

CABINET – 19 JANUARY 2017

Written Responses to Councillor Questions not reached at Cabinet

7.

Questioner: Councillor Richard Almond

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “How much profit has been made by each of the council's commercialisation projects in each financial year from May 2014?”

Written Response: Thank you for asking about the Council’s Commercialisation Projects and how they are performing. The Council has a number of Commercial Projects underway. The Council agreed a Commercialisation Strategy in 2015 and has developed a number of new services to bring in new income as well as making existing services more successful and using commercialisation to reduce costs.

Our approach to commercialisation has included the development of shared services, Project Phoenix in the Community Directorate, Project Infinity and commercialisation of the Helpline service.

Project Phoenix was launched in July 2015 to commercialise services in the Community Directorate and has had a number of successes as detailed in the table below. All of the figures for Project Phoenix are a net surplus of income over direct costs and shows the improvement since the project was launched.

Service	2015/16	2016/17 Full Year Forecast
Trade Waste	£187,179	£265,038
Gardening	0	£29,363
Pest Control	£-35,047	£4,333
MOTs	0	£14,321
Special Needs Transport	0	£140,583
Shared Depot	0	£82,430
Asset Utilisation	£23,042	£170,000
Training	£15,291	£12,006

Shared Legal	£280,800 (reduction in cost of service to Harrow)	£355,129 (reduction in cost of service to Harrow)
Shared Procurement	0	£68,984 (reduction in cost of service to Harrow)
Helpline	£169,044 (reduced operating loss - aim to reduce cost of service to Harrow)	£274,926 (reduced operating loss - aim to reduce cost of service to Harrow)
PLA		(£75k) Q2 figure

Overall therefore the Council is forecasting this year to make a financial contribution from commercialisation of the projects above of over £1.3m.

8.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Varsha Parmar, Portfolio Holder for Health, Equality and Wellbeing

Question: "What message does this administration send out about its priorities by placing the demonstration container home, which will stack homeless families in old shipping containers, in such a way as to block a disabled parking bay?"

Written Response: Firstly let's get the word right, it is one type of Modular home.

And we would NOT be stacking homeless people into shipping containers.

So the message would be we are trying and thinking of different options to deal with the homeless situation.

There was also an opportunity to go and see how these modular homes were set up.

As for the parking bay, two disabled bays were partially blocked and there were plenty more parking spaces available and also other disabled bays as well.

9.

Questioner: Councillor Susan Hall

Asked of: Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution

Question: “You have suggested Crowdfunding as an “alternative funding option”. Is this simply to be seen as doing something when in actual fact Crowdfunding is effectively how most of the voluntary sector raises their funds already?”

Written Response: No, this is not ‘just to be seen to be doing something’ this is a significantly untapped potential source of fundraising for the Voluntary Sector in Harrow, so we are working together with the sector to help them take full advantage of this.

Most of the voluntary and community sector have to fundraise and they have a variety of different ways and methods they successfully do this. But our research and consultation clearly showed that very few Harrow organisations are using crowdfunding as part of their fundraising strategy. We aim to support them to be able to do this.

When we asked as part of the consultation last autumn if organisations used crowdfunding the majority of those that responded said no. Research into Harrow organisations with live campaigns on any of the major crowdfunding platforms also revealed a very low presence of crowdfunding in the borough compared to other places. In response to feedback during the consultation about the need to skill up organisations to be able to access crowdfunding, the Council together with Voluntary Action Harrow jointly organised an information session on 13th December with Crowdfunder – our crowdfunding partner, which attracted over 50 different participants all keen to find out more about how they can run successful crowdfunding campaigns. The feedback on the event was overwhelmingly positive and we will follow this up with the provision of coaching, training, and further support and advice to projects wanting to crowdfund.

10.

Questioner: Councillor Susan Hall

Asked of: Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution

Question: “What contingencies are in place if Crowdfunding does not raise enough money to pick up the shortfall for the voluntary sector organisations?”

Written Response: Crowdfunding is not a silver bullet and will not solve every organisations financial problems. We feel it is most suitable for those organisations who previously received a small grant or an Outcomes Based Grant or Adult SLA under £5k. Crowdfunding is part of a wider package of help and support that is being put together, led by Harrow Community Action in their role as the infrastructure organisation and supported by the Council to help voluntary and community groups survive the cut in council funding which includes identifying alternative grants, supporting applications, developing social enterprises, business planning, financial modelling etc etc.

11.

Questioner: Councillor Susan Hall

Asked of: Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution

Question: “From what budget is the £25,000 Council Top up Fund coming from and how will this be divided between voluntary sector organisations?”

Written Response: Page 4 of the cabinet report on the VCS funding arrangements states that the £25k funding for the Top Up fund will come from budget created by the pooling of the remaining Community Grants and Emergency Relief Scheme budgets subject to Cabinet approval this evening.

We are currently drafting the criteria for how the top up grant will be allocated. This will be based on our previous small grants criteria and criteria used by other local authorities and crowdfunding grants for similar types of grants.

It is our expectation that the maximum award will be £2000 and that this must not exceed 50% of the total target. Projects should meet our corporate priorities, be based in Harrow and have already achieved 25% of their fund-raising target.

