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<tr>
<th>ITEM NO</th>
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<th>CONTACT</th>
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<td><strong>CHIEF EXECUTIVE:</strong></td>
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<td>1.</td>
<td>London North West Healthcare Trust - Non Executive Director Vacancy:</td>
<td>Bharti Jethwa</td>
<td>2574</td>
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<td>(Pages 1 - 2)</td>
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<td><strong>COMMUNITY, HEALTH AND WELL-BEING:</strong></td>
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<td>2.</td>
<td>Community, Health &amp; Wellbeing Monthly Briefing - June 2015:</td>
<td>Carol Yarde</td>
<td>5660</td>
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<tr>
<td></td>
<td>(Pages 3 - 8)</td>
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<td><strong>ENVIRONMENT AND ENTERPRISE:</strong></td>
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<td><strong>RESOURCES:</strong></td>
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<td>4.</td>
<td>Universal Credit Briefing - June 2015:</td>
<td>Fern Silverio</td>
<td>6818</td>
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<td>(Pages 11 - 18)</td>
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No updates were received this month from the following Directorates:

Children and Families
2nd June 2015

Via email and post

Michael Lockwood
Chief Executive
Harrow Council
Civic Centre
Station Road
Harrow
Middlesex HA1 2XF

Dear Michael

Reference: Non-Executive Director (NED) Vacancy
London North West Healthcare NHS Trust

As you may be aware on the 1st October 2014 London North West Healthcare NHS Trust came into being with the merger of Ealing Hospital NHS Trust and North West London Hospitals NHS Trust. The new Trust comprises three acute sites namely: Northwick Park which includes specialist hospital St Mark’s, Central Middlesex and Ealing; as well as a large number of community sites across the Boroughs of Ealing, Harrow and Brent providing an extensive range of community services.

The Board has a vacancy for a Non-Executive Director. The Trust is seeking someone with strong links with the area the Trust serves. The role requires the successful applicant to:

- To help shape, challenge and support the sound development and delivery of the organisation's strategic plans and ensure that proper, corporate governance and controls are applied.
- To provide support and constructive challenge to the Executive, to ensure accurate, timely and relevant information is developed and provided to meet the needs of the organisation.
- To ensure the Trust meets its key performance targets.

Ideally, the Trust is looking for candidates who have senior level experience or knowledge in one or more of the following areas:

- Organisational development/transformation
- Financial turnaround
- Community Health Services and/or
- Patient experience.

Continued….
Details of the role can be found at: http://www.ntda.nhs.uk/blog/2015/05/27/lnwh-non-executive-director/

Or via our web site; http://www.lnwh.nhs.uk/

If you believe members of your staff would be able and willing to make a contribution to the Trust and the community it serves I would be grateful if they could be made aware of this vacancy.

Further details are available from David James, Board Secretary (0208 967 5118) and I am also willing to discuss the role by arrangement via Ginder Nisar my PA who can be contacted on 0208 869 2005.

I thank you for your attention.

Yours sincerely

Peter Worthington
Chairman
Members Information Circular - Community, Health and Wellbeing

June 2015

Launch of Harrow’s Heroes

Nominations are now open for the 2015 ‘Harrow's Heroes’ awards.

There are hundreds of people in our borough who sacrifice their time and effort to make a difference and help others. Harrow’s Heroes awards are an opportunity for communities to honour some of them for their work. Winners in each category will receive a trophy and a cash prize for their chosen charity.

Please can you encourage residents and community groups in your ward to nominate for this year’s awards.

For further information on how to nominate someone for a Harrow Hero award and for terms and conditions, please visit www.harrow.gov.uk/harrowheroes

There are six categories open for nomination.

- **Young volunteer** - For individuals who are 25 years of age or under, recognising outstanding contributions.

- **Bringing people together** - For individuals who have developed relationships between organisations or individuals either in their local community, across London, nationally or internationally.

- **Community Champion** - For individual Community Champions who have demonstrated commitment to communicating and working for and with their community. *(Please note this category is only open to members of the Community Champions network.)*

- **Inspiring volunteer** - For individuals demonstrating personal courage and/or overcoming obstacles to help others or encourage those around them.

- **Lifelong volunteer** - For individuals who have demonstrated an ongoing contribution to the community for 20 years or more.

