation		EQIA	
Item No		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
CHW069	Late savings - procurement	167	0	0	Unachievable savings	Yes	N/A	N/A	N/A
	<b>Total CHW Savings</b>	<b>-5,296</b>	<b>-18</b>	<b>0</b>					
	<b>Net CHW Directorate</b>	<b>-3,058</b>	<b>2,782</b>	<b>2,500</b>					



## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15 £000	2015-16 £000	2016-17 £000		General	Specific	Initial	Full
	<b>Investment in Services</b>								
	<b>Customer Services</b>								
	<b>IT / Project Management Office (PMO)</b>								
RES005	<b>BTP Contract Indexation.</b> Cost of contractual increases in excess of 2%.	30	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES 001 14/15	Revenue implications for security enhancements required by Public Services Network (PSN)	100	0	0	New growth	Yes	N/A	N/A	N/A
RES 002 14/15	Contractual increase for channel migration supplier costs	50	0	0	New growth	Yes	N/A	N/A	N/A
	<b>Strategic Commissioning</b>								
RES009	<b>Experian &amp; LIS.</b> Addition of new census data into LIS system and update of Experian profiles.	22	-25	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES010	<b>Refresh of Residents Panel.</b> Refresh of membership.	-10	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES005 14-15	<b>SIM Team SLA shortfall</b>	50							
	<b>Human Resource Development (HRD)</b>				Agreed February 2013	Yes	N/A	N/A	N/A
RES014	<b>Reduced West London Waste Authority (WLWA) SLA Income to Payroll.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	15	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Legal and Governance</b>							N/A	N/A
RES016	<b>Individual Electoral Registration.</b> Implementation costs	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Finance</b>								
RES017	<b>Finance Transformation Project.</b> One off implementation costs for development of enhanced service.	-200	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES018	<b>Finance - Ending Service to WLWA.</b> Reduction in SLA income as West London Waste ceases to use Harrow services.	27	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Collections and Benefits</b>								
RES019	<b>Department for Work and Pensions (DWP) Housing Benefit Reduction in Administration Grant.</b> Following the introduction of Universal Credit administered by central government.	0	250	500	Re-profiled investment	Yes	N/A	N/A	N/A
RES020	<b>Loss of Housing Benefits Overpayments Income Stream.</b> To reflect lower surplus currently being achieved and loss of the income stream following the introduction of Universal Credit administered by central government.	150	200	320	Re profiled investment	Yes	N/A	N/A	N/A
RES023	<b>Public Finance Initiative (PFI) Grant Reduction.</b> Ending of grant in relation to previous PFI contract.	43	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES024	<b>DWP HB Reduction in Admin Grant</b>	119	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES004 14-15	<b>Procurement - Additional staffing</b>	75							
	<b>Total Investment in Services</b>	<b>371</b>	<b>425</b>	<b>820</b>					
	<b>Savings</b>								
	<b>Customer Services</b>								
RES027	<b>Use of Artificial Intelligence to divert switchboard calls.</b> Reducing use of staff, introduced in 2013-14 with full year impact of saving in 2014-15	-60	0	0	Agreed February 2013	Yes	Yes	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
RES029	<b>Further channel shift through roll out of My Harrow account.</b> Reduction in Access Harrow staffing resulting from self serve via MHA, website and IVR	-60	-60	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES030	<b>Close Face to Face (F2F) and Telephony Channels for Public Realm Enquiries.</b> Over a 3 year period close face to face contact in Access Harrow for Public Realm queries and migrate to Internet contact.	-30	-70	-50	Agreed February 2013	Yes	Yes	Yes	Yes
RES031	<b>Reconfigure One Stop Shop</b> to self-serve area and close F2F (face to face) advice	-100	-190	-100	Agreed February 2013	Yes	Yes	Yes	Yes
	<b>Strategic Commissioning</b>								
RES036	<b>Merger of Corporate Performance Team and Service Performance Team, reducing staffing.</b> Merging of two management posts undertaking similar specialisms across the council to one single Business Intelligence team and the delivery of the new operating model (next saving).	-93	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES038	<b>Performance, Research &amp; Analysis Business Case and New Operating Model Strategic Commissioning.</b> Aggregation of posts undertaking similar specialisms across the council to one team which is then reduced to deliver the saving through a more efficient delivery of the service.	-97	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES040	<b>Communications - reduction in number of campaigns. This is a reduction in the contract price for the next two years agreed with Westco.</b>	-46	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>HRD</b>								
RES042	<b>Reduction in HRD posts.</b> Deletion of 2 posts.	0	-75	0	Unachievable saving	Yes	Yes	Yes	Yes
RES045	<b>Print Contract Savings.</b> Letting of contract for printers and photocopiers at lower cost.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES046	<b>Cessation of External recruitment Advertising.</b> Reduce the volume of recruitment advertising in journals and papers and increase use of internet advertising including the council's own site	-75	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>CORPORATE ANTI-FRAUD TEAM</b>								
RES047	<b>Proceeds of Crime Act - pursue recoveries of fraudulent gains in partnership with Brent, plus additional income recovery.</b> Income target not achievable	45	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>INTERNAL AUDIT</b>								
RES048	<b>Reduce co-sourcing budget.</b> Reduce the use of external partners to provide specialist support to audit.	-16	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>INSURANCE SERVICE</b>								
RES053	<b>Reduced broker fees through more in-house handling and increased income on third party insurance schemes</b>	-3	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES058	<b>Deletion of Corporate Risk Management Support Service.</b> Deletion of post in 2013.	-30	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES059	<b>Cross Council Insurance Claims.</b> Reduce cost of insurance claims against the Council by better risk management.	-70	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES060	<b>Reduced Contribution to Insurance Provision.</b> Reduce cost of insurance claims against the Council by better risk management.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>LEGAL AND GOVERNANCE</b>								
	<b>Legal Practice</b>								
RES064	<b>Expansion of Legal Practice Shared Service.</b> Expand Legal shared service to an additional partner.	100	0	0	Unachievable saving	Yes	N/A	N/A	N/A
RES068	<b>E-canvass Project.</b> Reduced staffing following electronic canvas.	-20	0	0	Agreed February 2013	Yes	N/A	Yes	Yes