The fund and its criteria are due to be launched in March 2017, ahead of the funding reductions coming into effect from the end of April 2017.

12.

Questioner: Councillor Susan Hall

Asked of: Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution

Question: “£105,000 is being used to fund white goods and furniture in the Hardship fund. These goods can easily be obtained for free or bought at low-cost from many sources such as Freecycle and Streetlife. With your administration already proposing to cut nearly £700,000 from the voluntary sector, why do you think this administered scheme is a good use of money when alternatives are already available?”

Written Response: When this administration set up the Emergency Relief scheme some years ago, its objective was to support those families suffering directly from cuts in welfare reform, and in particular, those impacted by the devolution of the DWP’s Social fund to local authorities and the subsequent cut to funding that came with the devolution. Harrow is no longer allocated funding from the DWP to run this service where as in 2013/14 it was allocated just over £500k.

However we have continued to fund this service because those claimants who present themselves are generally homeless, living in bed and breakfast or temporary accommodation and require white goods and furniture to move into allocated private or social housing. They may also have medical conditions, needing fridges to store medication, or have young children which bed wet or an adult suffering from incontinence which require the fast acquisition of mattresses. Supporting these claimants to move out of temporary accommodation also reduces costs elsewhere in the Council.

Whilst there may be second hand white goods and furniture available from other sources, generally electrical appliances do not comply with PAT (portable appliance testing) or furniture is not suitable for the applicants’ needs. As the service is an emergency service that will, in most cases delivers the required goods within 48 hours, signposting claimants to other suppliers would not meet our vulnerable claimant’s needs.

Demand for this service has reduced over the past two years which is why funding is being cut. It is also expected that demand will continue to reduce. For these reasons we have not yet looked at alternatives but hope to explore this

in future should demand continue at current levels or increase.

13.

Questioner: Councillor Susan Hall

Asked of: Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution

Question: “You recently advertised a sale on the garden waste collection scheme for residents who sign-up in January. However, you failed to advertise that this only applies for those who pay by direct debit. Why are you falsely advertising and misleading residents?”

Written Response: The promotion advertised on our bin hangers, which went out from 12 December, encouraged residents to look online for further details of our January sale. All sales have terms and conditions, and these are set out on the garden waste pages of the council’s site. So far we have 14,700 customers signed up for the coming year and more than 80% of them signed up by Direct Debit. We’re sorry if any customers feel misled – we’re happy to offer them a refund on cancellation.

14.

Questioner: Councillor Susan Hall

Asked of: Councillor Graham Henson, Portfolio Holder for Environment, Crime and Community Safety

Question: “It was recently announced that the Council had obtained 5 new street cleaning machines. You said that these 5 machines will help ensure that all roads are cleaned at least once per week. Is this a realistic target and how many streets have the Council cleaned this week?”

Written Response: The sweeping machines are part of a wider initiative to increase the frequency of cleansing operations across the borough. The Council cleaned 1439 roads last week. It should be noted that the figure for roads cleaned last week would have been higher, but mechanical sweeping operations are reduced when gritting operations take place, as it is counter-productive to sweep roads where grit has been spread.

15 - 44.

- Questioner:** Councillor Barry Macleod-Cullinane
- Asked of:** Councillor Glen Hearnden, Portfolio Holder for Housing and Employment
- Question 15:** “On what date did the Council first start exploring the feasibility of container homes on the Civic Centre site?”
- Question 16:** “On what date was the first contact made by the Council with companies who specialise in providing container accommodation?”
- Question 17:** “Which companies did the Council meet, and on what dates, to discuss this project of container accommodation?”
- Question 18:** “On what date did the Council first meet with a company providing container accommodation?”
- Question 19:** “How many companies has the Council met with, to date, in respect of the container homes project?”
- Question 20:** “On what date did the company offer the Council the demonstration container home that was set-up in the car-park during December?”
- Question 21:** “When will a report be coming to Cabinet regarding the administration’s plans for container homes?”
- Question 22:** “Has the administration made a financial assessment into the feasibility of its proposed container homes scheme?”
- Question 23:** “Where was the notice that the Council intends to seek invitations to tender to provide container homes advertised?”
- Question 24:** “When was the notice that the Council intends to seek invitations to tender to provide container homes issued?”
- Question 25:** “Can you provide a copy of the notice issued to companies that the Council seeks invitations to tender to provide

container homes on the Civic Centre site?”

Question 26: “Does the tendering process for the container homes project hit the OJEU threshold?”

Question 27: “Has an Equalities Impact Assessment been completed with respect to the administration’s container homes scheme?”

Question 28: “What are the likely numbers of container homes proposed for the Civic Centre site?”

Question 29: “How many households are to be housed in containers on the Civic Centre site?”

Question 30: “How many children are likely to be housed with their parents in the proposed container homes on the Civic Centre site?”

Question 31: “How high is it proposed that will the container homes be stacked on the Civic Centre site?”

Question 32: “What will be the likely composition of container homes (in terms of numbers of 1, 2 and 3 beds) on the Civic Centre site?”

