

**Council**

**Thursday 29 November 2018**

**CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS**

| ITEM ON SUMMONS | CABINET / COMMITTEE RECOMMENDATION | ORIGINATING REPORT |
|-----------------|------------------------------------|--------------------|
|-----------------|------------------------------------|--------------------|

Recommendation Cabinet  
I:  
(15 November 2018)

|    |   |  |
|----|---|--|
| 9. | GAMBLING POLICY - REVISED STATEMENT OF PRINCIPLES | Report of the Corporate Director, Community (Pages 3 - 66) |
|----|---|--|

Recommendation Cabinet  
I:  
(13 September 2018)

|     |                              |  |
|-----|------------------------------|--|
| 10. | CORPORATE PARENTING STRATEGY | Report of the Corporate Director, People (Interim) (Pages 67 - 94) |
|-----|------------------------------|--|

Recommendation  
I: Overview and  
Scrutiny  
Committee  
(5 June 2018)

11. SCRUTINY ANNUAL REPORT  
2017/18 Report of the Divisional Director,  
Strategic Commissioning  
(Pages 95 - 116)
- 

Recommendation  
I: Overview and  
Scrutiny  
Committee  
(17 September  
2018)

12. SCRUTINY WORK  
PROGRAMME 2018-2022 Report of the Divisional Director,  
Strategic Commissioning  
(Pages 117 - 126)
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**REPORT FOR: CABINET**

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**Date of Meeting:** 15 November 2018

**Subject:** Gambling Policy - Revised Statement of Principles pursuant to the Gambling Act 2005

**Key Decision:** No – Full Council decision

**Responsible Officer:** Corporate Director, Community

**Portfolio Holder:** Councillor Varsha Parmar, Portfolio Holder for Environment

**Exempt:** No

**Decision subject to Call-in:** No

**Wards affected:** All

**Enclosures:** Appendix A - Revised Gambling policy (Statement of Principles)  
Appendix B - Gambling Policy Consultation responses

**Section 1 – Summary and Recommendations**

This report encloses the proposed Statement of Principles pursuant to the Gambling Act 2005. The Statement has been revised since it was last approved by Council in line with statutory guidance.

**Recommendations:**

Cabinet is requested to note the revised Statement of Principles prior to it going to Full Council for approval.

## **Section 2 – Report**

### **2.1 Background and Current Situation**

It is the responsibility of a Local Authority to issue licences for the purpose of gambling establishments. Any application must meet the requirements of the legislation, and the applicant must demonstrate they meet the gambling objectives. Responsible Authorities for the purpose of the Gambling Act are defined in Section 157 of the Act. A Licensing Authority can vary a licence, reject a licence or issue a licence. All these activities should be in line with the Licensing Authority Gambling Policy.

Under Section 349 of the Gambling Act 2005, a licensing authority must prepare a statement of the principles that they propose to apply in exercising their functions under this Act. The current Gambling Policy was published on January 2015 and it is a requirement of the Gambling Act that the Authority reviews it at least before each successive period of three years.

The revised Statement of Principles attached to this report as Appendix A was under consultation from 19<sup>th</sup> June 2018 until 3<sup>rd</sup> August 2018. The responses to that consultation are attached to this report as Appendix B.

The Statement has been updated to reflect the new statutory guidance from the Gambling Commission, being:

- introducing at Section 4 a policy relating to the social responsibility obligations of operators, following greater emphasis on this topic from the Gambling Commission
- setting out at paragraphs 9.6 – 9.8 our compliance and enforcement regime
- setting out in paragraph 18 our approach

Under Section 166 of the Gambling Act, a licensing authority may resolve not to issue Casino Premises Licences. This Authority has previously agreed a “no casino” resolution at the Licensing and General Purposes Committee on 27<sup>th</sup> November 2006, and this has remained consistent with a further resolution being issued on 3<sup>rd</sup> December 2015, which was effective for three years. The last decision can be found on the Council’s website (<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=288&MId=62630>) The revised Statement proposes that this continues as there is no evidence base to show the need for a casino within the borough or the benefits of such an establishment.

Members of the Licensing and General Purposes Committee will form the sub-committees that will hear Licensing Act 2003 and Gambling Act 2003 licence applications. For information, all gambling establishments are aimed to be visited on an annual basis

The Statement of Principles requires approval by Full Council due to being a non-executive function. It is sent to Cabinet for information.

## **2.2 Main Options**

As this policy is for approval as a non-executive function, this report is for information for Cabinet only.

## **2.3 Consultation**

A consultation on the proposed Gambling Policy took place from 19<sup>th</sup> June 2018 and ended on 3<sup>rd</sup> August 2018

The consultation was carried out in accordance with the Guidance issued by the Gambling Commission and section 349 of the Gambling Act 2005. Section 349(3) of the Gambling Act 2005 requires the licensing authority to consult the following on the policy statement or any subsequent revision to it.

- (a) The chief officer of police for the authority's area
- (b) One or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority's area and
- (c) One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under this Act.

This Authority consulted with the Chief Officer of Police for the Harrow area, the Gambling Commission, all premises carrying out gambling and/or betting activities in Harrow, and all known residents associations. Furthermore, the consultation and proposed gambling policy were published on the Council's website. In addition to this, the consultation was also advertised in a local newspaper to enable anyone to respond. A list of consultees can be found in appendix B.

Two responses were received to the consultation. The Police raised concerns over the number of gambling establishments, and this is noted. However, the legislation does not currently allow a saturation policy. The other consultation response was fed into the Statement of Principles. Both responses can be found in full in the consultation.

## **2.4 Legal Implications**

Section 349 of the Gambling Act requires a licensing authority to prepare and publish a statement of the principles that it proposes to apply in exercising its functions under the Act, and the licensing authority is expected to review it from time to time (and amend it if necessary), ensuring that it is reviewed and published at least before the end of each successive three year period.

As noted earlier in this report, section 349(3) of the Act lists those persons that must be consulted by a licensing authority in relation to a proposed statement of licensing policy.

## **2.5 Equalities Impact**

Under Section 149 of the Equality Act 2010, the Council (as a public authority) has a duty to have 'due regard' to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act,
- advance equality of opportunity between persons with a protected characteristic and those without
- foster good relations between persons with protected characteristics and those without.

The 'protected characteristics' are age, race, disability, gender reassignment, pregnancy and maternity, region or belief, sex and sexual orientation.

An initial Equalities Impact Assessment (EqIA), carried out in line with the Corporate Equalities Policy, established that there were no adverse impacts on any of the protected groups arising out of the proposed policy and a full (EqIA) was therefore not required.

## **2.6 Financial Implications**

The cost of carrying out the duties under Gambling Act will be met from within the service budget.

## **2.7 Risk Management**

The authority is required to publish a statement of principles (Gambling Policy) at least every three years. Where this is not achieved, the authority could face challenge by persons dissatisfied with decisions made in accordance with the existing policy or for its failure to review and update the statement of principles as required by legislation.

## **Procurement Implications**

There are no procurement implications associated with this Report.

## **Resources Implications**

There are no resource implications associated with this Report.

## **Council Priorities**

The Council's vision:

### **Working Together to Make a Difference for Harrow.**

In addition to ensuring that the Council meets its statutory obligations, this policy will help to achieve the following corporate priorities:

- United and involved communities

- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses.

The policy will also help to ensure that the objectives are upheld:

- preventing gambling from being a source of crime or disorder, being associated with crime and disorder or being used to support crime
- ensuring that gambling is conducted in a fair and open way
- protecting children and other vulnerable persons from being harmed or exploited by gambling

### **Section 3 - Statutory Officer Clearance**

|                                     |                                     |   |
|-------------------------------------|-------------------------------------|---|
| Name: Jessie Man                    | <input checked="" type="checkbox"/> | on behalf of the<br>Chief Financial Officer |
| Date: 11 <sup>th</sup> October 2018 |                                     |   |
| Name: Andrew Lucas                  | <input checked="" type="checkbox"/> | on behalf of the<br>Monitoring Officer      |
| Date: 11 <sup>th</sup> October 2018 |                                     |   |

### **Section 3 - Procurement Officer Clearance**

|                                     |                                     |                     |
|-------------------------------------|-------------------------------------|---------------------|
| Name: Nimesh Mehta                  | <input checked="" type="checkbox"/> | Head of Procurement |
| Date: 10 <sup>th</sup> October 2018 |                                     |                     |

|                                   |                                       |
|-----------------------------------|---------------------------------------|
| <b>Ward Councillors notified:</b> | <b>NO, as it impacts on all Wards</b> |
| <b>EqIA carried out:</b>          | <b>YES.</b>                           |
| <b>EqIA cleared by:</b>           | David Corby                           |

## **Section 4 - Contact Details and Background Papers**

**Contact:** Richard Le-Brun, Head of Community & Public Protection, (Public Protection) Ext 6267

**Background Papers:** None

**Call-In Waived by the  
Chair of Overview and  
Scrutiny Committee**

**NOT APPLICABLE –  
COUNCIL DECISION**

GAMBLING ACT 2005

STATEMENT OF PRINCIPLES

November 2018

Comments are invited on this document to:

Licensing Team  
Public Protection  
Harrow Council  
Civic Centre  
Station Road  
HARROW  
Middlesex  
HA1 2UT

Email: [licensing@harrow.gov.uk](mailto:licensing@harrow.gov.uk)

# STATEMENT OF PRINCIPLES

## Gambling Act 2005

(Published 2018)

### 1. Preface

1.1 Harrow Council, along with other local licensing authorities, has a duty under the Act to license premises where gambling takes place, and to license certain other activities (such as registering small society lotteries). This document sets out how we intend to approach this task.

1.2 The Gambling Act requires that the following parties are consulted by licensing authorities:

- The chief officer of police for the authority's area;
- one or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority's area; and,
- one or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority's functions under this Act.

1.3 In addition we also consulted:

- (a) Director of Public Health for Harrow
- (b) Association of British Bookmakers
- (c) BACTA (representing gaming machine operators)
- (d) Harrow Law Centre
- (e) Relate (Harrow)
- (f) Citizens' Advice Bureau (Harrow)
- (g) Harrow Adult Substance Misuse Service
- (h) local residents' and tenants' associations
- (i) 'on' licensed premises under the Licensing Act 2003

The licensing authority has also consulted with the statutory authorities with responsibilities under the Act which are:

- (a) the chief officer of police for Harrow
- (b) the Gambling Commission
- (c) the London Fire and Rescue Service
- (d) the local planning authority
- (e) Local Safeguarding Children Board
- (f) Harrow Council Public Protection, as the authority which has functions in relation to pollution to the environment or harm to human health
- (g) HM Revenue & Customs.

A full list of consultees can be found in Appendix A of the Policy

1.4 Our consultation took place between 19<sup>th</sup> June 2018 and 3<sup>rd</sup> August 2018, and we took into account guidance on consultation principles issued by the Cabinet Office (last updated March 2018), which is available at <https://www.gov.uk/government/publications/consultation-principles-guidance>.

## PART A

### 2. Introduction

- 2.1 This Statement of Principles was adopted by Harrow Council on [November 2018]. It was placed on our website on [November 2018] and is effective from [3 January 2019] for three years. A copy is available for inspection at the council's offices at any reasonable time.
- 2.2 It should be noted that this policy statement will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

#### Authorised activities

- 2.3 'Gambling' is defined in the Act as either gaming, betting or taking part in a lottery:
- 'gaming' means playing a game of chance for a prize
  - 'betting' means making or accepting a bet on the outcome of a race, competition, or any other event; the likelihood of anything occurring or not occurring; or whether anything is true or not true
  - a 'lottery' is where persons are required to pay in order to take part in an arrangement, during the course of which one or more prizes are allocated by a process which relies wholly on chance.
- 2.4 Private gaming in private dwellings and on domestic occasions is exempt from licensing or registration providing that no charge is made for participating; only equal chance gaming takes place; and it does not occur in a place to which the public have access. Domestic betting between inhabitants of the same premises or between employees of the same employer is also exempt.
- 2.5 Non-commercial gaming and betting (where no parts of the proceeds are for private gain) may be subject to certain exemptions. Further advice should be sought from the licensing authority's officers where appropriate.

#### Licensing Objectives

- 2.6 In exercising most of their functions under the Gambling Act 2005, licensing authorities must have regard to the licensing objectives as set out in section 1 of the Act. The licensing objectives are:
- preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
  - ensuring that gambling is conducted in a fair and open way
  - protecting children and other vulnerable persons from being harmed or exploited by gambling. The Gambling Commission states: "The

requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling”.

### Statement of Principles

- 2.7 This Statement of Principles is intended to meet the licensing authority’s obligations under section 349 of the Act. In carrying out its’ functions in relation to premises licences and temporary use notices, the licensing authority will generally aim to permit the use of premises for gambling as long as it is considered to be:
- in accordance with any relevant Codes of Practice issued by the Gambling Commission
  - in accordance with any Guidance issued by the Gambling Commission. All references to the guidance refer to the Gambling Commission’s Guidance to Licensing Authorities, 5th Edition, (published September 2015 and updated September 2016)
  - reasonably consistent with the licensing objectives
  - in accordance with this Statement of Principles.

### Types of Licences and Permissions

- 2.8 Under the Act, the Gambling Commission is responsible for issuing operating licences and personal licences. The council in its’ capacity as a licensing authority will:
- be responsible for the licensing of premises where gambling activities are to take place by issuing premises licences
  - issue provisional statements
  - regulate members’ clubs and miners’ welfare institutes who wish to undertake certain gaming activities via issuing club gaming permits and/or club machine permits
  - issue club machine permits to commercial clubs
  - grant permits for the use of certain lower stake gaming machines at unlicensed family entertainment centres
  - receive notifications from alcohol licensed premises (under the Licensing Act 2003) of the use of two or less gaming machines
  - grant licensed premises gaming machine permits for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where more than two machines are required
  - register small society lotteries below prescribed thresholds
  - issue prize gaming permits

- receive and endorse temporary use notices
- receive occasional use notices
- provide information to the Gambling Commission regarding details of licences issued
- maintain registers of the permits and licences that are issued under these functions
- exercise its powers of compliance and enforcement under the Act in partnership with the Gambling Commission and other relevant responsible authorities.

### The Gambling Commission

- 2.9 The Gambling Commission regulates gambling in the public interest. It does so by keeping crime out of gambling; by ensuring that gambling is conducted in a fair and open way; and by protecting children and vulnerable people. The Commission provides independent advice to the government about the manner in which gambling is carried out, the effects of gambling, and the regulation of gambling generally.
- 2.10 The Commission has issued guidance under section 25 of the Act about the manner in which licensing authorities exercise their licensing functions under the Act and, in particular, the principles to be applied.
- 2.11 The Commission will also issue Codes of Practice under section 24 about the way in which facilities for gambling are provided, which may also include provisions about the advertising of gambling facilities.
- 2.12 The Gambling Commission can be contacted at:

Gambling Commission  
 Victoria Square House  
 Victoria Square  
 BIRMINGHAM  
 B2 4BP

Website: [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk)  
 Email: [info@gamblingcommision.gov.uk](mailto:info@gamblingcommision.gov.uk)

### **3. General Statement of Principles**

- 3.1 The licensing authority recognises the wide variety of premises which will require a licence or a permit. These include casinos, betting shops, bingo halls, pubs, clubs and amusement arcades.
- 3.2 In carrying out its licensing functions the council will have regard to any guidance issued by the Gambling Commission from time to time.
- 3.3 The licensing authority will not seek to use the Act to resolve matters more readily dealt with under other legislation.
- 3.4 To ensure the licensing objectives are met the licensing authority will establish a close working relationship with the police, the Gambling Commission and other responsible authorities.
- 3.5 Where children, young persons and other vulnerable people are allowed access to premises where gambling takes place, the council may take whatever steps are considered necessary to either limit access generally or by introducing measures to prevent under-age gambling where it believes it is right to do so for the prevention of their physical, moral or psychological harm from gambling, especially where it receives representations to that effect.
- 3.6 Applicants seeking premises licences are encouraged to propose any prohibitions or restrictions of their own in circumstances where it is felt that the presence of children would be undesirable or inappropriate.
- 3.7 However, the overriding principle is that all applications and the circumstances prevailing at each premises will be considered on their own individual merits. When applying these principles the licensing authority will consider, in the light of relevant representations, whether exceptions should be made in any particular case. As with the Gambling Commission, the licensing authority will regulate gambling in the public interest.

#### Preventing gambling from being a source of crime and disorder

- 3.8 The Gambling Commission will play a leading role in preventing gambling from being a source of crime and will maintain rigorous licensing procedures that aim to prevent criminals from providing facilities for gambling.
- 3.9 Anyone applying to the licensing authority for a premises licence will have to hold an operating licence from the Commission before a licence can be issued. Therefore, the council will not generally be concerned with the suitability of an applicant and where concerns about a person's suitability arise the council will bring those concerns to the attention of the Commission.
- 3.10 If an application for a licence or permit is received in relation to premises which are in an area noted for particular problems with organised crime, the council will, in consultation with the police and other relevant authorities, consider whether specific controls need to be applied to prevent those premises from being a source of crime. The council will also carefully weigh up the considerations involved in granting licences or varying licences in the light of representations about applications in areas identified as having high levels of gambling-related crime.
- 3.11 There are already powers in existing anti-social behaviour and licensing legislation to deal with measures designed to prevent nuisance, whether it

arises as a result of noise from a building or from general disturbance once people have left a building. The council does not intend to (and indeed, cannot) use the Act to deal with general nuisance issues, for example, parking problems, which can easily be dealt with using other powers.

- 3.12 Issues of disorder should only be dealt with under the Act if the disorder amounts to activity which is more serious and disruptive than mere nuisance *and it can be shown that gambling is the source of that disorder*. A disturbance might be serious enough to constitute disorder if police assistance was required to deal with it. Another factor which could be taken into account is how threatening the behaviour was to those who could see or hear it, and whether those people live sufficiently close to be affected or have business interests that might be affected.
- 3.13 When making decisions in this regard the council will give due weight to any comments made by the police.

#### Ensuring gambling is conducted in a fair and open way

- 3.14 The Gambling Commission does not generally expect local authorities to become concerned with ensuring that gambling is conducted in a fair and open way as this will either be a matter for the management of the gambling business or will relate to the suitability and actions of an individual. Both issues will be addressed by the Commission through the operating and personal licensing regime.
- 3.15 Because betting track operators do not need an operating licence from the Commission the council may, in certain circumstances, require conditions on a licence relating to the suitability of the environment in which betting takes place.

#### Protecting children and other vulnerable people from gambling

- 3.16 Apart from one or two limited exceptions, the intention of the Act is that children and young persons should not be allowed to gamble and should therefore be prevented from entering gambling premises which are 'adult-only' environments.
- 3.17 In practice, steps will generally be taken to prevent children from taking part in, or being in close proximity to, gambling especially with regard to premises situated in areas where there may be a high rate of reported truancy. There may also be restrictions on advertising so that gambling products are not aimed at children or advertised in such a way that makes them particularly attractive to children.
- 3.18 When considering whether to grant a premises licence or permit the council will consider whether any measures are necessary to protect children, such as the supervision of entrances, the segregation of gambling from areas frequented by children and the supervision of gaming machines in non-adult gambling specific premises, such as pubs, clubs, betting tracks etc.
- 3.19 In seeking to protect vulnerable people the council will include people who gamble more than they want to, people who gamble beyond their means, and

people who may not be able to make informed or balanced decisions about gambling, perhaps due to a mental impairment, alcohol or drugs.

3.20 Children (defined in the Act as under 16s) and young persons (16-17s) may take part in private and non-commercial betting and gaming but the Act contains a number of restrictions on the circumstances in which they may participate in gambling or be on premises where gambling is taking place. An adult is defined as 18 and over. In summary:

- betting shops cannot admit anyone under 18
- bingo clubs may admit those under 18 but must have policies to ensure they do not gamble, except on category D machines
- Adult Entertainment Centres cannot admit those under 18
- Family Entertainment Centres and premises with an alcohol premises licence such as pubs) can admit under-18s, but they may not play category C machines which are restricted to those over 18
- clubs with a Club Premises Certificate can admit under-18s, but they must have policies to ensure those under 18 do not play machines other than category D machines
- tracks will be required to have policies to ensure that under 18s do not participate in gambling other than on category D machines.

3.21 The council will always treat each case on its own individual merits and when considering whether specific measures are required to protect children and other vulnerable people will balance its considerations against the overall principle of aiming to permit the use of premises for gambling.

#### **4. Social responsibility**

The licensing authority is keen that those who provide gambling facilities within the Borough do so in a socially responsible manner to further the licensing objectives. In particular, the licensing authority takes the view that this can be demonstrated by providers:

- taking into account the licensing authority's local area profile when applying for or varying permissions to allow gambling to take place
- conducting and implementing the findings of local risk assessments for premises-based gambling activities
- observing the spirit and the letter of guidance notes and advice published by the Gambling Commission on its website; and
- co-operating with the licensing authority in relation to addressing issues associated with problematic gambling.

