

**Council**

**Thursday 26 November 2020**

**Confirmation of Cabinet and Committee Recommendations and relevant  
Originating Background Papers**

Item on Summons	Cabinet / Committee Recommendation	Originating Report
	Recommendation I:  Cabinet  (11 November 2020)	
9.	Harrow Strategic Development Partner - Appointment of Directors	Report of Corporate Director, Community (Pages 3 - 12)
	Recommendation I:  Cabinet  (11 November 2020)	
10.	Borough Plan Update	Report of Chief Executive (Pages 13 - 58)

Recommendation  
I: Overview and  
Scrutiny  
Committee  
(20 October  
2020)

12. Scrutiny Annual Report 2019/20 Report of Director of Strategy and  
Partnerships  
(Pages 59 - 80)
- 

Recommendation  
I: Overview and  
Scrutiny  
Committee  
(20 October  
2020)

13. Refreshed Scrutiny Work  
Programme 2020/21 to 2021/22 Report of Director of Strategy and  
Partnerships  
(Pages 81 - 94)
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## **Report for: Cabinet**

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<b>Date of Meeting:</b>	11 November 2020
<b>Subject:</b>	Harrow Strategic Development Partnership – Appointment of Directors
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Paul Walker – Corporate Director: Community
<b>Portfolio Holder:</b>	Graham Henson - Leader of the Council and Portfolio Holder for Strategy, Partnerships, Devolution & Customer Service
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Draft IP Job Role and Person Specification

## Section 1 – Summary and Recommendations

This report sets out the proposed governance of the Harrow Strategic Development Partnership (HSDP) and the nomination of three appointments to the board of directors when the delivery vehicle is incorporated.

### **Recommendations:**

Cabinet is requested to:

1. Note the intended governance structure for the HSDP; and
2. Recommend to full Council that
  - a. Two Councillors be nominated for appointment by the HSDP; and
  - b. Authority be delegated to the Chief Officer Employment Panel (COEP) to employ an independent director to be appointed to the HSDP board on terms the Panel considers appropriate.

**Reason (for recommendations):** To enable the formation of a shadow board for the HSDP pending the formal establishment of a limited liability partnership.

## Section 2 – Report

### Introductory paragraph

Cabinet will recall that, following its decision on 10 September 2020, the Council is now working through the preferred bidder stage of the HSDP procurement process, with Wates Residential Limited having been named Preferred Bidder.

For the reasons given in both that and previous HSDP reports, it is intended that a limited liability partnership (LLP) will be the vehicle through which the HSDP objectives are delivered. The decision to incorporate the vehicle and formally enter a contract with Wates Residential will be considered by Cabinet at the end of the Preferred Bidder process, which is anticipated to be February 2021.

In order to ensure the partnership can be effective immediately it is established, both Harrow and Wates agree it would be helpful to set up a shadow board as soon as possible.

The intended corporate structure of the LLP is for the Council and Wates to nominate three directors each, giving the board a total of six directors. It is proposed that Harrow's nominees are 2 Councillors and an independent person, recruited because of their industry experience and expertise. The members' agreement will set out that the Council's directors and Wates' directors will exercise one collective vote.



If Harrow and Wates Limited make the nominations as planned, it is intended that the nominees form an informal shadow board in the New Year to start to identify and consider the decisions they will need to take at the immediate operational commencement of the HSDP; and familiarise themselves with the intended governance procedures of the LLP, when incorporated.

It is also intended that the nominated Councillors will receive training appropriate to their future roles as LLP directors.

It is proposed that the independent director be appointed broadly in accordance with the suggested job role and person specification appended to this report, though the final terms of appointment will be a matter for the COEP.

## **Options considered**

1. Do nothing – The Council can choose not to establish a shadow board and wait until contract close in 2021 before commencing the nomination process. This is not advised as it risks negatively impacting the operational efficiency of the HSDP and delaying delivery of regeneration projects.
2. Recommend that full Council nominate two councillors to the HSDP board and delegate to the Chief Officer Employment Panel (COEP) authority to employ an independent director as the third Council director. This is the recommended option for the reasons set out in this report.

## **Risk Management Implications**

If the Council establishes the shadow board as recommended but does not proceed to complete the agreement with Wates Limited, its only liability will be to the independent director, once appointed.

## **Legal Implications**

Section 3 para 1(u) of Harrow's Constitution provides that full Council makes appointments of Members to outside bodies.

The Chief Officers' Employment Panel normally appoints Chief Officers and recommends appointment of the Head of Paid Service. The proposed independent director will not be a chief officer, or indeed an employee, but given their role in this new venture, and the cross-party make-up of the Panel, it is recommended that the COEP be delegated to make the selection.

## **Financial Implications**

Any fees payable to both the Council nominated and Wates nominated directors will be costs met by the LLP. The Councils share will be deducted from returns to the Council from the LLP.

## **Council Priorities**

The decision takes the Council to the next stage of establishing the Harrow Strategic Development Partnership, which is being set up to develop the Council's prime sites and to deliver the Council's regeneration objectives. This contributes to the Council's strategic objectives in the following respects:

### **Building a Better Harrow**

- Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home
- Increase the supply of genuinely affordable and quality housing for Harrow residents
- Ensure every Harrow child has a school place

### **Supporting Those Most in Need**

- Reduce levels of homelessness in the borough
- Empower residents to maintain their well-being and independence

### **Protecting Vital Public Services**

- A strong and resourceful community sector, able to come together to deal with local issues

### **Delivering a Strong local Economy for All**

- A strong, vibrant local economy where local businesses and thrive and grow
- Harrow is a place where people and businesses invest

### **Modernising Harrow Council**

- Reduce the borough's carbon footprint
- Use technology and innovation to modernise how the Council works

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

**Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 02/11/2020**

**Statutory Officer: Hugh Peart**

Signed by the Monitoring Officer

**Date: 02/11/2020**

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

**Contact:** Julian Wain, Interim Director of Regeneration,  
[julian.wain@harrow.gov.uk](mailto:julian.wain@harrow.gov.uk)

**Background Papers:**

[Cabinet Report of 10 September 2020](#)

[Cabinet Report of June 2019](#)

[Cabinet Report of May 2019](#)

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

NOT APPLICABLE

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## **Harrow Strategic Development Partner**

### **Board Member – Job description**

<b>Role Title:</b>	<b>Board Member</b>
<b>Responsible to:</b>	<b>HSDP (LLP) Members</b>
<b>Functional Area:</b>	<b>HSDP (LLP) Governance and Oversight</b>

### **Role Profile**

The role of Board Members by virtue of their duties to the HSDP, and independence of the management of the HSDP is to provide governance and oversight to the HSDP. The Board will concentrate on:

1. Monitoring executive activity
2. Contributing to the development of the strategy
3. Collectively taking decisions reserved for Board members

It is important for Board Members to establish a spirit of partnership and mutual respect on the Board and thereby build a working environment of openness and trust with the executive team. The key to being effective in this role rests in the behaviours demonstrated when constructively challenging decision making.

Board members must ensure and secure good governance and be alert to their obligations to the LLP Members.

Key duties are:

- To ensure that the HSDP complies with its Members agreement, other documentation and relevant legislation and regulations.
- To ensure that the HSDP applies its resources solely in pursuit of defined objectives.
- To provide constructive challenge in developing proposals on Strategy and Business Planning.
- To provide scrutiny of performance in meeting the HSDPs business plan and monitoring of performance reports

- Satisfy themselves on the integrity of financial information and that the controls and risk management systems are robust and defensible.
- To abide by HSDP policies, declare conflicts of interest, scrutinise required papers and to attend meetings including those of HSDP subsidiaries, if applicable.
- To ensure the financial stability of the HSDP.
- To use any specific knowledge to assist the Board and senior managers to reach sound decisions
- To lead discussions on key issues and provide advice and guidance where required.
- To assist in the recruitment and appointment of senior staff where applicable.
- To participate in training and development as appropriate.
- Ensure there is no conflict of interest with officers working for the HSDP in the performance of their duty
- Ensure the Board maintains an efficient, effective and professional culture

### **Budget responsibility**

The Board monitor the HSDPs financial performance and will be required to ensure that HSDPs Business Plan targets are achieved.

### **Relevant Information**

It is estimated that the time required to fulfil this role would be in the region of 2-3 days per month, this may vary over the duration of the appointment. This includes reading papers and reports, Board attendance and dealing with matters arising from that meeting where required.

There may be a need to attend occasional evening or weekend events.

### **Pay**

Remuneration for the post will be *£12,000 per annum*.

## **Person Specification**

### **Knowledge**

- Understand the duties of a Board Member
- Understanding and commitment to the aims of the HSDP and its members
- Practical knowledge of strategy development, business planning, financial planning and performance management
- Knowledge of managing development, housing or construction

### **Skills**

- Ability to contribute to Board meetings effectively through constructive challenge
- Experience of working within multi disciplinary teams
- Ability to represent the interest of the HSDP in external relationships
- Ability to communicate effectively, both verbally and in writing with a broad range of customers, colleagues, employees and Members
- Ability to establish and monitor performance targets, for organisations and management staff
- Personal integrity, with commitment to maintaining high standards in public life in accordance with the Nolan principles.
- Team working
- Creative thinking

### **Experience and Qualifications**

- Knowledge or experience of a related or comparable industry
- Board experience
- Experience of working in partnership with other organisations
- Experience of working with local authorities
- Financial Management

- Knowledge of effective corporate governance arrangements
- Demonstrable commercial acumen, understanding of risk, its benefits and opportunities
- Commitment to equal opportunities





## **Report for: Cabinet**

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<b>Date of Meeting:</b>	11 <sup>th</sup> November 2020
<b>Subject:</b>	Borough Plan Update
<b>Key Decision:</b>	No
<b>Responsible Officer:</b>	Sean Harriss - Chief Executive
<b>Portfolio Holder:</b>	Cllr Graham Henson – Leader of the Council and Portfolio Holder for Strategy, Partnerships, Devolution and Customer Services
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1 - Borough Plan - Amended

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

This report provides members with an update on the progress with the Borough Plan. It sets out some of the main activity to date but also proposes that the Borough Plan be amended to include: three new corporate equality objectives; a new over-arching priority around tackling racial disproportionality in light of the Black Lives Matters movement and, to take account of the impact the evolving Covid emergency is having on our thinking and actions in relation to the Borough Plan.

### **Recommendations:**

Cabinet is requested to:

1. Note the progress to date against delivery of the Borough Plan.
2. Recommend to Council any of the proposed amendments to the Borough Plan to take account of the Council's response to the Black Lives Matters movement; tackling racial disproportionality and the Covid public health emergency and the new corporate equality objectives.

### **Reason: (for recommendations)**

To update the Council's Policy Framework and set out the Council and partners' intent with regard to tackling racial disproportionality and Covid.

## **Section 2 – Report**

### **Introductory paragraph**

This report provides Cabinet with an update on progress against the Borough Plan priorities agreed in February 2020. Whilst our original plan was to use 2020 as the year of engagement, this has not been possible due to the outbreak of Coronavirus, the country going into lockdown and the practical implications of new social distancing rules. We also intended to bring the Council's Delivery Plan to Cabinet for approval in the summer which would set out the Council's shorter term contribution to the delivery of the Borough Plan and the performance measures against which progress would be assessed. However, organisational capacity has had to be re-prioritised and re-directed towards dealing with the emergency, setting up brand new services, re-starting services that were temporarily closed down and then planning for a second wave. The timescales for producing the Council Delivery Plan have therefore had to be extended and the planned engagement activity has not been able to take place. Yet despite all this, work on delivering against the Borough Plan priorities has continued.

The other significant development over the last six months has been the death of George Floyd at the hands of the police in Minnesota, USA which has highlighted the deep inequalities and systemic racism that still exists in this country and other countries around the world and has left many of our staff and residents feeling hurt, scared and angry. It also comes at a time

when we know that Harrow and people from Black, Asian and Multi Ethnic groups have been disproportionately impacted by Covid-19. We have reflected on the findings set out in the Public Health England report on the disproportionate impact of Covid-19 in the UK and discussed with trade unions, members and staff about how best to go forward. As a result we felt it was appropriate for the Borough Plan, our blueprint for how we want Harrow to move forwards over the next 10 years, to be amended to explicitly take account of both these issues.

## **Options considered**

1. Continue with current Borough Plan without making any amendments and incorporating the change in thinking and actions as a result of the Black Lives Matters Movement and Covid-19 into the Council's Delivery Plan. This was rejected because feedback from staff and the BLM staff group was that this failed to grasp the significance of these agendas and the systemic change the Council and its partners have committed to make in response.
2. Amend the Borough Plan to add in a new overarching priority on tackling racial disproportionality to sit alongside the existing overarching priority of the Plan which is to address socio-economic inequality and disadvantage. The plan should also be amended to reference the impact and difference Covid has had and cross-reference the Council's Recovery Plan.

## **Background**

The Council approved the draft Borough Plan in February 2020 which set out the partnership view for Harrow as a borough and eight key priorities that contribute towards an overarching theme of tackling socio-economic inequality and disadvantage in order to continue to make Harrow a better place for all of our residents and businesses.

There are three priorities, which form the foundations for addressing our vision, where we seek to maintain the standard of current provision. These are:

1. Sustaining quality education and training
2. Celebrating communities and cohesion
3. Maintaining low crime levels and improving community safety

There are then five priorities where there are significant challenges to deliver the desired outcomes:

4. Improving the environment and addressing climate change
5. Tackling poverty and inequality
6. Building homes and infrastructure
7. Addressing health and social care inequality
8. Thriving economy

## Current situation

Since approving the Borough Plan priorities in February 2020 and despite the challenges that Covid has presented, we have managed to make progress in all areas of the Borough Plan:

1. Improving the environment and addressing climate change
  - Installed solar panels on 14 Harrow schools and agreed plans to have solar panels fitted on the Depot.
  - Switched our energy bills to green tariffs.
  - Secured a Green Homes Grant from Government to retro-fit 50 low-income households with energy saving measures.
  - Adopted a new emissions-based policy for parking permit charges
  - Appointed to the new post of Head of Natural Resources and Climate Strategy.
  - Secured £638,000 for street scene changes and cycle lanes.
2. Tackling poverty and inequality
  - Community Hub established and made nearly 28,000 call outs to residents and made over 6,500 food deliveries.
  - Progress made on the development and delivery of a Black Lives Matter action plan for tackling racial disproportionality in outcomes, services and the workforce.
  - Housed 22 rough sleepers in emergency accommodation and worked towards offering them better long-term housing solutions.
  - Developing a homelessness early action strategy due for approval later this year.
3. Building homes and infrastructure
  - Appointed Wates as Harrow's Strategic Development Partner preferred bidder.
  - Public Art commissions for Rayners Lane, South Harrow and Wealdstone have been awarded
  - Grange Farm regeneration has continued.
  - Building work on key regeneration sites like Harrow View East and West has recommenced after ceasing during lockdown
  - The Wealdstone Regeneration Plan is being turned into a Regeneration Strategy which will be part of the Regeneration Masterplan for Wealdstone
  - Works have continued on the redevelopment of the Depot site at Forward Drive and the Harrow Arts Centre site
4. Addressing Health and Social Care Inequality
  - Health relationship in a very strong place as a result of Covid, with recovery work based on real and sustained integration ambitions.
  - Development of an Out of Hospital Recovery plan, signed off by all key partners based upon a deeper integration of services
  - Adult Social Care has delivered all Hospital discharges alongside community partners throughout the emergency period, with the brokerage team being available seven days a week.

- The Integrated Learning Disabilities Service has continued to provide clinical and practical support to people with learning disabilities who are very vulnerable to Coronavirus. Our Harrow Integrated Service has been shortlisted for a prize at this year's MJ Awards ceremony on the 2 October 2020.
  - The DfE have commended Harrow's Children's Services for its resilience during the time of the emergency.
  - Public Health have been at the forefront of the Council's response to Covid. They have implemented test, track and trace in the local area, giving advice on the safe re-occupation of office space and reassurance to the workforce both on an individual level and at systems level, as well as overseeing all deliveries and distribution of PPE for Harrow frontline staff.
5. Thriving Economy
- Working across West London to assess economic risks and impact of Covid and co-ordinate a response to economic recovery.
  - Development of a Harrow economic recovery strategy based on a 'green recovery'.
  - Kickstart programme with strong cross-partner support offering work placement opportunities for almost 70 young people from Harrow.
  - Allocated more than 2,234 business grants to provide over £33m in financial relief for local businesses
  - Submitted bid to the Future High Street Fund to create affordable workspace and digital infrastructure
6. Sustaining quality education and training
- Harrow's Education Services have supported schools to remain open throughout lockdown for vulnerable and key worker children, and ensure they were Covid-ready to reopen to nursery, Reception, Year 1 and Year 6 children.
  - Families and their children also continued to be supported during National Offer Day and undertaking virtual School Admission appeals.
  - Harrow schools all opened for all children at the start of the new school year this September.
  - Secured an additional £463,000 to increase provision of ESOL, skills for life, ICT and employability courses.
7. Celebrating communities and cohesion
- Wealdstone and South Harrow community work re-started in July, with plans to roll out to the East starting in September
  - Created a £600k emergency fund to support local community projects helping vulnerable residents
  - Worked with the local Somalian, Romanian, Indian and Tamil Community in the borough to produce specialist and targeted information and videos on Covid-19 - the social distancing rules, testing and tracing and where to access help and support
  - We have delivered webinars on test and trace to engage the voluntary sector as champions to spread the messaging within their communities
  - Ran a digital version of Harrow's Heroes – our flagship community event celebrating the hard work and dedication of local people.