## MTFS 2014/15 to 2016/17 – Proposed investments / savings

Item No	RESOURCES	Proposed MTFS			Category	Consultation		EQIA	
		2014-15	2015-16	2016-17		General	Specific	Initial	Full
		£000	£000	£000					
RES072	<b>Increase to Registrars Fee Income Target.</b> Income budget reduced in 2012-13 to reflect actual received, additional income to be received from 2013-14.	-100	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
	<b>Corporate Finance</b>								
RES073	<b>Finance restructure.</b> Reduced staff costs.	-300	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
	<b>Collections and Benefits</b>								
RES078	<b>Deletion of 4 FTE posts in Housing Benefits</b>	0	-140	0	Reprofiled saving	Yes	Yes	Yes	Yes
RES080	<b>Staff reductions to match DWP Admin grant reduction</b>	-48	0	0	Agreed February 2013	Yes	Yes	Yes	Yes
RES081	<b>Concessionary Travel - Changes to Transport for London (TFL) grant distribution.</b> Reallocation of levy costs between London Boroughs.	-102	0	0	Agreed February 2013	Yes	N/A	N/A	N/A
RES082	<b>Revenues Staffing Reductions</b>	0	0	-40	Agreed February 2013	Yes	Yes	Yes	Yes
RES083	<b>Housing Benefits Staffing Reductions as Benefits moves to DWP.</b> Reduced staffing required as Housing Benefits transfers to Universal Credit and is no longer administered by Harrow.	0	0	-125	Unachievable saving	Yes	Yes	Yes	Yes
RES 003 14/15	To delete the post of Chief Executive and associated business support	-280	0	0	Substitute saving	Done	Done	Done	Done
	<b>Total Resources Savings</b>	<b>-1,585</b>	<b>-535</b>	<b>-315</b>					
	<b>Net Resources Directorate</b>	<b>-1,214</b>	<b>-110</b>	<b>505</b>					