The licensing objectives support the whole basis of gambling regulations: that crime should be kept out of gambling, it should be conducted in a fair and open way; and that children should be protected from harm or exploitation from gambling. The Licensing

Authority takes social responsibility seriously and expects establishments to do so as well, taking into account the effect they can have on communities especially when specific issues arise from their local risk assessments. As with any risk assessment, these should be kept updated and take into account changes to local areas and communities.

The licensing authority works in collaboration with local Safeguarding Partnerships to raise awareness of problem gambling and help address its impact on children and vulnerable adults.

## 5. The Borough of Harrow

- 5.1 Harrow is an outer London Borough in north west London; approximately ten miles from central London, covering 50 square kilometres (20 square miles). Harrow is the 12th largest borough in Greater London in terms of size. Harrow borders Hertfordshire to the north and four London Boroughs: Barnet to the east, Brent to the south east, Ealing to the south and Hillingdon to the west. It has a diverse ethnic population of around 243,400 people across 21 council wards.





- 5.1 As of 6 April 2016, it is a mandatory condition for holders of operating licences to assess the local risks to the licensing objectives posed by the provision of gambling facilities at each of their premises, and have policies, procedures and control measures to mitigate those risks. In making risk assessments, licensees must take into account relevant matters identified in the licensing authority's statement of principles.
- 5.2 We recognise that it is not a requirement for licensing authorities to complete a local area profile, but we have taken the view that we wish to work proactively and in co-operation with licensees when developing their own local risk assessments. We encourage operators to contact the licensing authority to consider and identify potential areas of mutual concern affecting their business in a way that aims to permit gambling without presenting risks to the licensing objectives, as required by the Gambling Act. Our local area profile is available on our website and on request from the licensing team.
- 5.3 Potential applicants should also refer to the Local Plan (through our Development Management Team or on our website at [www.harrow.gov.uk](http://www.harrow.gov.uk)) for details about the local planning authority's approach to granting planning permission for developments where such activities may take place. Applicants may also wish to view the current Harrow Safety Neighbourhood Board's plan which is available from our website or from our offices.
- 5.4 Further information about the Borough is contained in the council's Corporate Plan, Harrow Ambition, which is published annually and can be obtained from the council's offices or from our website.
- 5.5 Licensing authorities are required by the Gambling Act 2005 to publish a statement of the principles which they proposed to apply when exercising their functions. This statement must be published at least every three years. The statement must also be reviewed from 'time to time' and any amended parts re-consulted upon. The statement must be then re-published.

## **6. Responsible Authorities**

6.1 These are generally public bodies that must be notified of all applications and who are entitled to make representations to the council if they are relevant to the licensing objectives.

Section 157 of the Act defines those authorities as:

- the Gambling Commission
- the Police
- the Fire Service
- a competent body to advise the authority about the protection of children from harm
- the local planning authority
- Environmental Health
- HM Revenue and Customs
- A licensing authority in whose area the premises is situated (that is, the council itself and also any adjoining council where premises straddle the boundaries between the two).

6.2 Any concerns expressed by a responsible authority in relation to their own functions cannot be taken into account unless they are relevant to the application itself and the licensing objectives. In this regard the council will not generally take into account representations which are deemed to be irrelevant, such as:

- there are too many gambling premises in the locality (because need for gambling facilities cannot be taken into account)
- the premises are likely to be a fire risk (because public safety is not a licensing objective)
- the location of the premises is likely to lead to traffic congestion (because this does not relate to the licensing objectives)
- the premises will cause crowds to congregate in one area causing noise and nuisance (because other powers are generally available to deal with these issues. It should be noted that, unlike the Licensing Act 2003, the Gambling Act does not include as a specific licensing objective regarding the prevention of public nuisance. Any nuisance associated with gambling premises should be tackled under other relevant laws).

Each representation will, however, be considered on its own individual merits.

### 6.3 Child protection

The licensing authority is required by regulations to state the principles it will apply in exercising its powers under section 157(h) of the Act to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:

- the need for the body to be responsible for an area covering the whole of the licensing authority's area
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group etc

6.4 The licensing authority has designed the Local Childrens' Safeguarding Board as the competent body in relation to child protection.

6.5 The contact details of all the responsible authorities under the Gambling Act 2005 are available via the council's website at [www.harrow.gov.uk](http://www.harrow.gov.uk).

## 7. Interested parties

7.1 Interested parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as follows:

“For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the licensing authority which issues the licence or to which the applications is made, the person -

- a) lives sufficiently close to the premises to be likely to be affected by the authorities activities
- b) has business interests that might be affected by the authorised activities, or
- c) represents persons who satisfy paragraph (a) or (b)”

7.2 The licensing authority is required by regulations to state the principles it will apply in exercising its powers under the Gambling Act 2005 to determine whether a person is an interested party. The principles are:

- each case will be decided upon its merits. This authority will not apply a rigid rule to its decision making. In the case of doubt, the benefit will be given to the party making the representation until the contrary can be shown.
- interested parties can include trade associations, and residents'/tenants' associations, providing that they can show they represent someone who would be classed as an interested party in their own right. Councillors and MPs may also be interested parties. Elected councillors may represent interested parties, providing they do not also sit on the Licensing sub-committee determining the application in question.
- In determining whether someone lives sufficiently close to a particular premises as to likely to be affected by the authorised activities, or has business interests likely to be affected, the council may take account of:
  - the size of the premises
  - the nature of the premises
  - the nature of the authorised activities being proposed
  - the distance of the premises from the person making the representation
  - the characteristics of the complainant (including any special interests or knowledge relating to the application in question)
  - the potential impact of the premises

7.3 The licensing authority will not consider representations that are frivolous or vexatious, or which relate to demand or need for gambling facilities. Decisions on whether representations are frivolous or vexatious will be made objectively and not on the basis of any political judgement. Where representations are rejected, the person making that representation will be given a written reason. A report will be made to the Licensing Panel

determining the application (if appropriate), indicating the general grounds of the representation and the reason it was rejected.

- 7.4 A vexatious representation is generally taken to be one which is repetitive, without foundation or made for some other reason such as malice. A frivolous representation is generally taken to be one that is lacking in seriousness, or is unrelated to the licensing objectives, guidance issued by the Gambling Commission or this statement of licensing policy.
- 7.5 Interested parties should appreciate that moral objections to gambling, or the need for gambling premises, are not valid reasons to reject applications for premises licences.
- 7.6 Representations should ideally:
- be made in writing (preferably in duplicate, unless submitted electronically)
  - be in black ink on single sides of A4 paper
  - indicate the name and address of the person or organisation making the representation
  - indicate the premises to which the representation relates
  - indicate the proximity of the premises to the person making the representation. A sketch map or plan may be helpful to show this
  - clearly set out the reasons for making the representation, and which objective it refers to.

## **8. Exchange of Information**

- 8.1 Licensing authorities are required to include in their policy statement the principles to be applied by the authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under section 350 of the Act with the respect to the exchange of information between it and the other persons listed in Schedule 6 to the Act.
- 8.2 The principle that this licensing authority applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information which includes the provision that Data Protection legislation will not be contravened. The licensing authority will also have regard to Guidance issued by the Gambling Commission to Local Authorities, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005, and guidance issued by the bodies such as the Information Commissioner's Office, Surveillance Commissioners and the Surveillance Camera Commissioner.
- 8.3 The authority may from time to time exercise its' powers under section 115 of the Crime and Disorder Act 1998 (as amended) to exchange data and information with the police and other partners to fulfil its' statutory objective of reducing crime in the area. It may also share depersonalized information, for example about the extent of gambling-related crime, with other agencies or licence-holders.
- 8.4 Details of applications and representations which are referred to a Licensing sub-Committee for determination will be published in reports that are made publicly available in accordance with the Local Government Act 1972 and the Freedom of Information Act 2000. Personal details of people making representations will be disclosed to applicants and only be withheld from publication on the grounds of personal safety where the licensing authority is asked to do so.

## **9. Compliance and Enforcement**

- 9.1 Licensing authorities are required by regulation under the Gambling Act 2005 to state the principles to be applied by the authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.
- 9.2 This licensing authority's principles are that it will be guided by the Gambling Commission's Guidance for local authorities, as well as the 'Regulators Code, and to support or enable economic growth for compliant business and it will endeavour to be:
- proportionate: it will only intervene when necessary, remedies will be appropriate to the risk posed, and costs identified and minimised
  - accountable: with decisions being justifiable, and be subject to public scrutiny
  - consistent: rules and standards will be joined up and implemented fairly
  - transparent and open: licence conditions will be kept simple and user friendly; and
  - targeted: regulation should be focused on the problem, and minimise side effects.
- 9.3 The licensing authority will avoid duplication with other regulatory regimes. Where matters come to light which are properly the role of other statutory agencies however, the licensing authority may bring those matters to the attention of those other agencies where appropriate.
- 9.4 The licensing authority notes the Commission's risk-based inspection programme, based on:
- the licensing objectives
  - relevant codes of practice issued by the Gambling Commission
  - guidance issued by the Gambling Commission, in particular at Part 36 of the Guidance to Local Authorities
  - the principles set out in this statement of licensing policy.
- 9.5 The licensing authority has an established working partnership with the Gambling Commission, and undertakes risk-based inspections and compliance visits.
- 9.6 Broadly speaking the licensing authority will aim to:
- inspect a quarter of all betting premises each year. This is on the basis that the majority of premises are operated by the same businesses and standards should be consistent within the business. Premises will be selected on the basis of location, previous crime and incident reports, and to ensure a fair selection across the different operators

- inspect adult gaming centres or bingo premises every 12 – 18 months
- conduct checks on gaming machines as part of its inspection processes under the Licensing Act 2003.

In addition the licensing authority may undertake specific investigations or inspections, for example to support wider council enforcement action as part of its targeted Days of Action in a specific locality

9.7 The main enforcement and compliance role for this licensing authority will be to :

- ensure compliance with the premises licences and other authorized permissions
- ensure children are not able to take part in gambling activities they are prohibited from participating in
- ensuring gambling providers have appropriate resources in place to assist identified problem gamblers.

Enforcement involves taking formal action where either those requirements are not met or illegal activities take place.

9.8 Where breaches or offences are found, the general approach will be:

- to issue advice, warnings and guidance for first, minor or isolated breaches of a condition or appropriate code of practice
- to consider a review of a licence for substantial, major or repeated breaches, particularly where earlier warnings or advice has been ignored
- to consider a prosecution in line with the licensing authority's Public Protection enforcement policy (available on request) where a prosecution may be considered appropriate in the public interest.

9.9 It should be noted that if annual fees for premise licences are not paid when required the Licensing Authority may revoke the premises licence under Section 193 Gambling Act 2005.

9.10 The Gambling Commission will be the enforcement body for operator and personal licences. It is also worth noting that concerns about manufacture supply or repair of gaming machines will not be dealt with by the licensing authority but will be notified to the Gambling Commission.

9.11 This authority will also keep itself informed of developments as regards the work of the Office for Product Safety and Standards (part of the Department for Business, Energy and Industrial Strategy) in its consideration of the regulatory functions of local authorities.

9.12 The authority's approach to the carrying out of premises licence reviews is set out in paragraph 18.

## **PART B PREMISES LICENCES**

### **10. Definition of premises licences**

- 10.1 Premises are defined in the Act as “any place”. It is for the licensing authority to decide whether different parts of a building can be properly regarded as being separate premises and it will always be a question of fact in the circumstances. The Gambling Commission does not however consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises.
- 10.2 In considering applications for multiple licences for a building or those for a specific part of the building to be licensed, entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not ‘drift’ into a gambling area.
- 10.3 This licensing authority will also pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed).
- 10.4 The licensing authority takes particular note of the Commission’s guidance to be aware of the following:
- the third licensing objective seeks to protect children from being harmed by gambling, which means not only preventing them from being harmed by gambling and also from being in close proximity to gambling. Premises should be configured so that children are not invited to participate in, have accidental access to or closely observe gambling where they are prohibited from participating
  - entrance to and exits from parts of buildings covered by one or more premises licences should be separate and identifiable so that the separation of different premises is not compromised and people do not ‘drift’ into a gambling area. In this context it should normally be possible to access the premises without going through another licensed premises or premises with a permit
  - customers should be able to participate in the activity named on the premises licence.
- 10.5 The licensing authority will take account of the following factors when considering whether premises are separate:
- do the premises have a separate registration for business rates?
  - is the premises neighbouring premises owned by the same person or by someone else?
  - can each of the premises be accessed from the street or a public passageway?

- can the premises only be accessed from any other gambling premises?
- 10.6 The location of the premises and the suitability of the division (including the nature of any partitions etc) will be a matter for discussion in each case between the applicant and the licensing authority's officers.
- 10.7 The licensing authority notes the Commission's guidance at paragraphs 7.19 – 7.23. Where more than one premises licence is permitted within a building the gaming machine entitlement for the separately licensed premises may not be aggregated and no more than the permitted number and category of machines for the relevant type of premises may be placed in any one of the individual sets of premises within the building. Section 152 of the Act, when properly applied means that different premises licences cannot apply in respect of single premises at different times. There is no temporal element to a premises licence. Therefore, premises cannot, for example, be licensed as a bingo club on weekdays and a betting shop at weekends.

### Provisional Statements

- 10.8 In terms of representations about premises licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the authority may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:
- which could not have been raised by objectors at the provisional licence stage; or
  - which is in the authority's opinion reflect a change in the operator's circumstances.
- 10.9 The Guidance states that a licence to use premises for gambling should only be issued in relation to premises that the licensing authority can be satisfied are going to be ready to be used for gambling in the reasonably near future, consistent with the scale of building or alterations required before the premises are brought into use. If the construction of a premises is not yet complete, or if they need alteration, or if the applicant does not yet have a right to occupy them, then an application for a provisional statement should be made instead. In deciding whether a premises licence can be granted where there are outstanding construction or alteration works at a premises, this authority will determine applications on their merits, applying a two stage consideration process:
- first whether the premises ought to be permitted to be used for gambling
  - second, whether appropriate conditions can be in place to cater for the situation that the premises are not yet in the state in which they ought to be before gambling takes place.

10.10 Applicants should note that this authority is entitled to decide that it is appropriate to grant a licence subject to conditions, but it is not obliged to grant such a licence. More detailed examples of the circumstances in which such a licence may be granted can be found at paragraphs 7.58 – 7.65 of the Guidance to Licensing Authorities.

#### Location

10.11 The licensing authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. The authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder.

10.12 Should any specific policy be decided upon as regards areas where gambling premises should not be located, this policy statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant showing how the concerns can be overcome. Reference should also be made to the local area risk assessment prepared by the operator.

#### Duplication with other regulatory regimes

10.13 This authority will seek to avoid any duplication with other statutory/regulatory systems where possible, including planning. This authority will not consider whether a licence application is likely to be awarded planning or building consent, in its consideration of it. This authority will though listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

10.14 Under section 210 of the Act the licensing authority is not entitled to have regard to whether or not a proposal by the applicant is likely to be permitted in accordance with the law relating to planning or building. The licensing authority will however consider relevant representations from the local planning authority about the effect of the grant of a premises licence on an extant planning permission where this relates to the licensing objectives, a Commission code of practice, or this statement of principles.

#### Licensing objectives

10.15 The grant of a Premises licences must be reasonably consistent with the licensing objectives.

#### Conditions

10.16 Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility
- directly related to the premises and the type of licence applied for

- fairly and reasonably related to the scale and type of premises: and
  - reasonable in all other respects.
- 10.17 Decisions upon individual conditions will be made on a case-by-case basis, although there will be a number of control measures this licensing authority may utilize should the authority consider it necessary for the promotion of the licensing objectives, such as the use of machine and door supervisors, supervision of adult gaming machines, appropriate signage for adult-only areas, staff training etc. There are specific comments made in this regard under each of the licence types below. The licensing authority will also expect the licence applicant to offer their own suggestions as to ways in which the licensing objectives can be met effectively if appropriate.
- 10.18 The licensing authority will expect applicants to be able to comply with any mandatory conditions imposed on their premises licence through regulations made by the Secretary of State. The licensing authority will expect applicants to be able to comply with any default conditions similarly imposed. Applicants seeking to remove or amend default conditions must demonstrate that there will be little or no risk to the licensing objectives or the licensing authority's statement of principles by removing the default conditions.
- 10.19 It is noted that there are conditions which the licensing authority cannot attach to premises licences:
- any condition on the premises licence which makes it impossible to comply with an operating licence condition
  - conditions relating to gaming machine categories, numbers, or method of operation
  - conditions which provide that membership of a club or body be required (the Gambling Act 2005 Section 170 specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated) and
  - conditions in relation to stakes, fees, winning or prizes.

### Door Supervisors

- 10.20 The Gambling Commission advises in its Guidance for local authorities that licensing authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime.
- 10.21 There is no evidence that the operation of betting offices has required door supervisors for the protection of the public. The licensing authority will make a door supervision requirement only if there is clear evidence from the history of trading at the premises that the premises cannot be adequately supervised from the counter and that door supervision is both necessary and proportionate.

10.22 It is noted though that the Gambling Act 2005 has amended the Private Security Industry Act 2001 and that in-house door supervisors at casinos or bingo premises need not be licensed by the Security Industry Authority. However, the licensing authority strongly recommends that any door supervisors or security staff who are employed should be licensed by the SIA.

## **11. Adult Gaming Centres**

11.1 This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the premises. Appropriate licence conditions may cover issues such as:

- proof of age schemes
- CCTV
- supervision of entrances/ machine areas
- physical separation of areas
- location of entry
- notices/signage
- specific opening hours
- staff training
- change machines
- advertising sources of help and other means of help for problem gamblers

This list is not mandatory or exhaustive, and is merely indicative of example measures.

11.2 The licensing authority will expect applicants to be able to comply with any mandatory conditions imposed on their premises licence through regulations made by the Secretary of State. The licensing authority will expect applicants to be able to comply with any default conditions similarly imposed. Applicants seeking to remove or amend default conditions must demonstrate that there will be little or no risk to the licensing objectives or the licensing authority's statement of principles by removing the default conditions.

11.3 As regards the protection of vulnerable persons, this licensing authority will consider measures such as the use of self-barring schemes, provision of information leaflets or helpline numbers for organisations such as GamCare.

## **12. Licensed Family Entertainment Centres**

12.1 This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas. Appropriate licence conditions may cover issues such as:

- proof of age schemes
- CCTV
- door supervisors
- supervision of entrances and/or machine areas
- physical separation of areas
- location of entry
- notices / signage
- specific opening hours
- staff training

This list is not exhaustive.

12.2 Measures such as the use of self-barring schemes, provision of information leaflets or helpline numbers for organisations such as GamCare will be considered in order to protect children and vulnerable persons.

12.3 The licensing authority will expect applicants to be able to comply with any mandatory conditions imposed on their premises licence through regulations made by the Secretary of State. The licensing authority will expect applicants to be able to comply with any default conditions similarly imposed. Applicants seeking to remove or amend default conditions must demonstrate that there will be little or no risk to the licensing objectives or the licensing authority's statement of principles by removing the default conditions.

### **13. Casinos**

- 13.1 The licensing authority has passed a “no casino” resolution under section 166 of the Act on 29<sup>th</sup> November 2018

## **14. Bingo premises**

- 14.1 Bingo is a class of equal chance gaming and will be permitted in alcohol licensed premises and in clubs provided it remains below a certain threshold, otherwise it will be subject to a bingo operating licence which will have to be obtained from the Gambling Commission.
- 14.2 The holder of a bingo operating licence will be able to provide any type of bingo game including cash and prize bingo.
- 14.3 Commercial bingo halls will require a bingo premises licence from the licensing authority.
- 14.4 Amusement arcades providing prize bingo will require a prize gaming permit from the council.
- 14.5 In each of the above cases it is important that where children are allowed to enter premises licensed for bingo, in whatever form, they are not allowed to participate in any bingo game, other than on category D machines. When considering applications of this type the council will therefore take into account, among other things, the location of the games or machines, access to those areas, general supervision of the premises and the display of appropriate notices.
- 14.6 A limited number of gaming machines may also be made available at bingo licensed premises. Where category C or above machines are available in premises to which children are admitted, the licensing authority will seek to ensure that:
- all such machines are located in an area of the premises separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance
  - only adults are admitted to the area where these machines are located
  - access to the area where the machines are located is supervised
  - the area where the machines are located is arranged so that it can be observed by staff of the operator or the licence holder and
  - at the entrance to, and inside any such area there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.
- 14.7 The licensing authority notes that the Gambling Commission's Guidance states:
- 18.5 Licensing authorities need to satisfy themselves that bingo can be played in any bingo premises for which they issue a premises licence. An operator may choose to vary their licence to exclude a previously licensed area of that premises, and then apply for a new premises licence, or multiple new premises licences, with the aim of creating separate premises in that area. Essentially providing multiple licensed premises within a single building or site. Before issuing additional bingo

premises licences, licensing authorities need to consider whether bingo can be played at each of those new premises.