8. Maintaining low crime and improving community safety
  - Partnership with the Police at operational level has been very effective regarding violent incidents during lockdown.
  - The Ignite Trust continued with detached youth work during lockdown, and a range of remote youth intervention programmes were delivered by The Wish Foundation.
  - We have maximised the use of tools and powers on enforcement inclusive of closure powers where vulnerable people are being exploited, and Environmental Health are operating Covid patrols within the borough
  - Days of action continue to be carried out in hotspot areas with police and homeless charities.

## **Why a change is needed**

The Covid second wave is here. Case levels continue to rise but the exact situation remains uncertain due to limitations around testing capacity in London. Adapting to living with the virus will see the Council and its partners having to take on a different, more complex role than we had during wave one. During the first wave in the spring, many services were stood down in order to free up capacity to deal with the emergency. During the second wave, we are expected to keep services running in a Covid-secure way whilst also managing the response to Covid in terms of: PPE, communications, test and trace, emergency payments and benefits, the community hub and enforcement. It is clear this is going to be a long-term issue and it is creating significant demands on Council capacity and that of our partners. The activity that we will be undertaking therefore to contribute to the Borough Plan will now have a large Covid-recovery dimension to it. Further detail about the Council's Recovery plan is contained with the update report that went to Cabinet in July.

With regard to inequality and disadvantage, our end goal is to address the issues of disproportionality experienced by all protected characteristics. But we are specifically starting with a focus on the disproportionality experienced by those of black heritage as this is where the greatest injustices are currently felt<sup>1</sup>:

- Black people are nearly 10 times more likely to be stopped and searched by police than white people
- Not a single police force in England or Wales registered an arrest rate of less than 20 for every 1,000 black people, by contrast not a single police force registered an arrest rate of more than 20 for every 1,000 white people
- Police forces were 7 times more likely to fine BAME people during lockdown
- White British people have higher than average home ownership rates – nearly double that of black Caribbean people and more than treble that of black African people

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<sup>1</sup> Ethnicity facts and figures service: <https://www.ethnicity-facts-figures.service.gov.uk/>

- In Harrow, you are 7.5 times more likely to be homeless if you are black, than any other ethnic group.<sup>2</sup>
- White British students are more than three times as likely to achieve high grades at A-level than black Caribbean students
- Levels of unemployment are at least double for Black people than they are for white people
- Black people are also paid less on average than white people with the average hourly pay for black people being between £9.91- £10.80 and £10.58 - £11.87 for white people
- People from BAME backgrounds were up to twice as likely to die from Covid than people of white ethnicity.
- Council data shows there is an overrepresentation of Black ethnicity in lower pay bands
- Council data also tell us that absence and exclusions of children of black heritage in Harrow schools are above the national average.

As a consequence, we are recommending that the Borough Plan is revised and updated to include a new over-arching priority on tackling racial disproportionality. This new strand of the Borough Plan will sit alongside the existing over-arching priority around tackling socio-economic inequality and disadvantage, and all eight priorities of the Borough Plan will have a contribution to make to delivering against both the themes.

In support of this new racial disproportionality priority, the Borough Plan will also include a new set of corporate equality objectives which relate to all the protected characteristics. However, in light of the murder of George Floyd, and the Black Lives Matter protests, coupled with the Public Health England report evidencing the disproportionate impact of Covid-19 on people from a BAME background, we will focus our work initially on race and ethnicity. The objectives are to:

*1. Address inequality in life outcomes*

Using the Borough Plan, a comprehensive medium-term strategic vision, which we're developing with partners and in consultation with the people of Harrow to ensure that our borough is a place where everyone, regardless of background, can reach their full potential.

*2. Review our services*

Senior leadership will head a thorough review of the way we provide our services. We'll speak to service users and examine issues of cultural sensitivity and any unconscious bias that may affect outcomes for different groups.

*3. Take action as an employer*

To ensure senior management is representative of our communities, examine pay gap issues, put programmes in place to nurture black and multiethnic talent and review our internal HR policies and practices to ensure they are fair and equitable.

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<sup>2</sup> Runnymede Trust 2016

The accompanying report to Cabinet on the Council's response to Black Lives Matter proposes an EDI Strategic Framework that sets out in more detail the high level objectives for each of the three strands and our approach and principles for how we will work to support the council in its on-going commitment to being an anti-racism organisation. The programme of work will be enhanced through working closely with a range of local agencies, members, statutory partners and the voluntary and community sector.

Looking forwards to the next 12-18 months the Council and its partners will have to continue to prioritise the priorities in order to be able to manage the competing demands of responding to the Covid emergency alongside continuing to deliver services.

The Harrow Strategic Partnership has been looking at how its recovery work can be governed through the priorities of the Borough plan and has identified that the response to Covid and health and social care inequalities, tackling racism and racial disproportionality and economic recovery should be the three main priorities for collective action over the next 12-18 months.

For the Council's part the organisational priorities that will continue to be the focus of our attention in terms of our capacity and contribution towards the delivery of the Borough Plan will be:

- Continue with Health and Social Care integration to ensure co-ordinated and robust approach to Covid second wave and health inequalities
- Local economic recovery from the impact of Covid
- Responding to racial inequalities and disadvantage through the adoption of a new Equalities, Diversity and Inclusion strategy and BLM action plan
- Addressing homelessness challenges as a result of Covid
- Our response to the climate emergency
- Regeneration and HSDP next steps

We will continue work on finalising the Council Delivery Plan, although this will take longer than anticipated due to capacity constraints, and will bring this back to Cabinet at a later date. We will consider when best to start any community engagement and dialogue on the Borough Plan and integrate this with wider engagement on Black Lives Matter. We will also look to improve our communications both internally and externally on our continued progress against delivery of the Borough Plan and continue to work with London and national government to lobby to get best deal for Harrow with clear and explicit asks on funding as the impact of additional expenditure and loss of income continue to impact negatively on our budget position and pose a risk to delivery.

## **Implications of the Recommendation**

### **Performance Issues**

The amendments to the Borough Plan will lead to a refresh of the performance framework as the new priorities are developed and agreed for



the borough. We will continue work to re-cast the measures and targets under the eight priorities and identify new and appropriate performance measures for the new additions which will feed into a fully refreshed performance framework to be implemented for 2021/22 and the Council's Delivery Plan for the next two years, setting out the Council's commitments.

### **Environmental Implications**

There are no environmental implications from the proposed recommendations.

### **Data Protection Implications**

There are no data protection implications from the proposed recommendations.

### **Risk Management Implications**

Risk included on Directorate risk register? Yes  
Separate risk register in place? No

Most delivery against the Borough Plan priorities is heavily reliant on the budget position over the next 2-3 years and the outcome of the Comprehensive Spending Review. If the outcome is not positive for the council there will be a risk to delivery.

The on-going public health emergency will pose a significant risk to delivery in terms of limiting our ability to undertake resident engagement activity and diverting resource and capacity away from borough plan work.

The delay in the production of the Council delivery plan poses a low to medium risk to our ability to be able to monitor delivery and demonstrate progress against our targets and measures.

The consequence of these risks would be that it would take longer to achieve the objectives of the Borough Plan.

Specific risks relating to each of the Borough Plan priorities are contained either within the corporate

### **Procurement Implications**

There are no direct procurement implications arising from the recommendations of this report. Any procurement that is required as a result of these recommendations will be undertaken compliant with the Public Procurement Regulations 2015 and the Council Procurement Procedures.

## **Legal Implications**

Section 149 of the Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and other form of conduct prohibited under the act; and,
- (b) to advance equality of opportunity and to foster good relations between persons who share a relevant protected characteristic (age, disability, gender re-assignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation) and persons who do not share it.

Having regard to the need to advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of the persons who share that characteristic that are different from the needs of persons who do not share it; and,
- (c) encourage persons of the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

Section 17 of the Crime and Disorder Act 1998 places a duty on the council to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent:

- (a) crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment); and
- (b) the misuse of drugs, alcohol and other substances in its area; and
- (c) re-offending in its area.

By the Equality Act 2010 (Specific Duties and Public Authorities) Regulations, SI 2017/ 353 the council is required to publish information to demonstrate its compliance with the Public Sector Equality Duty. The information must include information relating to persons who share a protected characteristic, who are its employees, or who are affected by the council's policies or practices. Publication is required annually. Under the same regulations the council is also required to set and publish one or more equality objectives to comply with the Public Sector Equality Duty, at least every 4 years.

## **Financial Implications**

There will be financial implications arising from delivery of the Borough Plan: these have been addressed in other reports such as the Equalities Diversity and Inclusion Strategic Plan report where more of the detail on the £100k allocated to support the Council's response to BLM is set out; and the update reports to Cabinet on Covid-19 and the MTFS which sets out the government grants received to cover some of the additional costs associated with dealing with Covid and the implications on our budget from additional demand and lost income.

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

The revised Borough Plan with a new and additional focus on tackling racial disproportionality as well as socio-economic inequality and disadvantage will support delivery of our equalities duties across the borough by enabling us to publish in the Borough Plan the latest data we have on protected characteristics in the borough and our Corporate Equality Objectives, as required by the Public Sector Equalities Duty.

Whilst there is much that can be done working in partnership across the borough, there are many aspects of addressing inequality that cannot be driven purely within Harrow: in these instances we will work with and lobby others to support delivery of our bold plans.

### **Council Priorities**

This Report contributes towards all Council priorities.

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

**Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 30<sup>th</sup> October 2020**

**Statutory Officer: Jessica Farmer**

Signed on behalf of the Monitoring Officer

**Date: 30<sup>th</sup> October 2020**

**Statutory Officer: Nimesh Mehta**

Signed by the Head of Procurement

**Date: 3<sup>rd</sup> November 2020**

**Statutory Officer: Alex Dewsnap**

Signed by the Corporate Director

**Date: 2<sup>nd</sup> November 2020**

## **Mandatory Checks**

**Ward Councillors notified: YES, as it impacts on all Wards**

The Borough Plan affects all wards and proposals have been developed with full engagement of all cabinet members.

**EqlA carried out: NO**

Specific activities and deliverable are still being developed, once these are confirmed EQIAs will be developed to support these.

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

**Contact:** Rachel Gapp – Head of Policy: Rachel.gapp@harrow.gov.uk

**Background Papers: None**

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

**NO**

# Harlow Borough Plan 2030

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Revised and Updated November 2020

*Harlow – the borough we are proud to call our home*



The Borough Plan is a partnership plan for Harlow. Through further engagement we intend to engage more partners, businesses and residents in supporting and delivering the plan. Current partners supporting this plan are:

**Harlow Council**

**Metropolitan Police**

**London Fire Brigade**

**London North West  
University Healthcare  
NHS Trust**

**Central & North West  
London Mental Health  
Trust**

**Central London  
Community Healthcare  
NHS Trust**

**Harlow Health CIC**

**Harlow College**

**Home Group**

**Harlow Clinical  
Commissioning Group**

**Harlow Voluntary &  
Community Sector  
Forum**

**Young Harlow  
Foundation**

**Harlow Community  
Action**

**Voluntary Action  
Harlow  
Harlow Schools**

**University of  
Westminster**

## Leaders Introduction

We are proud of Harrow and what it has to offer as a great place for families to thrive. The Borough Plan 2030 sets out our aspirations for the borough we are happy to call home. In the Borough Plan, we set out the challenges we want to address and commit to obtaining genuine input from our residents, businesses and partners to inform the actions that we collectively need to take to turn this plan into reality.

However, since February 2020 the world has been turned upside down by the outbreak of Coronavirus. Whilst our original plan was to use 2020 as the year of engagement on the Borough Plan, this has not been possible due to the country going into lockdown and the practical implications of new social distancing rules. We also intended to bring the Council's Delivery Plan to Cabinet for approval in the summer which would set out the Council's shorter-term contribution to the delivery of the Borough Plan and the performance measures against which progress would be assessed. However, organisational capacity has had to be re-prioritised and re-directed towards dealing with the emergency so the timescales for producing the Council Delivery Plan have therefore had to be extended and the planned engagement activity has not been able to take place as yet.

Yet despite all this, work on delivering against the borough plan priorities has continued, for example: we have secured a Green Homes Grant from the Government to retro-fit 50 low-income households with energy saving measures; the Community Hub was set up and made nearly 28,000 call outs to residents and made over 6,500 food deliveries; we have appointed Wates as Harrow's Strategic Development Partner preferred bidder; published the Out of Hospital Recovery plan, signed off by all key partners based upon a deeper integration of services; applied for the Kickstart programme with strong cross-partner support offering work placement opportunities for almost 70 young people from Harrow; Harrow schools remained open for vulnerable and key worker children and opened for all children at the start of the new school year this September; we secured an additional £463,000 to increase provision of English language, skills for life, ICT and employability courses; we ran a digital version of Harrow's Heroes – our flagship community event celebrating the hard work and dedication of local people; and Days of Action continue to be carried out in hotspot areas with police and homeless charities.

The other significant development over the last 6 months has been the death of George Floyd at the hands of the police in Minnesota, USA which has highlighted the deep inequalities and systemic racism that still exists in this country and other countries around the world and has left many of our staff and residents feeling hurt, scared and angry. It also comes at a time when we know that Harrow and people from Black, Asian and Minority Ethnic groups have been disproportionately impacted by Covid-19. We have reflected on the findings set out in the Public Health England report on the disproportionate impact of Covid-19 in the UK and discussed with trade unions, members, staff and partners about how best to go forward. As a result, we felt it was appropriate for the Borough Plan, our blueprint for how we want Harrow to move forwards over the next 10 years, to be amended to explicitly take account of both these issues.

We are therefore adding in a new overarching priority on tackling racial disproportionality in order to reflect the systemic change the Council and its partners have committed to make in response to the Black Lives Matters movement, to sit alongside the existing overarching priority in the Plan which is to address socio-economic inequality and disadvantage. We are also adding in references to the impact and difference Covid-19 has had on our thinking and priorities going forwards.

While setting bold aspirations for the future, we have faced ten years of funding cuts as part of the Government's austerity programme, which has had a real effect on our residents and our frontline services. It is important to recognise though, that austerity remains with us across the public sector and we will face very serious funding challenges. However, whilst we will work tirelessly to ensure that our Borough Plan addresses inequality in life outcomes so that Harrow is a place where everyone, regardless of background, can reach their full potential, we are also focussed on ensuring that we get the basics right, across the borough: addressing the impact of these cuts where we can and levelling up our communities to address inequality and racial disproportionality, ensuring our neighbourhoods are well-maintained and great places to live, and that we address the challenges of fly-tipping, increased numbers of illegal Houses of Multiple Occupation (HMOs) adding to waste on our streets and that more people are able to feel safe as they live or work in any of our neighbourhoods. To achieve this, much of our focus will be geographically based.

We want to ensure that what makes Harrow a great place to live is recognised and protected as we build more housing to meet growing demands. We are going to face up to our challenges such as responding to the Covid-19 public health emergency and associated economic impacts, responding to the Black Lives Matters movement and tackling poverty and holiday hunger to ensure that we are able to reduce inequality and end child poverty within the borough by 2030. We will also address the climate emergency, taking the borough on a journey to becoming net-zero carbon during the life of this plan. To do this we will need the support of residents and businesses to identify opportunities and a collective approach to delivering improvements.

As well as addressing these challenges, we want to build on strong foundations for the future, recognising the success of our schools and education systems as well as celebrating our diverse and cohesive communities. The cultural diversity of our borough is one of our great strengths and we want to ensure that this is enhanced following our departure from the European Union.

We are working with a number of partners to deliver this plan and will be looking to extend this partnership further with public, private, voluntary and community sector partners as well as our residents and communities all involved in delivering these ambitions.

I am proud on behalf of the partnership to present this updated Borough Plan.

Graham Henson  
Leader of the Council

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## Introduction

This is our Borough Plan 2020-2030. It has been developed in partnership with some of the key public sector providers in the borough and representatives from the voluntary and community sector. The Plan sets out aspirations for the borough over the next decade, recognising that there will be significant change over that period, some of which can be predicted: much of which cannot.

We have a clear vision of our borough and are building a strong partnership to deliver this to make significant improvements for the borough over the next decade. We want to focus on:

- Tackling racial disproportionality in life outcomes
- Improving our towns for living, shopping and entertainment
- Narrowing the gap in healthy life expectancy
- Reducing inequality in earnings, attainment and opportunity
- Achieving net-zero carbon emissions across the borough
- Building 3,000 more affordable homes

We want you, as residents, businesses, communities and other interested parties, to join us in developing this vision and turning it into reality.

While focussing on the long-term aspirations, we are also addressing the short-term challenges of building communities which people are proud to call home. To achieve this, over the next year the council is investing £1m into some of these areas including: street sweeping; enforcement of fly tipping and Houses of Multiple Occupation; district centre projects; ward priorities; community cohesion; school improvement; and the Council Tax Support Scheme. This will strengthen the foundations upon which our bold aspirations for the borough are built.