Question 33: “When was the business case for container homes on the Civic Centre completed?”

Question 34: “What analysis has been completed concerning the impact on local infrastructure, including GPs, schools and parking, of the households to be housed in the proposed container homes on the Civic Centre site?”

Question 35: “Can you provide a copy of the project initiation document(s) setting-up the container homes on the Civic Centre site project?”

Question 36: “What safeguarding analysis has been done, and when was it carried out, regarding potentially housing children in the container homes project?”

Question 37: “Can you provide a complete timeline covering events to date and expected events and decisions from when the container homes project started through until its expected endpoint?”

Question 38: “When are the first households expected to take up residence in their container home?”

Question 39: “How much is the container homes project on the Civic Centre likely to be for?”

Question 40: “Are there any other sites under consideration as part of the container homes project?”

Question 41: “Are there any security concerns for the families housed in the container homes on the Civic Centre site?”

Question 42: “Will the households in the proposed Civic Centre container homes be insured by themselves or by the Council?”

Question 43: “Will a planning application be needed to establish the container homes project on the Civic Centre site?”

Question 44: “How many neighbouring properties will be advised of the container homes project?”

**Written
Response:**

Response to Qs 15 - 44

We have been considering the potential for different types of modular and off site housing to accelerate delivery of housing for some time. Specifically, we have been looking at potential meanwhile uses for the site comprising Civic 3 &4 and 5&6 since September 2016. There is an opportunity to make use of that site for approximately 4 years.

As part of the feasibility assessment for this proposal, we have met with several companies who specialise in providing this type of accommodation. Officers are regularly contacted by and meet with many suppliers and developers so that we are abreast of new ideas and innovative proposals that may be of benefit to borough residents.

One of the companies offered us the opportunity to have a demonstration model on the site at no cost or obligation to the council. Having it here has given the opportunity for many people to view it and give their opinions on the option. There is no contractual obligation on the Council to this or any other company to progress any modular housing scheme on the site.

Given the need for temporary accommodation, we are working up a business case for a meanwhile use to address this need. As the likely contract value will require an OJEU procurement process, and given the limited time the site is going to be available, we issued a notice on 15 December 2016 that we intend to seek invitations to tender from suitably qualified companies specialising in this type of modular construction. A competitive tendering exercise would enable us to test the viability of a scheme for the site based on a mix of bed sizes over a period of time. However, this will not be progressed until Cabinet is requested to approve the tender process as required under Contract Procedure rules, if the decision is taken to proceed to tender. Information from the preliminary market engagement is currently being considered and it has not yet been determined that a tender process will be implemented, so at this time there is no firm programme for the Cabinet report.

It is not possible to provide all the detailed information you have requested in many of the questions as this will follow, if the tender process proceeds. Questions about design and planning can only be answered if the project proceeds to a tender process and a preferred supplier is selected. A planning application will of course be required for the project. Neighbouring residents will be consulted in accordance with the council's consultation process and the formal planning process at the appropriate time, if a decision is taken to proceed with the project.

45.

Questioner: Councillor Susan Hall

Asked of: Councillor Sachin Shah, Leader of the Council and Portfolio Holder for Strategy, Partnerships and Devolution

Question: "What are the estimated costs (financial, disruption, staff hours) the Council will incur due to the filming taking place at Civic 1 from 11th-25th January?"

Written There is no estimated cost to the council. There has been no disruption to staff as all meetings (in the rooms used for

Response: filming) were re-located, and staff have access to their offices. Where staff car parking was not available, alternative arrangements were made at Peel House, and a shuttle bus provided. Where costs are incurred, they are covered by commercially confidential location fees.

46.

Questioner: Councillor Susan Hall

Asked of: Councillor Graham Henson, Portfolio Holder for Environment, Crime and Community Safety

Question: “Are the 5 new street cleaning machines designed for use on roads and pavements or just roads?”

Written Response: The machines are suitable for roads and pavements.

47.

Questioner: Councillor Susan Hall

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “How and why have the costs of the regeneration programme changed since the Cabinet report in May 2016?”

Written Response: The May 2016 Cabinet report aimed to provide the most comprehensive financial plan ever laid out for our regeneration programme.

At the time of the May Cabinet report, it was highlighted that the budgets to be approved “are based on the best currently available information on the likely outcomes for the programme but, other than Haslam House which is the pilot project, they are all in early design stages. As site and planning constraints or opportunities are better understood and the design develops, the scope of the project and its costs are liable to change.” It was further stated that “The financial model will be subject to further revision to allow for dynamic modelling, both of individual sites and the programme as a whole. This will allow up-to-date economic data to rapidly inform design decisions and will ensure that projects remain financially viable as they develop.”

Over the period since May 2016, the financial model for the

programme has been revised, allowing for more detailed cost plans to be modelled at a project level to generate a robust set of figures for the programme as a whole. Individual projects have been developed in further detail as design work has progressed, construction costs updated in the light of more recent data and sales and rental values updated. The account treatment of certain aspects of the programme has also changed, based on new information about detailed regulations. The combined effect of these changes has been to increase the efficiency of the programme, both in capital and revenue terms.