- 18.7 Children and young people are allowed into bingo premises; however they are not permitted to participate in the bingo and if category B or C machines are made available for use these must be separated from areas where children and young people are allowed. Social Responsibility (SR) code 3.2.5(3) states that 'licensees must ensure that their policies and procedures take account of the structure and layout of their gambling premises' in order to prevent underage gambling.
- 18.9 The gaming machines must remain within the licensed area covered by the premises licence. In the unusual circumstance that an existing bingo premises covered by one premises licence applies to vary the licence and acquire additional bingo premises licences (so that the area that was the subject of a single licence will become divided between a number of separate licensed premises) it is not permissible for all of the gaming machines to which each of the licences brings an entitlement to be grouped together within one of the licensed premises.
- 18.10 Equipment operated by a bingo operating licence for the purpose of playing bingo, for example what are currently known as mechanised cash bingo, electronic bingo terminal (EBTs) and video bingo terminals (VBTs), will be exempt from controls on gaming machines provided they comply with any conditions set by the Commission and, in the case of EBTs, do not hold gaming machine content.
- 18.11 An EBT that offers gaming machine content in addition to bingo content is considered to be a gaming machine and would count towards the total number of gaming machines or towards the offering of bingo. Any EBTs that do not offer gaming machine content would not count towards the number of gaming machines.
- 14.8 The licensing authority will expect applicants to be able to comply with any mandatory conditions imposed on their premises licence through regulations made by the Secretary of State. The licensing authority will expect applicants to be able to comply with any default conditions similarly imposed. Applicants seeking to remove or amend default conditions must demonstrate that there will be little or no risk to the licensing objectives or the licensing authority's statement of principles by removing the default conditions.
- 14.9 Operators' attention is also drawn to paragraph 15.8 – 15.11 of this policy concerning primary gambling activity.

#### Members' clubs and commercial clubs

- 14.10 Bingo may be provided at clubs and institutes either in accordance with a permit or providing that the limits in section 275 of the Act are complied with. These restrictions limit the aggregate stake or prizes within any seven days to £2000, and require the Commission to be notified as soon as is reasonably practicable if that limit is breached. Stakes or prizes above that limit will require a bingo operator's licence and the corresponding personal and premises licences.

## **15. Betting premises**

- 15.1 Anyone wishing to operate a betting office will require a betting premises licence from the licensing authority. Children and young persons will not be able to enter premises with a betting premises licence.
- 15.2 The authority recognises that certain bookmakers have a number of premises within its area. In order to ensure that any compliance issues are recognised and resolved at the earliest stage, operators are requested to give the authority a single named point of contact, who should be a senior individual, and whom the authority will contact first should any compliance queries or issues arise.
- 15.3 There is no evidence that the operation of betting offices has required door supervisors for the protection of the public. The Authority will make a door supervision requirement only if there is clear evidence from the history of trading at the premises that the premises cannot be adequately supervised from the counter and that door supervision is both necessary and proportionate.
- 15.4 Betting premises will be able to provide a limited number of gaming machines and some betting machines.
- 15.5 The licensing authority has the power to restrict the number of betting machines, their nature and the circumstances in which they are made available. We will take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people. It will not generally exercise this power though unless there are good reasons to do so taking into account, among other things, the size of the premises and the level of management and supervision especially where vulnerable people are concerned.
- 15.6 The licensing authority will expect applicants to be able to comply with any mandatory conditions imposed on their premises licence through regulations made by the Secretary of State. The licensing authority will expect applicants to be able to comply with any default conditions similarly imposed. Applicants seeking to remove or amend default conditions must demonstrate that there will be little or no risk to the licensing objectives or the licensing authority's statement of principles by removing the default conditions.
- 15.7 Each application will be considered on its own individual merits.

### Primary Gambling Activity

- 15.8 Operating licences issued by the Commission provides that gaming machines may be made available for use in licensed betting premises only at times where there are also sufficient facilities for betting available.
- 15.9 In this respect, such facilities must include information that enables customers to access details of events on which bets can be made, make such bets, learn the outcome and collect any winnings. Where betting facilities are

provided only by betting machines the number of betting machines must exceed the number of gaming machines made available for use.

- 15.10 The Licence Conditions and Codes of Practice (LCCP) sets out the full requirements for operators. To assist operators of betting premises the Commission has published a document setting out the indicators that are used to assess as to whether the requirements for betting being the primary gambling activity in any particular premises are being met.
- 15.11 Should the licensing authority receive an application to vary a premises licence for bingo or betting in order to extend the opening hours, the authority will satisfy itself that the reason for the application is in line with the requirements on primary gambling activity. (i.e. the need for operating licence holders to ensure that there are still sufficient facilities available to participate in the gambling activity appropriate to the licence type ('the primary activity' or 'the principal activity') at those premises and not replaced by the making available of gaming machines). Therefore, the applicant should be able to demonstrate that the extension of the opening hours is not designed solely to benefit from the machine entitlement and activity which is ancillary to the primary activity of the premises, namely betting or bingo.

## 16. Tracks

- 16.1 Only one premises licence can be issued for any particular premises at any time unless the premises is a 'track'. A track is a site where races or other sporting events take place.
- 16.2 Track operators are not required to hold an 'operators licence' granted by the Gambling Commission. Therefore, premises licences for tracks, issued by the council are likely to contain requirements for premises licence holders about their responsibilities in relation to the proper conduct of betting. Indeed, track operators will have an important role to play, for example in ensuring that betting areas are properly administered and supervised.
- 16.3 Although there will, primarily be a betting premises licence for the track there may be a number of subsidiary licences authorising other gambling activities to take place. Unlike betting offices, a betting premises licence in respect of a track does not give an automatic entitlement to use gaming machines.
- 16.4 When considering whether to exercise its power to restrict the number of betting machines at a track the licensing authority will consider the circumstances of each individual application and, among other things will consider the potential space for the number of machines requested, the ability of track staff to supervise the machines, especially if they are scattered around the site, and the ability of the track operator to prevent children and young persons and vulnerable people betting on the machines.
- 16.5 This licensing authority is aware that the Gambling Commission may provide further specific guidance as regards tracks. We have taken note of the Guidance from the Gambling Commission which highlights that tracks are different from other premises in that there may be more than one premises licence in effect and that the track operator may not be required to hold an operator licence as there may be several premises licence holders at the track which will need to hold their own operator licences.
- 16.6 There may be some specific considerations with regard to the protection of children and vulnerable persons from being harmed or exploited by gambling and this authority would expect the premises licence applicants to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, although they are still prevented from entering areas where gaming machines (other than category D machines) are provided.
- 16.7 Appropriate licence conditions may be:
- proof of age schemes
  - CCTV
  - supervision of entrances/machine areas
  - physical separation of areas

- location of entry
- notices/signage
- specific opening hours
- the location of gaming machines

This list is not mandatory or exhaustive, and is merely indicative of example measures.

- 16.8 Measures such as the use of self-barring schemes, provision of information leaflets and helpline numbers for organisations such as GamCare will be considered suitable in relation to the protection of children and vulnerable people.
- 16.9 The licensing authority will expect applicants to be able to comply with any mandatory conditions imposed on their premises licence through regulations made by the Secretary of State. The licensing authority will expect applicants to be able to comply with any default conditions similarly imposed. Applicants seeking to remove or amend default conditions must demonstrate that there will be little or no risk to the licensing objectives or the licensing authority's statement of principles by removing the default conditions.
- 16.10 This licensing authority notes the Commission's view, that it would be preferable for all self-contained premises operated by off-course betting operators on tracks to be the subject of separate premises licences. This would ensure that there was clarity between the respective responsibilities of the track operator and the off-course betting operator running a self-contained unit on the premises.

#### Betting machines at tracks

- 16.11 Licensing authorities have a power under the Gambling Act 2005 to restrict the number of betting machines, their nature and the circumstances in which they are made available, by attaching a licence condition to a betting premises licence.

#### Condition on rules being displayed

- 16.12 In line with guidance from the Gambling Commission the licensing authority will attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public, such as being could printed in the race-card or made available in leaflet form from the track office.

## **17. Travelling Fairs**

- 17.1 It will fall to the licensing authority to decide whether, where category D machines and/or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.
- 17.2 The licensing authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

## **18. Review of Premises Licences**

- 18.1 Requests for a review of a premises licence can be made by interested parties or responsible authorities.
- 18.2 However, it is for the licensing authority to decide whether the review is to be carried out. This will be on the basis of whether the request for the review is
- relevant to the matters listed below
  - frivolous
  - vexatious
  - will certainly not cause this authority to alter, revoke or suspend the licence or
  - whether it is substantially the same as previous representations or requests for review
  - in accordance with any relevant code of practice issued by the Gambling Commission
  - in accordance with any relevant guidance issued by the Gambling Commission
  - reasonably consistent with the licensing objectives and
  - in accordance with the authority's statement of licensing policy
- 18.3 Licensing authority officers may be involved in the initial investigations of complaints leading to a review, or may try informal mediation or dispute resolution before a full review is conducted. The licensing authority may review premises licences of its own volition. This may be on the grounds that a premises licence holder has not provided facilities for gambling at the premises. A referral to a Licensing Panel of a set of premises for a review will be first approved by the Head of Community and Public Protection.
- 18.4 The licensing authority can also initiate a review of a licence on the basis of any reason which it thinks is appropriate where the licensing objectives are likely to be undermined.
- 18.5 This can extend to a review of a class of licences where it considers particular issues have arisen. Reviews of a class of premises will be first agreed to by the Head of Community and Public Protection in consultation with the Chair of the Licensing and General Purposes Committee.
- 18.6 The purpose of a review is to determine whether the licensing authority should take any action in relation to the licence. If action is justified the licensing authority may:
- add, remove or amend a licence condition (other than a mandatory condition)

- exclude or amend a default condition imposed by regulations
  - suspend the premises licence for a period not exceeding three months
  - revoke the premises licence.
- 18.7 In determining the appropriate course of action the licensing authority must have regard to the principles set out in section 153 of the Act as well as any relevant representations.
- 18.8 The Gambling Commission will be a responsible authority in premises licence reviews.

**PART C**  
**Permits, Temporary and Occasional Use Notices**

**19. Unlicensed Family Entertainment Centre gaming machine permits**

- 19.1 Where a premises does not hold a premises licence but wishes to provide category D machines only gaming machines, it may apply to the licensing authority for this permit. It should be noted that under section 238 the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use. If they are also used for other purposes the application is likely to be refused.
- 19.2 The Act states that a licensing authority may prepare a statement of principles that they propose to consider in determining the suitability of an applicant for a permit. In preparing that statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission under section 25 of the Act.
- 19.3 Accordingly this licensing authority will also have regard to the licensing objectives when considering applications relating to unlicensed FEC permits.
- 19.4 An FEC gaming machine permit cannot be granted unless the chief officer of police has been consulted, and no conditions may be imposed upon the grant of a permit. Therefore the licensing authority will wish to be satisfied as to the applicant's suitability before granting a permit. Unlicensed FECs, by definition, will not be subject to scrutiny by the Gambling Commission as no operating (or other) licences will be applied for and issued.

Statement of principles

- 19.5 Applicants will be expected to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits; however, they may include background checks on staff, training for staff in dealing with unsupervised very young children being on the premises, or children causing perceived problems on or around the premises.
- 19.6 Applicants will be expected to demonstrate:
- a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs
  - that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act)
  - that staff are trained to have a full understanding of the maximum stakes and prizes; and
  - an awareness of local school holiday times and how to identify to the local education authority should truants be identified.
- 19.7 Compliance with any relevant industry Code of Practice for FECs issued by BACTA or other trade associations may be taken by the licensing authority as

evidence that (apart from the criteria relating to criminal convictions) the applicant has met the above.

- 19.8 Applicants must submit with their application two copies of plans of the premises, to a scale of 1:100, showing the exits/entrances to the premises, location of gaming machines, and the location of safety equipment such as fire extinguishers.
- 19.9 The licensing authority may refuse an application for renewal of a permit only on the grounds that an authorised local authority officer has been refused access to the premises without reasonable excuse, or that renewal would not be reasonably consistent with pursuit of the licensing objectives.

## **20. (Alcohol) Licensed premises gaming machine permits**

- 20.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have two gaming machines, of categories C and/or D. The premises merely need to notify the licensing authority.
- 20.2 Under section 284 the licensing authority can remove the automatic authorisation in respect of any particular premises if:
- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives
  - gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (ie, that written notice has not been provided to the licensing authority, that a fee has not been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has not been complied with)
  - the premises are mainly used for gaming; or
  - an offence under the Gambling Act has been committed on the premises.
- 20.3 Should it be necessary to issue a section 284 order, the licence-holder will be given at least twenty-one days' notice of the intention to make the order, and consider any representations which might be made. The authority will hold a hearing if the licensee requests.
- 20.4 If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and "such matters as they think relevant."

### Statement of principles

- 20.5 This licensing authority considers that such matters will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under-18 year olds do not use the adult-only gaming machines. The authority will take into account whether access by children to the premises under the Licensing Act 2003 is restricted or not.
- 20.6 Measures which will satisfy the authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff that will monitor that the machines are not being used by those under 18. Notices and signage may also be help. As regards the protection of vulnerable persons applicants may wish to consider the provision of information leaflets/helpline numbers for organisations such as GamCare.

- 20.7 A plan must accompany applications indicating where, and what type, of gambling machines are to be provided. This plan may take the form of an amendment to the plan attached to the premises licence issued under the Licensing Act 2003.
- 20.8 It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would need to be applied for, and dealt with as an adult entertainment centre premises licence.
- 20.9 It should be noted that the licensing authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.
- 20.10 It should also be noted that the holder of a permit to must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

#### Administrative matters

- 20.11 Notifications and applications for shall be dealt with by the licensing authority's officers.

## **21. Prize Gaming Permits**

- 21.1 The licensing authority may prepare a statement of principles which they propose to apply in exercising their functions which may, in particular, specify matters that the licensing authority proposes to consider in determining the suitability of the applicant for a permit.
- 21.2 Prize gaming may be provided in bingo premises as a consequence of their bingo operating licence. Any type of prize gaming may be provided in adult gaming centres and licensed family entertainment centres. Unlicensed family entertainment centres may offer equal chance prize gaming under a gaming machine permit. Prize gaming without a permit may be provided by travelling fairs, providing that none of the gambling facilities at the fair amount to more than an ancillary amusement. Children and young people may participate in equal chance gaming only.
- 21.3 In making its decision on an application for this permit the licensing authority does not need to have regard to the licensing objectives but must have regard to any Gambling Commission guidance.

Applicants should set out the types of gaming they are intending to offer and should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations
  - and that the gaming offered is within the law.
- 21.4 It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the licensing authority cannot attach conditions. The conditions in the Act are:
- the limits on participation fees, as set out in regulations, must be complied with
  - all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played
  - the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
  - participation in the gaming must not entitle the player to take part in any other gambling.
- 21.5 Applications may only be made by people who occupy or plan to occupy the premises, are aged 18 or over (if an individual), and no premises licence or club gaming permit under the Gambling Act 2005 may be in force.

### Statement of principles

- 21.6 This licensing authority considers that such matters will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under-18 year olds do not have access to unequal chances prize gaming. The authority will take into account whether access by children to the premises under the Licensing Act 2003 is restricted or not.
- 21.7 A plan must accompany applications indicating where, and what type, of prize gaming is to be provided.

## **22. Club Gaming and Club Machines Permits**

- 22.1 Members' clubs (but not commercial clubs) may apply for a club gaming permit or a clubs gaming machines permit.
- 22.2 The licensing authority notes paragraphs 25.44 – 25.49 of the Commission's Guidance as to matters to take into account when determining that a club meets the statutory qualifying requirements. These include the club's constitution; the frequency of gaming; and ensuring that there are more than 25 members. The club must be conducted "wholly or mainly" for purposes other than gaming, unless the gaming is in bridge and whist clubs covered by regulations made by the Secretary of State.
- 22.3 The Commission advises that licensing authorities may only refuse applications on the grounds that:
- the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied
  - the applicant's premises are used wholly or mainly by children and/or young persons
  - an offence under the Act or a breach of the permit has been committed by the applicant whilst providing gaming facilities
  - a permit held by the applicant has been cancelled in the previous ten years; or
  - an objection has been raised by the Commission or by the police.

### Club gaming permit

- 22.4 A club gaming permit allows the premises to provide
- up to three machines of categories B, C or D
  - equal chance gaming and
  - games of chance as set out in regulations.

### Club gaming machine permit

- 22.5 A club gaming machine permit will enable the premises to provide up to three machines of categories B, C or D.
- 22.6 The licensing authority will wish to be satisfied that applicants for these permits meet the statutory criteria for members' clubs contained in sections 266 and 267 of the Act. Clubs which hold a club premises certificate under the Licensing Act 2003 are entitled to benefit from a fast-track application procedure.

## **23. Temporary Use Notices**

- 23.1 Temporary Use Notices allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a Temporary Use Notice, according to the Gambling Commission would include hotels, conference centres and sporting venues.

The licensing authority can only grant a Temporary Use Notice to a person or company holding a relevant operating licence i.e. a non-remote casino operating licence.

The Secretary of State has the power to determine what form of gambling can be authorised by Temporary Use Notices, and at the time of writing this statement the relevant regulations (The Gambling Act 2005 (Temporary Use Notices) Regulations 2007 SI No 3157) state that temporary use notices may only be used to permit the provision of facilities for equal chance gaming, where the gaming is intended to produce a single overall winner. There can, however, be more than one competition with a single winner held at the individual event covered by a specific temporary use notice. The facilities may not be provided in circumstances where any person participating in the gaming does so by means of a gaming machine. Equal chance gaming is gaming which does not involve playing or staking against a bank and gives equally favourable chances to all participants. Examples of equal chance gaming include games such as backgammon, mah-jong, rummy, kalooki, dominoes, cribbage, bingo and poker.

There are a number of statutory limits as regards Temporary Use Notices. The meaning of “premises” in Part 8 of the Act is discussed in Part 7 of the Gambling Commission Guidance to Licensing Authorities and at paragraph 14.10 of the Guidance. As with “premises”, the definition of a “set of premises” will be a question of fact in the particular circumstances of each notice that is given. In the Act “premises” is defined as including “any place”. In considering whether a place falls with the definition of a “set of premises”, the licensing authority need to look at, amongst other things, the ownership/occupation and control of the premises.

This licensing authority expects to object to notices where it appears that their effect would be to permit regular gambling in place that could be described as one set of premises, as recommended in the Gambling Commission’s Guidance to Licensing Authorities.

## **24. Occasional Use Notices**

- 24.1 The licensing authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. The licensing authority will though need to consider the definition of a ‘track’ and whether the applicant is permitted to avail him/herself of the notice.

## **25. Small Society Lotteries**

25.1 The licensing authority will adopt a risk-based approach towards its enforcement responsibilities for small society lotteries. This authority considers that the following list, although not exhaustive, could affect the risk status of an operator:

- submission of late returns (returns must be submitted within three months of the date that a lottery was drawn)
- submission of incomplete or incorrect forms
- breaches of the limits for small society lotteries.