## Policy on Use of Contingency

### General Principles

1. As a general principle, directorate budgets should be structured to cover business as usual, investment and efficiency programmes that have been agreed as part of the budget and service planning round and administration priorities.
2. Budgets which are “demand led” should be set to deal with the forecast level of activity. For example; the predicted client numbers and needs in Adults and Children’s social care; the usual level of activity for planning appeals; winter gritting average weather conditions
3. Income budgets should be set to take into account likely activity levels and any changes in fees and charges.
4. The contingency is there to deal with unforeseen/exceptional items and one-off projects that are approved during the year.

### Appropriate uses

5. It is recommended that the contingency is used for the following purposes:
  - To deal with demographic risk, where the number of clients or cost per client varies from the estimate in Children’s or Adults services
  - To deal with unexpected increases in demand for services due to policy changes, for instance an increase in homelessness due to the housing benefit changes beyond what has been budgeted
  - To deal with seasonal risks, such as exceptionally bad weather or a flu pandemic
  - To deal with tonnage risk, where the number of tonnes disposed of via West Waste varies from the estimate in Environment and Enterprise
  - To deal with the consequences of a recession
  - To deal with major planning appeals and litigation
  - Cost pressures in relation to the services delivered jointly with Health partners
  - To deal with uncertainty due to consultation on proposals
  - To deal with unexpected income shortfalls due to changes in the external environment or changes in the law/regulations
  - To fund small one-off projects which are high priority and have the portfolio holder for Finance’s approval
  - Any other unforeseen items / pressures

## **Criteria**

6. Clear evidence will be required to support variations from estimated demand agreed as part of the budget review process.
7. Contingency funds will not be used where there has been a failure to deliver planned savings (except where this is due to the outcome of consultation) or properly manage spending.

## **Approval Process**

8. Use of the contingency will be reported to Cabinet as part of the quarterly budget monitoring report by the s151 officer. The s151 officer will liaise with the Finance portfolio holder and make proposals to Cabinet for virements from Contingency as appropriate. .

## **Unspent balances**

9. If there is an under spend at the end of the year a contribution to general balances will be considered with regard to the size of the under spend, the underlying strength of the balance sheet and the need to support other priorities.

## Schools Budget 2014-15

### 1. Introduction

The Dedicated Schools Grant (DSG) is a ring fenced grant of which the majority is used to fund individual school budgets. It also funds certain central services provided by the local authority such as Early Years (private and voluntary sector nurseries) and fees for out of borough pupils at independent special schools.

In March 2012 the DfE announced their intention to introduce a new school funding methodology with effect from April 2013. Schools budgets have been set for 2013-14 based on this new methodology which was reported to Cabinet on 13<sup>th</sup> December 2012.

In 2014-15 the DSG will continue to be split into the following three blocks:

- Schools Block
- High Needs Block
- Early Years Block

The DfE issued the “2014-15 Revenue Funding Arrangements: Operational Information for Local Authorities” on 8<sup>th</sup> July 2013 to enable local authorities and their Schools Forums in planning the local implementation of the reformed funding system for 2014-15.

### 2. DSG settlement 2014-15

The 2014-15 DSG is based on the number of pupils on the October 2013 school census. The total DSG for 2014-15 is £182,818,791. The High Needs Block has been updated to include additional funding for post 16 for the full year effect of the transfer of responsibilities for funding FE colleges and Independent Specialist Provision for Post 16 to the Local Authority. In 2013-14 the responsibilities only transferred from the Education Funding Agency (EFA) for a part year, starting from August 2013.

Table 1 below shows the breakdown of the 2014/15 DSG across the three blocks. The DSG is not ringfenced to the specific blocks.