Total expenditure on the programme reduces from £357m to £349m.

Retained debt at the end of the programme is at £241m, compared to £247m in May's Cabinet report.

48.

Questioner: Councillor Susan Hall

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: "The cabinet report says "borrowing strategies are being developed which should enable interest rates to be controlled" How will you ensure this strategy keeps borrowing rates cheap for the Council?"

Written Response: Options for controlling interest rates include: the use of fixed-rate borrowing, structuring new borrowing with a mix of maturities, such as short-term borrowing (e.g. 3/5/7 year loans) over the development period to enable the Council to access the cheaper rates currently available for these maturities and long term borrowing once the private rented sector units become operational.

The Council is working with its treasury advisors to develop a borrowing strategy to optimise the borrowing profile so as to enable the Council to achieve the optimum overall funding package and minimise interest rate exposure. This could include the use of forward-fixes, whereby interest rates are fixed in advance so as to avoid adverse variances. Any borrowing will be undertaken in accordance with the borrowing strategy.

49.

Questioner: Councillor Susan Hall

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “What contingencies are in place if interest rates cannot be controlled?”

Written Response: The development of a borrowing strategy as set out above is designed to avoid exposure to uncontrollable interest rates. The timescale for development of the borrowing strategy will mean that interest rates will be known in advance of the majority of the major contracts being let, and the Council’s outcomes from each of the projects (e.g. numbers of amount of market sales units vs. build to rent units etc.) can be adjusted as necessary to ensure risk is adequately and appropriately managed. Ultimately the Council could decide to delay or not to proceed at all with elements of the scheme as currently modelled if there were issues in respect of affordability.

50.

Questioner: Councillor Susan Hall

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “Why has there been an increase in size and cost of the first phase of works on one of the regeneration sites?”

Written Response: This is outlined in detail in the supporting papers to the January Cabinet Report (Confidential Appendix 2). This report defines the business case for the enlarged Phase 1 for the Poet’s Corner site. The enlarged first phase delivers more homes and workspace, and therefore more programme benefits, earlier in the programme. It improves the project’s rate of return and is affordable within approved programme budgets.

51.

Questioner: Councillor Susan Hall

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “How will you ensure that any other changes to the scheme such increased costs, size or timeframes are adequately

planned for and securely funded?”

Written Response:

The changes to Poet’s Corner phase 1 have been properly incorporated into the planned implementation process and are securely funded. Further programme changes, as project design and evaluation continues, will be subject to similar programme management processes including the preparation and review of appropriate business cases.

52.

Questioner:

Councillor Barry Macleod-Cullinane

Asked of:

Councillor Henson, Portfolio Holder for Environment, Crime and Community Safety

Question:

“When it comes to road resurfacing, how many kilometres of road (itemised) per ward have been resurfaced since the start of 2016/17, how does this figure compare to that resurfaced in 2015/16 (itemised) per ward?”

Written Response:

The table below shows kilometres of road resurfaced by Ward for 2016/17 (to date) and 2015/16:

Ward	Carriageway surfacing (KM's)	
	2015-16	2016-17
Belmont	1.09	1.90
Canons	3.23	1.29
Edgware	1.01	1.09
Greenhill	0.17	0.76
Harrow on the Hill	1.20	0.79
Harrow Weald	0.58	0.84
Hatch End	0.60	1.51
Headstone North	0.39	0.72
Headstone South	0.19	0.73
Kenton East	0.00	1.55
Kenton West	0.00	1.32
Marlborough	1.16	0.55
Pinner	0.40	1.54
Pinner South	1.63	0.59
Queensbury	1.25	2.03
Rayners lane	0.58	0.23
Roxbourne	0.37	1.03

Roxeth	2.21	0.60
Stanmore Park	1.56	0.60
Wealdstone	0.10	0.52
West Harrow	1.03	0.07

53.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Henson, Portfolio Holder for Environment, Crime and Community Safety

Question: “When was the business case for the 10% reduction offer in charging for the garden waste service agreed by the Corporate Director for the Environment?”

Written Response: The Proposed Changes for 17/18 scheme for Garden Waste was agreed by the Corporate Director on the 6th October 2016.

54.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Henson, Portfolio Holder for Environment, Crime and Community Safety

Question: “When was the business case for the 10% reduction offer in charging for the garden waste service agreed by the Portfolio Holder for the Environment, Crime and Community Safety?”

Written Response: The Proposed Changes for 17/18 scheme for Garden Waste was agreed by the Portfolio Holder for Environment, Crime and Community Safety on the 8/11/16.

55.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Henson, Portfolio Holder for Environment, Crime and Community Safety

Question: “Can you provide a copy of the business case for the 10% reduction in garden waste charging offer?”

Written Response: This is available on request.

56.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Henson, Portfolio Holder for Environment, Crime and Community Safety

Question: “Do you think that it is appropriate for the Council to be directly competing with local businesses, specifically local garages when it comes to MOT and car-valeting?”

Written Response: Yes. It is appropriate.

57.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “How many consultants and at what cost to the council, including where their cost is being charged to capital as part of any project, have been hired in 2016/17 (to date), and were hired in 2015/16 and 2014/15 as part of the regeneration work?”