However, we are having to balance this with also responding to the Coronavirus pandemic that hit at the start of 2020. Following a lull after the peak of Coronavirus cases in April/May 2020 we are now seeing case levels rise exponentially again. Adapting to living with the virus will see the Council and its partners have to take on a different, more complex role than we had during wave one. During the first wave, many services were stood down in order to free up capacity to deal with the emergency. During the second wave, we are expected to keep services running in a Covid-secure way whilst also managing the response to Covid in terms of: PPE, communications, test and trace, emergency payments and benefits, the community hub and enforcement. It is clear this is going to be a long-term issue and it is creating significant demands on Council capacity and that of our partners. The activity that we will be undertaking therefore to contribute to the Borough Plan will now have a large Covid-recovery dimension to it.

For the longer term, within this draft plan we set out our priorities along with a series of objectives we want to achieve during the life of the Plan: these will be reviewed frequently during the next ten year implementation period. Much of what we seek to do relies upon others to deliver, or support delivery, meaning that we will need to work with and influence others to enable achievement of our ambitions for Harrow – this will include influencing

and lobbying government at a regional and national level. There is also a strong role for individuals and communities in delivering this plan: we need a collaborative model and your help in caring for your own welfare and your areas. We will all have a role in *caring for our people and caring for our place*.

Although this plan is for the borough as a whole, many of the actions will be targeted to focus work on those areas most in need: tackling inequality and disadvantage for the benefit of everyone. There are significant challenges within the east of the borough, particularly around Edgware where many environmental and quality of life improvements are required. Wealdstone is the focus for concerted action with regeneration and house building on large sites, whilst there have been improvements and large numbers of new homes in Harrow town centre. Further regeneration and development of the borough is an underpinning feature of our plans as we ensure the provision of genuinely affordable homes and meet our new housing targets.

To deliver our plan, we want to ensure that we collectively take care of our people and we take care of our place – creating a community and an environment we can be proud of. This plan is about encouraging and enabling individuals and communities to do more for themselves: reducing demand on public services and our environment rather than public services continuing to respond to an increased demand. Where possible, we will adopt a preventative focus as opposed to spending more to tackle issues that have arisen. By taking this approach, we can support the creation of a sustainable borough where families may thrive, now and in the future.

## Our Vision and Priorities

Within Harrow, we are serious about making the borough a great place we are all proud of and in which families flourish. We are therefore committed to ensuring that our plan is relevant to children, young people, adults and older people. To do this, we recognise that there are many challenges to face. We acknowledge that there is a rapidly growing older population and respect that children and young people are the future adults of our borough: we will make sure that their voices are heard and influences our proposals. Without them seeing and helping set the vision, it is less likely that they will remain in the borough, or return after university. We are setting out a bold Borough Plan through to 2030 which will deliver strong and positive outcomes for our residents, businesses and our environment for future generations to enjoy.

This plan cannot be based on today's norms, but must be radical and challenging if we are to rise to the needs and aspirations of the local community: residents and businesses. Whilst being bold, we cannot deliver this on our own and require the support and commitment from a range of stakeholders. We will pool our resources and effort to deliver, influence and enable others to meet our shared vision for the borough.

## Vision

Whilst Harrow is a great place to live and work, many people feel that it lacks an identity. We propose to create a vision which demonstrates why we are proud of Harrow and set

out aspirations for the partnership across the borough, encapsulating our sense of community, including:

- Everyone looks after each other
- Neighbourliness and cohesiveness
- Sense of belonging
- Caring for people and the area
- Resilience

This will set a focus for how we want to work within Harrow to be a diverse and high-achieving place where everyone can feel at home: caring for each other and our environment. We seek to retain our many strengths, but also collectively tackle the challenges we face as a borough.

In delivering our vision for Harrow, we want to ensure equality of opportunity for all of our communities and Multi Ethnic groups who contribute significantly to the diversity and culture within the borough. We want to ensure that Harrow is accessible to all.

### **Tackling Racial disproportionality, Inequality and Disadvantage**

Harrow prides itself in being one of the most ethnically and religiously diverse Boroughs in the country with people of many different backgrounds and life experiences living side by side. However, we recognise that the Council and its partners can do more to enhance the lived experience and better outcomes for all residents. That is why we have agreed that the two main issues we want to tackle over the next decade are:

- 1) racial disproportionality and;
- 2) socio-economic inequality and disadvantage.

These will become recurring themes throughout the Borough Plan and its eight priorities and across our partnership. Through engagement we want to ensure that our approach to tackling racial disproportionality, inequality and disadvantage and the key actions and success measures we propose, resonate with our community. This is our chance to understand resident's views on these overarching priorities as well as refine the measures we are currently considering.

#### **Racial Disproportionality:**

In light of the murder of George Floyd, and the Black Lives Matter protests coupled with the Public Health England report evidencing the disproportionate impact of Covid-19 on people from a BAME background, the Council and its partners have committed to a robust approach to tackle this. Whilst our end goal is to address the issues of disproportionality experienced by all protected characteristics, we are specifically starting with a focus on the disproportionality experienced by those of black heritage as this is where the greatest injustices are currently felt<sup>1</sup>:

- Black people are nearly 10 times more likely to be stopped and searched by police than white people

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<sup>1</sup> Ethnicity facts and figures service: <https://www.ethnicity-facts-figures.service.gov.uk/>

- Not a single police force in England or Wales registered an arrest rate of less than 20 for every 1,000 black people, by contrast not a single police force registered an arrest rate of more than 20 for every 1,000 white people
- Police forces were 7 times more likely to fine BAME people during lockdown
- White British people have higher than average home ownership rates – nearly double that of black Caribbean people and more than treble that of black African people
- In Harrow, you are 7.5 times more likely to be homeless if you are black, than any other ethnic group.<sup>2</sup>
- White British students are more than three times as likely to achieve high grades at A-level than black Caribbean students
- Levels of unemployment are at least double for Black people than they are for white people
- Black people are also paid less on average than white people with the average hourly pay for black people being between £9.91- £10.80 and £10.58 - £11.87 for white people
- People from BAME backgrounds were up to twice as likely to die from Covid than people of white ethnicity.

### **Socio-Economic inequality and disadvantage:**

Through a relentless focus on socio-economic inequality and disadvantage we intend to continue to make Harrow a better place for all of our residents and businesses. Working with partners and listening to feedback we will fully develop our key measures to monitor progress in addressing inequality. Key measures we are considering focus on:

- Ending child poverty
- Reducing health inequality
- Raising English language skills
- Narrowing the educational attainment gap
- Reducing numbers in low paid employment
- Lowering unsecured debt levels
- Reducing the proportion of income spent on priority expenditure

Addressing these issues will help to ensure that local businesses have better skilled people to recruit from, that there is less crime and fewer people causing anti-social behaviour as they are able to work in more fulfilling roles, better support their families and contribute to society.

### **Our proposed Corporate Equality Objectives**

In response to these themes, the council has developed an action plan in response to Black Lives Matter and a new Equalities, Diversity and Inclusion (EDI) strategy that will extend the commitments made in this Borough Plan to ensure that our borough is a place where everyone, regardless of background, can reach their full potential. It based around our new and revised Corporate Equality Objectives which are:

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<sup>2</sup> Runnymede Trust 2016

1. *Addressing inequality in life outcomes*  
Using the Borough Plan, the comprehensive medium-term strategic vision, developed with partners and in consultation with the people of Harrow, to ensure that our borough is a place where everyone, regardless of background, can reach their full potential.
2. *Reviewing services*  
Senior leadership will head a thorough review of the way we provide our services. We'll speak to service users and examine issues of cultural sensitivity and any unconscious bias that may affect outcomes for different groups.
3. *Action as an employer*  
To ensure senior management is representative of our communities, examine pay gap issues, put programmes in place to nurture black and minority ethnic talent and review our internal HR policies and practices to ensure they are fair and equitable.

## Priorities

We have worked with partners to develop collective priorities for the Borough, based on feedback received from the people of Harrow in our annual resident's survey. These priorities are set out below.



There are three areas, which form the foundations for addressing our main priorities, where we seek to maintain the standard of current provision:

- Sustaining quality education and training
- Celebrating communities and cohesion
- Maintaining low crime levels and improving community safety

Our focus on these areas is even more essential now given the impact Covid has had on education and exams being cancelled, the disproportionate impact of Covid on BAME people and the increase in domestic violence calls during and after lockdown. The lasting implications of which may not be known for some time.

We also have five priorities where there are significant challenges to deliver the desired outcomes:

- Improving the environment and addressing climate change
- Tackling poverty and inequality
- Building homes and infrastructure
- Addressing health and social care inequality
- Thriving economy

The detrimental impact Covid is having on the economy, poverty and health, but also the positive impact lockdown has had on the environment make these challenges even more pertinent to address. It is really important to us to ensure that everyone is able to live healthy lives, achieving to the best of their ability whilst we protect and restore the environment: preserving the planet for future generations.

Having set the context and laid out our priorities, we will delve into these in a bit more detail, giving an indication of the reasons these have been selected, some of the key outcomes we want to achieve and what we are seeking to address in doing so.

## Our Borough: Our Community

Harrow is an outer London Borough in North West London, approximately 10 miles from central London. Covering 50 square kilometres (20 square miles) and it is the 12<sup>th</sup> largest borough in Greater London in terms of size and 20<sup>th</sup> in terms of population. There are nine district centres, plus Harrow Town Centre which is one of London's twelve metropolitan centres. Much of the population growth is within our main towns of Harrow, Wealdstone and Edgware, with a less densely populated area to the north of the borough which is home to smaller towns and villages. The borough benefits from fast links into central London, served by overground trains and three tube lines.



Harrow is a great place: we are the safest Borough in London; one of the most diverse places in the country; a suburb with bountiful green space with just over a quarter of the area (over 1,300 hectares) consisting of open space, yet incredibly well-connected to a global airport hub and the centre of the world's greatest city.

The borough has three electoral constituencies: West Harrow; East Harrow; and Ruislip, Pinner & Northwood served by a Labour and two Conservative MPs, respectively. The borough is divided into 21 wards, each served by three directly-elected members, though this will change at the next local government election following the boundary review with the introduction of 2 and 3 councillor wards. We currently have a Labour administration with 35 elected members and the opposition comprises 28 Conservative members. Of the total of 63 members, 26 are women.

### Impact of Covid:

- The impact of Covid in Harrow has been deep and wide ranging and will influence the actions we take as a partnership in support of the priorities set out in this Borough Plan: A third of Harrow's workforce (35,900 people) have been furloughed,



this is on a par with the London average, but is the 2<sup>nd</sup> lowest rate in West London and is mainly from the accommodation, food and arts sectors.

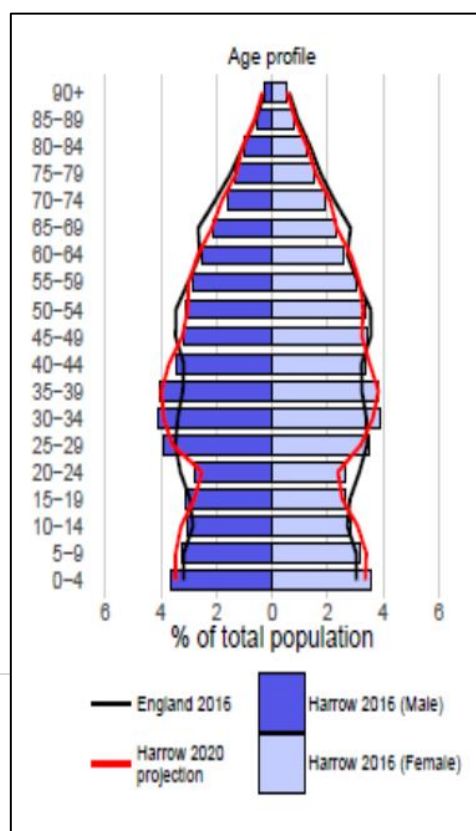
- Unemployment has risen from 2.2% pre-Covid to 7.1% by August 2020 (compared to a London rate of 8% and UK unemployment rate of 6.6%)
- By August 2020, 1 in 10 of Harrow's young people (18-24) are currently unemployed
- Universal Credit claimants increased from 9,192 in March 2020, to 19,618 by May 2020
- It is estimated that there are around 4,000 people on mortgage payment holidays in Harrow
- Citizens Advice Harrow are reporting an increase in debt problems with the amount of debt managed rising from £200,637 in July 2019 to £346,646 by July 2020 and a significant increase in rent arrears with private landlords.
- Average vacancy rates in Harrow were 4.28% (129 units) in June 2019 compared to 6.37% (165 units) a year later with the biggest increases in Stanmore, Hatch End and Pinner, but Harrow Town Centre has held up with just a 0.26% increase in empty premises.
- By August 2020, 325 Harrow businesses have closed, but there has also been a steady increase in new businesses starting up with 744 registered in July 2020.
- Many people are experiencing a significant drop in income, if just 1 in 30 households in Harrow can no longer afford their housing that would mean an extra 1,000 approaches as potentially homeless over the next 6 months
- Metropolitan Police data for London shows that domestic abuse incidents have increased across the capital as a whole since lockdown - up 5.5% since April 2020. In Harrow the number of DV offences post-lockdown has increased by 3% and the number of incidents has increased by 7.2%.
- Refuge's National Domestic Abuse Helpline has seen a 49% increase in daily calls and contacts and 417% increase in web traffic compared to pre-lockdown averages. Data for London showed that 2500 calls had been made during April, of which 65 were from Harrow. Our local provider of DV services in Harrow has reported a spike in referrals across its service.

## Our Local Context

**Population Age:** Harrow's resident population at 30<sup>th</sup> June 2019 is estimated to be **251,160**. 21.3% of the population is aged under 16; 62.8% are aged 16-64 and 1.9% are aged 65 plus. As with most areas in the country, the borough has an ageing population and it is expected that the number of residents aged 65 plus will increase by 38% and those aged 85 plus could increase by 60% by 2030<sup>3</sup>.

**Race (ethnicity):** 64% of Harrow's population is from a BAME background. 46% of the population identify as Asian, which ranks 2<sup>nd</sup> nationally and 9.7% are of Black heritage. Since 2001 there has been a 59.4% increase

<sup>3</sup> Source POPPI Population projections 2019





in the number of residents who are Asian. The largest ethnic groups in the borough are Indian, followed by 'Other Asian' (which includes Sri Lankan/Tamil) and Pakistani. Harrow is home to the largest Sri Lankan born community in the country. The top three nationalities of the most recent arrivals to the borough are Romanian, Indian and Polish. The top 5 most recorded community languages in Harrow are: English, Gujarati, Tamil, Romanian, Polish and there are over 155 languages spoken in Harrow schools. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages.

#### Religion or Belief

Religious affiliation is high in Harrow, with Harrow having the 2nd lowest number of residents who stated that they have no religion. The Greater London Authority (GLA) Diversity Indices rank Harrow as second for religious diversity in London. In the 2011 Census, Christianity was identified as Harrow's most common religion with 37% of followers (59% nationally). Hinduism is Harrow's second most common religion. Harrow has the highest proportion of Hindus, Jains and members of the Unification Church in London and the second highest for Zoroastrianism. At 10,538 Harrow has the third highest proportion of people who identify themselves as Jewish in London (4.7 %). There was a 100% increase in the number of people identifying as Muslims in Harrow, from 14,915 in 2001 to 29,880 (12.5%) in 2011. Islam is London's second most common religion and Harrow's third.

#### Gender/Sex

49.9% of the population are male and 50.1% are female.

#### Disability

9.6% of Harrow's working age population classified themselves as disabled, a total of 23,900 people. 5,510 individuals, 2.2% of the total population, receive Disability Living Allowance.

#### Pregnancy and Maternity

In 2017 there were 3,695 live births to mothers living in Harrow, representing 14.8 live births per 1000 population, higher than the London rate of 14.37. For women under the age of 18, the birth rate was 3.7 per 1000 population which is in line with the London average of 3.8 and lower than the UK average of 5.7.

#### Sexual Orientation

In 2017 it is estimated that 2.7% of the London population identify as lesbian, gay, bisexual or transgender (LGBT), which would equate to approximately 6,720 of our residents. Organisations such as Stonewall believe the true figure to be higher. People aged 16 to 24 were most likely to identify as LGBT in 2016 (4.1%).

#### Marriage, Civic Partnerships and Same Sex Marriage:

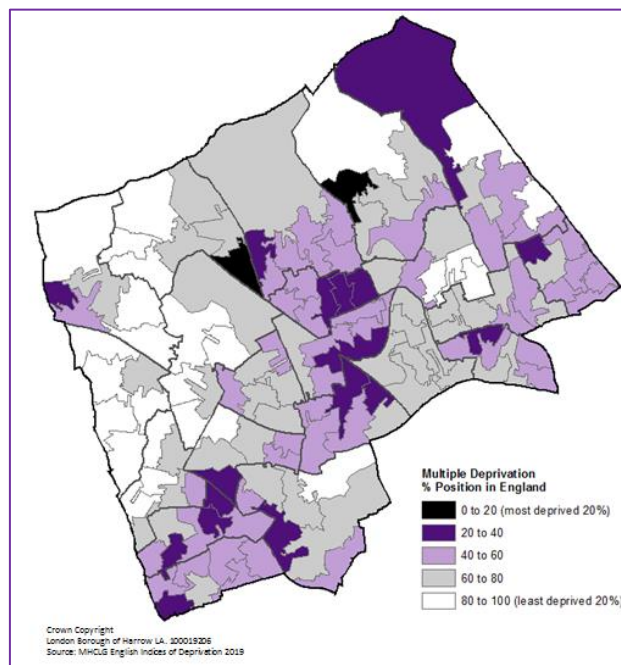
54% of Harrow residents are married, the highest level in London. There have been 144 Civil Partnerships and 57 same sex marriages in Harrow since they became legal in March 2014.