Should you have any comments as regards this document please send them via e-mail or letter to:

Principal Licensing Officer  
Licensing Team  
Public Protection  
Harrow Council  
Civic Centre  
PO Box 18  
Station Road  
Harrow  
Middlesex  
HA1 2UT

Email: [licensing@harrow.gov.uk](mailto:licensing@harrow.gov.uk)

## APPENDIX A – LIST OF CONSULTEES

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|--|
| Director of Public Health for Harrow   |
| Association of British Bookmakers  |
| BACTA  |
| Harrow Law Centre  |
| Relate (Harrow)  |
| Citizens' Advice Bureau (Harrow)<br>Civic 9 Station Road<br>HARROW<br>Middlesex<br>HA1 2XH                             |
| Harrow Adult Substance Misuse Service  |
| Chief officer of police (Harrow)   |
| Gambling Commission  |
| London Fire and Rescue Service   |
| Local planning authority   |
| Harrow Council Public Protection   |
| Local Children's' Safeguarding Board   |
| HM Revenue & Customs.<br>National Registration Unit- Betting & Gaming;Portcullis House;21 India Street; Glasgow;G2 4PZ |
| Ladbrokes Betting & Gaming Limited<br>5th Floor, The Zig Zag Building, 70 Victoria Street, London, SW1E 6SQ.           |
| Admiral Leisure (Novomatic)  |
| William Hill,<br>Clifton House, 1 to 5 Morris Place, Finsbury, London, N4 3JG.   |
| Paddy Power UK<br>33 St James's Square, ., Westminster, London, SW1Y 4JS.  |
| Future Leisure Limited,<br>Unit 20 Fleetway Business Park, 14-16 Wadsworth Road, Greenford, Middlesex, UB6 7LD         |
| Cashino Gaming Ltd<br>Seebeck House, 1A Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR.                              |
| Betfred<br>Spectrum, 56/58 Benson Road, Birchwood, Warrington, WA3 7PQ.  |
| Silvertime Amusements Ltd<br>116 Burnt Oak Broadway, Edgware, HA8 0BB.   |

### AWP Holders:

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| London Edgware Premier Inn, 435 Burnt Oak Broadway, Edgware, Middlesex, HA8 5AQ      |
| The 19 Club, 19 North Parade, Mollison Way, Edgware, Middlesex, HA8 5QH              |
| Zan Zi Bar, 113 High Street, Edgware, Middlesex, HA8 7DB                             |
| St Gabriel's Social Club, 388 Northolt Road, South Harrow, Middlesex, HA2 8EX        |
| Ruffles, 16 Canning Road, Wealdstone, Middlesex, HA3 7SJ                             |
| Urban Haandi, 244 Streatfield Road, Harrow, Middlesex, HA3 9BX                       |
| Purple Flame, 433-437 Honeypot Lane, Stanmore, Middlesex, HA7 1JJ                    |
| Lisbon Deli Cafe, 9 Whitchurch Parade, Whitchurch Lane, Edgware, Middlesex, HA8 6LP  |
| Maya Pub, 3 Shaftesbury Parade, Shaftesbury Avenue, South Harrow, Middlesex, HA2 0AJ |
| TJ's Sports Bar, 108 High Street, Wealdstone, Harrow, Middlesex, HA3 7AH             |
| Travellers Rest PH, The Travellers Rest, Kenton Road, Harrow, Middlesex, HA3 8AT     |
| Life of Reilly, 7 Warwick Parade, Kenton Lane, Harrow, Middlesex, HA3 8SA            |
| Jameson's Bar, 34 South Parade, Mollison Way, Edgware, Middlesex, HA8 5QL            |
| Masons Arms Public House, 75 High Street, Edgware, Middlesex, HA8 7DD                |
| Kenton Kebab House, 130 Kenton Road, Harrow, Middlesex, HA3 8AL                      |

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| The Kingsfield Arms Public House, 111 Bessborough Road, Harrow, Middlesex, HA1 3DF          |
| McCafferty's Freehouse, 25 Broadwalk, Pinner Road, Harrow, Middlesex, HA2 6ED               |
| Dalys, 100 High Street, Wealdstone, Harrow, Middlesex, HA3 7AH                              |
| The New Moon, 25-26 Kenton Park Parade, Kenton Road, Harrow, Middlesex, HA3 8DN             |
| Nineteen Executive Club, 10 North Parade, Mollison Way, Edgware, Middlesex, HA8 5QH         |
| The Change of Hart Public House, 21 High Street, Edgware, Middlesex, HA8 7EE                |
| Royal Oak, Public House, 86 St Anns Road, Harrow, Middlesex, HA1 1JP                        |
| O'Neill's PH, 335-339 Station Road, Harrow, Middlesex, HA1 2AA                              |
| The Moon On The Hill, Lynwood House, 373-375 Station Road, Harrow, Middlesex, HA1 2AW       |
| The Junction PH, Gayton Hall, 9 Gayton Road, Harrow, Middlesex, HA1 2JG                     |
| The Harrow, 269-271 Station Road, Harrow, Middlesex, HA1 2TB                                |
| The White Horse, 50 Middle Road, Harrow, Middlesex, HA2 0HL                                 |
| The Star Public House, 2 South Hill Avenue, Harrow, Middlesex, HA2 0NQ                      |
| The Horseshoe Bar, 326-326A Eastcote Lane, South Harrow, Middlesex, HA2 9AJ                 |
| The Laurels, 337 High Road, Harrow, Middlesex, HA3 5EQ                                      |
| Duck In The Pond Public House, 660 Kenton Lane, Harrow, Middlesex, HA3 6AA                  |
| Miller & Carter, Leefe Robinson, 76 Uxbridge Road, Harrow Weald, Harrow, Middlesex, HA3 6DL |
| Oddfellows Arms PH, 2 Waxwell Lane, Pinner, Middlesex, HA5 3EN                              |
| The Moon And Sixpence PH, 250 Uxbridge Road, Hatch End, Pinner, Middlesex, HA5 4NY          |
| Village Inn, Village Inn, 402-408 Rayners Lane, Harrow, Middlesex, HA5 5DY                  |
| The Pinner Arms, The Pinner Arms Public House, Whittington Way, Pinner, Middlesex, HA5 5JS  |
| The Queens Head Public House, 31 High Street, Pinner, Middlesex, HA5 5PJ                    |

#### LOTTERIES:

St Joseph's Church, 191 High Road, Harrow, Middlesex, HA3 5EE.  
Harrow Mencap, 3 Jardine House, Bessborough Road, Harrow, Middlesex, HA1 3EX.  
Longfield First & Middle School, Longfield First And Middle School, Dukes Avenue, North Harrow, Middlesex, HA2 7NZ.  
20 Longcrofte Road, Edgware, Middlesex, HA8 6RR.  
Cannon Lane Primary School, Cannon Lane School, Cannonbury Avenue, Pinner, Middlesex, HA5 1TS.  
Social Club, Royal National Orthopaedic Hospital, Brockley Hill, Stanmore, Middlesex, HA7 4LP.  
Sri & Co Accountants Ltd, Cunningham House, 19 Westfield Lane, Harrow, Middlesex, HA3 9ED.  
St Williams RC Church 1791 Nw, St Williams Church, Du Cros Drive, Stanmore, Middlesex, HA7 4TJ.  
Roxeth School Association, Roxeth Primary School, Brickfields, Harrow, Middlesex, HA2 0JA.  
Royal National Orthopaedic Hospital, The Disability Foundation, Royal National Orthopaedic Hospital NHS Trust, Brockley Hill, Stanmore, Middlesex.  
Friends of Grimsdyke School, Grimsdyke First And Middle School, Sylvia Avenue, Pinner, Middlesex, HA5 4QE.  
North London Collegiate School, Canons Drive, Edgware, Middlesex, HA8 7RJ.  
St Albans Church Hall, Norwood Drive, Harrow, Middlesex, HA2 7PF.  
21 Manor Road, Harrow, Middlesex, HA1 2PF.  
Whitefriars School, Whitefriars Avenue, Harrow, Middlesex, HA3 5RQ.  
St Teresa's RC First & Middle School, Long Elmes, Harrow Weald, Harrow, Middlesex, HA3 6LE.  
St Anselms First and Middle School, Saint Anselms School, Roxborough Park, Harrow, Middlesex, HA1 3BE.  
St Jerome C of E Bilingual School, 120-138 Station Road, Harrow, Middlesex, HA1 2DJ.  
Aspire National Training Centre, Royal National Orthopaedic Hospital Nhs Trust, Wood Lane, Stanmore, Middlesex, HA7 4AP.  
17 Rochester Drive, Pinner, Middlesex, HA5 1DA.  
Vaughan Primary School, The Gardens, West Harrow, Harrow, HA1 4EL.  
Harrow Borough Football Club, Earlsmead, Harrow, Middlesex, HA2 8SS.

New Bentley N R C, Harrow Council, 184A Christchurch Avenue, Harrow, Middlesex, HA3 5BD.  
Harrow West Conservative Association, 10 Village Way, Pinner, Middlesex, HA5 5AF.  
Pinner Wood School, Latimer Gardens, Pinner, Middlesex, HA5 3RA.  
Stag Lane First School, Stag Lane School, Collier Drive, Edgware, Middlesex, HA8 5RU.  
Pinner Park First & Middle School, Pinner Park County First And Middle School, Melbourne Avenue,  
Pinner, Middlesex, HA5 5TJ.  
Aylward Primary School, Aylward First & Middle School, Pangbourne Drive, Stanmore, Middlesex, HA7  
4RE.

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## APPENDIX B – CONSULTATION RESPONSES

### SECTION 1 – CONSULTEES

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|--|
| Director of Public Health for Harrow   |
| Association of British Bookmakers  |
| BACTA  |
| Harrow Law Centre  |
| Relate (Harrow)  |
| Citizens' Advice Bureau (Harrow)<br>Civic 9 Station Road<br>HARROW<br>Middlesex<br>HA1 2XH                             |
| Harrow Adult Substance Misuse Service  |
| Chief officer of police (Harrow)   |
| Gambling Commission  |
| London Fire and Rescue Service   |
| Local planning authority   |
| Harrow Council Public Protection   |
| Local Childrens' Safeguarding Board  |
| HM Revenue & Customs.<br>National Registration Unit- Betting & Gaming;Portcullis House;21 India Street; Glasgow;G2 4PZ |
| Ladbrokes Betting & Gaming Limited<br>5th Floor, The Zig Zag Building, 70 Victoria Street, London, SW1E 6SQ.           |
| Admiral Leisure (Novomatic)<br>William Hill,<br>Clifton House, 1 to 5 Morris Place, Finsbury, London, N4 3JG.          |
| Paddy Power UK<br>33 St James's Square, ., Westminster, London, SW1Y 4JS.  |
| Future Leisure Limited,<br>Unit 20 Fleetway Business Park, 14-16 Wadsworth Road, Greenford, Middlesex, UB6 7LD         |
| Cashino Gaming Ltd<br>Seebeck House, 1A Seebeck Place, Knowlhill, Milton Keynes, MK5 8FR.                              |
| Betfred<br>Spectrum, 56/58 Benson Road, Birchwood, Warrington, WA3 7PQ.  |
| Silvertime Amusements Ltd<br>116 Burnt Oak Broadway, Edgware, HA8 0BB.   |

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| Maya Pub, 3 Shaftesbury Parade, Shaftesbury Avenue, South Harrow, Middlesex, HA2 0AJ |
| TJ's Sports Bar, 108 High Street, Wealdstone, Harrow, Middlesex, HA3 7AH             |

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| O'Neill's PH, 335-339 Station Road, Harrow, Middlesex, HA1 2AA                              |
| The Moon On The Hill, Lynwood House, 373-375 Station Road, Harrow, Middlesex, HA1 2AW       |
| The Junction PH, Gayton Hall, 9 Gayton Road, Harrow, Middlesex, HA1 2JG                     |
| The Harrow, 269-271 Station Road, Harrow, Middlesex, HA1 2TB                                |
| The White Horse, 50 Middle Road, Harrow, Middlesex, HA2 0HL                                 |
| The Star Public House, 2 South Hill Avenue, Harrow, Middlesex, HA2 0NQ                      |
| The Horseshoe Bar, 326-326A Eastcote Lane, South Harrow, Middlesex, HA2 9AJ                 |
| The Laurels, 337 High Road, Harrow, Middlesex, HA3 5EQ                                      |
| Duck In The Pond Public House, 660 Kenton Lane, Harrow, Middlesex, HA3 6AA                  |
| Miller & Carter, Leefe Robinson, 76 Uxbridge Road, Harrow Weald, Harrow, Middlesex, HA3 6DL |
| Oddfellows Arms PH, 2 Waxwell Lane, Pinner, Middlesex, HA5 3EN                              |
| The Moon And Sixpence PH, 250 Uxbridge Road, Hatch End, Pinner, Middlesex, HA5 4NY          |
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| The Pinner Arms, The Pinner Arms Public House, Whittington Way, Pinner, Middlesex, HA5 5JS  |
| The Queens Head Public House, 31 High Street, Pinner, Middlesex, HA5 5PJ                    |

## LOTTERIES:

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Longfield First & Middle School, Longfield First And Middle School, Dukes Avenue, North Harrow, Middlesex, HA2 7NZ.

20 Longcrofte Road, Edgware, Middlesex, HA8 6RR.

Cannon Lane Primary School, Cannon Lane School, Cannonbury Avenue, Pinner, Middlesex, HA5 1TS.

Social Club, Royal National Orthopaedic Hospital, Brockley Hill, Stanmore, Middlesex, HA7 4LP.

Sri & Co Accountants Ltd, Cunningham House, 19 Westfield Lane, Harrow, Middlesex, HA3 9ED.

St Williams RC Church 1791 Nw, St Williams Church, Du Cros Drive, Stanmore, Middlesex, HA7 4TJ.

Roxeth School Association, Roxeth Primary School, Brickfields, Harrow, Middlesex, HA2 0JA.

Royal National Orthopaedic Hospital, The Disability Foundation, Royal National Orthopaedic Hospital NHS Trust, Brockley Hill, Stanmore, Middlesex.

Friends of Grimsdyke School, Grimsdyke First And Middle School, Sylvia Avenue, Pinner, Middlesex, HA5 4QE.

North London Collegiate School, Canons Drive, Edgware, Middlesex, HA8 7RJ.

St Albans Church Hall, Norwood Drive, Harrow, Middlesex, HA2 7PF.

21 Manor Road, Harrow, Middlesex, HA1 2PF.

Whitefriars School, Whitefriars Avenue, Harrow, Middlesex, HA3 5RQ.

St Teresa's RC First & Middle School, Long Elmes, Harrow Weald, Harrow, Middlesex, HA3 6LE.

St Anselms First and Middle School, Saint Anselms School, Roxborough Park, Harrow, Middlesex, HA1 3BE.  
St Jerome C of E Bilingual School, 120-138 Station Road, Harrow, Middlesex, HA1 2DJ.  
Aspire National Training Centre, Royal National Orthopaedic Hospital Nhs Trust, Wood Lane, Stanmore, Middlesex, HA7 4AP.  
17 Rochester Drive, Pinner, Middlesex, HA5 1DA.  
Vaughan Primary School, The Gardens, West Harrow, Harrow, HA1 4EL.  
Harrow Borough Football Club, Earlsmead, Harrow, Middlesex, HA2 8SS.  
New Bentley N R C, Harrow Council, 184A Christchurch Avenue, Harrow, Middlesex, HA3 5BD.  
Harrow West Conservative Association, 10 Village Way, Pinner, Middlesex, HA5 5AF.  
Pinner Wood School, Latimer Gardens, Pinner, Middlesex, HA5 3RA.  
Stag Lane First School, Stag Lane School, Collier Drive, Edgware, Middlesex, HA8 5RU.  
Pinner Park First & Middle School, Pinner Park County First And Middle School, Melbourne Avenue, Pinner, Middlesex, HA5 5TJ.  
Aylward Primary School, Aylward First & Middle School, Pangbourne Drive, Stanmore, Middlesex, HA7 4RE.

## SECTION 2 – CONSULTATION RESPONSES

**From:** XXX [mailto:XXX@novomatic.co.uk]

**Sent:** 23 July 2018 10:24

**To:** license

**Cc:** XXX

**Subject:** Gambling Act 2005 - Statement of Principles Consultation (Harrow Council)

Dear Sirs

### **Gambling Act 2005 – Statement of Principles Consultation**

On behalf of Luxury Leisure, I make the following comments in response to the above consultation draft (the “Draft”):-

1. As the Authority will appreciate, in matters of regulation under the Gambling Act 2005 (the “Act”), it is subject to the Regulators’ Code. That code imposes a number of obligations on the Authority, including one that it should carry out its activities in a way that it supports those it regulates to comply and grow. Additionally, when designing and reviewing policies, the Authority must among other things, understand and minimise the negative economic impact of its regulatory activities and regulate and minimise the costs of compliance of those it regulates. Further, the Authority should take an evidence-based approach in determining priority risks and recognise the compliance record of those it regulates. I do not think there is reference to the Regulators’ Code in the current Draft and suggest that it would be appropriate to incorporate it.
2. Para 3.5 – children are of course permitted to access certain gambling premises and in some premises are entitled to engage in a limited range of gambling activities. It might be helpful for this to be made clear.
3. Para 3.6 – similarly, it would be helpful if it was clarified that the Act permits children to access certain premises and to engage in limited gambling activities in some. The comments in the Draft about restrictions on the presence of children would not apply to such premises.
4. Para 3.17 – again, children are permitted to take part in some gambling activities and this should be made clear. In those circumstances, plainly they are permitted to “be in close proximity to” gambling.
5. Para 5.3 – as the Draft confirms, issues of planning are not relevant to a licensing application (save in limited circumstances relating to the licensing objectives). It is therefore confusing that the Draft suggests that licensing applicants consider the local planning authority’s approach to granting planning permissions. I suggest that this is removed.
6. Para 9.6 – In relation to inspections, I note the proposal that only a quarter of betting premises will be visited each year, whereas each AGC or bingo premises will be visited every 12-18 months. I appreciate that the proposed inspection rate for betting premises is based on the fact that the majority of premises are operated by the same businesses and that standards should be consistent within the business. However, that is not necessarily the case in practice and, as the Draft notes, each premises will differ in terms of location, previous crime and incident reports and each business is staffed by different individuals. On the basis of the above we see no reason for inspections of betting premises to be different from those of other adult gambling sites.

7. Para 10.4 – as above, children are permitted to partake in limited types of gambling and this should be made clear. Further, the Act does not prohibit children being in “close proximity to gambling”. We appreciate that this concept might have originated with the Gambling Commission, but is not based on the statute.
8. Para 10.17 – whilst we acknowledge that the licensing authority will expect applicants to offer suggestions as to the ways in which the licensing objectives can be met effectively, the current Draft might be taken to suggest that applicants should suggest their own conditions. Licences are already covered by mandatory and default conditions and suggest that the words “if appropriate” be inserted after the words “... expect the licence applicant”.
9. Para 10.21 – the Draft states that “there is no evidence that the operation of betting offices has required door supervisors for the protection of the public” (emphasis added). Whilst this might be true, it is also the case in relation to AGCs, FECs and bingo premises and we suggest this be clarified.
10. Paras 14 and 15 – whilst 10 sample “appropriate licence conditions” are cited for AGCs at paragraph 11, this has not been repeated for bingo premises nor betting premises. This is inconsistent and I suggest that the same provisions be included.

I hope that the above proves useful. If you have any questions, please do not hesitate to contact me.

Yours faithfully,

XXX  
Group General Counsel  
**Novomatic UK**

**From:** Simon Rose  
**Sent:** 28 June 2018 10:29  
**To:** license; Paul Walker  
**Subject:** RE: Consultation on Gambling Act policy for London Borough of Harrow

Jeffrey, Paul,

Just for your if I did reply to this and briefly offer my view that there are too many bookmakers, particularly in the higher crime and ASB wards, that FOBTs are driving crime and ASB and those people who are least able to lose high sums of money are disproportionately those who do.

Sorry if this causes you trouble, but I do believe it's true and its worth raising

sorry

Simon  
BCU Commander Barnet Brent and Harrow

**From:** Louis.Smith  
**Sent:** 29 June 2018 15:01  
**To:** Simon.Rose; Paul Walker; license; Niki.Walker; Gemma O'Dowd  
**Cc:** Oonagh.M.Vyse  
**Subject:** RE: Consultation on Gambling Act policy for London Borough of Harrow

Simon

Agreed. I think licensing across the board has a real part to play in protecting the most vulnerable, specifically in preventing the cynical saturation of licensed premises (betting shops and pubs) in the very areas they will cause most trouble for the residents. The companies choose those areas as they make the most money. I think that is where the debate has to begin and the policy be shaped to manage the risks down.

Once I have Insps names, I will ask the lead Insp to take this issue up.