- **Volunteer Team** Recognition of teamwork in an outstanding project/activity of benefit to the community or the exceptional contribution of a group of volunteers in a committee/trustee role.

Nominations close on Monday 3 August 2015.

To nominate, download a form from www.harrow.gov.uk/harrowheroes or email volunteering@harrow.gov.uk

A poster follows on Page 7.
Harrow Communities Click Launch 8 July
Avani Modasia, Chief Executive Age UK Harrow extends an invitation to all Harrow Councillors to Harrow Communities Click launch event on 8th July.

Harrow Communities Click, a new partnership project commissioned by Harrow Council, is led by Age UK Harrow, in partnership with Mind in Harrow, Harrow Mencap, Harrow Carers, Third Sector Potential and Timebanking UK.

The launch takes place on 8 July 2015 11am to 2pm at the Civic Centre. Light lunch provided. Please reserve your place by 26 June 2015 by using the following link http://www.eventbrite.co.uk/e/harrow-communities-click-launch-event-tickets-17339473833

A new library for Harrow
A new library is proposed for Harrow Town Centre on College Road with state of the art facilities and self-service technologies.

The proposal, which is subject to planning permission, is part of the council’s library strategy to increase the range of facilities the libraries can offer and to create a modern library service for residents. Other improvements include the introduction of a LEGO studio for children from primary to secondary school age at Wealdstone Library and extended library opening hours using new technology, as requested by residents.

The enhancements build on existing improvements, such as the introduction of Wi-Fi across libraries and RFID self-service technology to make it easier for people to check out books. The Housebound library service will continue to ensure that all vulnerable and isolated residents can still have access to books and services, in their own homes.

The future for libraries in Harrow
As part of the reorganisation to provide these new facilities, and to continue to make savings to the council’s overall budget, four of the borough’s libraries closed at 5pm on 13 June 2015. Those are Hatch End, North Harrow, Bob Lawrence and Rayners Lane libraries. The services provided by these libraries will be moved elsewhere. Initially the council will be providing regular transport from these libraries to the remaining ones.

Harrow Council delayed the closure of these libraries to give community groups time to submit a proposal to run community libraries. Only two community groups from North Harrow and Bob Lawrence submitted proposals to run a library, which were carefully considered. Following consideration of the proposals Harrow Council has
given the North Harrow group more time to work on their business case. Although
the library closed on the 13 June 2015, if further funding can be secured it could
re-open at a later date. The proposal for Bob Lawrence Library was not considered
to be a financially viable option.

The services provided by the closing libraries will be provided elsewhere, which
include ‘Rhyme Time’, computer access, and facilities for school children to study.
The council has also agreed to transfer children’s books and shelving to Shaftesbury
High School so that school children can benefit.

**Borough’s library cards are best in the capital**
From bookish bears to literate leopards, Harrow Library has been recognised for the
unique way it has brightened up its membership cards. Illustrator Jackie Morris
designed the cards for Harrow, Ealing, Hounslow and Croydon after being
commissioned by Cultural Communications Solutions, which manages the libraries
on behalf of the councils. Designs feature animals, such as wolves, rabbits and
polar bears, all reading books. The boroughs have been recognised for having
some of the best library cards in London and were all ranked in first place by The
Guardian newspaper, which compiled a list of the top ten best library cards in the
capital.
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Do You Know a Harrow Hero?
Volunteer Awards 2015

Nominate them now – it couldn’t be simpler

Go online…
www.harrow.gov.uk/harrowheroes

or to request a copy:
Call…
020 8736 6286

Email…
volunteering@harrow.gov.uk

Nominations Close Monday 3rd August 2015.
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The round-up from the Environment & Enterprise directorate has the following topics this month:

- Job Fair for young people
- Sudbury Hill Village Public Realm Improvement Project
- Free Brompton bike hire pilot
- Harrow School SPD
- Private Rental Scheme

**Job Fair for young people**
For the first time Harrow Council ran a job fair exclusively for Young people aged 18 to 24 from across Harrow. The event on the 23rd June at Harrow Civic Centre brought together employers and training providers to give expert advice for young people. It gave 160 young people an opportunity to find about job and training opportunities in Harrow and the surrounding area, along with discussing the wide range of apprenticeships on offer. During the day there were a number of masterclasses on how to get into work run by employment and industry experts. This includes advice on:

- how to ace an interview;
- how to fill out an application form correctly;
- advice on how to set-up your own business; and
- Tips on how to write your CV.