**Housing:** Of the total amount of occupied dwellings in the area, 10% of Harrow's households live in social rented housing. Harrow has the second lowest proportion of social housing of any of the London boroughs and 22% of households live in private rented accommodation. Around 2,000 households in housing need approached the Council for assistance in 2018/19, and the number of homeless families has increased over the past 5

years, with homelessness continuing to be a significant issue. There are also over 200 households living in bed and breakfast accommodation at any time. We will continue to work to help families remain in their accommodation whenever possible and find new housing solutions for families who need to move.

**Housing Supply:** There is insufficient provision of housing in Harrow to meet the growing needs of the borough. Current draft-proposed GLA targets require development of a further 802 homes per year over 10 years with affordable rent homes targeted towards existing residents to meet their needs (it is likely that this target may be increased). Key challenges are around low levels of genuinely affordable housing.

**Deprivation:** Within the borough, there are significant differences in our local communities with some areas amongst the most deprived in the country, while neighbouring streets can be amongst the most affluent. Whilst deprivation overall is improving, these contrasts in deprivation are increasing with 12.3%<sup>4</sup> of children now living in deprivation across the borough.



**Health:** Within the borough, health is generally good, however, 14.6% of residents in Harrow have a limiting long-term illness or disability. This is an increase of 13.2% (+4,000) since 2001. Harrow's rate is now higher than the average for London (14.2%). There is a widening gap of healthy life expectancy within the borough between men and women and the more and less deprived areas.

Healthy weight provides a challenge, with 22.5% of all 4-5 year olds are classified as over-weight and 9% of 4-5 year olds are considered obese. For 10-11 year olds, 34.5% are classified as over-weight, with 20% of 10-11 year olds classified as obese. This is higher than the national average, with the trend getting worse as children age.

**Education:** There are 62 schools in the borough, of which 92% are judged as good or outstanding by Ofsted. Despite population growth every Harrow child has been offered a school place at a Harrow school, achieved through our successfully delivered school expansion programme.

**Crime:** Over the past year crime levels have increased by 5%. The most common crime in the borough was anti-social behaviour although, relative to London, rates are low. The borough has a crime rate of 53 offences per 1,000 which is one of the best rates in London, making Harrow one of the safest boroughs in London: there is, however, a steady increase in crime levels and a disproportionately high fear of crime.

**Environment:** 40% of household waste was recycled in 2018/19, placing Harrow as 7<sup>th</sup> best London Borough, but there are high levels of fly-tipping which is partly linked to the rapid growth in numbers of Houses of Multiple Occupation (HMOs) and the capacity for them to

<sup>4</sup> Income Deprivation Affecting Children (IDACI) Data, Ministry of Housing, Communities & Local Government, 2019

effectively dispose of the amounts of waste created. An over-reliance on cars within the borough means that Harrow's overall environmental performance is not good.

**Employment and Skills:** Unemployment to June 2019 was 4.1%: this is 0.5% below the London average. There are more than twice the number of residents with higher level qualifications in Harrow (37%), compared to those with no qualifications (17%). The borough also has one of the lowest levels of NEETs (not in education, employment or training) in both London and nationally.

**Business:** The borough used to be home to a number of large businesses, which have moved or closed over recent years, leaving sites vacant for re-development (contributing significantly to the increased housing provision required). There has been a decrease of 9,000 office spaces in the borough over the past year. Harrow is one of the boroughs in London with the highest concentration of microbusinesses which have contributed to a net rise in jobs. Start-up businesses benefit from a comparatively high success rate and move-on sites to support the development of new, local and sustainable business, with a growing need for further managed workspaces. The main employers in the borough are public sector, through the council, education and health providers.

## Priorities and Outcomes

There are three foundations for maintenance / incremental improvement and five priorities presenting a significant challenge / requiring step-change improvement. Our challenges are set out over the following pages along with some of the evidence as to why they have been identified as a priority and the outcomes as a borough that we seek to change by 2030.

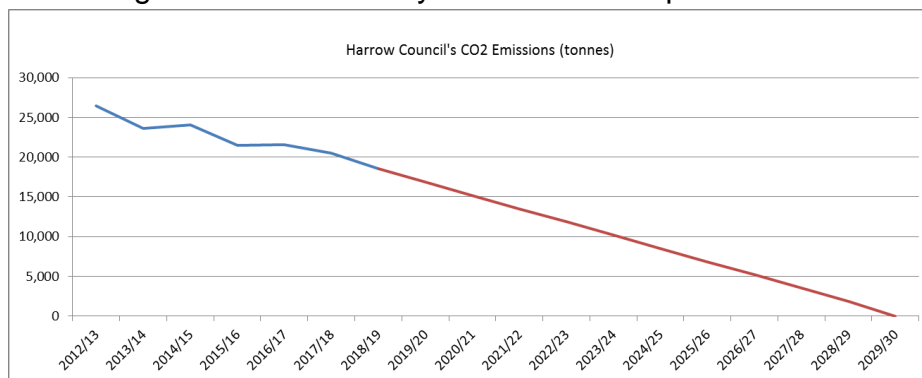
### Improving the Environment and Addressing Climate Change

The challenges our global society and economy presents to the environment have been heavily publicised over the past year: it is important that in Harrow we contribute towards addressing these challenges by living in a more caring and sustainable manner. We need to change the way that we behave, reducing consumption of goods and minimising the impact of our lifestyles on our environment. This includes taking care to preserve and enhance our 'natural capital' (the soil, air, water and the vital but threatened ecosystems) upon which we depend. Everyone needs to contribute towards this challenge, which will mean some tough decisions over coming years, whilst maximising opportunities of new technology to live more sustainably, restoring nature and protecting our many parks and open spaces.

#### Our data tells us

With the increase in household costs for energy, it is important to ensure that those on low income are able benefit from energy-saving and cost reduction opportunities: contributing towards the climate emergency.

Reducing carbon emissions poses a significant challenge which the council, as an organisation, has been addressing for a number of years with solar panels on several schools, saving 16 tonnes on average of CO<sub>2</sub> per year on a primary school. Many quick wins have been achieved, but an increased focus is required on the way we view our planet and how we reduce overall consumption of finite resources.



During 2018/19, 40% of the boroughs' waste was recycled: to address the climate emergency, we need to focus on reducing the overall amount of waste produced, much of which has a high carbon footprint, as well as significantly increasing recycling rates across the borough.

Travel within the borough is predominantly by car: in 2018, there were 286 million miles driven by car within Harrow<sup>5</sup>: this equates to more than 3,000 miles per household driven within the borough. With an over reliance on driving in the borough these savings in other

<sup>5</sup> Department for Transport – road traffic statistics

CO2 emissions make a small impact on the overall carbon footprint of Harrow, with in-borough car usage accounting for around 2 million tonnes per year. Travel to school has shown an increase in rates of pupils walking, at 45% for 2018/19, shifting from those using public buses which has halved over the past 4 years. During the same period there has been no decline in the use of cars, standing at 27%.

### **Our proposed objectives**

The key objectives we have identified for this priority are below, along with the issue we intend to address.

An attractive and healthy environment with improved streets, enhanced parks and accessible open spaces, providing relaxing recreation, supporting sport and active travel opportunities for all

- Addressing sustainable transport and promoting a family friendly outer London borough
- Improving our access to clean air and water, and the other ecosystem services that are essential for us to all live healthy lives
- Reducing residual waste and increasing recycling
- Support equitable access to sport and physical activity across Harrow

Created modal shift in favour of sustainable transport – walking and cycling

- Addressing over reliance on cars, reducing pollution and improving health

A net zero carbon borough by 2030

- Addressing climate change in a way that does not disproportionately impact on the poorest and most vulnerable in society and builds a more sustainable borough

High quality parks and open spaces that are accessible to all

- Green spaces enabling exercise and reducing carbon

High quality, energy efficient housing

- Addressing fuel poverty, carbon emissions and heat loss causing global warming

### **The ‘Big Idea’**

We will be one of the earlier London Boroughs to deliver on becoming net zero-carbon, achieving our target by 2030, ensuring that we tackle racism and inequality through building more sustainable and resilient low carbon communities, in a way that impacts fairly on all communities, making energy-saving measures available to those most in need: reducing fuel poverty.

We are also going to work to reduce significantly reduce waste at source and increase recycling levels across the borough so that Harrow is a more sustainable borough, minimising its overall impact on the planet.

### **How we will deliver our objectives**

The Climate Change Strategy will be one of the key strategies with the Local Plan setting out requirements and expectations for all new buildings within the borough. The Sustainable Transport Strategy will be key in driving sustainable transport across the borough and setting out expectations from transport providers including Transport for London (TfL). These will be supported by the Infrastructure Strategy, providing a framework for much of the sustainable regeneration and development of our towns over the coming years.





## Tackling Poverty and Inequality

We are a diverse borough with many areas of affluence and significant pockets of deprivation. We seek to make Harrow a more equitable borough, raising opportunities for those who are struggling and enabling everyone to live a full and rewarding life within their community.

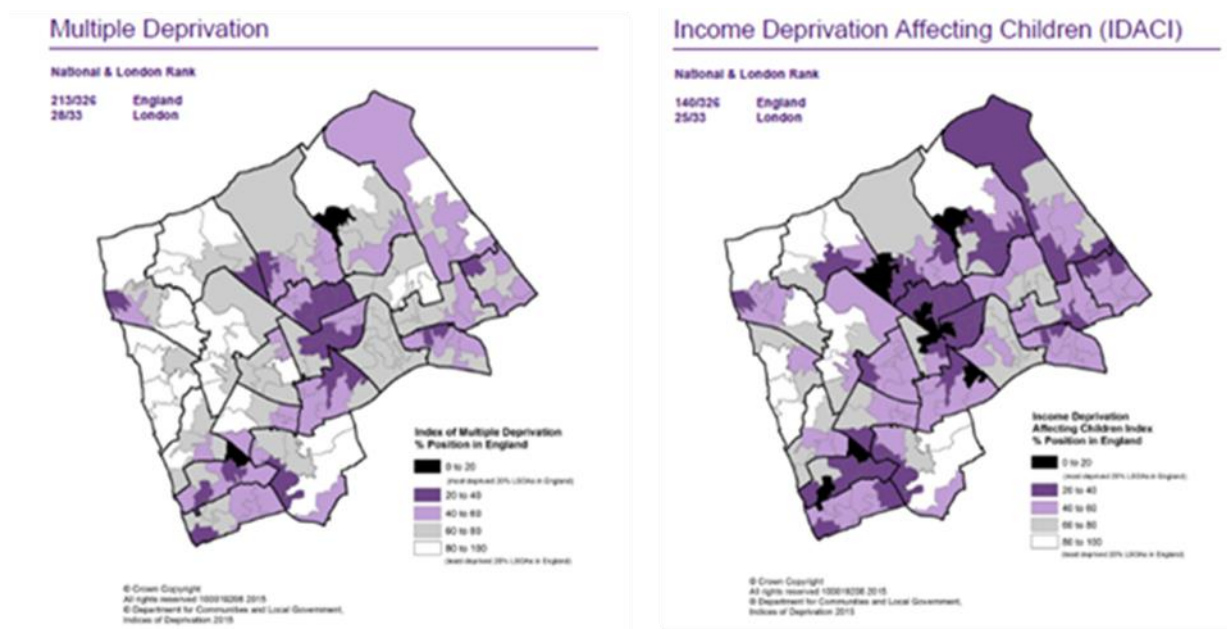
We want to ensure that, as part of this growth, our communities are inclusive and opportunities are grasped to level up our more deprived neighbourhoods and groups.

### Our data tells us

Debt levels in Harrow are significantly above London average and among the worst in the region, with those accessing support having individual unsecured debt levels at £16,389 per person compared to a London average of £11,616 per person. Alongside this, 61% of household income in Harrow goes on priority expenditure (compared to 57% within London).

The average household is paying 40% more for gas and electricity than they were five years ago<sup>6</sup>, with overall household bills having grown by £2,707 a year over the period. This impacts on lower income households most of all and significantly increases the burden placed on poorer families or older people, with a significant increase in the proportion of their finances being spent on household running costs.

Harrow is a diverse borough with several areas in the most and least deprived areas. This means that the overall affluence of the borough masks a number of challenges within our specific local areas.



<sup>6</sup> Comparethemarket.com December 2019

### Our proposed objectives

The key objectives we have identified for this priority are below, along with the issue we intend to address.

All children are able to live homes where the family has the opportunity of earning a good household wage

- Addressing child poverty via initiatives set out in the Health and Wellbeing Strategy

Everyone has a home suitable for their needs

Addressing homelessness and overcrowding All people wanting to work have a job that pays above London Living Wage and are employed on a contract that meets their requirements

- Improve the living standards of residents, addressing income inequality, and uncertainty by addressing zero hour contracts and “gig economy” to provide financial stability

Households live free of unsustainable debt and are able to pay their taxes

- Addressing high debt levels and the stress this causes
- Building a culture of responsibility and compliance with local taxes

Level up the disproportionate impact on communities of Covid-19 (including health, economic and social)

- Develop a programme of interventions in response to the issues raised by the Black Lives Matters Movement and Covid-19 across all protected characteristics which will support the levelling up of all communities, across for example race, ethnicity, gender and disability.

### The ‘Big Idea’

We will tackle racism and inequality by eradicating child poverty, addressing the disproportionate impact of homelessness on families of black heritage and levelling up all communities within the borough.

We are also going to work towards addressing low pay rates within the borough, enabling individuals and families to live a more rewarding life into retirement and enjoy the opportunities of living in a prosperous capital city.

### How we will deliver our objectives

The Adult Learning Strategy will be fundamental in raising the skill levels of the local community and the current Regeneration Strategy will support attraction and growth of better paid jobs in the local economy. Over the coming year, we will develop an Inclusive Growth Strategy, replacing the Regeneration Strategy and an Equalities, Diversity and Inclusion strategy, detailing how we will deliver these objectives. These will be supported by our Infrastructure Strategy setting out the changes to the built environment over the next several years.



## Building Homes and Infrastructure

There is a clear need for more housing, particularly social housing and genuinely affordable housing, across the country and London in particular. It is important for Harrow to contribute towards this increased housing provision, meeting our own needs and creating capacity for our growing population. We will put safety at the forefront of our thoughts, designing out crime: making our living and shopping areas safer and accessible to all.

To build communities it is essential that the investment in infrastructure such as medical provision, GP practices, police, employment / workspaces, sporting / cultural facilities and the improvement of parks and open spaces takes place at least in pace with any house building in order to enhance the quality of life of our residents. As communities grow and new housing is built, we will ensure that these are designed effectively to enable people to access town centres, jobs and other facilities using sustainable travel solutions: building in access to parks and new paths / cycling routes.

### Our data tells us

There is a need for significant development of homes within the borough to meet the needs of individuals and families, with a projected population growth of around 50,000 over the next decade, taking Harrow's population to around 300,000. At March 2019 there were 4,762 council properties and 4,327 housing association properties. Harrow is ranked 287<sup>th</sup> out of 326 local authority areas where rank 1 has the highest percentage of social housing: this evidences a lack of social housing and there is also little genuinely affordable housing within the borough (particularly for families). The diagram below shows the number and size of new affordable dwellings required in the borough to meet demand.

Affordability of London Living Rent and Affordable Rent (Source: ORS Housing Model. Note: figures may not sum due to rounding and figures marked "—" are less than 10 dwellings)

Dwellings	Low Cost Rent	Intermediate		TOTAL
	Can't afford London Living rent	Able to afford London Living Rent but unable to afford affordable rent	Able to afford "Affordable rents" but unable to afford market rent	
<b>Harrow</b>				
1 bedroom	640	10	170	800
2 bedrooms	2,250	210	560	3,000
3 bedrooms	3,160	470	590	4,200
4 bedrooms	890	170	120	1,200
5+ bedrooms	250	50	60	400
<b>Total</b>	<b>7,200</b>	<b>900</b>	<b>1,500</b>	<b>9,600</b>

As with all London boroughs, there is a significant homelessness issue, in part due to a severe shortage of genuinely affordable housing.

The mayor has set a provisional target of 802 homes per year over the next decade (this is reduced from his original target of 1,392 homes, primarily as a result of work commissioned by Harrow on behalf of West London Authorities), which will help to provide much needed housing within the borough. Of these 8,020 new homes, almost half (3,750)

should come from small sites, with a large number of the remaining homes to be constructed on sites that have already been identified. Around half of these are one-bedroom properties, which is out of line with the borough's affordable housing requirements, where the average household occupancy of properties within the borough was last reported at 2.8 people<sup>7</sup> and since that time, population has grown at a faster rate than housing provision (this was the second highest occupancy rate in the country).