**Table 1 – 2014-15 Dedicated Schools Grant allocation**

Area	Per Pupil Funding (GUF) £	Pupil Numbers	Total £
Schools Block	£4,927.48	29,308	£144,414,584
Early Years Block	£4,320.96	2,217	£9,579,568
High Needs Block			£25,445,495
<b>Sub Total</b>			<b>£179,439,647</b>

<b>Additional Amounts</b>	
Funding for 2 year old nursery places	£3,516,498
Transfer of NQT funding	£44,421
Carbon Reduction Commitment	-£181,775
<b>2014-15 DSG as at 18<sup>th</sup> December 2013</b>	<b>£182,818,791</b>

The 2014-15 schools budget was agreed by Schools Forum on 21<sup>st</sup> January 2014. The final 2014-15 funding for each block is detailed in Table 2.

**Table 2 – Final 2014-15 DSG Blocks**

<b>Category</b>	<b>Final 2014-15</b>
Schools Block – allocated	£140,618,131
Schools Block - centrally retained	£2,067,870
Early Years Block	£13,833,136
High Needs Block	£26,299,654
<b>Total DSG 2014-15</b>	<b>£182,818,791</b>

### **3. Schools Block – Allocated to Schools**

The 2014-15 school budgets are being prepared using the updated funding formula which has been consulted with and agreed by Schools Forum in the autumn 2013 and approved by Cabinet in December 2013.

Schools are protected by the Minimum Funding Guarantee (MFG) which ensures that no school experiences a reduction in their school budget greater than 1.5% per pupil. In order to fund the MFG, a cap to schools whose budgets gain through the formula must be applied. This is set at 0.8%.

The Schools Block currently includes the funding in respect of academies. Under the regulations the Council continues to calculate academy budgets. The DfE then recoup the DSG in respect of academy budgets and pass this funding on to the academies in their General Annual Grant. Based on indicative 2014-15 school budgets the clawback of DSG anticipated in respect of academies is expected to be £48m.

### **4. Schools Block - Centrally Retained**

Services currently funded from centrally retained DSG are included in either the High Needs block or Early Years block where appropriate, with the remaining falling into the Schools Block. All the funding in the schools block has to be passed to schools apart from the following named exceptions which can still be retained but are frozen at 2012-13 levels:

- Co-ordinated Admissions
- Servicing of Schools Forum

In addition, the following services will be delegated to schools:

- Behaviour Support Services
- Support to underperforming ethnic minority groups and bilingual learners
- Trade Union Facilities Time

Schools Forum has agreed to continue to de-delegate funding in respect of Trade Union Facilities Time.

At its meeting in November 2013 Schools Forum agreed to a ring fenced Growth Fund from the DSG in order to provide revenue funding for pupil growth including the planned expansion programme and temporary bulge classes running from September 2014. This provides for growth in both maintained and academy schools but not free schools.

In order to fund the overall cost of the formula and the growth fund for expansion approx £1m will need to be funded from brought forward DSG balances.

## **5. High Needs Block**

The high needs funding system has been designed to support a continuum of provision for pupils and students with special educational needs (SEN), learning difficulties and disabilities, from their early years to age 25.

High needs pupils are funded on a mixture of places and pupils, the “place-plus” approach.

In December 2013 the Local Authority submitted a High Needs data return to the EFA outlining the LA’s estimated need for high needs places for 2014-15 across all sectors and including pre and post 16.

Once the place review has been completed by the EFA and adjustments have been made, the DfE will confirm the final DSG allocations for High Needs, in February 2014.

It should be noted that the LA data return indicates a growth of 17 places in the number of places required in 2014-15 in relation to post 16. The DfE have not confirmed how they will fund growth in the High Needs Block in future years. In guidance issued on 4<sup>th</sup> October 2013 the DfE state:

*“The total national high needs budget for the financial year 2014 to 2015 has yet to be agreed and we are working on the expectation that resources will continue to be tight and increases in some allocations will need to be balanced by reductions in others”.*

## **6. Early Years Block**

The 2014-15 Early Years Block allocation is a provisional figure based on January 2013 census data. These allocations will be updated and finally be



based on 5/12ths of the January 2014 census and 7/12ths of the January 2015 census.