In 2014/15 we helped **98** Young People into work and we hope to exceed this total in 2015/16.

**Sudbury Hill Village Public Realm Improvement Project**
The second public consultation on Saturday 6th June went really well outside Sudbury Hill Station. Many interested and supportive people turned up to see the revised plans and have their say at this last opportunity before the design stage is closed.

The Policy team will now be working with WestTrans to complete the design and secure the funding for implementation next year.
Free Brompton bike hire pilot

A two month free Brompton bike hire pilot scheme will be launched on 2\textsuperscript{nd} July 2015, 12pm at the Civic Centre main entrance.

This free bike hire will be available to Harrow councillors and staff. Take it for work related travel, to get some exercise over lunch, after work or over the weekend. The foldable Brompton bicycle will fit in the boot of your car and can be taken on trains, buses and the overground at peak times. The options for using a folding bike are endless!

Details of how to book the bicycles will be published on the hub. For more information please contact kevin.ratnasingam@harrow.gov.uk

Harrow School SPD

The outcomes of the consultation on the draft Harrow School Supplementary Planning Document (SPD) are due to be considered by Cabinet on 14 July 2015. The draft SPD outlines a master plan for the school estate for the next 15-20 years. Consultation on the draft document ran from 30 March to 31 May 2015.

Private Rental Scheme

A design team is due to be appointed in early July to design the Council’s first Private Rental Scheme (PRS) on the council owned Haslam House site on Honeypot Land in Stanmore. The 25 unit pilot scheme on a redundant site is due to open in spring 2017 and will allow testing of delivery and management procedures for a housing product that provides return on investment and has low running costs, whilst delivering high quality architecture.
Brief for Councillors on Universal Credit (UC)

Introduction
Universal Credit is the most significant part of the Government’s welfare reform programme, yet to be fully implemented.

It is designed to make work pay so that people are better off in work than claiming benefits and brings together both in-work benefit and out of work benefit.

Universal Credit (UC) should enable people to move in and out of work more smoothly and eliminate disincentives to work. There will be access to Real Time Earnings HMRC data by Department of Work & Pensions (DWP) staff to enable claimants to receive the correct level of financial support as their circumstances change and this is also designed to increase efficiency in processing and handling claims.

Universal Credit (UC) is the new Department for Work and Pensions’ (DWP) benefit which replaces a range of existing benefits:

- Income-based Jobseekers Allowance
- Income-based Employment and Support Allowance
- Income Support
- Working Tax Credit
- Child Tax Credit
- Housing Benefit

UC – HOW IT WORKS
1. Universal Credit is the implementation of a single benefit to replace six existing working age benefits. It is intended to simplify an increasingly complex benefit system with one single monthly payment made to the claimant, with an increased focus on work incentives.

2. It is recognised that the transition onto Universal Credit will be harder for some claimants than others, and there is a need for varying levels of support. In February 2013 the Department for Works and Pensions (DWP) published the Local Support Services Framework, rebranded in 2014 as Universal Services – Delivered Locally. This framework identified the support that DWP state people would need to make the transition on to Universal Credit and acknowledged that there would be a role for delivery partners such as the local authority.

3. A Delivery Partnership Agreement (DPA) has since been issued which lays out the expectations of the role of local authorities in the implementation of Universal Credit. The DPA will also detail the funding
offer to local Harrow to deliver these services either directly or through a commissioning route.

4. The public services defined by DWP and contained within the DPA are intended to support the more vulnerable Universal Credit claimants who may not otherwise be able to manage the transition independently. The key elements focus on online support and personal budgeting advice.

5. The DPA also makes an assumption that local authorities will be willing to participate in the delivery of Universal Credit and doesn’t acknowledge that the local authority’s statutory duty is limited to the closure of the existing Housing Benefit claim.

The Position in Harrow

6. Harrow is due to begin implementing Universal Credit in October 2015. DWP has announced that this will initially only be for single claimants who would otherwise have claimed Job Seekers Allowance. Working Tax Credit and Housing Costs will also be included where relevant to the individual. It is expected that this will expand into couples, followed by households with children, but it is not known when these cohorts will be brought in.