There are estimated to be over 900 Houses of Multiple Occupation (HMOs), both registered and un-registered, largely within the east of the borough, many of which provide vital housing for people on lower incomes unable to rent a property of their own. There has been a 99% increase in HMO applications and 456% increase in suspected HMOs in the last 5 years: many un-registered HMOs are over-crowded, providing unacceptable living environments for their occupants.

Whilst data is held on the condition and energy ratings of social housing, there is little known about the actual condition of much of the private rented sector housing within the borough: this aspect contributes significantly to Harrow's overall rental market. It is therefore likely that there will be a significant challenge in working with, and encouraging, this sector to improve the quality of homes to increase the energy efficiency and reduce heating costs, whilst also providing a better property for tenants to live in.

### Our proposed objectives

The key objectives we have identified for this priority are below, along with the issue we intend to address.

All people able to live in the right size / tenure of home to meet their needs and expectations

- Addressing overcrowding, lack of social housing and affordability challenges
- Ensuring there is sufficient affordable extra care housing to meet the needs of older people in Harrow
- Ensuring there is sufficient genuinely affordable housing for key workers and other Harrow residents who cannot afford to buy/rent on the open market

Everyone has a quality, energy efficient and digitally-enabled home in a thriving community

- Using regeneration to improve the quality as well as number of homes available

Neighbourhoods are integrated and well connected to thriving district centres by strong transport links and connections that enable people to travel to their destination sustainably and safely

- Addressing high car reliance, busy streets and pollution caused by travel
- Enabling safe and healthy travel to schools, college or work
- Addressing inequality and providing opportunities

### The 'Big Idea'

Digital infrastructure delivered in line with house building across the borough will support tackling inequality by ensuring that communities are connected and businesses are able to benefit from SMART Cities technology.

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<sup>7</sup> ONS Analysis of 2011 Census

We will also contribute to tackling racism by ensuring through our planning proposals that our town and district centres are recognised as safe, vibrant and multi-purpose places, supporting the local people in each of our communities.

### **How we will deliver our objectives**

The Borough Wide Infrastructure Strategy, Local Plan and the Housing Strategy will be three of the key strategies supporting delivery of our new homes for the borough and the related infrastructure improvements that are required to provide safe, friendly and connected areas for people to live and flourish. We consulted on our Housing Strategy during 2019 and we will be consulting on the Local Plan during 2020 to ensure that it is able to deliver the expectations set out for the borough through the local planning framework.

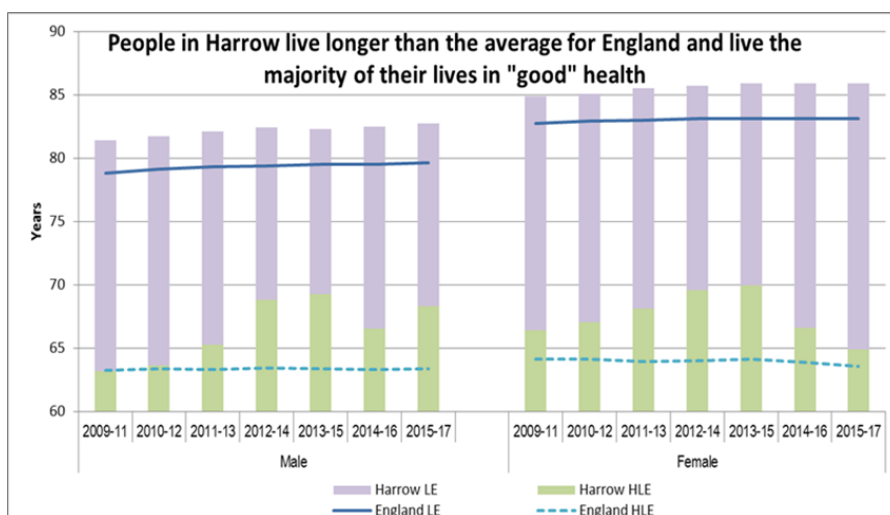
We cannot deliver this priority alone and need to work with private sector landlords to encourage them to improve the overall standard of private rented accommodation within the borough: for many people this will be the only realistic way of securing the housing they need.

## Addressing Health and Social Care Inequality

We understand the challenges faced by those living in loneliness and isolation and the impact that this can have on overall health and wellbeing. Harrow is in a great position to improve the health of our residents, with great access to a number of parks and open spaces providing opportunities for healthier lifestyles and recreational opportunities which are free for everyone.

### Our data tells us

The government, within the Queen's Speech, set a challenging target of increasing healthy life expectancy by 5 years by 2035: we will ensure that the government is held to account for this target and invests money in local services to enable this to be delivered. Our data shows that those with the longest unhealthy life expectancy are women and that healthy life expectancy is also lower in many of our more deprived areas.



Nationally, the numbers of people with dementia is projected to increase by 30% over the next decade: within Harrow our rate is also increasing, and is set to continue increasing at a pace over the coming years. Harrow has the seventh highest prevalence of dementia in London boroughs.

Diabetes is of particular importance in Harrow: there are currently 20,296 people registered as having diabetes (Type 1 or Type 2) with numbers expected to rise by 45% over the next 20 years. The latest primary care data shows nearly 10% of the adult population of Harrow to have diabetes, the highest rate in London. One of the main causes of type 2 diabetes is lack of exercise.



The Young Harrow Foundation / Council Needs Analysis in 2018 showed that physical activity significantly reduced as children hit their teen years. A high proportion of Harrow's adult population are physically inactive (30% in 2017-18) which is the fifth highest inactivity rate in London.

### **Our proposed objectives**

The key objectives we have identified for this priority are below, along with the issue we intend to address.

Increased healthy life expectancy for all, particularly those in disadvantage

- Addressing the large gap in health inequalities between our residents from the least to the most deprived wards and as highlighted by Covid.

Improved physical activity of all, irrespective of age, gender or ethnicity

- Addressing poor levels of physical activity from an early age

All children experience a healthy start to life with good diet and appropriate exercise

- Addressing the first 1000 days of a child's life

Families are strong and able to access early support where required, enabling them to be more self-sufficient and rely less on public services

- Addressing reliance on social care and intervention to safeguard children

Increased numbers of residents able to continue to live at home

- Addressing demand for high cost social care

### **The 'Big Idea'**

We will tackle racism and inequality by addressing the disproportionate impacts of Covid on BAME people, reducing obesity: supporting improved levels of physical activity, enabling people to live longer and healthier lives whilst reducing the prevalence of diabetes within the borough.

We will also ensure that we become a dementia friendly borough to support the growing number of people affected by dementia, ensuring that they have a safe and engaging borough within which to continue their lives as independently as possible.

### **How we will deliver our objectives**

The Health & Wellbeing Strategy will be one of the key strategies supporting delivery of our health improvements across the borough. This is supported by the Clinical Commissioning Group (CCG) and the Sustainability and Transformation Partnership (STP), setting out the role of the NHS and GPs in delivering against this agenda. Integration of health and social care will be a key enabler of these objectives, whilst improving the lived experience for our residents in the borough.

The Healthy Weight Strategy will support improvements in obesity and physical activity, contributing towards an overall improvement in health and life expectancy; while the Mental Health Strategy will be important in addressing this overall challenge: both are proposed to be developed during 2020.

We will encourage greater participation in cultural and leisure opportunities, as well as better use of our parks and open spaces, as a gateway to increasing physical activities and participation in sports to improve health and mental wellbeing.

## Thriving Economy

A strong economy underpins a thriving borough, providing the business, employment and retail opportunities expected and required by our communities. The key challenge is dealing with the economic consequences of Covid, addressing unemployment, low skills, low pay, productivity, attracting investment and creating new jobs—. We need to ensure that people are able to live, work, shop and participate in leisure activities within the borough: providing greater opportunities for everyone.

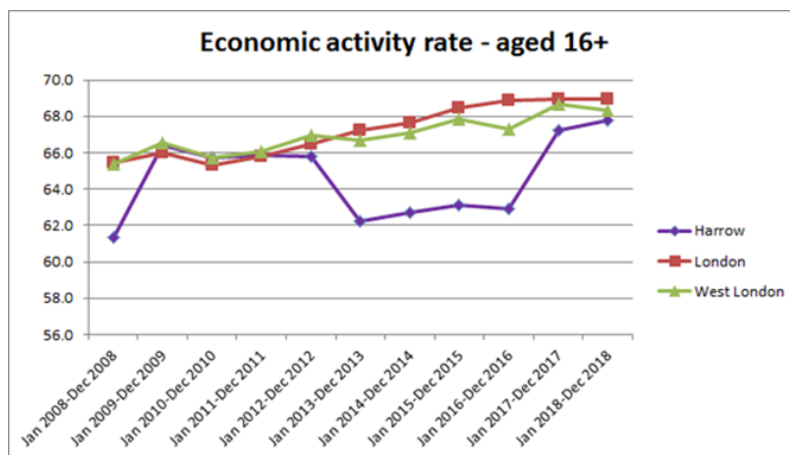
### Our data tells us

In Harrow, there are 80,000 jobs with a consistent growth over the past decade in people who are self-employed (now over 20,000): the business base is primarily small and microbusinesses, which tend to be less productive and pay less.

The economic activity rate for people in Harrow has been significantly below London for a number of years, but the gap has closed since 2017. Part time work has grown by 8% over the past 3 years, with a corresponding reduction of 6.25% in full time employment.

There is a large gap in earnings between men and women, and those working outside of the borough earning more than those employed within the borough. This shows that men earn almost £15 per week less than in London whilst women earn over £44 per week less. An aspect of the gap in earnings between those in and out of borough is due to the nature of the self-employed and SME economy locally, with all remaining larger employers within the borough being public sector.

Over the past year, there have been 9,000 office spaces lost within the borough.



Annual Survey of Hours and Earnings 2018 (2017 in brackets)			
	Harrow £	London £	Great Britain £
<b>Gross weekly pay</b>			
Full-time workers	671.7 (655.3)	670.8 (654.6)	571.1 (552.7)
Male full-time workers	705.1 (714.8)	719.7 (701.4)	612.2 (594.2)
Female f/time workers	584.2 (571.2)	628.7 (602.1)	510.0 (494.4)
<b>Hourly pay - excluding overtime</b>			
Full-time workers	17.00 (16.65)	17.55 (17.04)	14.36 (14.00)
Male full-time workers	18.25 (18.33)	18.30 (17.80)	14.89 (14.56)
Female f/time workers	16.26 (14.90)	16.86 (16.29)	13.56 (13.18)

Source: ONS annual survey of hours and earnings - resident analysis  
Notes: Median earnings in pounds for employees living in the area.



### Our proposed objectives

The key objectives we have identified for this priority are below, along with the issue we intend to address.

High earning jobs within the borough

- Addressing low paid employment in borough

Micro, Small and Medium sized enterprises grow sustainably within the borough

- Addressing employment and encouraging entrepreneurialism

Employment opportunities to match skills available within the borough

- Addressing need to travel for suitable employment

Local learning / skills opportunities match business needs / sectors

- 

Deliver skills and employability training to meet employer needs and resident aspiration Vibrant town and district centres

- 

- Maintain the Town Centres and District Centres as commercial hubs

### The 'Big Idea'

Harrow will tackle inequality through improved transport links such as Crossrail 3, orbital links and new bus routes, supporting access to and between our town centres and employment sites to support our economy and attracting more commercial and office space.

We will also work with partners to sustain our high rates of business survival and support business growth within the borough to provide local jobs for our residents and raise the local earning levels for BAME residents.

### How we will deliver our objectives

The new Economic Development Strategy will be one of the key strategies supporting delivery of the economic recovery from Covid whilst the Adult Learning Strategy will support delivery of the need to raise the skill levels of many adults within the borough to enable them to meet their earnings and employment aspirations.

The Business Forum will play an active role in supporting identification and delivery of priorities as well as prioritising improvements and harnessing the support of local businesses to meet our shared objectives.

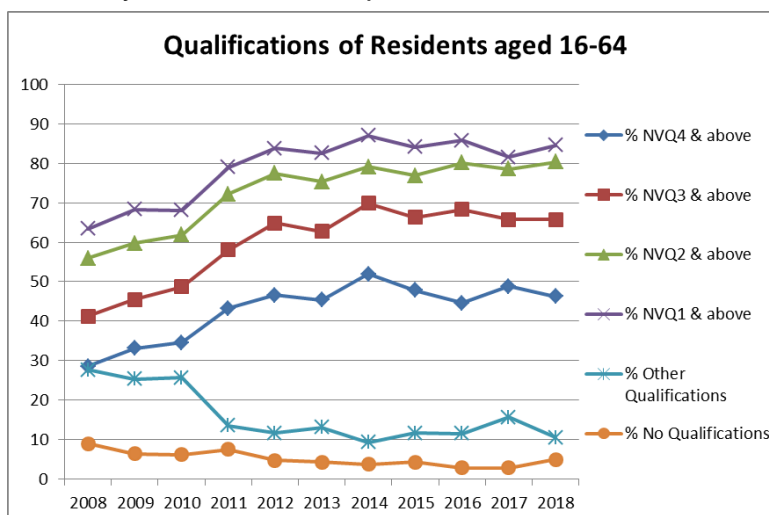
## Sustaining Quality Education and Training

Currently our schools are highly rated and perform well overall, but we want to ensure that everyone benefits from the education system to achieve the best they can.

### Our data tells us

Overall our pupils perform well, but some groups do not attain the same standard as their peers. These groups include: looked after children; Unaccompanied Asylum Seeking Children (UASC); black boys; and white boys from more deprived areas. We also know that absence and exclusions of children of black heritage in Harrow schools are above the national average.

Comparing attainment data over time is difficult due to changed exam systems, but our provisional 2019 average Attainment 8 score of 50.8 is better than pupils in London (50.2) and nationally (46.7), but behind statistical neighbour's score of 52.8, which demonstrates the scale of improvement required for our lower attaining cohorts of pupils.



Employment, Education and Training (EET) rates are amongst the very best in England and are sustained at around 99% for local young people aged 16-18.

### Our proposed objectives

The key objectives we have identified for this priority are below, along with the issue we intend to address.

All schools, colleges and other educational settings are rated as good or outstanding

Addressing disproportionate educational opportunities All underachieving groups achieve in line with or better than their peers

- Addressing the attainment gap

All people have the level of qualifications required to meet their employment aspirations

- Addressing low pay employment and poverty

Everyone is able to benefit from lifelong learning, training and enrichment opportunities

- Addressing poverty and improved mental health

### The 'Big Idea'

We will tackle racism and inequality by addressing the attainment gap: ensuring that underachieving groups all perform in line with, or better than, their peers and working with schools to address the disproportionality in absences and exclusions and to develop a more black focussed curriculum.

We also want to attract a university for Harrow and strengthen relationships with the colleges to ensure a coherent post-school offer in the borough for everyone.



### How we will deliver our objectives

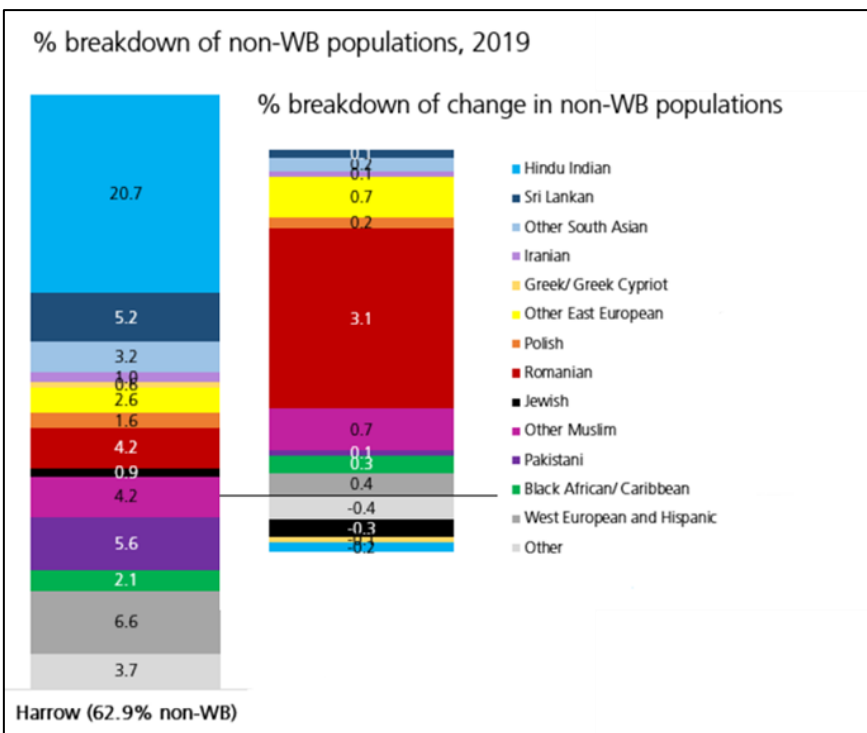
Schools within the borough will be key to delivering on these objectives and the Adult Learning Strategy will be one of the key strategies supporting the delivery of a high quality education system that works for everyone.