Louis

### SECTION 3 – CONSULTATION RESPONSE FEEDBACK

| No. | Consultee | Response   | Feedback from Authority  |
|-----|-----------|--|--|
| 1.  | Novomatic | As the Authority will appreciate, in matters of regulation under the Gambling Act 2005 (the “Act”), it is subject to the Regulators’ Code. That code imposes a number of obligations on the Authority, including one that it should carry out its activities in a way that it supports those it regulates to comply and grow. Additionally, when designing and reviewing policies, the Authority must among other things, understand and minimise the negative economic impact of its regulatory activities and regulate and minimise the costs of compliance of those it regulates. Further, the Authority should take an evidence-based approach in determining priority risks and recognise the compliance record of those it regulates. I do not think there is reference to the Regulators’ Code in the current Draft and suggest that it would be appropriate to incorporate it. | The Council Enforcement Services are governed by a clear Enforcement Policy which includes the Regulators’ Code so there is no specific need to include it within other policies |
| 2.  |           | Para 3.5 – children are of course permitted to access certain gambling premises and in some premises are entitled to engage in a limited range of gambling activities. It might be helpful for this to be made clear.  | This is already set out in section 3.20 of the Policy  |
| 3.  |           | Para 3.6 – similarly, it would be helpful if it was clarified that the Act permits children to access certain premises and to engage in limited gambling activities in some. The comments in the Draft about restrictions on the presence of children would not apply to such premises.  | This is already set out in section 3.20 of the Policy  |
| 4.  |           | Para 3.17 – again, children are permitted to take part in some gambling activities and this should be made clear. In those circumstances, plainly they are permitted to “be in close proximity to” gambling.   | This is already set out in section 3.20 of the Policy  |
| 5.  |           | Para 5.3 – as the Draft confirms, issues of planning are not relevant to a licensing application (save in limited circumstances relating to the licensing objectives). It is therefore confusing that the Draft suggests that licensing applicants consider the local planning authority’s approach to granting planning permissions. I suggest that this is removed.  | This is general advice as may still affect the premise dependant on what else is proposed on site  |
| 6.  |           | Para 9.6 – In relation to inspections, I note the proposal that only a quarter of betting premises will be visited each year, whereas each AGC or bingo premises will be visited every 12-18 months. I appreciate that the proposed inspection rate for betting premises is based on the fact that the majority of premises are operated by the same businesses and that   | Noted  |

|     |  |  |  |
|-----|--|--|--|
|     |  | standards should be consistent within the business. However, that is not necessarily the case in practice and, as the Draft notes, each premises will differ in terms of location, previous crime and incident reports and each business is staffed by different individuals. On the basis of the above we see no reason for inspections of betting premises to be different from those of other adult gambling sites.   |  |
| 7.  |  | Para 10.4 – as above, children are permitted to partake in limited types of gambling and this should be made clear. Further, the Act does not prohibit children being in “close proximity to gambling”. We appreciate that this concept might have originated with the Gambling Commission, but is not based on the statute.   | This is already set out in section 3.20 of the Policy  |
| 8.  |  | Para 10.17 – whilst we acknowledge that the licensing authority will expect applicants to offer suggestions as to the ways in which the licensing objectives can be met effectively, the current Draft might be taken to suggest that applicants should suggest their own conditions. Licences are already covered by mandatory and default conditions and suggest that the words “if appropriate” be inserted after the words “... expect the licence applicant”. | Policy Adjusted  |
| 9.  |  | Para 10.21 – the Draft states that “there is no evidence that the operation of <u>betting offices</u> has required door supervisors for the protection of the public” (emphasis added). Whilst this might be true, it is also the case in relation to AGCs, FECs and bingo premises and we suggest this be clarified.  | Betting offices are subject to the most complaints in the authority and that is why these are specifically mentioned. The other premises present less of a risk and there are no FECs in the Borough |
| 10. |  | Paras 14 and 15 – whilst 10 sample “appropriate licence conditions” are cited for AGCs at paragraph 11, this has not been repeated for bingo premises nor betting premises. This is inconsistent and I suggest that the same provisions be included.   | This is based on issues that have previously arisen and if evidence shows the other premises need this approach, then it would be adopted  |
| 11. |  | Just for your if I did reply to this and briefly offer my view that there are too many bookmakers, particularly in the higher crime and ASB wards, that FOBTs are driving crime and ASB and those people who are least able to lose high sums of money are disproportionately those who do.  | Unfortunately there is no provision under the Act to allow a saturation policy or means to limit such premises   |

|     |  |  |   |
|-----|--|--|---|
| 12. |  | Agreed. I think licensing across the board has a real part to play in protecting the most vulnerable, specifically in preventing the cynical saturation of licensed premises (betting shops and pubs) in the very areas they will cause most trouble for the residents. The companies choose those areas as they make the most money. I think that is where the debate has to begin and the policy be shaped to manage the risks down. | As above and also more of a national debate |
|-----|--|--|---|

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**REPORT FOR: CABINET**

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|                                     |  |
|-------------------------------------|--|
| <b>Date of Meeting:</b>             | 13 September 2018  |
| <b>Subject:</b>                     | Corporate Parenting Strategy 2017-2019   |
| <b>Key Decision:</b>                | Yes  |
| <b>Responsible Officer:</b>         | Paul Hewitt, Interim Corporate Director of People  |
| <b>Portfolio Holder:</b>            | Councillor Christine Robson, Portfolio Holder for Young People and Schools   |
| <b>Exempt:</b>                      | No   |
| <b>Decision subject to Call-in:</b> | No, as the decision is reserved to Council   |
| <b>Wards affected:</b>              | All  |
| <b>Enclosures:</b>                  | Appendix 1 - Corporate Parenting Strategy 2017 to 2019<br>Appendix 2 – Recommendation of the Corporate Parenting Panel meeting held on 3 July 2018 |

**Section 1 – Summary and Recommendations**

**Recommendations:**

That Cabinet approve the Corporate Parenting Strategy 2017-2019 and Priorities set out in the Strategy, as recommended by the Corporate Parenting Panel on 3 July 2018, and recommend the Strategy to Full Council.

**Reason: (For recommendations)**

All Councillors are Corporate Parents and need to understand and confirm how these responsibilities are being carried out. To adhere to the requirements of the Terms of Reference of the Corporate Parenting Panel.

## **Section 2 – Report**

### **Introductory paragraph**

Looked After Children and Care Leavers are a vulnerable group. The Council has a responsibility to ensure that those children who have had a poor start to their lives and become Looked After are given high quality levels of care and support to ensure they are prepared for adulthood; and that good outcomes are achieved in their lives.

The Strategy is attached and sets out the key priorities.

Regular performance reports are submitted to the Corporate Parenting Panel alongside which the priorities outlined in the Strategy can be measured.

The Strategy outlines how Children Looked After in Harrow are provided with stable and secure placements and given support to ensure they are healthy and receive good quality education.

Ofsted looked at the Strategy as part of its inspection in January 2017 and noted that the strategy was detailed and included clear priorities and areas for improvement.

This Strategy was endorsed at the Corporate Parenting Panel on 3 July 2018.

#### **Options Considered**

The Strategy identifies options considered in relation to placements, residential care and family group conferences.

### **Risk Management Implications**

If Harrow does not fulfil its corporate parenting functions it would fail to meet the requirements of increased inspection and regulatory framework for delivering safe and secure services across our partnerships. There is also financial risk to the MTFS savings if placement sufficiency is not achieved as this could result in an increase in high cost placements.

### **Procurement Implications**

None.

## **Legal Implications**

Once a child becomes looked after, the local authority has a number of duties towards him or her under the Children Act 1989 and associated legislation.

These include:

- (a) to safeguard and promote the child's welfare, including providing advice, assistance and befriending;
- (b) to provide services for the child in addition to accommodation;
- (c) to ascertain and give consideration to the wishes and feelings of the child and family members;
- (d) to provide a complaints procedure;
- (e) to keep a child's care plan under review.

The Local Authority also has duties to care leavers and former looked after which are noted in the strategy

## **Financial Implications**

None as no decision on funding is being requested.

## **Equalities implications / Public Sector Equality Duty**

Children Looked After in Harrow come from diverse backgrounds and have a range of needs which reflects that of the wider community. The Corporate Parenting strategy outlines how foster carers and placements are recruited to ensure these needs are met and how a range of services are available to meet their diverse needs. It also notes that the staff involved in working with Children Looked After reflect the local community.

## **Council Priorities**

The Council's vision:

### **Working Together to Make a Difference for Harrow**

This report incorporates the following of the Councils priorities:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for families.

### **Section 3 - Statutory Officer Clearance**

|                     |                                     |   |
|---------------------|-------------------------------------|---|
| Name: Jo Frost      | <input checked="" type="checkbox"/> | on behalf of the<br>Chief Financial Officer |
| Date: 24 May 2018   |                                     |   |
| Name: Banaz Draey   | <input checked="" type="checkbox"/> | on behalf of the<br>Monitoring Officer      |
| Date: 3 August 2018 |                                     |   |

### **Section 3 - Procurement Officer Clearance**

|                    |                                     |                     |
|--------------------|-------------------------------------|---------------------|
| Name: Nimesh Mehta | <input checked="" type="checkbox"/> | Head of Procurement |
| Date: 20 July 2018 |                                     |                     |

|                                   |  |
|-----------------------------------|--|
| <b>Ward Councillors notified:</b> | <b>NO, as impacts on all<br/>Wards</b> |
| <b>EqIA carried out:</b>          | <b>NO</b>                              |
| <b>EqIA cleared by:</b>           | <b>N/A</b>                             |

### **Section 4 - Contact Details and Background Papers**

**Contact: Peter Tolley, Interim Divisional Director of Children and Young People**  
Email: peter.tolley@harrow.gov.uk  
Tel: 020 8736 6978

**Background Papers:**

- 1) Corporate Parenting Panel

<http://www.harrow.gov.uk/www2/documents/g64496/Printed%20minutes%20Tuesday%2003-Jul-2018%2019.00%20Corporate%20Parenting%20Panel.pdf?T=1>

**Call-In Waived by the  
Chair of Overview and  
Scrutiny Committee**

**NOT APPLICABLE**

*[Call-in does not apply as the  
decision is reserved to Full  
Council]*

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# Corporate Parenting Strategy 2017 to 2019

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1. Introduction
2. Our Vision
3. Achievements to date and examples of good practice
4. Corporate parenting:-
  - 4.1 Corporate Parenting Panel
  - 4.2 Key reference documents
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5. What makes a difference
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  - 6.1 Education, attainment and school attendance; narrow the gap
  - 6.2 Participation of young people in decision making
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  - 6.6 Smooth move to adulthood and independence; focussed support to narrow the gap

**Appendix A** The corporate parenting pledge

**Appendix B** Legal duties and responsibilities

**Appendix C** Detailed health outcomes

**‘Elected Members of the Corporate Parenting panel demonstrate a clear commitment to improving the life chances of children looked after. They have oversight of detailed performance information and analysis, with a range of professionals presenting reports. This helps them to clarify, challenge and question activity. Mandatory training enhances their understanding. The corporate parenting strategy is detailed and it sets clear priorities and the areas for improvement’**

## **1. “Introduction**

Corporate parenting is the term used to describe the duties and responsibilities of a local authority in respect of the children looked after by the authority. Parental responsibility for looked after children is the responsibility of the whole council, not just children services.. In addition the local authority should enrol the support of its partner agencies in helping them to fulfil their obligations in respect of their corporate parenting responsibilities for the children looked after by the council.

Corporate parenting relates to all children looked after by the authority, wherever they are placed, including young people receiving after care services up to, 25 years of age.

Corporate parenting is about offering at least the same standards of care as would a ‘reasonable parent’ in respect of the children looked after by the council. The outcomes for children who have been looked after can be poor with the reasons which brought them into care such as abuse, neglect, separation, loss and rejection significantly affecting their subsequent life experiences. As adults; they do less well educationally; they are over represented in the criminal justice system; have poorer health outcomes including an increased risk of suffering from mental health difficulties; have an increased likelihood of becoming homeless and experience economic and relationships difficulties in their own families.

It is important that being looked after responds effectively to this disadvantage.

The thrust of corporate parenting is about improving the life chances of children looked after – protecting their welfare, promoting their wellbeing, enhancing their lives and helping them reach their full potential. Everyone should have high aspirations for, and expectations of, children who are looked after

A key strand of corporate parenting is that it should be undertaken in consultation with children and young people who should have a say about how services for them are provided on both an individual and collective basis.

In addition to enrolling the support of all chief officers within the local authority and partner agencies such as police, probation, youth justice, connexions, health and schools, the local authority should harness the support and resources of local communities, sport and leisure facilities, business and faith groups.

## **2. Our Vision**

As corporate parents we are committed to ensuring that every child looked after has the best possible start in life, is given help to achieve their potential and experience safe and positive parenting.

- We want our children and young people to be happy and healthy, to be safe and protected from harm and sexual exploitation and be supported into adulthood.
- We want our children to have everything that good parents want for their children.
- We want our looked after children and young people to work with us, along with their parents and carers, in shaping how we manage and organise the planning, resources and services that support and care for them.
- We want them to achieve their potential especially in education, to make the most of the opportunities offered and to participate in the decisions affecting their care and their lives.
- We want our looked after children to be in placements that are as close as possible to their homes where they feel safe, happy and taken care of.
- We want our looked after children and young people to be supported in maintaining their culture, ethnicity and religion and to be supported to maximise the opportunities available to them.
- We want young people leaving care to be prepared for independent living, and supported to participate fully as active citizens into adulthood.

### **3. Achievements to date and examples of good practice**

- Looked after children are offered, as a priority, places in their preferred schools in the borough
- Annual achievement celebration for looked after children, organised by children and young people, beyond educational attainment
- Annual foster carer celebration and awards evening
- All children are given extra tuition according to their need
- The Staying Put scheme enables care leavers to remain with their foster carers after their 18<sup>th</sup> birthday
- Care Leavers claim their entitlement to Housing Benefit appropriately
- A Care Leavers Charter developed with young people
- Full engagement with 2 year old, and 3 and 4 year old nursery offers
- Virtual School promotion of £1900 pupil premium funding use and monitoring for impact
- LINAB – “Language is not a Barrier” Club for Care Leavers continued and weekend activities developed
- Increase in the number of care leavers at university to 15
- Successful partnership with the CCG, and CNWL regarding the delivery of health service to Looked After Children
- New partnership with Barnados regarding the emotional and mental health needs of children to be formally launched on 3<sup>rd</sup> July

## **4. The Corporate Parenting Strategy**

### **4.1 Corporate Parenting Panel**

This strategy outlines our aspirations for looked after children and young people and sets out the actions we intend to take to achieve them.

Harrow Council is ambitious for looked after children and young people and as corporate parent for<sup>1</sup> 156 children; our priority is to secure the very best care and opportunities for them. To achieve this we will work in partnership with children, young people, their families and partner agencies to ensure that children and young people enjoy their childhood and succeed in adult life. This commitment includes those care leavers for whom we have

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<sup>1</sup> Snapshot data 24/5/18

responsibility to support their transition into adulthood. This means that “children in care should be cared about, not just cared for”.

The Corporate Parenting Panel<sup>2</sup>, a Council Committee, made up from elected members, provides strategic leadership to ensure the council is delivering its corporate parenting duties. It has responsibility to advise officers about action to improve outcomes and life chances for all its Looked After Children and Care Leavers and comment on reviewing and developing policy in key areas such as the review process. Agendas, reports and minutes are published on the council website.

**All councillors hold a responsibility as corporate parents. Members’ induction is mandatory with training offered or all councillors at least annually.**

**4.2** Key reference documents used to hold officers and providers to account for CLA life outcomes include:

**Management Performance reports**

Quarterly performance activity reports  
Children & Families Complaints Annual Report

**Placement and planning – quality and timeliness:**

Statement of Purpose for the Adoption Service – for annual CPP approval  
Statement of Purpose for the Fostering Service – for annual CPP approval  
Placement Sufficiency Strategy<sup>3</sup>  
Independent Reviewing Officer Annual Report –  
Adoption and Fostering Panel Annual report  
Case Tracking Annual Report

**Education, employment and training specific – attainment and achievement of potential:**

Virtual Head teacher Annual Report  
Virtual School Development Plan  
Not in employment, education or training [NEETs] Care Leavers - twice yearly reports

**Health including dental checks**

Regular Provider reports

**Participation**

Children and young people’s engagement and feedback – twice yearly reports

**Crime: youth offending/re-offending**

**Housing and Childrens Services Protocol for homeless 16 to 17 year olds**

**4.3** Management performance information is required by the corporate parenting panel to enable robust scrutiny of performance, to inform priorities and determine what action needs to be taken.

To inform the work of the corporate parenting board and to enable it to set priorities performance management information is necessary. This information relates to the life chances of children looked after, supported by research and evidence as to where activity can be directed which makes a difference. This focuses on the areas where children looked

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<sup>2</sup><http://www.harrow.gov.uk/www2/mgCommitteeDetails.aspx?ID=788> Purpose, role & membership

<sup>3</sup> See priority 6.4

after historically do not do well and which, if improved, make a difference as to how they will fare as adults. This includes:-

- Improving their educational achievement, school attendance and attainment,
- Getting a job and living in a good standard of accommodation on becoming a care leaver
- Promoting their health (both physical and emotional),
- Having stable placements
- Supporting offenders to reintegrate into work, education and establish positive relationships
- Mitigating the negative impact of young people who go missing
- Supporting care leavers who are parents to successfully care for their children

## **5. What makes a difference?**

The following are a range of activities which can act as protective factors and can help militate against some of the disadvantage which may have been experienced by looked after children. They are also actions undertaken by a good parent to give their children a good start in life. Because of their experiences, some children may need extra support to take advantage of opportunities offered.

### **5.1 Education**

Education is probably the single most influential factor in ensuring that children fare well and are successful as adults. Things which support educational achievement and attainment of looked after children are that they are:-

- offered, as priority, places in the schools that are best for them
- not excluded from school
- provided with extra help and tuition, particularly at test and examination times
- encouraged and supported to go on to further and higher education

### **5.2 Placements**

Harrow has developed a robust Placement Sufficiency Strategy which outlines the range of placement options and interventions. Including fostering, family and friends care, residential care and a range of semi-independent provisions

Harrow is also working with other boroughs within the West London Alliance to ensure greater placement choice and value for money across West London

### **5.3 Interests and talents**

Having an interest or a talent is a very significant factor in improving children's life chances and hence when a child has an interest or a talent whatever this is it should be nurtured and developed improving self-esteem and achievement which often result in much better outcomes in adult life.

Supporting children's interests and talents can be achieved in the following ways, by:-

- Identifying a mentor within the Council who can coach, encourage and develop these skills and talents
- Making available resources to purchase any special equipment, clothing or materials to enable the child to participate on an equal footing with other children

### **5.4 Health**

Improving children's health and wellbeing involves ensuring regular medical, dental checks and eye tests and being concerned and alert to children's wellbeing both physical and emotional and responding in a timely and appropriately manner.

Children Looked After are likely to have suffered from abuse and neglect and therefore need access to a range of responsive and effective health interventions to ensure they can meet the key developmental milestones

## **5.5 Jobs, apprenticeships and work experience**

Harrow and its partner agencies are major employers in the borough and in respect of looked after children they are the 'family businesses'.

As 'family businesses' the following opportunities could be made available to looked after young people in when they leave school:-

- Work experience opportunities particularly in preparation for higher or further education
- Priority access to apprenticeships within the Council
- Priority access to employment with the LBH or its partner agencies
- Making available LBH employees to help prepare/equip young people for world of work, higher or further education

Employees could offer support and guidance to looked after young people and care leavers in respect of work experience, jobs, apprenticeships, further and higher education on both a professional and personal capacity, if appropriate.

## **5.6 Offending**

Young people's lives can be blighted by offending behaviour. It affects their ability to obtain and keep jobs, maintain stable relationships and somewhere decent to live. Diverting young people from and reducing offending is critical to their life experiences as adults.

The Youth Offending Service has a key role in working with looked after children who offend.

## **5.7 Celebration of achievements**

As well as focusing on activities to improve their life chances it is important to recognise and celebrate the achievements and successes of looked after children.

# **6. Key Priorities**

## **6.1 Improve the education attainment and school attendance of looked after children; narrow the gap with other children**

The role of Harrow Virtual School<sup>4</sup> is to raise the attainment and outcomes of Harrow's Children Looked After<sup>5</sup>(CLA). The Virtual School do this by challenging and supporting the schools, as well as providing a support service to a number of stakeholders in order to ensure that all Harrow CLA and Care Leavers receive a high standard of education and are involved in appropriate educational activities. The Virtual School focus their work on raising the aspirations of young people and relevant professionals so that they can reach their potential and move forward into further and higher education and gainful employment.

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5

The Virtual Headteacher Annual Report informs the corporate parenting agenda regarding CLA educational attainment, school attendance, employment and training, to accelerate progress to Narrow the Gap.

### **Designated Teachers network**

Training and support is provided through the linked teachers from schools in Harrow. This has recently been combined with the group run by the Local Safeguarding Children Board, to enable more joined up work.

### **Alternative education provision**

- Personal Education Plans (PEPs) and Pathway plans more outcome focused and specific:95% up to date
- Raise attainment outcomes – target for each child or young person to match national standards
- Improve attendance % of all CLA and reduce exclusions
- Increase liaison and support to reduce time students are not registered at school, especially where placed out of borough and attending
- Further raise awareness and understanding of all placement staff and allocated social workers regarding the significance of PEPS and Pathway plans
- Evaluate and report the impact of the Pupil Premium for CLA.

## **6.2 Improve the involvement and participation of young people in all services for children looked after and care leavers**

### **Participation**

Children and young people looked after will be treated with respect by all who are involved with them, and have access to a range of activities to facilitate their participation in service development.

Ofsted January 2017 ‘Harrow Children looked after benefit from an impressive range of creative and innovative participation and engagement opportunities, and an active Children in Care Council, Beyond Limits’

Harrow’s **Participation Strategy**<sup>6</sup> sets out our vision for involving children and young people in influencing the services which we provide. Their views will be listened to and they will be involved in making decisions about their lives. They will be involved in the planning, provision and evaluation of the services they need. They will know how to get information and support as well as how to raise a concern.

The child’s voice will be at the centre of all decision making and we will take time to talk to children on their own and can tell the child’s journey.

Our aim is that participation is a routine element of practice for all practitioners and managers, keeping the voice of the child at the heart of decision making :That there is a culture that changes things for children and young people and that we work together and we improve the quality of case work and managing risk to the child. We hold the child’s perspective and we develop effective systems that keep children safe using the ideas they offer us.