7. Whether or not the council elects to be proactively involved in the delivery of Universal Credit, it needs to recognise that there will be impacts on residents and council service delivery. The borough has 13,000 working age Housing Benefit claimants who will ultimately transition onto Universal Credit.

8. Universal Credit has now been introduced in several Local Authorities. The first cohort was new single claimants. This typically includes people whose employment status has changed, either a move to unemployment or a reduction in earnings, and those who are have reached an age where a claim for benefits is appropriate.

Whilst UC brings together 6 key working age benefits, pensioners will not be part of Universal Credit and it is not known what the proposals are for pensioner claimants.

Households in enhanced management will also not be included in Universal Credit, remaining with local authorities for financial assistance with their rent.

A household could currently receive multiple payments for different benefits at different points in a month. Job Seekers Allowance, Employment Support Allowance and Income Support are administered by Department for Work and Pensions (DWP), Working Tax Credits and Child Tax Credits by HMRC and Housing Benefit by local authorities on behalf of DWP. Universal Credit will be assessed by DWP at regional delivery centres, reducing the number of
organisations a claimant has to navigate around to receive their benefit entitlement.

9. Universal Credit requires applicants to sign a ‘claimant commitment’. This is an agreement developed with the Job Centre to define the expectations on the individual to find work or increase their working hours. If the individual is deemed to have failed to meet the criteria laid down in their claimant commitment without good reason, they are at risk of having their Universal Credit sanctioned. Sanctions will result in a reduction to the level of Universal Credit awarded.

Seven waiting days will be applied to the start of a Universal Credit claim. This will mean that all claimants receive no benefit for the first seven days of entitlement. While waiting days exist for certain benefits currently, there is no similar criteria in the Housing Benefit scheme so claimants will start to have to manage the rent for the first week of their claim. They will have no access to any funds to recuperate this gap in entitlement, although there could be an increase in demand on local authority’s Local Welfare Provision schemes (Emergency Relief Scheme or ERS in Harrow) to assist during this period.

10. Universal Credit is intended to offer a more gradual withdrawal of benefit from people as they increase their pay by focusing on level of earnings rather than hours worked. As the same benefit is payable whether someone is in or out of work, it is expected to make the transition into work and increasing hours worked less difficult.

Transitional protection will be given to all households already in receipt of benefit to ensure they do not lose out when they move onto UC.

11. The Benefit Cap, a maximum level of benefit entitlement, is currently restricted to Housing Benefit. While the Benefit Cap is calculated across all relevant benefits, a household may continue to receive in excess of the cap (£500 for families and couples, £350 for single people) as it is currently only applied to Housing Benefit. Once a household receives Universal Credit, the cap will apply to the total benefit payment, resulting in households losing some of their income benefits as well as housing cost support.

Universal Credit is paid as a single monthly payment, intended to act like a salary and reduce barriers to work to assist claimants in learning to budget as if in work. Where households have previously had different benefit payments staggered throughout the month, they will need to budget to ensure the single payment lasts the month.

12. The default approach will be to pay the full award to the claimant rather than payment of housing costs directly to landlords. Housing Benefit is currently paid directly to social sector landlords in the majority of cases, and can be paid to a private landlord either where there are eight or more weeks of arrears, or to safeguard the tenancy.
Alternative Payment Arrangements (APAs) are available under Universal Credit, but will only be available for vulnerable households or where there are eight or more weeks of arrears. This signifies a major change for social rented sector tenants, and their landlords who will need to invest additional resource into rent collection and manage an increase in the level of arrears as they compete for their tenants’ money with other creditors such as council tax or fuel bills.

13. At the point of claiming, a claimant will be triaged to identify their level of vulnerability. Depending on their vulnerability ‘score’ they will be offered additional support via personal budgeting advice and potentially an Alternative Payment Arrangement (APA). APAs will always be made on a temporary basis and reviewed to determine whether the claimant has transitioned into a position where they are able to be self-sufficient. The review period will vary from 3 to 24 months, and the decision will consider various factors including rent arrears and mental health.

14. Currently DWP has offered a phone line to social landlords to assist them in supporting their UC tenants.

15. When UC was first announced the DWP branded it as ‘digital by default’. This has been diluted to a ‘digital by design’ model which acknowledges that not all claimants will be in a position to claim independently online.