## Celebrating Communities and Cohesion

The nature of our borough and the communities it comprises of has changed over the past decades, and will continue to change into the future. We are determined to work with our communities to ensure that they are able to benefit the most from living here and contributing towards the improvement and diversity of our area.

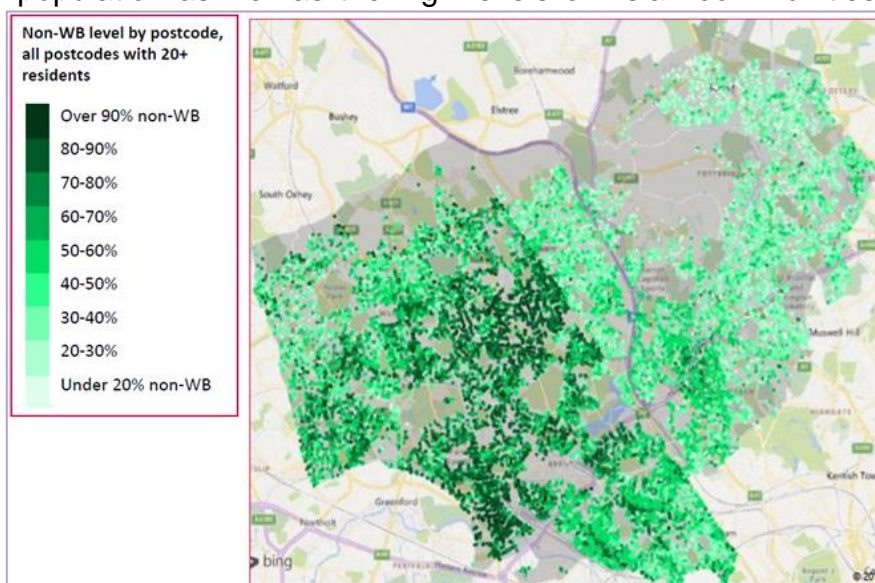
### Our data tells us

Harrow is a diverse borough, with a growing non-white British population and has the fastest growing Romanian population in the country. The Hindu Indian population has traditionally been the largest non-White British community in the borough, however, now the European community accounts for a similar proportion of the population at around 20%. The Eastern European population now accounts for two thirds of the overall European population and Romanians represent two thirds of the Eastern European community.



Many new or evolving populations will focus their growth on particular areas of the borough, potentially causing tension with the established population who perceive their community to be changing. We value the growing diversity of our communities and the increased Eastern European population as well as the high levels of Asian communities which have been well-established within the borough.

While many areas have seen reduced levels of public engagement and lower election turnout, people in Harrow have tended to vote, with turnout at recent council elections being 41%.



### **Our proposed objectives**

The key objectives we have identified for this priority are below, along with the issue we intend to address.

A thriving, multicultural borough where events support our communities continued integration and values

- Addressing community cohesion through celebrating heritage in the borough

Everyone takes an individual and collective responsibility for building good relationships within their community

- Building community relationships and support cohesion
- Employing a diverse workforce at all levels in the organisation, to help us to understand and relate to the community we serve

Maintaining high levels of civic engagement

- Ensuring we retain high election turnout among all our communities
- Growing the numbers of people active in public life and community roles

### **The 'Big Idea'**

We will tackle inequality through improving the environment and living standards within our more deprived communities: affording them a better quality of life.

We will tackle racism by continuing to work with our communities, culturally and geographically, to help them inform and support development of their locality to deliver their aspirations. We will also look to recognise our diverse and cohesive communities through becoming a Borough of Culture and an anti-racist organisation with a workforce that reflects the communities we serve.

### **How we will deliver our objectives**

The Wealdstone Action Group (WAG) and Community Action South Harrow (CASH) will be fundamental in supporting plans in these areas. During the life of this plan we will also be undertaking specific and targeted work within Edgware and the east of the borough in response to demand.

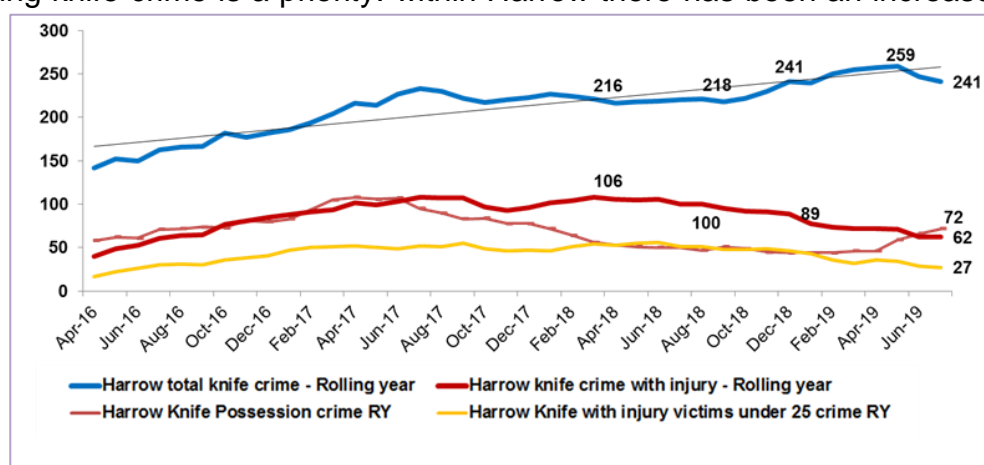
## Maintaining Low Crime Levels and Improving Community Safety

Whilst there are low levels of crime compared to neighbouring and other London boroughs, we are not complacent and want to see crime levels fall, recognising the impact that any crime has on victims. In some types of violent crime we have seen a rising trend, in line with London and national trends: we are eager to reverse this. We are also committed to improving community safety and the perception of crime to ensure that everyone feels safe and able to live a full and rewarding life in the borough without fear of crime.

### Our data tells us

In the year to July 2019 there has been a 16% increase in total crime offence levels within Harrow, although the overall rates remain lower than most other London boroughs.

Across London tackling knife crime is a priority: within Harrow there has been an increase in knife crime, although at a slower rate than London. Over the past two years, there has also been a reduction in injury caused by knives, but these levels remain too high.



### Our proposed objectives

The key objectives we have identified for this priority are below, along with the issue we intend to address.

Maintain low levels of crime within the borough

- Addressing community safety and crime levels

Everyone feels safe within the borough and our town centres throughout the day and at night

- Addressing fear of crime and making greatest use of our town / district centres

Children and young people are able to grow up safely and without fear of abuse or exploitation

- Addressing County Lines, child sexual exploitation and the over-representation of black males in the criminal justice system

### The 'Big Idea'

We will tackle racism and inequality through collectively working to address the over-representation of black boys in the youth justice system and tackle inequality by protecting our children and young people from risk, exploitation, County Lines, raising awareness of the threats and engaging children at a younger age to enable them to make informed choices.

We are going to create vibrant and multi-purpose town centres and neighbourhoods that are safe and welcoming to help people feel safe and be safer.

#### **How we will deliver our objectives**

The Community Safety, Violence, Vulnerability and Exploitation (VVE) Strategy will be one of the key strategies supporting delivery of community safety across the borough. This strategy contains the shorter term targets for tackling our immediate crime challenges in line with the London Mayor's priorities, but will also have a large focus on addressing fear of crime across the borough.

## Next Steps

We are committed to engaging with more people in informing the Borough Plan. This will allow us to hear feedback about the priorities, gain information to support developing the actions to deliver our priorities and engage others to take lead roles in delivering these changes within the borough. We are determined that this engagement will be an ongoing rather than a one-off process and as such, we are eager to understand: where resident priorities lie; what may be “quick wins”; how we are able to collectively deliver against our more challenging ambitions; and how we gauge progress in improving the borough we care for.

To ensure that we do this, we will be developing a partner engagement plan and a resident engagement plan, providing opportunities for more people to contribute towards the focussing and delivery of our shared aspirations for Harrow.

Much of what we seek to achieve requires us to work in partnership: a few things we can deliver for ourselves whilst most will require collaborative working and us to collectively influence others to support our changes... As such, our final plan will be led and signed up to not just by the council, but our key partners in health, police, fire, education and the voluntary and community sectors: together, we can turn our plan into our future.

## Short term delivery plan

To ensure that work continues throughout our year of engagement, we are creating a short term delivery plan for the council’s contributions, focussed on delivery of the priorities and objectives we are consulting on.

This provides an opportunity to focus on some of the short-term challenges that have been raised and through delivering some of these, enabling us to be in a better position to deliver against the longer term ambitions.



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## **REPORT FOR:                    OVERVIEW AND    SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	20 October 2020
<b>Subject:</b>	Scrutiny Annual Report 2019-20
<b>Responsible Officer:</b>	Alex Dewsnap, Director of Strategy & Partnerships
<b>Scrutiny Lead Member area:</b>	All
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Scrutiny Annual Report 2019-20

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

This report provides the Scrutiny Annual Report for 2019-20, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members.

#### **Recommendations:**

The Overview and Scrutiny Committee is asked to:

- a) Consider and agree the Scrutiny Annual Report 2019-20
- b) Submit the Scrutiny Annual Report 2019-20 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 Scrutiny Annual Report is the draft final report. This has been developed over several months by the Scrutiny Leadership Group, which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members. The Scrutiny Annual Report outlines the activities of the Overview and Scrutiny Committee, the scrutiny sub-committees and the scrutiny lead councillors during the 2019-20 municipal year.

The publication of the report has been delayed by the Covid-19 pandemic which saw the scrutiny function being suspended for a couple of months from March 2020 and organisational resource and capacity being diverted to respond to the emergency. The bulk of the report was written before the pandemic and refers to the 2019-20 municipal year, and as such, the impact of the pandemic is only referred to within the introductory comments by the Chair and Vice-Chairman of the Overview and Scrutiny Committee.

### **Ward Councillors' comments**

Not applicable as report relates to all wards.

### **Financial Implications**

There are no financial issues 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 / Public Sector Equality Duty**

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.

### **Council Priorities**

All

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

Not required for this report.



## **Mandatory Checks**

Ward Councillors notified: No, as it impacts on all wards

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

**Contact:** Nahreen Matlib, Senior Policy Officer, 020 8420 9204,  
[nahreen.matlib@harrow.gov.uk](mailto:nahreen.matlib@harrow.gov.uk)

**Background Papers:** None

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# Scrutiny Annual Report

2019-2020





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## Foreword

It is hard to believe the end of another year is here and it is time to report back on everything we have covered in scrutiny for the past 12 months – especially our proudest moments such as bringing in a new type of detailed scrutiny of the CCG, initially concerning walk-ins, by O&S and the Health & Social Care Sub, which will be important as health and social care continue to become more intertwined. The outcome is referred to below.

This time, our Annual Report gives more of a personal insight into what we do and who we are - as well as the usual information we want to relay. We hope you like this new approach.

As always, our vision for scrutiny in Harrow is 'cross-party investigation of issues and decisions that are important to residents'. We use this to guide the development of our work programme and ensure a much more equal balance between holding the council administration and health partners to account and investigating and influencing the council and partners' approach to issues of concern to residents. We have also exercised our role in policy development, especially in our review work on youth violence, highways maintenance and shared services.

Over the past year we spent a lot of time on and prioritised:

- regeneration across the borough, including monitoring the development of the Harrow Strategic Development Partnership and new Civic Centre
- council improvement in terms of tackling budget challenges, opening up digital channels and addressing the social care 'timebomb'.
- maintaining good healthcare provision for residents across the borough and influencing

the decision to keep one of the borough's walk-in centres open

We are also especially proud of our work Youth Violence and this is spotlighted in Councillor Janet Mote's report on Page 11.

The council's scrutiny function is driven forward by the Scrutiny Leadership Group, made up of the chairs and vice-chairs of the committees and the scrutiny leads who you will meet in the coming pages. The Scrutiny Leadership Group continues to provide strategic direction to the scrutiny function and helps to ensure we maintain an effective focus for our work. It meets every two or three months and brings together the feedback from scrutiny leads on progress in their different service areas. Appendix A lists all the issues we have considered through our committee work.

We want to thank all the councillors who are part of the Scrutiny Leadership Group and have contributed to reviews. We are also grateful to the members, officers, partners and members of the public who have contributed to our work. Their time and effort are always appreciated and we couldn't do it without you all.

Since we started work on pulling together our Annual Report the world has been rocked by the Covid-19 pandemic and the devastating effect this had on many lives across the world. This has seen everyone having to deal with unprecedented

"The Scrutiny Leadership Group continues to provide strategic direction to the scrutiny function and helps to ensure we maintain an effective focus for our work."

times and challenges. Because of the council's response to the pandemic, we had to halt scrutiny for some time from March 2020 and this explains the delay in completing some of our work and reporting back, but more importantly it will impact on scrutiny's priorities over the next year. This reflects changes in priorities for the council, partners and residents' lives. To this effect we have designed a flexible 18-month work programme to take us to the end of the 2021-22 municipal year and to reflect the changes in priorities. This will see us prioritise:

- Response to and impact of the Covid-19 pandemic on Harrow's communities – we will ask the Chief Executive, Leader and health partners to explain the initial response and outline the ongoing challenges, and ask the sub-committees to examine specifically the impact on the local financial position and health services.
- Regeneration – as the council embarks on a massive joint venture partnership that will progress many of the borough's regeneration plans.
- Borough Plan – a 10-year plan for the borough, which is currently in draft form and outlines under eight themes, short term improvements for Harrow and how longer term ambitions can be achieved. Scrutiny's input will be crucial to the successful delivery of this.

As you will see from the individual contributions from the Scrutiny Leadership Group in the Annual Report that follows, scrutiny can offer councillors so much:

- Cross party working with an apolitical focus
- The opportunity to add value to the key public organisations in Harrow
- The need to be relevant and timely in our enquiries
- Community leadership in raising the voice of residents
- Adds richness to councillors' roles on the council

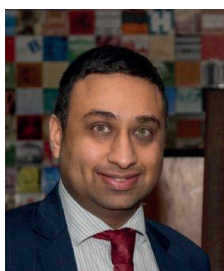
As always, if you have any recommendations or suggestions for issues scrutiny should look into please let us know.

**Cllr Sachin Shah,**  
Chair, Overview and Scrutiny

**Cllr Richard Almond,**  
Vice-Chairman, Overview and Scrutiny



## Overview and Scrutiny Committee



**Cllr Sachin Shah,**  
Chair

"I felt having been Leader, that the knowledge I had, I could offer back to the Council in a way that I wasn't able to in my year on the backbenches. Cabinet

members or our partners shouldn't be scared of O&S or see it as a waste of time. It is a real opportunity to make better and more informed decisions. It is above politics, I remember a time when I was appearing in front of O&S and told off by the then Chair Phil O'Dell for making a political comment, which was absolutely right. This was just after a peer review that rated Scrutiny as too political and Phil set about changing that approach – I hope I continue in the same vein."



**Cllr Richard Almond,**  
Vice-Chairman

"I volunteered for scrutiny as, being in opposition, it is the best way of getting involved and finding out how the council works. As a solicitor my job is to ask

questions. Our job is to be a thorn in the flesh in a productive way."

### Our achievements

We have ensured the scrutiny function is at the centre of decision-making at the council, always in the minds of officers and councillors in order to help facilitate and improve decision-making and being involved in policy formation.

Our job, along with officers allocated, is to play a role in implementing the programme. In 2018, we agreed a broad programme of work for scrutiny over four years. Obviously things change over such a span of time and we feel it right that we review our priorities for scrutiny and recalibrate our programme of work, so that we continue to concentrate our time more and more on the big issues for the council and Harrow more widely.

Scrutiny has had a major impact on the Borough Plan and there is a real chance for scrutiny leads to become more consciously involved and feel part of a corporate team effort. They can delve into their own area and think about the next ten years.

### For the future

Scrutiny hasn't worked in all areas. One improvement we would like to see next year is focusing on how we can engage Cabinet members more in the scrutiny process, both pre and post decision, so that we can influence the issues that matter most to residents and the Executive can use us constructively and proactively as a 'critical friend' and sounding board.



## Performance and Finance Scrutiny Sub-Committee



CLlr Kiran Ramchandani, Chair  
CLlr Pritesh Patel, Vice-Chair

### Our role

As members of the P&F Scrutiny Sub-Committee, it is our role to challenge and scrutinise the Council and its partners' performance against its priorities in terms of finance, operational and service provision. It is imperative that the scrutiny is performed in a constructive manner, that is apolitical and should be focussed on improving the Council's performance and more importantly ensure the provision of efficient services that are considered value for money for the tax payer.

For the scrutiny function to be effective, especially in these challenging economic times for the public sector, it is vital that the Council establishes its priorities in a clear concise manner and sets specific, unambiguous and timely targets from which performance can be measured and progress can be tracked. In line with these objectives and targets, it is the scrutineers' role to review against these goals by way of:

- Challenging and questioning the contents of the revenue and capital budgets, identifying any significant deviations from planned versus actual performance
- Reviewing performance reports to ascertain organisational health, staff performance and

management of, identifying key strategic risks and ensuring mitigating actions are in place as well as ensuring that Corporate Plan priorities are being met or progressed

- To identify areas which require improvement and to seek further investigation by raising the issue with the O&S committee and Scrutiny Leadership Group

### Our achievements

We have raised awareness of the importance of having clearly defined objectives with specific and timely measures against which performance can be measured, both financial and operational. We have also raised the importance of accountability within the organisation, as well as driving for improvements in the training of management and staff.