Written Response: The consultants in the regeneration programme provide specialised expertise on areas such as quantity surveying, architectural design and property valuation. The use of these consultants allows us to keep the overall management of the programme in-house, which means much stronger engagement with residents, higher-quality design, and more control over the policy trade-offs that are typically involved in these types of programmes.

	2014-15	2015-16	2016-17
Capital spend, consultants	£0	£456,259	£2,258,000
Revenue spend, consultants	£132,770	£0	£40,000
<u>Number of consultants :</u>			
Capital	0	14	30
Revenue	4	0	4

58 - 61.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question 58: “How many consultants across the whole council and at what cost to the Council were hired in 2014/15?”

Question 59: “How many consultants across the whole council and at what cost to the Council were hired in 2015/16?”

Question 60: “How many consultants across the whole council and at what cost to the Council have been hired (to date) in 2016/17?”

Question 61: “How many consultants across the whole council and at what cost to the Council are planned to be hired for 2017/18?”

Written Response: Please note that it is not possible to provide information on the number of consultants engaged each year as that would vary for each assignment and the Council does not capture that information.

Response to Question 58

Consultancy spend 1st April 2014 to 31st March 2015

Internal categorization	Total
Advisory & Mediation services	£2,779
Building Services (surveying, cost consultancy, specialist engineers)	£660,030
Complaint investigation	£21,558
Consultancy	£803,667
IT support	£56,014
Legal services	£96,920
Social Community Care Consultancy	£296,352
Specialist	£340,356
Specialist Assessment	£40,290
Training	£17,215
Grand Total	£2,335,181

Response to Question 59

Consultancy spend 1st April 2015 to 31st March 2016

Internal categorization	Total
Advisory & Mediation services	£20,581

Building Services (surveying, cost consultancy, specialist engineers)	£209,443
Consultancy	£1,429,141
Specialist	£1,361,150
Grand Total	£3,020,315

Response to Question 60

Consultancy spend 1st April 2016 to 31st December 2016

Internal categorization	Total
Advisory & Mediation Services	£34,153
Audit Services	£1,725
Building Services (surveying, cost consultancy, specialist engineers)	£190,692
Complaints investigator	£992
Consultancy	£741,050
Legal Services	£87,826
Specialist	£968,052
Total	£2,024,490

Response to Question 61

For the 2017/18 financial year, the authority has budgets of £1,325,913 which relates to revenue expenditure on Consultancy Fees. Services would be expected to maintain expenditure within their budget envelope.

In addition to revenue expenditure, the categorised spend figures provided above also includes some capital expenditure, which is budgeted for as part of overall cost of individual Capital projects.

62 - 65.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question 62: "How many staff did the Council employ at each grade and pay band in 2013/14?"

Question 63: "How many staff did the Council employ at each grade and pay band in 2014/15?"

Question 64: "How many staff did the Council employ at each grade and

pay band in 2015/16?”

Question 65: “How many staff did the Council employ at each grade and pay band (to date) in 2016/17?”

Written Response:

FTE Numbers at 1 February 2014/17	2017	2016	2015	2014
G1	57.05	52.41	52.79	66.24
G2	66.08	68.92	74.44	110.89
G3	180.86	190.54	201.74	217.42
G4	59.85	66.06	68.42	103.95
G5	210.48	218.15	208.21	192.21
G6	178.44	184.90	185.66	179.89
G7	130.23	126.90	110.73	111.36
G8	145.49	128.58	118.64	103.64
G9	95.31	100.61	118.22	113.21
G10	143.35	159.32	169.01	185.67
G11	97.30	81.96	66.08	59.73
MG1	90.23	90.82	90.82	87.49
MG2	33.88	33.45	33.45	49.09
MG3	27.44	23.48	23.48	27.35
MG4	30.70	32.31	32.31	10.00
D1	12.00	11.00	12.00	13.20
D2	2.60	5.60	3.60	4.00
D2 NJC	3.00	0.00	0.00	0.00
D3	1.00	1.00	0.00	0.00
D4	3.00	3.00	0.00	0.00
CAREER GRADES	139.24	116.45	69.20	57.67
CHLDQSW	0.00	0.00	9.00	21.00

TOTAL	1707.53	1643.05	1647.80	1714.01
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66.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “Did the Portfolio Holder for Finance and Commercialisation also sign-off on the 10% reduction in garden waste charging offer business case?”

Written Response: No the Portfolio Holder for Environment, Crime and Community Safety consulted with Cllr Shah on the report.

67 - 72.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question 67: “In the latest Index of Multiple Deprivation, where does Barnet rank and how does Barnet compare to Harrow?”

Question 68: “In the latest Index of Multiple Deprivation, where does Brent rank and how does Brent compare to Harrow?”

Question 69: “In the latest Index of Multiple Deprivation, where does Ealing rank and how does Ealing compare to Harrow?”

Question 70: “In the latest Index of Multiple Deprivation, where does Hillingdon rank and how does Hillingdon compare to Harrow?”

Question 71: “In the latest Index of Multiple Deprivation, where does Harrow rank?”