### **The Children in Care Council “Beyond Limits”<sup>7</sup>**

The Beyond Limits group is for all children and young people who are looked after aged 11-25 years, separated into an older and younger group for age appropriate activities.

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<sup>6</sup>

<sup>7</sup>

Meeting monthly, currently around a core group of 6-8 young people, the group aims to listen to the opinions of children and young people and to be the voice for all children looked after. It liaises with a range of professionals to resolve the difficulties young people may encounter. Face to face: The group meets with the Corporate Parenting Panel every 4 months.

#### **Child's Voice Monthly newsletter**

A monthly newsletter has been developed to promote the child's voice, celebrate good practice and to encourage staff to listen to children and young people, taking action when appropriate. An editorial team, including children and young people, is being developed.

#### **Pre LAC Review consultation**

The Independent Reviewing Officer consults with children looked after two weeks prior to their statutory review. Young people are supported by their placements, carers, social worker, advocates or the Children's Participation Co-ordinator if required. Online and printed feedback sheets are provided, and work to refresh the content and improve response rates is in progress.

#### **Celebration of achievement awards – annual event**

An annual event is held to celebrate the achievements and attainment of children and young people who are looked after. This event is organised in consultation with young people who co-host the event, and perform. The next event is on 25<sup>th</sup> October 2017

#### **Leaving Care Charter –**

The Leaving Care Charter was reviewed and re- launched, following consultation with young people and recent changes in the Children's and Social work Act 2017

#### **Leaving Care Forum**

The Leaving Care Forum meets quarterly, as a well attended forum which offers young people the opportunity to have direct contact with senior managers. Further work is being undertaken to enable young people to lead and develop the forum for themselves.

The young people have been very engaged in these sessions and offer valuable feedback and input into service development e.g. refreshing the charter, developing 'what a good placement looks like' highlighting what's important to young people in placement matching and clarifying what support is required in order for us to ensure as many young care leavers as possible are able to go to the university of their choice.

### **6.3 Children looked after will be happy and healthy, safe and protected from harm and sexual exploitation: improve the physical, emotional and social health and wellbeing of children looked after and care leavers**

Children Looked After are the responsibility of the local authority in the same way as we are responsible for our own children. We therefore require the same standard of health and wellbeing, but often these children enter the care system with worse levels of health due to poor parenting, chaotic lifestyles, poverty, neglect and abuse. Therefore it is the role and the responsibility of the Provider of these services, to ensure health and wellbeing needs are addressed and outcomes improve to the same standard as peers in Harrow.

Specific outcomes we are aiming for all Children Looked After to Achieve:

- Reach their developmental milestones at appropriate age
- Good physical health including attaining a healthy weight, taking regular exercise and eating a balanced and nutritious diet
- Improved levels of oral health and fewer dental cavities
- Immunised against preventable diseases

- A wider and more positive social and healthy lifestyle including strong self-esteem, positive image of self (including body image), free from bullying and free from violence and abuse
- Good mental, emotional and behavioural health and a strong sense of personal and emotional wellbeing.
- Harrow and the CCG have jointly commissioned the CLA Health service from CNWL which has seen a positive increase in the health outcomes for Looked After Childrens. This service has been extended for a further 2 years
- Harrow and the CCG have also commissioned Barnardos to provide services for the emotional needs of children and young people with Looked After children being a priority group.
- Educational attainment and attendance improved as a result of better health and well-being
- Less harmful use of substances including alcohol, drugs and tobacco
- Healthy and appropriate relationships and awareness of good sexual health
- Reduction in the number of CLA becoming teenage parents
- CLA placements are stable as a result of having health and wider needs met
- CLA know where to go for health and wellbeing support, and are able to self-manage their health needs when they leave care (including physical health, sexual health, mental, emotional and behavioural health, oral health, diet, exercise, substances, sun safety, parenting skills, medicines and minor ailments, accident prevention, etc).

#### **6.4 Safe and stable placements: provide a choice of good quality placements that provide security, stability, safety and high standards of care**

As corporate parents it is imperative that we commission the right accommodation and supporting services available so that outcomes for each child and young person are the best possible. Harrow's Placement Sufficiency Strategy forms part of the commissioning strategy that we are in the process of developing for our Children Looked After.

Harrow Ofsted report January 2017 'The sufficiency Strategy is clear and coherent with relevant priorities linked to present and future need. Appropriate commissioning arrangements are in place to ensure that there is a range of placements to meet the needs of children looked after.'

In the strategy we set out the supporting legislation, needs of children looked after, and the resources at our disposal, and set out resulting actions for changing the internal and external market of services that we rely on.

Based on feedback from children and young people looked after, care leavers, and primary and secondary legislation, we have the following aims for our CLA services:

1. All children looked after are placed in appropriate placements with access to the support that they need, as identified in their care plan
2. Resources are available to respond to predicted demand for a range of needs and emergencies
3. Services are provided within the local authority area as far as possible or within the West London Alliance boundaries, except where this is not consistent with the welfare of a child, or is a specialist placement that it is not possible to commission locally
4. Children and Housing services have robust joint working protocols to meet the needs of those who are at risk of becoming looked after at the age of 16 and 17 as a result of homelessness
5. A sufficient range of accommodation and support packages are available to care leavers to facilitate their pathway plans and to ensure all transitions are undertaken

in a planned and supportive manner. This includes a clear staying put policy to enable care leavers to remain with their foster carers up to the age of 25 if desired and appropriate

6. Services are of a high quality and deliver the specific outcomes identified in the care plans of children looked after
7. A range of placement choices are developed to meet the needs of the diverse Looked after children population in Harrow
8. Systems are in place to ensure careful matching of placements and to prevent disruption and to ensure placement stability

Placement stability is an incredibly important indicator of performance, as stability can be linked to permanence and better outcomes. Stability is therefore a good proxy-indicator for the positive outcomes we want to achieve.

### **Access to Resources Team**

We have established an Access to Resources Team which commissions external placements and we aim to use only those providers who have an OFSTED judgement of good or outstanding. We are members of the West London Alliance project looking at shared commissioning of placements for children who are looked after. The Access to Resources Team has a responsibility to ensure careful matching of the placement to best meet the assessed needs of the child or young person. Strengths and difficulties questionnaires are completed and help identify where additional support may be required.

### **Fostering**

We recognise that children do best in local placements where they can remain close to family, friends and their community, We have a robust targeted recruitment strategy to ensure we have a diverse range of foster carers to meet the needs of children looked after. Foster carers have access to a comprehensive training programme to ensure they have the skills to meet the needs of the young people they care for, and they are supported by the fostering social worker through robust supervision.

Children and young people receive information about their placement in advance and are listened to if they have concerns at any time.

### **Residential Care**

Harrow has low use of residential care and only considers this after alternatives have been tried or assessed as unviable. We aim to use only those providers who have an OFSTED judgement of good or outstanding.

The decision for a child or young person's placement is based on their need and tends to end with one of the following accommodation options and additional services for specific needs. Accommodation options include:

- Internal foster care
- External foster care
- Internal residential care
- External residential care
- Parent and child assessment
- Semi-independent and care leavers

### **Adoption**

Harrow has invested in a domestic adoption partnership with Coram, a voluntary adoption agency. Three members of Coram staff are co-located with Children and Families social workers. This has enabled early identification and planning for adoption cases. The partnership with Harrow was established in 2006, and since that time there have been no disruptions of a Harrow child's placement, demonstrating the quality of preparation and support to adopters. Under the Harrow partnership agreement Coram also provides advice

and consultation on permanence planning to Harrow Children and Families Directorate for children entering care. Following recent legislative and grant changes options for future provision are currently under consideration. Harrow is the lead local authority in Ambitious for Adoption, a new Regional Adoption Agency being developed in line with new legislation

### **Special Guardianship**

We have increased the number of children and young people who are subject to Special Guardianship Orders and able to leave the care system by living in permanent and stable families.

### **Family Group Conferences**

In September 2016 Harrow set up an inhouse Family Group Conference service to maximise the opportunities to explore all options within a child's extended family and friends network, including placement and support options. This has been very successful and has supported a number of children and young people and their families

### **6.5 Identity: looked after children know who they are and why they are looked after; feel valued and respected by others and their individual needs arising from gender, race, culture, disability, sexuality and religion are understood and met**

Our staff and managers are committed to the following

- **Continue to recruit foster carers that reflect the diversity of the local community**
- **Ensure all young people permanently fostered and adopted have lifestory books and later life letters**
- **Young people develop a positive identity, emotional resilience and self esteem**
- **The work force reflects the diversity of the local community**

### **6.6 Smooth transition to adulthood and independence: ensure children looked after and care leavers receive focused support at key transition points in their lives**

The Leaving Care and Unaccompanied Asylum Children Team are responsible for those young people leaving care. They have developed a range of opportunities with partner agencies to support young people as they make the transition to adulthood.

### **Lifeskills Workshop**

The Lifeskills Workshop was introduced 6 years ago and has been running successfully with a group of 20 young people attending annually.

The Lifeskills Workshop brings together professionals from health looking at sexual health, drug and alcohol and mental health, housing and benefits and EET all providing information as well as young people undertaking practical skills such as cooking, budgeting, writing CV's and interview skills.

### **MyBank - Money works**

MyBank is an independent training organisation focusing on money management. Mybank run a course for Harrow young people looked after. Twice a year the course runs over 2 days and the young people receive a Level 1 - Personal Money Management certificate. Money Works provides survival money management skills to young people in need.

### **Education, Employment and Training**

The Leaving Care and Unaccompanied Asylum Children Team has a careers advisor based within the service. Their primary role is to work with those young people who are not in employment, education or training and to support other workers in engaging with this group of young people.

### **Not in Employment, Education or Training Panel [NEET]**

The NEET Panel meets monthly and targets those young people not engaged in EET. It consists of a range of professionals from different disciplines to offer advice and guidance around engagement and access to a range of services. A robust action plan is then developed to actively engage with the young person.

### **Housing sub group**

This has now run successfully for 12 months, to ensure maximum benefit for meeting quarterly, with representatives from Housing, LCT & UASC, Housing Benefit, Council Tax, and more recently Supporting People (Council Adults' Team). The housing department will continue to attend the Corporate Parenting Panel on a regular basis.

All young people that have been put forward have successfully claimed housing benefit and there have been no issues to date. This can be seen as an important improvement towards independence.

### **Leaving Care Charter**

The Leaving Care Charter was recently re-launched and outlines the Local Authority's commitment to Care leavers and specific areas of support, financial, practical and emotional.

### **Clinic in a box**

Working in partnership with the sexual health nurse we offer advice and information in respect of sexual health. There is a drop-in service and she attends the lifeskills course annually.

### **Leaving Care Forum (see 6.2 earlier)**

Staying Put policy

Lead worker NEET

Increased Leaving Care grant made by the Council to support the transition

## **Priority Actions for 2017 to 2019**

- **To strengthen the Children in Care Council 'Beyond Limits' through increases participation of children looked after and care leavers**

- **Ensure that the Corporate Parenting Panel receives regular feedback from children looked after and takes any necessary action arising from that feedback**
- **Expand participation engagement with CLA placed out of borough**
- **Increase response rates through refreshed feedback options for CLA reviews and CP Conferences**
- **Advocacy and Independent Visitor Services are used by children and young people to ensure their voices are heard**
  
- **Ensure providers deliver 100% health assessments on time**
- **Care leavers have health passports**
- **CLA wellbeing improves**
  
- **Increase capacity and placement choice; increase numbers of in-house foster carers including specialist placements for the children with the most complex needs**
- **Further reduce the number of placement moves**
- **Reduce the length of time children wait for adoptive placement**
- **Continue to recruit foster carers that reflect the diversity of the local community**
- **Ensure all young people permanently fostered and adopted have lifestory books and later life letters**
- **Young people develop a positive identity, emotional resilience and self esteem**
  
- **Improve opportunities for care leavers to access education ,employment or specially trained apprenticeships**

## Appendix A: Corporate Parenting Pledge<sup>8</sup> to Looked After Children

### For a better future

Harrow Council provides care and support to those children and young people who, for whatever reason, cannot live with their birth family. For some this may be a short time and for others it may be longer. However long or whether you live with foster carers, residential care, adoptive parents or another member of your family we are committed to giving you the best start in life possible - helping you to be the best that you can be.

The Local Authority is your corporate parent - which simply means trying to do everything that a good parent does throughout your time in our care. Our commitment to you is made by the politicians, who represent the community in the running of the council, all directors and senior managers and our staff, who provide care and support for you.

Children and young people who are in our care or who have been in our care in the recent past have told us what kind of good care and support they need to be the best they can be. We have listened to this and the commitments we make in this children's pledge reflect this.

### Our pledge

We pledge to work together to provide you the best possible care and support to help you be the best you can be in your life - now and in the future. To do this we will:

1. **Provide you with a safe home to live where you feel happy and taken care of.** This means that wherever possible you will have a choice about where you live and that you will not be moved from a settled home unless absolutely necessary, or if it is deemed to be in your best interests.
2. **Provide you with the support you need to do well in education.** This means that we will make sure you have the opportunity to go to a school where you can flourish, get the support outside of school to do well in exams and have access to college and university.
3. **Listen to you about things in your own life and about the care that you receive from us.** This means that we will always make sure that you are involved in decisions that are made about your own life and that we find ways to help you tell us your views if you find this difficult. We will also make sure that there are opportunities to tell us what you think about the care that you receive and that if you have a complaint you get the help to get heard.
4. **Be honest with you about things that have happened in your life and the decisions that are made about your care.** We know that at times it is difficult to understand what has happened to you and why certain decisions are made about your care. We can't promise that you will always agree with these decisions. But, we will always be honest with you about the reasons for these decisions and, where possible, what has happened in your life.
5. **Help you to develop good relationships with the people that you care for and the people in your life that are most important to you.** This means that, as far as possible, we will provide you with opportunities to see those people that are important to you in your life. We will help you to develop and maintain relationships and friendships with the people that provide care and support for you and other children and young people.
6. **Provide you with support and opportunities to enjoy your life and have interests and hobbies of your own.** This means that we will make sure you have information and access to opportunities and activities outside of education that you enjoy.
7. **Provide you with the support you need when you leave care to become independent and be the best you can be in adult life.** This means that we will make sure that you have choices about how and when you leave care and that we will make

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<sup>8</sup> [http://www.harrow.gov.uk/info/200161/children\\_looked\\_after/487/harrow\\_pledge/2](http://www.harrow.gov.uk/info/200161/children_looked_after/487/harrow_pledge/2)

sure we support you to be prepared for independence and have the help you will need to make independence work when you leave care.

We make these pledges to you and will do our best to always fulfil each one. There are many teams involved in helping make these pledges happen - from Children's Services to Housing and Health. We will make sure that we work together to do this.

### **Harrow Council - Corporate Parenting Panel**

The Harrow Pledge is endorsed by the Corporate Parenting panel on behalf of the Council.

All policy and procedures relating to children looked after are overseen by the Corporate Parenting panel.

Members and senior officers from the Council meet to discuss the performance, service delivery and aspirations for the Council in respect of Children Looked After and young people leaving care. Beyond Limits representatives also attend the Corporate Parenting panel.

This panel is lead by members to challenge, scrutinise and support the services for children looked after.

## **Appendix B: Legal duties and responsibilities**

The Children Act 1989 sets out the local authority's legal duties and responsibilities which underpin service provision for looked after children, young people and care leavers. Although the term corporate parenting is not specifically mentioned in the Children Act 1989 it is a term that has been widely adopted and is included in the recent guidance associated with the Act.

Subsequent legislation, regulations and government advice has extended and strengthened the obligations of local authorities towards looked after children, including:-

- 1998 letter from the Secretary of State for Health, Frank Dobson regarding councilors roles and responsibilities toward looked after children
- Children (Leaving Care) Act 2000 - extended the types of service and upper age limit of young people the local authority are responsible for as a corporate parent
- Subsequent government guidance issued for councilors has reiterated the role that they should play in being an effective corporate parent for looked after children in their care. The "If this were my child" (DfES 2003) guidance posed the benchmark question to develop the necessary mind set for achieving high quality outcomes for looked after children. This established a clear expectation that once a child becomes looked after all councilors and officers of the council need to be concerned about them 'as if they were their own children'.
- Children Act 2004 - contains a statutory requirement for local authorities to promote the educational achievement of looked after children and emphasizes the role of collaborative service agreements to achieve the right type of service provision
- Children & Young People Act 2008 - reinforced the message that all councils, and particularly elected members, hold responsibility for ensuring good outcomes for looked after children
- April 2011, further statutory guidance was introduced to clarify the local authority's responsibilities for looked after children. The revised statutory guidance is presented as a suite of documents as follows;
  - Care Planning, Placement & Care reviews
  - Planning Transitions to Adulthood for Care Leavers
  - Independent Reviewing Officer (IRO) Handbook
  - Sufficiency - securing sufficient accommodation for looked after children
  - Short Breaks
- November 2011 Family Justice Review Panel report taken forward in the Children and Families Bill: the commitment to a 26 week time limit when courts consider a child should be taken into care; virtual school head in every local authority
- July 2013 revised statutory guidance on adoption published
- *Working Together to Safeguard Children* April 2013
- From Sept 2013 all young people must remain in education or training until the end of the academic year they turn 17.

## Appendix C: Detailed Health outcomes

The CLA health outcomes service shall be available to:

- Children within the children in need and child protection system who are accommodated on section 20 of the Children Act 1989
- Children Looked After who are accommodated under section 31 (Care Orders) and 38 (Interim Care Orders) of the Children Act 1989
- Children looked after who are in pre-adoption placements and transition planning for those moving to post adoption placements
- Children looked after with special guardianship orders
- Children who are unaccompanied asylum seeking minors and are in the care of the Local Authority
- Children placed in short term care
- Young people up to 25 years who are within the leaving care team plus transition planning
- All carers and professionals who relate to the above and are involved in their care planning
- Statutory and voluntary agencies who are involved in care planning.

Service scope includes the following:

- Responsibility for health and wellbeing outcomes for CLA
- Monitoring of health and wellbeing outcomes for CLA and tracking of assessments
- Identified health lead professional for each child which may be the Health Visitor, Community Children's Nurse or school nurse
- Assessment of CLA health including all initial and review health assessments except where already a key health worker has built a relationship with the child / young person – this would be assessed on an individual basis
- Health care plans and health passports for care leavers
- Advisory and signposting of support for CLA and care leavers
- Participation in professional meetings and identification of suitable care placements, including through attending fostering panels and adoption panels
- Provision of reports to panels and court proceedings
- Training for Council, NHS, Schools, carers, parents and other partners in support of the Designated Professional
- Sharing information and support to Council, NHS, Schools, carers, parents and other partners as appropriate
- Co-ordination of Council, NHS, School, other partner and Community resources to improve CLA health and wellbeing outcomes
- Supporting CLA and carers to access non-medical specialised services when needed through referral and care pathway routes
- Support to CQC, Ofsted and other inspections as and when required.

The same monitoring, outcome and quality requirements will apply regardless of geographical location of CLA. Arrangements with other providers of assessments and support will be approved by the Commissioner and Designated Nurse.

The CLA health outcomes service may also be requested to support Children Looked After who are placed within Harrow by other authorities. In the event that the service Provider chooses to provide services for non-Harrow CLA it must recharge the originating CCG accordingly, record this activity separately and report to the Commissioner and Designated

Nurse. The recharge to the originating CCG will be completed by the Designated Nurse for CLA once the details have been shared by the CLA Service.

Both initial and review health assessments shall:

- Identify the health needs of the child
- Ensure the voice of the child is recorded and the assessment is co-produced
- Establish health history and identify gaps in routine child health surveillance
- Request the health information from local health providers and specialist services to ensure a full and accurate overview of the child health needs
- Identify family health history
- Promote optimal health and address areas of unmet health needs
- Formulate a strategy and action plan for meeting health needs
- Address the needs of the child in the placement so that the carer is empowered and feels confident to provide for the support and health care needs of their child, at the same time as feeling that their own needs are also being supported.

The following are actions, to be undertaken, as a result of each high quality health assessment:

- Clear identification of the level of unidentified health needs and how to address these
- Agreement with the child on how, where and when and by whom professional support shall be provided
- Agreement with the child on how, when and by whom their development shall be monitored
- Identify gaps in service provision and escalate to Senior Managers and the Designated Nurse and Commissioner
- Identify key health issues and how these shall be addressed
- Liaise with partner agencies including CAMHS, substance misuse services, sexual health agencies, leisure services, schools to ensure needs are addressed
- A health care plan for every child in care including details of how progress shall be monitored.

The Provider working closely with social care is responsible for following up health assessments and health care plans with the child, and shall maintain contact with the child throughout the year to offer support and refer to other services as appropriate. Tracking of the child shall be at a level equivalent to their needs and requirements.