From September 2013 early education has become a statutory entitlement for 20% of eligible 2 year olds. This entitlement increases to 40% from September 2014.

In 2014-15 the Early Years Block will increase by £1.2m to £3.5m to fund this entitlement.

The provisional Early Years Block budget is shown at Table 3

**Table 3 – Indicative 2014-15 Early Years Block**

<b>Category</b>	<b>2014-15 £</b>
PVI 3 & 4 year old entitlement budget	£6,066,350
Maintained school nurseries 3 & 4 year old entitlement	£3,720,377
2 year old offer	£3,516,498
Early Years – central	£529,910
<b>Revised Early Years Block 2014-15</b>	<b>£13,833,135</b>

## 7. Pupil Premium Grant 2014-15

Schools also receive the Pupil Premium in respect of pupils who have ever been eligible for Free School Meals (FSM) in the last 6 years plus Children Looked After continuously for more than 6 months. In 2014-15 this will be extended to those who have been looked after for one day or more. It will also be extended to include children who have been adopted from care or leave care under a special guardianship or residence order. This change recognises that the needs of those children who leave care do not change overnight. Table 4 shows the Pupil Premium rates for 2014-15 and the comparative rates for 2013-14.

**Table 4 - Pupil Premium rates agreed for 2014-15, per pupil**

<b>Area</b>	<b>2013-14</b>	<b>2014-15</b>
FSM - Primary School Pupils	£953	£1,300
FSM - Secondary School Pupils	£900	£935
Service children	£300	£300
Children Looked After	£900	£1,900
Adopted children		£1,900

## Members' Allowances Scheme

1. This scheme shall have effect until 31st March 2015. 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.

### Uprating the Basic and Special Responsibility Allowances

4. The basic allowance and special responsibility allowances may be uprated 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 2015/16, 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 (eg 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 2014 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 9 bands of SRAs:

<b>Band</b>	<b>Post</b>	<b>SRA - £/annum</b>
<b>1</b>	Deputy Leader(s) of the largest Group (s) Chief Whips of the two largest Groups Chairman of Standards Committee Chairman of the Grants Advisory Panel 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>	Vice Chairman and Nominated Member of the party not holding the Chair of the Planning Committee Chairman of the Traffic Advisory Panel Chairman of Governance, Audit and Risk Management Committee Chairman of the Pension Fund Committee	<b>£4,590</b>
<b>4</b>	Leader of the third largest Group 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  <i>Portfolio Adviser (The SRA to be paid only if there is agreement from the Leader and relevant Cabinet Member. In such an event the entire SRA paid to the Portfolio Adviser at Band 4 will be deducted from the SRA of the Leader at Band 9 or the relevant Cabinet Member at Band 7)</i>	<b>£6,630</b>
<b>5</b>	Chairman of the Planning Committee Chairman of the Overview and Scrutiny Committee Leader(s) of the Largest Group(s)	<b>£8,670</b>
<b>6</b>	Deputy Leader of the Council with Portfolio Adviser Cabinet Members with Portfolio Adviser Cabinet Non Executive Members	<b>£13,060</b>
<b>7</b>	Deputy Leader of the Council without Portfolio Adviser Cabinet Members without Portfolio Adviser	<b>£19,690</b>
<b>8</b>	Leader of the Council with Portfolio Adviser	<b>£24,169</b>

<b>Band</b>	<b>Post</b>	<b>SRA - £/annum</b>
<b>9</b>	Leader of the Council without Portfolio Adviser	<b>£30,799</b>

**NOTE**

The Groups are as follows:-

2 Largest Groups = Conservative Group and Labour Group

Third Largest Group = Independent Labour 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.