On finance, we have highlighted the importance of a well planned budget, to minimise overspend, underspend and slippages and have regularly challenged the Council's budget proposals, expenditure and scrutiny of the Council's performance every quarter, questioning both Cabinet members and senior officers.

We have also brought to the attention of the O&S committee the need for further scrutiny of highways maintenance, the regeneration strategy and waste services areas.

### Outcomes and the future

The scrutiny reviews of highways maintenance and youth violence resulted in an investigation and reports were presented to Cabinet setting out a number of recommendations for improvement of the respective service area.

It is hoped that a collaborative process of scrutiny is in place to regularly review the organisation's ability to meet its obligations in a timely and cost effective manner. The Scrutiny Leadership Group has been established to give forward guidance by agreeing on a work programme to address key areas of concern.



## Health and Social Care Scrutiny Sub-Committee and Health Scrutiny Leads



### **Cllr Michael Borio**, Health Scrutiny Lead

"I have a long standing interest in health and social care issues, both through my previous policy work in the charity sector, and through my own personal family experience in recent years dealing with navigating the complexities of the social care system and related hospital admissions. So I welcome the opportunity to be able to scrutinise these decisions locally here in Harrow - working on behalf of our residents to hold key local stakeholders to account at a time when major changes to the health and social care systems are unfolding."

### **Cllr Vina Mithani**, Health Scrutiny Lead and Vice-Chair of Health & Social Care Sub-Committee

"I enjoy being on health scrutiny as I have 30+ years experience in the Health service. With

this knowledge I can scrutinise and challenge the Council, Cabinet Members, senior leaders and can lobby about health issues for better outcome for the residents.

Health scrutiny is a fundamental way by which democratically elected local councillors are able to voice the views of their constituents, and hold relevant NHS bodies and health service providers to account. The primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services."

### **Cllr Rekha Shah**, Chair of Health & Social Care Sub-Committee

"I have served as an outreach worker in the neighbouring local authority for over two decades. To me health and social care scrutiny to improve wellbeing of our community is of utmost priority. Examining and challenging the Council, its cabinet and NHS and other delivery partners is vital to ensure that the health and social care service is fit for purpose for the diverse community in Harrow."

### **Our role**

As the Chair of the Health and Social Care Sub-Committee and the Scrutiny Leads on Health, we consider health, social care and wellbeing issues key to Harrow residents on a local, London-wide and national level. The aim of our work has been to provide strategic support and a resident's perspective to the local CCG and NHS who strategically plan local services around access to primary and acute care. We also seek

to identify 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.

We have pursued this by scrutinising the main health stakeholders in Harrow through our Health subcommittee which meets three times a year as well as additional meetings with stakeholders in private sessions, including the CCG and senior council directors, and also with our scrutiny councillor colleagues through the Scrutiny Leadership Group (SLG). The SLG can initiate scrutiny reviews such as the 2017/18 dementia review which we followed up how the recommendations had been implemented this year.

### Our achievements

Through the Health and Social Care Sub-Committee and our private meetings we have received updates from the various health stakeholders in Harrow such as Harrow CCG on the changes to the three NHS walk in centres in Harrow (GP access centres), the NW London Joint Health Overview and Scrutiny Committee (JHOSC) and reviewed progress on implementing the recommendations of our 2017/18 scrutiny review on dementia. We have also been able to review the annual reports of various organisations such as the Royal National Orthopaedic Hospital in Stanmore, the London North West University Healthcare NHS Trust, the

"We believe the experience of the last year will lead to greater consultation and engagement in future by the CCG with both the Council and councillors."

"The aim of our work has been to provide strategic support and a resident's perspective to the local CCG and NHS who strategically plan local services around access to primary and acute care."

Public Health Plan, the Harrow Safeguarding Adults Board and also scrutinise the Draft Harrow Health and Well-being Strategy for 2020-2025.

### Outcomes and the future

We have particularly been pleased with our public and private meetings with Harrow CCG, which have given us a greater understanding of the changes from NHS walk in centres to GP access centres, as these are used by many of our residents. We particularly welcome the recent decision by Harrow CCG to maintain at least one NHS walk in centre in Harrow which is currently based at the Pinn Medical Centre. We believe the experience of the last year will lead to greater consultation and engagement in future by the CCG with both the Council and councillors.

As highlighted in the Borough Plan, there is a great deal to be done in the borough to reduce inequalities and one area of our focus next year will be to look at health inequalities that exist in the borough and help influence what can be done to reduce these.

## People Leads



### Cllr Janet Mote

"When you're involved in a Scrutiny review, you get quite obsessed with it – as I did with Youth Violence. You go off and find out more and more. People living in Harrow don't know what is going on half the time. You might live somewhere and pass by these buildings and places but have no idea. There is so much good going on here."

### Cllr Jerry Miles

"Scrutiny for us is about looking at the things going well, things that are ok and things that can be improved. We are not criticising but helping to enhance and make better. Scrutiny often isn't understood or appreciated inside or outside of the council. It helps put things in place and also helps make sure councillors don't play party politics. We are corporate parents working for the good of everyone."

### Paul Hewitt, Corporate Director People Services

"In the People Directorate we have welcomed the role of Overview and Scrutiny over the last year; which has brought an added layer of external challenge to the work we do. For example, the feedback on our Annual Report from the Complaints Service has helped shape the standards we want to deliver in this key area of practice. I would also highlight the themed review undertaken into serious youth violence in the Borough which gave us some key insights about the needs and dilemmas of younger age children transitioning to Secondary Education."

### What we've done over the year

As scrutiny lead members for the People Directorate, we have a huge role in looking after everybody – from birth to old age. Our role is to be a critical friend to the organisation and to help the residents of Harrow. One of the best things about scrutiny is that it is cross-party – not political at all - we all work together.

We have been out and about in Harrow to lots of different organisations to see for ourselves all the good work going on - places such as the Wealdstone Youth Centre and Northwick Park Hospital, to see how they deal with knife crime and also mental health. In our role, it is so important to go out and meet the people, not just sit down at committee meetings and simply go through statistics. We need to find out what people are doing and get to know all the good things being done on the ground.

We talk to the Corporate Director Paul Hewitt on a quarterly basis to chart progress in the directorate's work and better understand the challenges e.g. to find out about new builds

and what is being done for the elderly and for youngsters. We look a lot at finance, how the budgets are cut and how we can work together. The Harrow Youth Foundation has been great at helping to find different revenue sources to support work with young people.

Adults services have pressures from the growing demand of an ageing population and in terms of placements in homes and residential care. The thing that concerns us more than anything is the ageing population in Harrow but there is money from public health and grants to support services. In October we welcomed a review on dementia care and we have a terrific number of specialist homes in Harrow.

It is important to realise Harrow is a changing place. It is becoming more diverse and we need to reach out to all people to make them feel they are part of Harrow. We are making great tracks in Children's Services, for example, with the Romanian Embassy around children's health. This is important for things such as dental care because children's dental health is still not good in Harrow. Different communities have different ideas and we need to use their advice in what we do in planning our services

The ten-year Borough Plan is important to help us plan for the future and helps us prioritise our efforts across partnership working for the borough.

In our role, it is so important to go out and meet the people, not just sit down at committee meetings and simply go through statistics.

### Achievements

Achievements by the directorate this year include the positive outcomes from the SEND inspection and Ofsted inspection. We are also pleased Pinner Wood got back some of its money from central government after chalk mines temporarily closed the school.

However, we must never be complacent and always go back and review and see if things are working or not. It's important to see council agencies work together in units rather than in silos. We were thrilled to get the 0-19 procurement and the first year has gone really well. They do some amazing work there and it's been great to pull everything together. We're also really proud of what we have achieved with children for adoption with Coram, which started 11 years ago.

One of the best things about scrutiny is that it is cross-party – not political at all - we all work together.

## Spotlight on Youth Violence



**Cllr Janet Mote,**  
Chair of the Review

Scrutinising youth violence is a special area that demonstrates scrutiny's value-add. I was proud to take on the scrutiny review last year as chair and help showcase it at the London

Scrutiny Network to scrutiny peers from around London.

Over the year I have made many visits to places such as the Wealdstone Youth Centre to see what is being done and I've learned a lot. There are lots of different partnerships and agencies working together for the greater good in this field and there is an awful lot of good practice going on. I've seen people who were involved in crime turn their lives around and come back to be role models for the next generation.

But I think what it shows me is that we need to educate youngsters, particularly in primary schools. Many don't realise that decisions taken now can affect them into adulthood. I spoke to one young person who didn't realise a criminal record could one day block his dream of going to the US because he would be denied a visa.

In some cases, it is to do with families and we need to be able to help families manage their children. Often they don't want to do anything as they don't want them to get into trouble or are very protective.

We need to find ways of helping youngsters and giving them chances by equipping them with strategies to cope with challenging situations. For example, at the Wealdstone Youth Centre I saw some youngsters doing quizzes where they

could find out for themselves the consequences of crime. It is very important for youngsters to know where to go and have this as a port of call. In some cases, particularly for those children with older brothers and sisters who might be involved in crime, there are strategies of how to equip themselves. Everything is a life choice.

### Looking forward to the future

There are three main things I would like to see worked on in the next year:

1. The first is seeing the Junior Citizen, run by the Police, given to every Year 6 (10-11 year-olds) child in Harrow. There is a lot of work going on in PSHE in schools and this is a fantastic handbook covering all manner of topics – from how to deal with antisocial behaviour, bullying and how to make a 999 call, to issues around mobile phones and Planet Earth. There are useful contacts covering general help, alcohol, drugs etc. and pointers on how to handle certain situations.
2. I'd welcome more research into girls used in gangs. They are often used to carry weapons in their handbags and we need to know how to better help and support them, show them there is another way.
3. Ten years ago I worked with the Harrow Youth Parliament and Police to produce stop and search cards and I'd like to see these reinstated. They give young people the confidence to understand and know how to answer if they are stopped. These are still available in some areas of London. Again, it is a question of funding.



## Community Leads



### Cllr Ghazanfar Ali

"I chose to sit on Community because I do a lot of volunteer work so I know what issues there are out there. It is an honour and privilege to lead, as well as being important and satisfying. We act as an intermediary between officers and residents, listening to issues and raising them. It is good for the residents who have elected you as a councillor to see you are supporting and influencing."

### Cllr Jean Lammiman

"I am particularly interested in the communication side of things because the resident on the ground needs to understand as well as be kept informed about what's going on. We have a unique overview of Paul's division. The Portfolio Holders have slices but we ask questions to clarify what is going on. It is a special relationship as there is a wide remit and we have to focus, be selective and then convince everyone these are the key things."

### Paul Walker, Corporate Director, Community Directorate

"As we develop the Council's ambitious regeneration programme, and continue to deliver universal services to residents and businesses across the borough, the role of Overview and Scrutiny has brought an added perspective to the work we do, with their scrutiny and challenge, in particular with the Harrow Strategic development Partnership. In addition Overview and Scrutiny helped to inform and shape the communication plan for the highways programme. Looking ahead, the 2020/21 work programme will continue to include scrutiny of the Strategic Partnership and the New Harrow Civic Centre strategy".

### Our role - what we've done over the year

In Community, we look at a wide range of issues from environment, libraries and homelessness to cleanliness, fly-tipping and bins - things that affect residents directly. Recently, we've been involved directly and indirectly with looking at waste disposal, collection and communication - from the new lorries to the £5 brown bin discount.

Part of the role involves visiting parts of Harrow to see what is being done, why and what the impact is. We want to know how people are benefitting. It is helpful to look at new developments such as Wealdstone Square and think about it in terms of health and wellbeing as well as highways. Officers are always proud to show us the nitty gritty - their commitment is so much more than residents know.

We look at information and might develop our enquiries into a review. There might be some things that become standing items on committee agendas - so we always look at the budget with the Corporate Director (Community) Paul Walker

and the performance report to get a full picture of a decision.

We have quarterly meetings with Paul Walker, portfolio holders and officers to bring everything together and coordinate. The officers know what we would like and we what they would like. It's about singing from the same hymn sheet. We might look at various performance charts, show key parts of community directorate and take time to talk about the issues. At a pre-meeting we agree what areas of focus we would like to cover. Officers might report back or do a presentation and we take note of the budget

We can bring something forward – for example, as we did with fly tipping – if things are happening and we don't think we have a handle on it. In this case, the issue was around reporting and enforcement.

Sometimes issues can drag on and you have to make a lot of effort to chase results. We have to keep the work we are doing at front of mind for officers and support them. A big thank you to David Harrington and Paul Walker for supporting our work over the past year.

Continuity is important as well otherwise issues can get repeated or dropped and officers would get pretty fed up with that. What we raise is not new for new's sake but new because we need to make progress.

We have to be very good at being open minded. We take what residents have told us to officers

and if there's a common complaint then we would pick up on.

### Our achievements and outcomes

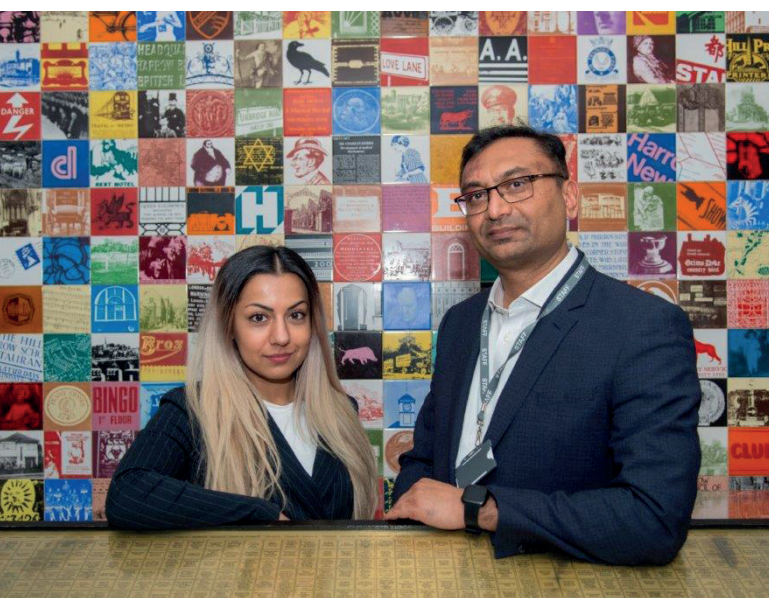
We're very pleased with the Scrutiny review for highways maintenance. For us, it stems beyond potholes but is still about what people need and want in terms of the environment. We worked with officers and looked at communication – thank you to Ian Slaney, Dave Eaglesham and Nahreen Matlib for supporting this work.

We wanted residents to be aware of what is going on around the highways maintenance programme. For example, if they are waiting for their pavement to be repaired but can see the next street's pavement is being looked at, they need information so they can understand why their street was not the priority. It's great that the communication plan – in terms of a leaflet and updated website – is now redesigned into something we recommended. It's good when a plan comes together!

### Looking ahead

We want to focus more on homelessness (especially the impact of implementing the Homelessness Reduction Act), health and wellbeing, housing and all areas of poverty, especially child poverty.

## Resources Leads



Cllr Honey Jamie, Resources Scrutiny Lead  
Cllr Kanti Rabadia, Resources Scrutiny Lead

"Our Scrutiny role enables us, in the chosen areas, to review the work undertaken by the officers as part of the council's strategic plans and objective for a better and effective service to residents.

"The periodic review of the performance of the stated outcomes enables the Resources scrutiny leads to hold the council to account."

### Our work

During the year we have been involved in shaping the scrutiny work programme as part of the Scrutiny Leadership Group.

Our main focus however has been on the Resources directorate. We have worked with the Resources corporate director to understand the changes made by the directorate regarding changes and redefinition of roles, personnel across some departments and future strategy - as part of the modernisation and transformation programme.

The reassignment isn't complete, however we have discussed the updated resources organisation chart and discussed forthcoming plans.

To support the scrutiny process, we have also looked at the customer service, performance reports to support the move away from Access Harrow set up for residents to more web based forms and services.

We have also initiated a review of shared services. The review is ongoing and is an important part of determining the success and learnings from existing and concluded shared services set ups. This is an important part of the way councils can work with other councils to achieve better service values to residents, either through cost savings, economies of scale, better pool of professionals and expertise or simply provide more convenient service alternatives to users. The report was due to be presented to Cabinet in April 2020 however the Covid-19 pandemic has delayed the publication of the final report.