Plans will be co-produced with children, their carers and where appropriate parents to ensure all stakeholders are contributing to the health and wellbeing outcomes of the child.

Health plans shall address all health and wellbeing outcomes and include, as a minimum:

- Reflect the voice of the child
- Clear identification of overall objectives
- Named professional responsible for actions
- Timescales for delivery
- Clarify monitoring arrangements

We will support the development of Health passports working closely with the Local authority, GP's and Young People. Health passports shall address all health and wellbeing outcomes and where possible include:

- NHS number
- Blood group
- Birth information
- Growth Statistics and Percentiles
- Hearing Function Information
- Medical history
- Family Health History

- Regular medication
- Contact details for GP, dentist, optician and other health professionals,
- Immunisation records
- Eye Test Results / Prescriptions
- Information promoting healthy and active lifestyles
- Organ donation register information if deemed appropriate

Resources to engage include, but are not limited to:

- Children Looked After
- Carers and parents
- Community resources
- Health Visiting
- School Nursing
- Public Health
- GPs
- CAMHS
- Harrow Children & Families
- Virtual Heads
- Independent Visitors
- Dentistry
- Child Development teams
- Community Children's Nursing teams
- Secondary care providers
- Specialist / tertiary services e.g., paediatric, stoma, craniofacial or chronic skin disease
- Schools (including team around the school)
- Children's Centres
- Dietetics
- Sexual Health Services including GUM
- Local services to where children and young people are placed
- Early Intervention Service
- COMPASS and Each
- Police services
- Harrow Youth Offending Team
- Harrow CCG
- Voluntary and community organisations
- Children with Disabilities Team

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# CORPORATE PARENTING PANEL

## MINUTES

### 3 JULY 2018

|  |                                      |  |
|--|--------------------------------------|--|
| <b>Chair:</b>                          | * Councillor Angella Murphy-Strachan |  |
| <b>Councillors:</b>                    | * Sue Anderson                       | * Janet Mote   |
|  | * Maxine Henson (2)                  | * Christine Robson                                       |
|  | * Dr Lesline Lewinson (1)            |  |
| <b>Non-Voting<br/>Advisory Member:</b> | † Valerie Griffin                    |  |
| <b>Officers:</b>                       | Paul Hewitt                          | (Interim Corporate<br>Director, People)                  |
|  | Barbara Houston                      | (Head of Service,<br>Corporate Parenting)                |
|  | Jacinta Kane                         | (Team Manager VVE,<br>CSE Co-ordinator)                  |
|  | Zoe Sergeant                         | (Associate Director for<br>Children, CNWL)               |
|  | Peter Tolley                         | (Interim Divisional Director<br>Children & Young People) |
|  | Mellina Williamson-Taylor            | (Headteacher Harrow<br>Virtual School)                   |

- \* Denotes Member present
- (1) and (2) Denote category of Reserve Members
- † Denotes apologies received

## RECOMMENDED ITEMS

### 10. Updated corporate parenting strategy

The Panel received a report of the Corporate Director, People, which provided an update on the Corporate Parenting Strategy.

Following questions & comments from Members, an officer advised that:

- the provision of a Later Life letter was a statutory requirement for all children placed with adoptive parents. These were more detailed and contained more personal history than a social worker's case notes. They were written by the child's Social Worker in conjunction with the adopters' Social Worker and were given to prospective adopters. The expectation was that the letter would be addressed to the child, but given to the adoptive parents for safe keeping. The letter provided the child with an explanation of why he/she was adopted;
- 'Letterbox books' was an initiative whereby across the UK, young CLAs received their own parcel of books, stationery and other high quality materials once every month for six months, from May to October. For many children, it was the first time they had received a letter or a parcel through the post and for some it was the first time they have had books of their own. Research had shown that this initiative had led to improved reading ages among these children. There was a similar scheme for older children.

A Member stated that the inclusion of a foster carer as an adviser to the Panel had proved fruitful and suggested that a second foster carer should be invited to join the Panel as a reserve to the current adviser. She added that the current adviser should be formally written to confirm her re-appointment to the Panel. This was agreed by the Panel. An officer undertook to seek nominations for a reserve adviser.

Members were of the view that the participation of CLAs at previous Panel meetings had been fruitful and a cohort should be invited to participate at a future meeting of the Panel in 2018/19. An officer undertook to arrange this. He added that the Corporate Parenting Strategy would be submitted to both Cabinet and Council for approval later in the year.

**Resolved to RECOMMEND:**

That the Cabinet be recommended to approve the Updated Corporate Parenting Strategy.

(Note: The meeting, having commenced at 7.00 pm, closed at 8.27 pm).

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

---

**Date of Meeting:** 5<sup>th</sup> June 2018

**Subject:** Scrutiny Annual Report 2017-18

**Responsible Officer:** Alex Dewsnap, Divisional Director,  
Strategic Commissioning

**Scrutiny Lead  
Member area:** All

**Exempt:** No

**Wards affected:** All

**Enclosures:** Scrutiny Annual Report 2017-18

## **Section 1 – Summary and Recommendations**

This report accompanies the Scrutiny Annual Report 2017-18.

### **Recommendations:**

The Committee is recommended to:

- I. consider and agree the Scrutiny Annual Report 2017-18
- II. submit the Annual Report to full Council for endorsement

## **Section 2 – Report**

The Council's Constitution requires the Overview and Scrutiny Committee to report annually on its activities to full Council. The attached report is the draft final report.

This report outlines the activities of the Overview and Scrutiny Committee, the scrutiny sub-committees and the scrutiny lead councillors during the 2017-18 Municipal Year.

### **Financial Implications**

There are no financial implications associated with this report.

### **Performance Issues**

There are no performance issues associated with this report.

### **Environmental Impact**

There is no environmental impact associated with this report.

### **Risk Management Implications**

There are no risk management implications associated with this report.

### **Equalities implications**

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

### **Corporate Priorities**

All

## **Section 3 - Statutory Officer Clearance**

Not required for this report

## **Section 4 - Contact Details and Background Papers**

**Contact:** Rachel Gapp, Head of Policy, 0208 416 8774  
[rachel.gapp@harrow.gov.uk](mailto:rachel.gapp@harrow.gov.uk)

**Background Papers:** None

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# Scrutiny Annual Report 2017-2018



*Harrow*COUNCIL  
LONDON

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## Foreword

This report marks the end of another four year cycle of scrutinising the Administration of Harrow Council. During this time, the work of the Overview and Scrutiny committee, its two sub-committees (performance and finance and health), call-in committees, scrutiny reviews and scrutiny leads have investigated and reviewed some of the biggest issues facing the Council and residents, from the challenge of the Council's budget, the impact of welfare reforms, increasing homelessness, issues accessing primary care, school expansions, community safety and dementia friendly housing for a growing elderly population. During the course of our investigations, we have been privileged to be able to meet, visit and hear from people impacted by these issues in order to hear first-hand what it is like from a resident's perspective, reflect the real life experiences back to policy makers and to shine a light on the impact that policy decisions, service reductions and budget cuts are having on our residents. We have also served to hold the Cabinet to account for the decisions they make and the performance and financial management of the Council especially regarding the regeneration and commercialisation agendas of the council and children's services.

This year, in response to the Council's Peer review of June 2016, we have taken the opportunity to work with the Centre for Public Sector Scrutiny (CFPS) to review how we and the Executive, along with senior officers, could make our work valued across the Council and make further improvements to the way in which we conduct scrutiny in Harrow 'to enable the council to benefit more from constructive challenge and policy development from non-executive councillors.' As a result of the review we have been working on six areas which will form the basis for how scrutiny will operate going forwards:

- 1) Agreeing a more targeted and focused role for scrutiny with a more outward focus
- 2) Setting a new work programme to reflect the new role
- 3) Making changes to how we conduct business in scrutiny committee
- 4) Reviewing the Scrutiny Leads role to ensure greater clarity and consistency
- 5) Agree the behaviours expected of scrutiny Councillors
- 6) Explore other opportunities for cross-party engagement outside of scrutiny

As in previous years, the Scrutiny Leadership Group, comprising the chairs and vice-chairs of the committees and scrutiny leads, continued to provide strategic direction to the scrutiny function and helped to ensure we maintain an effective focus for our work. We are extremely grateful to all of the Councillors who have contributed to the leadership group this year.

We would also like to thank all the Members, officers, partners and members of the public who have contributed to our scrutiny work this year. We appreciate the time and effort you have given. If you have any suggestions for issues that you think scrutiny should look into, please do let us know.



Cllr Phillip O'Dell

Chair Overview and Scrutiny



Cllr Barry MacCleod-Cullinane

Vice-Chair Overview and Scrutiny

## Report from the Overview and Scrutiny Committee

**Our Committee:** The committee has met 8 times this year. The papers and details of the outcomes from all of these meetings can be found [here](#). Our remit continues to be the consideration of the Council’s and our partners’ strategic direction, and major projects and policy decisions and we are grateful for the support we have received in doing this from portfolio holders, council officers and representatives from partner agencies. A full list of the portfolio holders who have supported our Committee’s discussions is given at the end of this section of the annual report.

**Our Meetings:** In 2017/18, we met twice with the Leader of the Council and the Chief Executive for a question and answer session to consider the budget proposals and strategic direction of the Council (in January and July). We are grateful for the information which they shared with us.

The specific items which have been considered at ordinary meetings of our Committee include:

- Corporate plan
- Draft budget 2018/19
- Community Safety, Violence, Vulnerability and Exploitation Strategy
- Street Trading Policy and Charges
- Youth Justice Partnership Plan 2017-2018
- Ofsted Inspection – Action Plan
- Financing of the Regeneration Programme – Scrutiny Review Financial Modelling Information and Interim Report
- Children and Families Service Complaints Annual Report 2016/17
- Adult Services (Social Care) Complaints Annual Report 2016/17
- Peer Review Action Plan – Second Update report
- Health visiting scrutiny review
- Community Safety Strategic Assessment

### **Review Programme**

We have conducted a programme of more detailed scrutiny investigations, undertaken mainly via in-depth reviews or challenge panels. The content of the review programme is identified through the performance and Finance Sub-Committee’s deliberations or via our scrutiny leads and is discussed at the Scrutiny Leadership Group and then agreed by the Overview and Scrutiny committee.

|                                     |   |
|-------------------------------------|---|
| <b>MEETING STATISTICS (O&amp;S)</b> | 8   |
| Committee meetings                  |   |
| Attendance by Portfolio Holders     | <p>Councillor Sachin Shah-<br/>Leader of the Council and Strategy,<br/>Partnerships &amp; Devolution Portfolio<br/>Holder</p> <p>Councillor Adam Swersky-<br/>Finance and Commercialisation Portfolio<br/>Holder</p> <p>Councillor Kiran Ramchandani-<br/>Performance, Corporate Resources &amp;<br/>Customer Service Portfolio Holder</p> <p>Councillor Christine Robson</p> |

|  |  |
|--|--|
|  | Children, Young People and Schools<br>Portfolio Holder<br><br>Councillor Simon Brown<br>Adults & Older People Portfolio Holder |
|--|--|

This year we will have completed four reviews:

- a) Financing of the Regeneration programme in Harrow
- b) Centre for Public Scrutiny – Review of Scrutiny in Harrow
- c) Health Visiting
- d) Dementia friendly housing

**a) Financing of the Regeneration programme in Harrow**

The purpose of the review was to:

- Review the planned capital and revenue financing for the regeneration programme and to assess whether the Council’s proposals for the financing of its regeneration programme are realistic, affordable, robust and deliverable. This includes aspects of the commercialisation strategy (e.g. the proposal to build private homes for rent) that directly impact upon the Regeneration and Development Programme;
- Review selected financial assessments for individual regeneration projects, including investigating the regeneration programme finance model, in particular the underlying assumptions, cash flow projections and projected costs and benefits over the near and longer term;
- Ensure that financial risks are properly considered and that proposed mitigations are appropriate and balanced;
- Appraise the projected financial benefits of the Council’s regeneration programme, and ensure a balanced risk management process and proposed mitigation measures are in place;
- Gain greater understanding and clarity of the financing of the Regeneration and Development Programme by members;
- Carry out a review of projected benefits of the regeneration programme, including direct and indirect benefits to the Council, business and to the local community.

Scrutiny recommendations:

- The Programme’s Risk Register to include the capitalisation of wages in the Regeneration Programme, and the revenue risk involved if this cannot happen in certain cases;
- Officers to produce one report that includes all risks and mitigations in relation to the Regeneration Programme;
- A comprehensive lobbying strategy to be developed to promote improved transport links, including the drafting of a letter from the Leader of the Council and relevant Government Ministers calling for improvements;
- The Council to produce a Harrow specific, all-encompassing infrastructure plan;
- The Council to reference the Regeneration Programme when producing any relevant strategies;

- The Programme to learn from the 2008 financial crash and specifically what happened to rental prices in Harrow;
- The break-even point for all planned regeneration projects to be constantly reviewed;
- The implications of the 2020 business rates recalculation on the Civic Centre and Kodak sites to be understood;
- The governance arrangements for cross-party engagement on the regeneration programme post-election to be formalised;
- The Corporate Risk Register to reflect an overall risk and level of risk of the regeneration programme;
- The Health and Well-being Board, CCG, Safer Harrow, Harrow Youth Parliament and all relevant and significant partners to have an integrated approach to the Council's regeneration strategy;
- Cross-party understanding of the critical pathways of the regeneration programme to be developed;
- The risks in relation to the likelihood of further interest rates rises to be monitored and assessed;
- To not delay borrowing by pursuing unrealistic borrowing opportunities;
- To ensure a proactive transport lobbying strategy is in place in order to ensure issues around reliability, capacity, and frequency are addressed in relation to Harrow and Wealdstone station;
- Modelling of the new Civic Centre to reflect the efficiency of the new Civic Centre for staff and maintenance costs, so that we get the true opportunity costs of any delay, including a reduction in business rates.

## **Response to the Scrutiny Review Panel Report on Financing of the Regeneration programme**

Cabinet responded to the Interim Scrutiny Review Panel Report on Financing of the Regeneration programme in January this year. The leader indicated that Cabinet would allow the Chair and Vice-Chair of the Scrutiny Review Group to present the final part of their recommendations at March 2018 Cabinet before responding fully to the report at May Cabinet.

### **b) Centre for Public Scrutiny – Review of Scrutiny in Harrow**

#### General context

The Centre for Public Scrutiny was invited to consider what improvements Harrow could make to its scrutiny arrangements, following on from the corporate peer challenge exercise facilitated by the Local Government Association in Summer 2016. This exercise concluded that the council was good, but it also noted that: "There is an opportunity to review the role of overview and scrutiny to enable the council to benefit from constructive challenge and policy development from non-executive councillors".

Harrow is a politically contestable authority – that is to say, it tends to switch political control on a fairly regular basis. Part of this study aimed to explore whether this was a significant factor in influencing members' and officers' behaviour and engagement in relation to the scrutiny function. Part of this study also aimed to explore whether other authorities experiencing the same level of contestability had been able to put measures in place to manage this issue.

#### Purpose of review

- Develop a common understanding and member buy-in for the role of scrutiny;

- Develop a common understanding about members' role within the authority, particularly on policy development and scrutiny;
- Identify possible scrutiny activity that would be especially productive;
- Develop a series of actions that will lead to a scrutiny function that is:
  - Sustainable;
  - Forward and outward looking;
  - Solution-focused.

These actions to focus in particular on behaviours, values and culture.

As a result of the review, the Scrutiny Leadership Group decided to focus on implementing six key actions ready for a new administration and scrutiny cycle starting in May 2018. These were:

- 1) Agree a common understanding of Scrutiny's role
- 2) Set out a framework for new work programme 2018-2022
- 3) Business in Committee
- 4) Information Sharing and Scrutiny Leads role
- 5) Behaviours
- 6) Other Policy Development Opportunities outside of Scrutiny

### **c) Health Visiting Review**

#### General context

Every child is entitled to the best possible start in life and health visitors play an essential role in achieving this. By working with, and supporting families during the crucial early years of a child's life, health visitors have a profound impact on the lifelong health and wellbeing of young children and their families.

In October 2015, NHS England transferred the commissioning of services for children between the ages of 0-5 to Local Authorities, including the health visitor service. The idea was that Local authorities know their communities and understand local need so can commission the most vital services to improve local children's health and wellbeing. One of the benefits of councils commissioning health visitor services is that it offers opportunities to link with wider systems, such as housing, early year's education providers. This in turn will provide a more joined-up, cost effective service built around the individual needs, paving the way to deliver across a wider range of public health issues.

#### Purpose of review

- To understand the current service performance and how it compares to other London Boroughs.

#### Scrutiny recommendations:

- The vacancy rate to be filled across all the grades and not just the Health Visitors;
- The level of skill-mix within the Health Visiting teams to be improved;
- Health Visitors to be trained to ensure information and advice provided to parents is consistent;
- Health Visitors to undergo diversity training;
- A publicity campaign to be created to raise awareness on the importance of the clinics;
- Adequate information to be displayed at all clinics;

- Targets to be agreed (comparative to neighbouring boroughs) and to be monitored on a regular basis;
- Patients' ethnicity records to be simplified;
- A fully comprehensive Equality Impact Assessment to be undertaken to highlight potential barriers and identify ways to improve the service.

#### Cabinet response to the review:

- It will continue to collate the quarterly vacancy data and ask for assurances around the staffing vacancies in order to ensure the vacancy rate is filled across all the grades;
- It will look to incorporate a requirement in relation to clinical support and training into the new service spec;
- It will ask the prospective providers during the procurement process how they will meet the requirement of diversity training for Health Visitors;
- It will aim for the most ambitious targets possible for attendance of the clinics;
- It will work with the current provider and the successful bidder of the new contract to ensure adequate information is displayed at all clinics;
- The EqIA that was completed for this tender reflects the most comprehensive EqIA that was possible.

The Health Visiting scrutiny work has been of great value to Public Health. Members provided clear evidence of shortcomings in how health visiting was being delivered on the ground. It is clear that it has had an impact as the provider did not challenge the findings and appreciated the feedback. Health visitors appreciated that members took the time to see and understand what they do. The health visitors felt the importance of their work was valued by councillors – people who are leaders in their communities.

### **d) Dementia Friendly Housing**

#### General context

- In September 2017, the Health and Social Care Scrutiny Sub-committee carried out a review into dementia friendly housing in the borough. The review topic was chosen due to projections in the number of older people in Harrow with dementia and existing national and local focus on the issue.
- Harrow has one of the highest older people populations in London. There are over 38,000 people aged 65 plus living in Harrow and this is set to rise in the next twelve years. During this period, the number of older people with dementia in Harrow is expected to increase by an estimated 37 per cent, from 2500 to just under 4000.
- In addition, Harrow has an ethnically diverse older population. As Harrow's population ages, the proportion of people in older age groups who are from Black and Minority Ethnic Groups will increase.

#### Purpose of review

- develop a greater understanding of what constitutes 'dementia friendly' housing;

- develop a greater understanding of and clarity around whether current housing provision within the borough meets the needs of residents aged 65 and over diagnosed with dementia, or those that could develop the condition in the future;
- identify measures that the Council could implement to help meet future housing needs. In doing so, identify what overall steps the Council can take towards becoming more dementia friendly.

The aim of the work is to provide strategic support to the Council's Housing and Adult Social Care departments and Harrow CCG, to help plan for the long-term housing and care needs of those with diagnosed with dementia.

#### Summary of scrutiny recommendations

1. The Council undertakes a detailed and comprehensive needs analysis of demand for accommodation and support for older people in the borough and those diagnosed with dementia and other complex conditions.
2. The outcomes of the intermediate care and wellbeing scheme on an existing site in Pinner Road, Headstone South Ward (if successful) be considered as a business case for developing a cost neutral solution for Extra Care housing within regeneration plans for Poets Corner.
3. The Council produces an Older People's Housing Strategy, which is incorporated within the revised Housing Strategy.
4. The borough's joint Dementia Strategy is refreshed.
5. Council departments are encouraged to explore opportunities for increased partnership working.
6. The Chair of the Harrow Health and Social Care Scrutiny Sub-Committee invites the Chief Executive of Harrow CCG to a future meeting of the Health Sub-Committee, to respond to the findings of this report.

Cabinet will respond to the scrutiny recommendations at its meeting in June 2018.

## Report from Performance and Finance Scrutiny Sub-Committee

**Our Sub-Committee** the Performance and Finance Scrutiny Sub-Committee looks in detail at how the Council's services are performing in-year. We monitor service and financial performance by analysing data and then requesting briefings or details of action plans where necessary. The Sub-Committee can make recommendations for improvement and make referrals to the Overview and Scrutiny committee if further work is needed. This work includes, for example, regular review of the Cabinet's Revenue and Capital Monitoring report. In addition, we can decide to review and monitor the performance of the Council's partners. The papers and details of the outcomes from all our committee meetings can be found here.