Question 72: “How does Harrow compare to the other 31 London Boroughs in the latest Index of Multiple Deprivation?”

Written Response:
Dewsnap

Response to Qs 67 – Q72

As described below, Harrow does not have a high level of deprivation according to the IMD. It is critical to note that deprivation does not correlate well with need. Harrow's large and growing young and older populations, along with rising house prices in the area, have created

major financial pressures on our adults, children's, and housing services. These pressures are not reflected in our deprivation scores.

The following table sets out Harrow's position against other London Boroughs in the 2015 Index of Multiple Deprivation (IMD) profiles.

In terms of ranking, Harrow compares favourably against the Councils outlined in the questions (Barnet – Q67, Brent Q68, Ealing Q69 and Hillingdon Q70). In terms of London, Harrow ranks 4th least deprived with an average score of 14.3, compared with 35.7 for Tower Hamlets which has the highest levels of deprivation in London. Harrow ranks 129th least deprived amongst 152 English Upper Tier authorities.

London IMD scores and rank compared with national. High score = more deprived. Low rank = more deprived.					
LSOA = Lower Super Output Area					
Upper Tier Local Authority District	Upper Tier Local Authority name	IMD - Average score	IMD - Rank of average score	IMD - Proportion of LSOAs in most deprived 10% nationally	IMD - Rank of proportion of LSOAs in most deprived 10% nationally
E09000030	Tower Hamlets	35.7	9	24%	19
E09000012	Hackney	35.3	10	17%	40
E09000002	Barking and Dagenham	34.6	11	5%	97
E09000025	Newham	32.9	21	8%	72
E09000019	Islington	32.5	22	15%	48
E09000014	Haringey	31.0	24	19%	36
E09000031	Waltham Forest	30.2	29	10%	64
E09000028	Southwark	29.5	33	5%	94
E09000022	Lambeth	28.9	36	7%	76
E09000023	Lewisham	28.6	38	5%	96
E09000033	Westminster	27.7	45	14%	50
E09000010	Enfield	27.0	51	11%	60
E09000005	Brent	26.7	55	8%	70
E09000011	Greenwich	25.5	61	2%	113
E09000007	Camden	25.0	62	5%	90
E09000013	Hammersmith and Fulham	24.4	68	7%	78
E09000008	Croydon	23.6	71	3%	108
E09000009	Ealing	23.6	73	4%	99
E09000020	Kensington and Chelsea	23.4	75	11%	61
E09000018	Hounslow	22.5	80	1%	116
E09000026	Redbridge	20.2	91	1%	127
E09000032	Wandsworth	18.3	103	1%	128
E09000017	Hillingdon	18.1	104	0%	133
E09000016	Havering	17.9	107	1%	126
E09000003	Barnet	17.8	109	1%	120
E09000004	Bexley	16.2	117	0%	133
E09000006	Bromley	15.2	122	3%	104
E09000024	Merton	14.9	125	0%	133
E09000029	Sutton	14.6	127	1%	124
E09000015	Harrow	14.3	129	0%	133
E09000001	City of London	13.6	132	0%	133
E09000021	Kingston upon Thames	11.1	144	0%	133
E09000027	Richmond upon Thames	10.0	147	0%	133

Source: English Indices of Deprivation 2015, Department of Communities and Local Government

73.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Adam Swersky, Portfolio Holder for Finance and Commercialisation

Question: “What input have you had into the Council’s regeneration plans, specifically around promoting developments that will significantly contribute to the borough’s business rates?”

Written Response: I sit on the Regeneration Board and as such have extensive input into the Council’s regeneration plans. The need to contribute to the borough’s business rates is fully recognised and this is reflected in the commitment to deliver new workspace within the programme, both on the Council’s own major sites and elsewhere.

However, increased business rates are not the only way that the regeneration programme will generate income for the council. Indeed, our long-term ownership of significant PRS stock will provide an income stream for decades to come. Moreover, I always take a holistic view to ensure that the programme balances financial imperatives with the needs of residents and businesses in the borough.

74.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration

Question: “Does the Council have sufficient expertise and capacity to manage the Regeneration plans or will it be hiring consultants to fill skills gaps?”

Written Response: The Council has sufficient expertise and capacity to manage the Regeneration plans and, in common with other major developers, will continue to employ consultants where appropriate to provide specialist skills.

75.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration

Question: “Recent newspaper reports about the housing market have a similar flavour to those preceding the 2007/08 housing crash; how robust is the financial modelling of the Council’s regeneration plans and can they model a downturn that saw local Harrow prices fall by 20% to 30% or even more?”

Written Response: The current housing market is very different to that which precipitated the 2007/08 housing crash, so the premise of this question is not accepted. However, I can confirm that

the financial modelling for the regeneration programme is very robust and has been thoroughly scrutinised and reviewed. The need to be alert to potential market shifts is fully accepted. The regeneration programme employs leading chartered surveyors to provide advice in this area. The financial model is used to appraise sensitivities to assumptions, particularly regarding future costs and returns. A downturn in prices of 20%+ would lead to a considered reappraisal of project delivery programmes. It should be noted, however, that the Council's principal exposure is to future rental levels over the medium and longer term, rather than to the level of house prices at a fixed point in time.