## Appendix: Scrutiny Committee Business and Attendance 2019-2020

### Overview and Scrutiny Committee

**Chair:**  
Cllr Sachin Shah

**Vice-Chair:**  
Cllr Richard Almond

**Other members:**

Cllr Jeff Anderson  
Cllr Dan Anderson  
Cllr Sarah Butterworth  
Cllr Honey Jamie

Cllr Jean Lammiman  
Cllr Chris Mote  
Cllr Kantilal Rabadia

**Co-optees:**

Mr Ransley  
Reverend Reece  
Mr Chandran

Ms Trivedi  
Harrow Youth  
Parliament

Agenda papers for meetings can be found at: <https://www2.harrow.gov.uk/ieListMeetings.aspx?CId=276&Year=0>

MEETINGS	ATTENDANCE	MAIN ITEMS
16 May 2019 (special)	<b>Portfolio Holders:</b> None <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Appointment of Vice Chair</li> <li>Establishment of Sub-Committees 2019/20</li> <li>Appointment of Scrutiny Leads 2019/20</li> </ul>
4 June 2019	<b>Portfolio Holders:</b> Cllr Christine Robson – Young People & Schools Portfolio Holder Cllr Krishna Suresh – Community Cohesion & Crime Portfolio Holder <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Community Safety, Violence And Exploitation Strategy – Annual Refresh</li> <li>Youth Offending Team (YOT) Plan</li> <li>Knife Crime Action Plan</li> <li>Scrutiny Review of Highways Maintenance – final report</li> <li>Scrutiny Review into Preventing Youth Violence – final report</li> </ul>
9 July 2019 (special)	<b>Portfolio Holders:</b> Cllr Graham Henson – Leader of the Council <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Appointment of Parent Governor Co-opted Members of the Overview and Scrutiny Committee</li> <li>Question &amp; Answer Session with the Leader of the Council and Chief Executive</li> </ul>
16 September 2019	<b>Portfolio Holders:</b> None <b>From outside agencies:</b> Managing Director, Harrow Clinical Commissioning Group (CCG)	<ul style="list-style-type: none"> <li>Response to Scrutiny Review into Preventing Youth Violence</li> <li>Harrow Walk-in Centre Strategy update</li> <li>Harrow Strategic Partnership update</li> <li>Channel Shift Programme update</li> <li>Draft scope for the Scrutiny Review of Shared Services</li> </ul>
7 January 2020	<b>Portfolio Holders:</b> Cllr Simon Brown – Adults & Public Health Portfolio Holder <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Response to Scrutiny Review of Highways Maintenance</li> <li>Resilient Harrow Programme – Adult Services transformation</li> <li>Regeneration Scrutiny Review – progress update</li> </ul>
23 January 2020 (special)	<b>Portfolio Holders:</b> Cllr Adam Swersky – Finance & Resources Portfolio Holder Cllr Graham Henson – Leader of the Council <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Question &amp; Answer Session with the Leader of the Council and Chief Executive</li> </ul>
11 February 2020	<b>Portfolio Holders:</b> Cllr Graham Henson – Leader of the Council <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Role of members towards the journey of becoming a more modern, flexible and agile council and the planned move to a new Civic Centre</li> <li>Draft Borough Plan 2020-2030 including the Draft Corporate Plan</li> </ul>
21 April 2020	Cancelled due to the Covid-19 emergency	

## Performance & Finance Sub-Committee

**Chair:**  
Cllr Kiran Ramchandani

**Vice-Chair:**  
Cllr Pritesh Patel

**Other members:**

Cllr Ghazanfar Ali  
Cllr Nitesh Hirani  
Cllr Honey Jamie

Agenda papers for meetings can be found at: <https://www2.harrow.gov.uk/ieListMeetings.aspx?CId=817&Year=0>

MEETINGS	ATTENDANCE	MAIN ITEMS
29 July 2019	<b>Portfolio Holders:</b> Cllr Adam Swersky – Finance & Resources Portfolio Holder <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Information Report – Revenue and Capital Outturn, Savings Update and Budget Strategy</li> </ul>
20 January 2020	<b>Portfolio Holders:</b> None <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Draft Review Budget 2020/21 and Draft Medium Term Financial Strategy 2020/21 to 2022/23</li> <li>Children and Families Services Complaints Annual Report 2018/19</li> <li>Adult Services Complaints Annual Report 2018/19</li> <li>Waste Services – performance issues</li> </ul>
26 March 2020	Cancelled due to the Covid-19 emergency	

## Health & Social Care Sub-Committee

**Chair:**  
Cllr Rekha Shah

**Vice-Chair:**  
Cllr Vina Mithani

**Other members:**

Cllr Chris Mote  
Cllr Michael Borio  
Cllr Natasha Proctor

**Advisers:**

Julian Maw – Healthwatch Harrow  
Dr Nizar Merali – Harrow Local Medical Committee

Agenda papers for meetings can be found at: <https://www2.harrow.gov.uk/ieListMeetings.aspx?CId=1037&Year=0>

MEETINGS	ATTENDANCE	MAIN ITEMS
12 June 2019	<b>Portfolio Holders:</b> None <b>From outside agencies:</b> Director of Nursing, Royal National Orthopaedic Hospital (RNOH) Medical Director, Imperial College Healthcare NHS Trust Assistant Managing Director, Harrow Clinical Commissioning Group (CCG)	<ul style="list-style-type: none"> <li>Appointment of Vice Chair</li> <li>Appointment of (Non-Voting) Advisers to the Sub-Committee 2019/20</li> <li>Royal National Orthopaedic Hospital (RNOH) Quality Account</li> <li>Quality Account Timetable for Imperial College Healthcare NHS Trust</li> <li>London North West University Healthcare NHS Trust – Quality Account 2018 to 2019</li> </ul>
21 January 2020	<b>Portfolio Holders:</b> None <b>From outside agencies:</b> None	<ul style="list-style-type: none"> <li>Update on Alexandra Avenue GP Access Centre – June 2019</li> <li>Information Report: Public Health Forward Plan</li> <li>Update from NW London Joint Health Overview and Scrutiny Committee</li> </ul>
3 March 2020	<b>Portfolio Holders:</b> None <b>From outside agencies:</b> Chair, Harrow Clinical Commissioning Group (CCG) Assistant Managing Director, Harrow CCG Vice-Chair, Harrow CCG Programme Lead for Out of Hospital Services, Harrow CCG	<ul style="list-style-type: none"> <li>Update on recommendations set out in the Scrutiny Report on Dementia</li> <li>Harrow Safeguarding Adults Board (HSAB) Annual Report 2017/2018</li> <li>Update from NW London Joint Health Overview and Scrutiny Committee</li> <li>Update on GP Access Centres in the borough</li> <li>Consultation on Draft Harrow Health and Wellbeing Strategy 2020-2025</li> <li>Update from NW London Joint Health Overview and Scrutiny Committee</li> </ul>





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## **REPORT FOR:                    OVERVIEW AND    SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	20 October 2020
<b>Subject:</b>	Refreshed Scrutiny Work Programme 2020/21 to 2021/22
<b>Responsible Officer:</b>	Alex Dewsnap, Director of Strategy & Partnerships
<b>Scrutiny Lead Member area:</b>	All
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Scrutiny Work Programme 2020/21 to 2021/22

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

This report provides the refreshed Scrutiny Work Programme for 2020/21 to 2021/22, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members.

#### **Recommendations:**

The Overview and Scrutiny Committee is asked to:

- a) Consider and approve the refreshed Scrutiny Work Programme to guide Harrow scrutiny's work for 2020/21 to 2021/22.
- b) Submit the Scrutiny Work Programme 2020/21 to 2021/22 to Full Council for endorsement.

## **Section 2 – Report**

The four-year Scrutiny Work Programme for 2018 - 2022 was developed after the last local elections in Harrow, agreed by O&S in September 2018 and presented to Council for consideration in November 2018.

The Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members, are the guardians of the scrutiny work programme and use it to support their role in providing the strategic direction of scrutiny in Harrow. The Scrutiny Leadership Group meets quarterly to review and assess progress on the work programme. The items in the work programme form the in-year forward plan for the Overview and Scrutiny Committee and its sub-committees.

Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group has decided to refresh the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny. The attached work programme includes the work programme and progress for 2018-20 (shaded in grey) by way of reference.

### **Ward Councillors' comments**

Not applicable as report relates to all wards.

### **Financial Implications**

There are no financial issues 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 / Public Sector Equality Duty**

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.

### **Council Priorities**

All

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

Not required for this report.

### **Mandatory Checks**

Ward Councillors notified: No, as it impacts on all wards

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

**Contact:** Nahreen Matlib, Senior Policy Officer, 020 8420 9204,  
[nahreen.matlib@harrow.gov.uk](mailto:nahreen.matlib@harrow.gov.uk)

**Background Papers:** None

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### **Scrutiny Work Programme 2020 – 2022**

The Overview and Scrutiny Committee agreed a 4-year scrutiny work programme in 2018.

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 are added to the in-year forward plans for each of the scrutiny committee. In addition, performance indicators from the P&F 'watchlist' are to the Leads' remits.

This allows 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. Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group has decided to refresh the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny.

The scrutiny work programme for 2018-20 remains (shaded) below by way of reference.

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
Year 1 2018/19				
Overview & Scrutiny	ASB & Youth Crime	Contribute to the development of the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan.	Cllr Krishna Suresh	Green Programmed into O&S forward plan for April and June 2019
	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.  How might we ensure the depot redevelopment plans have a positive impact on increasing recycling levels and reducing flytipping.  How might we use technology so that we can	Cllr Varsha Parmar	Green A series of three reports agreed and programmed into O&S agenda: <ul style="list-style-type: none"><li>- Waste strategy and recycling performance</li><li>- Flytipping</li><li>- Use of technology</li></ul> Need to think about how scrutiny can make recommendations in committee as well as in reviews.

		improve the bin collection system		
	Adult Social Care	How is the council responding to the Government consultation on care and support for older people	Cllr Simon Brown	<p><b>Green</b></p> <p>Delayed as Government consultation has been delayed</p> <p>Report on Resilient Harrow (adults social care programme) presented to O&amp;S in January 2020.</p>
<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	<p><b>Amber</b></p> <p>No specific agenda items have been able to be scheduled on this topic for P&amp;F yet.</p> <p>Budget report scheduled for December.</p>
	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	<p><b>Green</b></p> <p>A report on the Impower review was scheduled into the P&amp;F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.</p> <p>Report on Resilient Harrow (adults social care programme) presented to O&amp;S in January 2020.</p>
<b>Health Sub</b>	Mental Health	How might we work together to improve young people's mental health in the borough	<p>CNWL</p> <p>Barnardo's</p> <p>Young Harrow Foundation</p>	<p><b>Red</b></p> <p>Not been a part of the Health sub's agenda this year due to the priority given the CQC inspection of Northwick Park hospital and changes to Alexandra Avenue walk-in services.</p> <p>Mental health strategy programmed in for Summer/Autumn 2020.</p> <p><b>Green</b></p>

		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.	NWLHT	The Committee has had regular reports on the CQC inspection and subsequent improvement plan.
<b>Scrutiny Reviews</b>	ASB and youth crime (Resources & 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,	<b>Green</b>  Review completed
	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 Varsha Parmar	<b>Green</b>  Review completed
<b>Scrutiny Leads</b>	People's	Children's demand pressures and budget  Adult demand pressures and budget	Paul Hewitt, Visva Sathasivam	
	Communities	Waste, Recycling & Flytipping  In-work Poverty	Paul Walker	
	Resources	Capital programme  Customer services and access to services/digital exclusion  Strategic Community Safety	Alex Dewsnap	
	Health	Life expectancy  Health and Social Care Integration (STP, Accountable Care, Better Care Fund)	Paul Hewitt, Carole Furlong	
<b>Scrutiny Method</b>	<b>Priority</b>	<b>Objective</b>	<b>Cabinet Member/Partner</b>	<b>Comments</b>
<b>Year 2 – 2019/2020</b>				

Overview & Scrutiny	Regeneration Strategy	<p>Infrastructure Review</p> <p>Lobbying Strategy</p> <p>The Strategic Delivery Partnership</p> <p>Emerging Wealdstone Plan (building on previous scrutiny reviews)</p>	Cllr Keith Ferry	<p><b>Green</b></p> <p>Report came to Sept O&amp;S following up the scrutiny review of regen finance.</p> <p>Further reports, activity to be agreed</p> <p>Report on implementation of review's recommendations came to O&amp;S in January 2020.</p>
	Adult Social Care	<p>How is the new 'Resilient Communities' vision and transformation programme contributing to reducing spend and demand pressures and supporting the growing ageing population in the borough.</p> <p>How is the council responding to the Government consultation on care and support for older people – subject to any government announcement during the year.</p>	Cllr Simon Brown	<p><b>Green</b></p> <p>A report on the Impower review was scheduled into the P&amp;F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.</p> <p>This was scheduled for O&amp;S November 2019, which was subsequently re-scheduled due to the general election. Report on Resilient Harrow (adults social care programme) presented to O&amp;S in January 2020..</p>
	Shared Services	How might we learn from six years of shared services initiatives so that any future shared service ventures benefit Harrow residents.	Cllr Adam Swersky	<p><b>Amber</b></p> <p>The review is currently underway with the challenge panel taking place in March. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore has not reported back to O&amp;S yet.</p>
	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.	<p>Cllr Krishna Suresh</p> <p>Borough Commander</p>	<p><b>Green</b></p> <p>VVE strategy, YOT plan and Scrutiny review into youth violence all considered at for June O&amp;S</p>

<b>Performance and Finance</b>	Budget	Adult social care budget – what is replacing project Infinity?  MTFS budget strategy	Cllr Adam Swersky	<b>Amber</b>
	Performance	Digitisation of customer services - What impact is the move to digital and online services/customer contact having on residents' ability to access services.  Innovation	Cllr Adam Swersky	<b>Amber</b>
<b>Health Sub</b>	Public Health Need and Health Inequalities  Patient Transport  NHS Long-Term Plan  Performance at Northwick Park Hospital			<b>Green</b>  Public health report came to Health Sub in June.  Patient transport and NHS long term plan is being considered at regional level through the JHOSC  LNWHT's quality account considered by Health Sub in June.
<b>Scrutiny Reviews</b>	Shared Services	Lessons learnt, other councils' experiences, impact on savings and improving quality	Cllr Adam Swersky	<b>Amber</b>  Cllr Kantilal Rabadia and Cllr Honey Jamie to Chair.  The review is currently underway with the challenge panel taking place in March. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore has not reported back to O&S yet.
	Annual Report Review	Sub-group to meet and review format and structure of annual report		<b>Amber</b>  Cllr Richard Almond and Cllr Jean Lammiman met and report back through SLG. Comms Team have agreed to help pull together annual report for 2019-20. Work on the Scrutiny Annual Report suspended due to the Covid emergency and therefore has not reported back to O&S yet.

	TBC			
Scrutiny Method	Item	Objective	Cabinet Member/Partner	Comments
Year 3 2020/2021				
Overview & Scrutiny	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> <li>Council response to the emergency</li> <li>The 'new normal'</li> </ul>	Emergency response  Recovery and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	
	Regeneration <ul style="list-style-type: none"> <li>Progress of the HSDP (joint venture)</li> <li>Developing strategy for delivering HSDP and HNC</li> </ul>	Pre-decision scrutiny  Policy development of regeneration plans	Cllr Keith Ferry	
	Policing <ul style="list-style-type: none"> <li>Response to and impact of Covid-19 pandemic and lockdown</li> <li>Issues relating to</li> </ul>	Emergency response  Recovery and longer term implications  Addressing inequalities and unfairness	Cllr Krishna Suresh  Borough Commander	

	BAME communities in light of Black Lives Matter			
<b>Performance and Finance</b>	Budget – financial impact of Covid-19 pandemic	Recovery and longer term implications	Cllr Adam Swersky	
	Performance – digital inclusion	Council's approach to digital inclusion and impact on different communities	Cllr Adam Swersky	
<b>Health Sub</b>	Covid-19 – impact on health and social care services in Harrow	Emergency response Recovery and longer term implications	Cllr Simon Brown Harrow CCG LNWHT	
	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	Emergency response Recovery and longer term implications Addressing inequalities	Cllr Simon Brown Harrow CCG	
	Mental health and wellbeing		Cllr Simon Brown	
<b>Scrutiny Reviews</b>	Delivering the Borough Plan	Engagement on themes Reducing inequalities	Cllr Graham Henson	
	Council actions to	Developing and delivering an		

	address equalities	equalities action plan  Scrutiny's role in cross-party member working group		
	Adult social care reform	White paper (expected soon) – analysis of implication on Harrow and council response to consultation	Cllr Simon Brown	
	Policy development in council strategies – how to engage scrutiny	Scrutiny's role in policy development and pre-decision scrutiny	Cllr Graham Henson	
Scrutiny Method	Item	Objective	Cabinet Member/Partner	Comments
Year 4 2021/2022				
Overview & Scrutiny	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> <li>The 'new normal'</li> <li>Lessons learnt</li> </ul>	Recovery and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	
	Regeneration <ul style="list-style-type: none"> <li>Progress of the HSDP (joint venture)</li> <li>Developing</li> </ul>	Policy development of regeneration plans	Cllr Keith Ferry	



	strategy for delivering HSDP and HNC			
<b>Performance and Finance</b>	Budget – financial impact of Covid-19 pandemic	Recovery and longer term implications	Cllr Adam Swersky	
	Performance – TBC			
<b>Health Sub</b>	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	Recovery and longer term implications  Addressing inequalities, especially in BAME communities	Cllr Simon Brown Harrow CCG LNWHT	
<b>Scrutiny Reviews</b>	TBC	.		
	TBC			

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