**Our meetings:** Our regular Chair and Vice-Chair's briefings on corporate performance are the main drivers for the work programme of the Sub-Committee. Our main areas of interest in 2017-18 have been:

- Revenue and Capital Monitoring
- Community Grants Scheme 2015/16
- Report of the Scrutiny Review into Social and Community Infrastructure
- 12 month update on Scrutiny's Review of the Impacts of Welfare Reform in Harrow
- 12 month update on Scrutiny's Review into Social and Community Infrastructure
- Commercialisation Strategy
- Annual Equalities Report 2016/17
- 12 month update on Scrutiny's Review into of Community Involvement in Parks Recommendations
- 12 month update on Scrutiny's review of Homelessness

|  |  |
|--|--|
| MEETING STATISTICS<br>Committee meetings | 3  |
| Attendance by Portfolio Holders          | Portfolio Holder for Planning, Business and Enterprise |



Cllr Jerry Miles

Chair Performance and Finance sub-committee



Cllr Richard Almond

Vice-Chair Performance and Finance sub-committee

## **Report from the health scrutiny lead members and health and social care scrutiny sub-committee**

### **Our Sub-Committee:**

The Health and Social Care Sub-Committee considers health, social care and wellbeing issues key to Harrow residents on a local, London-wide and national level. The aim of our work is to provide strategic support and a residents' perspective to the local CCG and NHS who strategically plan local services around access to primary care, as well as identifying what we councillors as community leaders can do to encourage residents to make best and most appropriate use of the healthcare resources available to them in Harrow.

### **Our Work this Year:**

Much of the scrutiny activity undertaken in 2017-18 was focused on the performance of the hospitals and health services that serve the residents of Harrow, with a focus on GPs, dementia and pharmacies, and our on-going participation in the Joint Health Overview and Scrutiny Committee that scrutinises the implementation of "Shaping A Healthier Future" (SaHF), the NHS Programme which is implementing significant re-configuration of acute healthcare in North West London.

During 2017/18 health scrutiny members conducted visits and pulled together evidence, learning and best practice around meeting the health and housing needs of a growing older population with dementia as projections for the number of people expected to develop the condition increase. This is an issue identified locally as needing attention. It is also especially important given the increasing focus by national and regional government on the provision of supported and specialist housing for older people with dementia as well as other long term care needs. We conducted field visits to award winning housing schemes for older people in Waltham Forest and Southwark, visited a dementia support drop in clinic in Harrow and heard from an expert panel of witnesses.

The purpose of our scrutiny review was to:

- Develop a greater understanding of what constitutes 'dementia friendly' housing;
- Develop a greater understanding and clarity as to whether current housing provision meets the needs of residents aged 65 plus and over, who are either currently diagnosed with, or could develop the condition in the future, and identification of measures that the Council could implement to help meet future housing needs;
- In doing so, identify what overall steps Harrow Council can take towards becoming more dementia-friendly.

The aim of our review is to provide strategic support and a residents' perspective to the Council's Housing and Adult Social Care departments and Harrow CCG to help plan for the long-term housing and care needs of those with diagnosed with dementia.

### **Our meetings:**

Our main areas of interest in 2017-18 have been:

- Royal National Orthopaedic Hospital Quality Accounts 2016/17;
- Healthwatch Annual Report 2016/17 And The Priorities For The 2017/18;
- Healthwatch Report On GP Accessibility;
- Harrow's Safeguarding Adult's Board Annual Report 2016 2017;

- Public Health Annual Report 2018;
- Pharmaceutical Needs Assessment;
- Shaping A Healthier Future – Update From NW London Joint Health Overview And Scrutiny Committee.

|  |  |
|--|--|
| <b>MEETING STATISTICS (HEALTH)</b><br>Committee meetings | 2  |
| Attendance by Health Partners                            | Director of Nursing RNOH<br>Ash Verma – Chair Enterprise Wellness,<br>Healthwatch Harrow<br>Mina Kakaiya - Healthwatch Harrow<br>Manager<br>Carole Furlong – Director Public Health<br>Mike Levington – Chief Executive of the<br>Local Pharmaceutical Committee |



Cllr Michael Borio  
Policy Lead for Health  
Chair of Health and Social Care  
Scrutiny Sub-committee



Cllr Vina Mithani  
Performance Lead for Health  
Vice-Chair of Health and Social  
Care Scrutiny Sub-committee

## Report from the Children and Families Leads

In 2017/18 we addressed a range of important issues that affect children and young people in Harrow. We have had meetings with the Corporate Director of Children's Services and Officers. The issues we have raised and discussed include:

### Housing Needs

We have continued to monitor the housing need. The housing service and Children's and Families Services will continue to work in partnership and actively manage and respond to care leavers' housing needs. We will also continue to monitor the impact of homelessness, temporary accommodation stays on children's education and free school meal take up.

### Education, Health and Children Looked After

The Virtual head has been working well with the Children Looked After and progress is being made. Steps are being made to improve outcomes for children, especially the Personal Education Plans and with schools out of borough with regard to timeliness. This has been mentioned at the Virtual school improvement board and therefore will be monitored with various strategies put into place.

### Youth Offending Team

We have continued to monitor how the action plan is being implemented and the impact it is having throughout this year. Concern has also been raised on reoffending but in the recent YOT report that went to O&S, there has been a reduction and with first time entrants and Harrow is no longer a priority YOT.

### School Expansion Programme

We are continuing to monitor delivery of the programme and the Keepmoat contract performance.

### Care Act

We will continue to monitor the effect on young carers next year and the reorganisation of the Early Intervention.

### Looking Ahead

Our focus in the forthcoming year will be to monitor the Early intervention reorganisation now it is up and running, review of health visiting and school nurses, the bed and breakfast impact on children's education, free school meals take up, MASH for timeliness of assessments, Young unaccompanied asylum seekers, monitoring the efforts to increase awareness and reporting of child sexual exploitation and mutilation and finally budget implications as demand increases.



Cllr Jerry Miles

Policy lead for Children and Families



Cllr Janet Mote

Performance lead for Children and Families

## Report from the Environment and Enterprise Leads

As scrutiny leads we have met with the Corporate Director for Community and Divisional Director of Environment and Culture, to discuss progress and issues in their areas over the year.

The difficult financial position has been challenging but these meetings have addressed difficulties and allowed improvements to be made in areas such as:

- Improving our responsiveness - this includes looking at improvements to the website and the delays residents can face getting through to Harrow Council's call centre.
- Clean Streets, the Council's aim to sweep every road in Harrow at least weekly
- The very long delays and difficulties getting through on the phone have been reduced
- The expansion of the Fly tipping service to a 24 hour service has worked well, but fly tipping is still a problem in Harrow, as it is nationally.
- The computer App for reporting problems has worked well and improved reporting for the public and the Council's responsiveness. This has helped relieve the problems that can occur for residents contacting the call centre.



Cllr Jeff Anderson  
Policy Lead Environment  
& Enterprise



Cllr Manji Kara  
Performance Lead Environment  
& Enterprise

## Report from the Community, Health and Wellbeing Leads

### Hospitals

We continued to monitor the performance of Northwick Park A & E especially with regards to the colder part of the year leading up to very cold period now. The work load was very high especially at the peak of the flu cases. Whilst waiting times went up the quality of care from the staff was excellent.

There is a problem with patients needing home care packages being released without them being fully sorted. This means that the patient ends up being admitted to hospital again. The council has now purchased some units where patients can be accommodated and their packages sorted and them being fully assessed to make sure that they are able to return to their own accommodation safely. This will reduce the bed blocking to a degree.

### STARRS Team

The STARRS team moved out of Northwick Park Hospital and moved to Honeypot Lane Health Centre. We need to assess what effect that this has had on the service to the public.

### Libraries

With the demise of Carillion the council has taken its libraries back under its control. North Harrow library is progressing and the volunteers can see a light at the end of the tunnel to its being able to open again.

### Dementia

Dementia is an ever growing concern and the health sub-committee decided that we should have a better understanding of what is needed in housing to make it friendly to people with dementia. We came up with five recommendations. The council needs to undertake a detailed and comprehensive needs analysis of demand for accommodation and support for older people in the borough and those diagnosed with dementia and other complex disorders. We also need to build in dementia friendly housing to meet the ever expanding need.

### Looking forward

We should maintain a focus on: the effects of the STARRS team moving to Honeypot Lane. North Harrow library review after it reopens with volunteers running a part time service. A look at what the voluntary sector is doing for the council.



Cllr Chris Mote

Policy Lead for Community, Health & Wellbeing



Cllr Kareema Marikar

Performance Lead for Community,  
Health & Wellbeing

## Report from the Resources Leads

The introduction of the monthly budget reports to leads is to be welcomed. The Resources Directorate is on track to deliver a balanced budget.

Customer Service performance has been improving by introducing more on-line forms which has resulted in less people visiting and contacting the Council by phone. The target of answering all calls on average within five minutes is being achieved but some areas such as environmental services suffer delays due to enquiries around waste services. Over 85 % of contacts with the Council are now self-serve.

One area of growing concern is the continuing rise of staff absence within the directorate with 9.33 days lost in Quarter 2 this year compared with 6.77 days in the same period last year.

Access to information has improved but still requires improvement.



Cllr Stephen Wright

Policy Lead for Resources



Cllr Phillip O'Dell

Performance Lead for Resources

## **Call-in committees**

In February this year, there was a call-in of the Cabinet Decision (18 January 2018) - Library Management Contract Extension. It was resolved that all the grounds for the call in should be upheld, and recommended that in future any delegation of authority from Cabinet to officers should be qualified to reflect Cabinet's intentions accurately.

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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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|                                       |   |
|---------------------------------------|---|
| <b>Date of Meeting:</b>               | 17 September 2018   |
| <b>Subject:</b>                       | Scrutiny Work Programme 2018-2022                             |
| <b>Responsible Officer:</b>           | Alex Dewsnap, Divisional Director,<br>Strategic Commissioning |
| <b>Scrutiny Lead<br/>Member area:</b> | All   |
| <b>Exempt:</b>                        | No  |
| <b>Wards affected:</b>                | All   |
| <b>Enclosures:</b>                    | Scrutiny Work Programme 2018-22                               |

## Section 1 – Summary and Recommendations

This report accompanies the scrutiny work programme 2018-2022.

### Recommendations:

Councillors are recommended to approve the scrutiny work programme 2018 - 2022

## Section 2 – Report

The Council's Constitution provides that, in years when whole-borough elections take place, the Overview and Scrutiny Committee should consider its work programme at the first suitable meeting. As time has been required for discussions with the newly-appointed Scrutiny lead Members following the election, the report on the work programme is being reported to the September Overview and Scrutiny Committee with full Council consideration in November.

In 2017, a Centre for Public Scrutiny review of how we could improve scrutiny in Harrow recommended that: *'Steps should be taken now to begin to set the framework for a new scrutiny work programme whose priorities derive directly from scrutiny's agreed role, engages with the council's ambitions and benefits from a range of inputs so it is less council-centric and has a greater outward focus. It would provide a framework with rigorous principles of topic selection to enable members to be able to populate an annual forward plan'*.

In response to the recommendation, Members agreed the role of scrutiny is defined as:

***'Cross-party investigation of issues and decisions that are important to local residents'***

Based on this, Council officers and the Scrutiny Leadership Group have researched and developed the attached work programme for 2018-2022. This work programme aims to strike a more equal balance between looking at decisions the Cabinet are taking and holding them to account and looking at some of the bigger, longer-term issues facing the borough or that concern residents, where scrutiny can play a more influential role in highlighting issues and shaping the response.

### Research input sources

The background research conducted for this work programme drew upon on a range of quantitative and qualitative information and data sources to form a list of key strategic areas for the Scrutiny Leadership Group to consider and which the Leader, Leader of the Opposition and Chief Executive have also endorsed. The research sources were:

- Harrow Resident Survey 2017 (telephone survey of 501 residents, July 2017)
- Local media monitoring data, including press articles and social media posts
- Complaints data over the last two years
- Issues/ themes arising from the Harrow Ambition Plan 2017 refresh
- Common issues raised with local councillors (via Group offices) over the last two years
- Common issues raised with London Assembly Member (Brent & Harrow) and local MPs
- Review of manifestos for local elections
- Issues / themes arising from discussion at the council's Corporate Strategic Board (CSB) in the last year, and areas where the Board wish to focus on in future
- Review of think tanks and local government publications
- Review of government plans and announcements
- Insight from council officers
- Harrow Contracts Register

### Principles for topic selection

The principles used for selecting topics for the work programme were:

- Is it an area of significant concern to local people or of public interest?
- Is it an area where significant change or budget cuts are being proposed?
- Is it a topic that would span electoral cycles and therefore benefit from cross-party collaboration?
- Is it an area of poor performance?
- Is it a source of a high level of complaints?
- Is it an area in which the council or partners wish to develop or significantly change policy?
- Is it an area where Government legislation is being developed?
- Could scrutiny's investigation help identify solutions and lead to real impact?

### Work Programme 2018 - 2022

The attached document sets out the themes and issues Scrutiny wishes to consider over the next four years through scrutiny leads, reports to committee and scrutiny reviews. The Scrutiny Leadership Group comprising the chairs and Vice-Chairs of the scrutiny committees and scrutiny leads are the guardians of the work programme and will meet quarterly to review and prioritise the items on it, taking into account any new, emerging or topical issues that may arise during the course of the year and warrant Scrutiny's attention.

The items in the work programme for the various scrutiny committees will be turned into a forward plan that also takes into account the routine and statutory items that also come to committee such as petitions, scrutiny reviews and progress reports, policies that are part of the Council's statutory policy framework, items from health etc.

## **Financial Implications**

There are no financial implications associated with this report.

## **Performance Issues**

There are no performance issues associated with this report.

## **Risk Management Implications**

There are no risk management implications associated with this report.

## **Equalities implications**

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of Scrutiny and does not propose any changes to service delivery.

## **Corporate Priorities**

All

## **Section 3 - Statutory Officer Clearance**

Not required for this report

## **Section 4 - Contact Details and Background Papers**

**Contact:** Rachel Gapp, Head of Policy, 0208 416 8774  
[rachel.gapp@harrow.gov.uk](mailto:rachel.gapp@harrow.gov.uk)

**Background Papers:** None

## Draft Scrutiny Work Programme 2018 – 2022

This paper sets out the scrutiny work programme for 2018-2022. Year one of the work programme is more defined than years 2, 3 and 4 at this stage, which are more outline to allow the work programme to be flexible and respond to developing and emerging need. Work that scrutiny launches in year one may carry on into subsequent years. The Scrutiny Leadership Group are the custodians of the Scrutiny Work Programme and meet quarterly to ensure the work programme remains current, is delivering and to agree the escalation of any issues from Scrutiny Leads or committees.

Routine and standing items such as statutory reports, follow up to scrutiny reviews, health consultations and Q&A sessions will be added in to the forward plans for each of the scrutiny committees and Performance Indicators from the P&F 'watchlist' will be added to the Leads' remits.

| Scrutiny Method                | Item  | Objective   | Cabinet Member/Partner |
|--------------------------------|---|---|------------------------|
| <b>Year 1 2018/19</b>          |   |   |                        |
| <b>Overview &amp; Scrutiny</b> | ASB & Youth Crime                             | Contribute to the development of the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan.   | Cllr Krishna Suresh    |
|                                | Waste, Recycling and Fly-tipping              | How might we ensure the councils waste strategy and enforcement activity have a positive impact on increasing recycling levels and reducing flytipping.<br><br>How might we ensure the depot redevelopment plans have a positive impact on increasing recycling levels and reducing flytipping.<br><br>How might we use technology so that we can improve the bin collection system | Cllr Varsha Parmar     |
|                                | Adult Social Care                             | How is the council responding to the Government consultation on care and support for older people   | Cllr Simon Brown       |
| <b>Performance and Finance</b> | Children's services demand pressures & budget | Focus on understanding the children's services budget pressures, forecasts and savings proposals and the impact these are having on performance.  | Cllr Christine Robson  |

|                         |   |  |   |
|-------------------------|---|--|---|
|                         | Adult Social care demand pressures & budget | Focus on understanding the adult social care budget pressures, forecasts and savings proposals and the impact the these and the new 'resilient communities' vision are having on performance.  | Cllr Simon Brown                                      |
| <b>Health Sub</b>       | Mental Health                               | How might we work together to improve young people's mental health in the borough<br><br>Follow up on progress to date on the scrutiny review into maternity services at Northwick Park Hospital. Part of CQC inspection report and action plan. | CNWL, Barnardo's Young Harrow Foundation<br><br>NWLHT |
| <b>Scrutiny Reviews</b> | ASB and youth crime (Children's Leads)      | How might we use all the council's policies (especially planning, licensing and regeneration) to contribute to reducing ASB and youth crime.   | Cllr Krishna Suresh, Cllr Keith Ferry                 |
|                         | Road Maintenance (Communities Leads)        | How might we better inform, engage and consult with residents so that the agreed work schedule addresses the concerns of residents as raised in the 2017 residents' survey.  | Cllr Keith Ferry                                      |
| <b>Scrutiny Leads</b>   | People's                                    | Children's demand pressures and budget<br><br>Adult demand pressures and budget  | Paul Hewitt, Visva Sathasivam                         |
|                         | Communities                                 | Waste, Recycling & Flytipping<br><br>In-work Poverty   | Paul Walker   |
|                         | Resources                                   | Capital programme<br><br>Customer services and access to services/digital exclusion<br><br>Strategic Community Safety  | Alex Dewsnap  |
|                         | Health                                      | Life expectancy<br><br>Health and Social Care Integration (STP, Accountable Care, Better Care Fund)  | Paul Hewitt, Carole Furlong                           |

| Scrutiny Method                | Item                     | Objective  | Cabinet Member/Partner |
|--------------------------------|--------------------------|--|------------------------|
| <b>Year 2 – 2019/2020</b>      |                          |  |                        |
| <b>Overview &amp; Scrutiny</b> | Adult Social Care        | How is the new 'Resilient Communities' vision contributing to reducing spend and demand pressures and supporting the growing aging population in the borough.<br><br>How is Harrow performing on Delayed Transfer of Care.                                   |                        |
|                                | Shared Services          | How might we learn from six years of shared services initiatives so that any future shared service ventures benefit Harrow residents.  |                        |
|                                | ASB and Youth Crime      | Explore our understanding of the drivers of Youth crime to that the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan are responding effectively.<br><br>Review the impact of the tri-borough command unit merger. |                        |
| <b>Performance and Finance</b> | Budget                   | Spending Review 2019? TBC  |                        |
|                                | Performance – TBC        | Continue focus on the impact of spending pressures on children's and Adults performance? TBC   |                        |
| <b>Health Sub</b>              | Life Expectancy          | How might we best direct our public health, housing and regen resources so that we can narrow the life expectancy gap in the borough.  |                        |
| <b>Scrutiny Reviews</b>        | Adult Social Care        | How might we use technology in adult social care to support a growing elderly population in the borough.   |                        |
|                                | Digital technology - TBC | What impact is the move to digital and online services/customer contact having on residents' ability to access services.   |                        |

| Scrutiny Method                | Item                     | Objective   | Cabinet Member/Partner |
|--------------------------------|--------------------------|---|------------------------|
| <b>Year 3 2020/2021</b>        |                          |   |                        |
| <b>Overview &amp; Scrutiny</b> | In-work poverty          | How might the regeneration programme help alleviate in-work poverty   |                        |
|                                | Affordable Housing       | How might the council build the quantity of affordable homes so that we meet the London Plan targets.   |                        |
| <b>Performance and Finance</b> | Budget – TBC             |   |                        |
|                                | Performance – TBC        |   |                        |
| <b>Health Sub</b>              | Diabetes                 | Review the delivery of the Harrow Diabetes strategy to see if local services are doing enough to collectively manage the issue and reduce levels in Harrow.   |                        |
| <b>Scrutiny Reviews</b>        | Life Expectancy          | How might we best direct our public health, housing and regen resources so that we can narrow the life expectancy gap in the borough.   |                        |
|                                | TBC                      |   |                        |
|                                | TBC                      |   |                        |
| Scrutiny Method                | Item                     | Objective   | Cabinet Member/Partner |
| <b>Year 4 2021/2022</b>        |                          |   |                        |
| <b>Overview &amp; Scrutiny</b> | Transport Infrastructure | Review the process for CPZ's.<br><br>Follow up on recommendation from regen scrutiny review for an infrastructure strategy to deal with the transport implications from the regeneration programme. |                        |
|                                | TBC                      |   |                        |
| <b>Performance and Finance</b> | Budget – TBC             |   |                        |
|                                | Performance – TBC        |   |                        |
| <b>Health Sub</b>              | TBC                      |   |                        |

|                         |                 |  |  |
|-------------------------|-----------------|--|--|
| <b>Scrutiny Reviews</b> | In-work Poverty | How might we understand what impact ethnicity has on in-work poverty so that we can take appropriate action to alleviate it. |  |
|                         | TBC             |  |  |

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