76.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration

Question: "Can you explain what does your administration mean by "affordable" when it comes to "affordable homes" within the context of the Council's regeneration plans?"

Written Response: The Council's regeneration programme works within the same definitions and requirements as other development in the Borough and is subject both to Harrow's Local Plan and to the London Plan.

The London Plan defines affordable housing as social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

The Council is working closely with the GLA Housing team on the definition and delivery of the affordable housing component of the regeneration programme. Affordable housing within the regeneration programme will take account of both London Plan policy and the emerging Homes for Londoners SPG, which is currently out to consultation and the GLA Homes for Londoners Affordable Homes Programme 2016-21. It will also take account of the Government's Starter Homes initiative where appropriate. We aim to ensure that a significant proportion of the affordable housing will be available to households in the highest priority housing need.

Given that the Homes for Londoners SPG is not finalised, the Government has yet to release its regulations on Starter Homes, and viability assessments have not yet been completed on the Council's regeneration schemes, it is not possible at this stage to provide detail on the mix of affordable housing to be provided within the Council's regeneration programme.

77.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration

Question: "How much profit (as a proportion of the projected total) does the Council expect to trade away to indemnify against some financial risks?"

Written Response: It is not possible to quantify this at this stage, as decisions are still to be made regarding the optimum delivery methodologies for elements of the programme. The Council will need to assess the risks around the different methodologies, and balance its position in respect of the level of risk it is prepared to bear in the short term versus the long term, i.e. it could potentially decide to take on more short term risk so as to reduce long term debt and thus increase the long term rewards to the Council.

78.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration

Question: "What, if any, are the costs and profit implications to the Council of the switch from direct delivery to developer-led development?"

Written Response: There has been no switch from direct delivery to developer-led development at programme level. The direct delivery programme remains on the same-scale as previously envisaged.

79.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration

Question: “Do you really believe that the 17-storey Palmerston Road development, described by some as the “putting two fingers up to Harrow” development, really meets the Regeneration Strategy’s goal to “Achieve a step change in the quality of design and development”?”

Written Response: Yes, I believe it does present a positive step towards better quality, higher density development that delivers an enhanced quantity of affordable housing and wider regeneration benefits to Wealdstone, including local employment opportunities. The Palmerston Road development does not form part of the Council’s own regeneration programme. However, as with all planning applications, our officers followed a rigorous process of testing to balance design quality with other objectives. The Council’s design and regeneration officers worked closely with development management colleagues to ensure that the scheme addresses both regeneration and design objectives. The final design was not only supported by Council officers, but also by the GLA Planning team and by the Design Review Panel (DRP). DRP is an independent panel of design experts and professionals who assessed the design credentials of the scheme on behalf of the Council.

80 - 81.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question 80: “What corporate subscriptions and memberships does the Council currently hold, with an itemised breakdown of how much each subscription and membership costs per annum?”

Question 81: “When were each of the Council’s corporate subscriptions and memberships last renewed and when were they first started (to the approximate year if over 5 years)?”

Written Response:

Corporate Memberships & Subscriptions	Total 2016/17	Renewal Frequency
West London Alliance	36,269	Annual

London Councils	137,000	Annual
Local Government Association	38,044	Annual
Local Government Chronicle	1,712	Annual
Local Government Information Unit	12,250	Annual
New Local Government Network	10,750	2 Year based from 2015/16
	236,025	

82.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: “Did the Council incur any costs associated with its August 2016 presentation in Melbourne, Australia, of its 2014/15 intervention study (“ballet burst”) with the Tizard Research Centre?”

Written Response: Ballet burst was an intervention study to improve health and fitness in people with intellectual disabilities in Harrow and concluded in May 2015.

In August 2016 The 15th World Congress of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD) took place in Melbourne, Australia.

This was attended by a number of The Tizard Centre’s academics who presented on a range of research including Ballet Burst.

This event incurred absolutely no costs to Harrow Council and in fact was positive for our social care progression as the Tizard Centre is the leading UK academic group working in learning disability and community care and is widely known world-wide and has an international reputation.

83.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: “What are you doing to promote smoking cessation (the rate seems to be going in the wrong direction); and, specifically will, what message does smoking in the entrance of the Civic Centre send out and will you be introducing a 50m no smoking area in the entranceway so that staff and visitors don’t have to struggle past smokers and over-flowing, burning ashtrays?”

Written Response: In relation to promoting smoking cessation the Public Health Service supports and delivers a number of activities each year. These include:

Promotional campaigns such as Stoptober and National Stop Smoking Day in March publicising them using local media and distributing the free materials provided by Public Health England to all pharmacists, GPs, children’s centres in the borough and across the council. The service has also, in the last year, run a number of events at Northwick Park Hospital to raise awareness of the stop smoking service and tobacco-related harms.

Additionally, Public Health provides a direct smoking cessation service – helping people to quit smoking – by the provision of staff who support individuals to quit smoking and also provide support to pharmacies and GP practices who deliver smoking cessation work.

The Council actively supports not smoking as part of its commitment to health and wellbeing of staff and has a smoking policy covering, among other things, staff not smoking in front of the Civic Centre. The Council has recently erected signs asking staff and visitors not to smoke near the building.

84.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: “What are you doing to ensure improved rates of completion of treatment services by problem users of opiates, non-opiates and alcohol?”

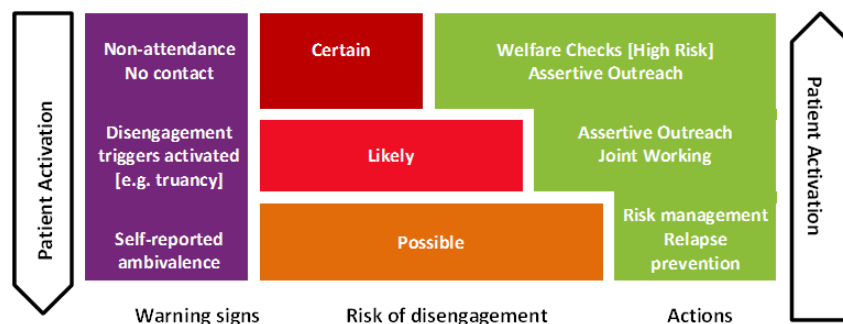
Written Response: Harrow’s most recent performance shows there has been an increase in successful completions across all cohorts of treatment and successful completions for the opiate cohort is within the top quartile performance for similar areas.

Harrow’s current Adult Substance Misuse Service has a

strong focus on successful completions and community reintegration from Day 1 of a client's engagement to the Service. There is a single point of contact leading to one treatment and recovery pathway comprising of an intake, engagement & harm reduction service and an abstinence focused day programme and recovery service to which clients 'graduate' from the intake service. The recovery element of the pathway incorporates a day programme, counselling, aftercare, education training & employment, mutual aid, peer support development - delivered across seven days and evenings to ensure consistency of care and support. Although the majority of clients receive care within the community, there are times when a client (based on their clinical/complex care needs) will require in-patient care within a detoxification and/or rehabilitation setting and this is managed within the client's care pathway.

In order to minimise relapse, the current Adult Substance Misuse Service incorporates processes designed to manage disengagement, catch potential relapsing early and provide a reminder of recovery techniques learned during treatment. These processes are proactive rather than reactive and all clients completing their care pathway are offered post-discharge "check ins" for up to 12 months to identify warning signs of relapse and offer immediate intervention. The Service also liaises with the client's referrer and other multi-agency colleagues, as required. All clients are given a Recovery Booklet to keep as part of their initial assessment pack which contains essential information and relevant contact details should they 'drop out' of treatment. If a client leaves before treatment completion, re-engagement methods (previously agreed by the client during their initial assessment) will be acted on and the outreach team will also offer a home visit as part of a standard re-engagement protocol.

Please see below risk management chart:



85.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: "What discussions have you had with the Portfolio Holder for Environment, Crime and Public Safety about the precipitous drop in household recycling rates and what action plan has been agreed to address and reverse this drop?"

Written Response: Recycling rates nationally are declining, the Portfolio Holder has regular briefings on this subject which include advising of the reasons for the decline. The council has recently agreed a new Waste Management Policy that includes the introduction of improved recycling facilities on estates. Recycling officers continue to visit and advise residents on how to recycle their waste. Furthermore the council is undertaking a feasibility study on redesigning the layout of the Recycling Centre at Forward Drive. This will not only improve our recycling rates but also improve the facilities for residents of our Borough. The Council performance is still very good compared to most London boroughs.

86.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: "What does the collapse from 40% to just 17% of new starters completing the mandatory Equality Matters training within their first 8 weeks of employment say about your administration's tenuous commitment to equality?"

Written Response: This Administration has long had a strong commitment to equality and there are many successes that we can speak of, including seeing the biggest single year improvement on the Stonewall Workplace Equality Index in 2016/17. We also agreed a new Equalities Vision last year, which clearly set out our ambition and commitment for the Equalities agenda. You are right though that the performance on Equalities training needs to improve, and as a result of reviewing this last year we developed an action plan in the Autumn in order to improve the completion rate of Equalities training by the end of this financial year. We expect to see an improvement in performance in Quarter 3 and again at the end of the year.

87.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: "What are the top 5 reasons for "Customer enquiries that should not have been necessary"?"

Written Response: The top five reasons for quarter 3 are as follows:

- Explanation of letter/bill
- My bin wasn't collected
- My Housing Officer called and I wasn't home
- Progress of benefit assessment
- Explanation of benefit entitlement.

88.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: "What is the average length of the 4% of calls that are not answered within 10 minutes?"

Written Response: In Q3 the average wait time for calls not answered within ten minutes is 14'37".

89.

Questioner: Councillor Barry Macleod-Cullinane

Asked of: Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Customer Services

Question: "What are the top 5 issues in the 4% of calls that are not answered within 10 minutes?"

Written Response: Call wait times are captured against the telephone number called and not the reason for contact. The three service areas that registered calls with a wait time of longer than ten minutes are as follows:

- Council Tax
- Housing Benefits
- Public Realm.