**National Timetable**

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<tr>
<th>Event</th>
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<tr>
<td>Pathfinders commence in North-West. Started with new claims from single people who would otherwise have claimed Job Seekers Allowance and expanded to couples and now families. Housing costs introduced in 2014.</td>
<td>April 2013</td>
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<td>Pathfinder sites in areas outside of North-West including Hammersmith &amp; Fulham following same cohort rollout as above</td>
<td>Oct 2013</td>
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<td>Demonstration projects – various national</td>
<td>2013 - 2014</td>
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<tr>
<td>National rollout acceleration announced to commence with new claims for single people who would otherwise have claimed Job Seekers Allowance including housing costs</td>
<td>Oct 2014</td>
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<tr>
<td>National Rollout Tranche 1 including 6 London Boroughs</td>
<td>Feb – Apr 2015</td>
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<td>National Rollout Tranche 2</td>
<td>May – July 2015</td>
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<td>National Rollout Tranche 3 – including Harrow in October 2015</td>
<td>Sep – Nov 2015</td>
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<tr>
<td>National Rollout Tranche 4</td>
<td>Dec 2015 – Apr 2016</td>
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<tr>
<td>Migration of legacy benefits begins</td>
<td>2016</td>
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<tr>
<td>End of new claims to existing benefits</td>
<td>End 2017</td>
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<tr>
<td>Employment Support Allowance claims to be incorporated later in the rollout plan</td>
<td>Unknown</td>
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<td>Universal Credit implementation complete</td>
<td>2020</td>
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Support Services and the Delivery Partnership Agreement (DPA)

16. DWP has developed a Delivery Partnership Agreement (DPA) to establish a framework agreement between Job Centre Plus and the local authority for the delivery of services to support residents in the transition onto Universal Credit, initially for the first year of running after which it will be replaced by Universal Services Delivered Locally (USDL). USDL is expected to be a more sustainable version of the DPA, which looks at the longer term, rather than focusing on implementation as the DPA does.

17. Personal Budgeting Support has been considered by DWP in Personal Budgeting Support and Alternative Payment Arrangements Guidance. It states that money advice is to be provided to help claimants cope with managing their money on a monthly basis and paying their bills on time and will be offered online, by phone, or face to face by organisations with the relevant expertise to do this.

18. Alternative Payment Arrangements (APA) are made available for some claimants who cannot manage a monthly payment and where there is a risk of financial harm to the claimant or their family. This might include rent paid directly to the landlord, a more frequent than monthly payment, or a split payment between partners.

The guidance document sets out considerations for decision makers on how to assess a need for money advice and/or APA. Claimants will be triaged by their Jobcentre Plus work coach at their Initial Work Focused Interview, or, for existing claimants, at the point at which they migrate onto Universal Credit. Once the claim is in payment, a need for money advice could be triggered by information provided by the claimant, representative or landlord e.g. where rent arrears are accruing. The reasons listed in the guidance as being highly likely/probably resulting in an Alternative Payment Arrangement are:

- Drug/alcohol and/or other addiction problems eg gambling
- Learning difficulties including problems with literacy and/or numeracy
- Severe/multiple debt problems
- In temporary and/or supported accommodation
- Homeless
- Domestic violence/abuse
- Mental health condition
- Currently in rent arrears/threat of eviction/repossession
- Claimant is young: a 16/17 year old and/or a care leaver
• Families with multiple and complex needs

While the DPA acknowledges the role of the local authority in delivering the services identified by DWP, it does not acknowledge the broader impacts Universal Credit will bring to local authorities. To date these have been identified as including:

• Additional demand on local authority customer services by Universal Credit claimants;
• Increased cost of collecting rent as housing costs are paid directly to tenants;
• Managing increased arrears and a rising bad debt provision;
• Additional demands on housing needs services;
• A reduction to an already shrinking private rented sector for benefit tenants as landlords become increasingly nervous about the financial risk benefit tenants bring;
• Increased council tax arrears as residents struggle to manage their monthly payment in arrears;
• Additional demand on other services, such as children’s services, due to social impacts of financial pressures on households;
• Rising demand and administration costs on local authority discretionary funds such as Discretionary Housing Payments (which DWP cut by 40% in Harrow for 2015/16), Emergency Relief and section 17 payments in Childrens Services;
• Loss in Housing Benefit overpayment collection as ability to collect directly from Housing Benefit is lost and local authority will be in competition with other creditors for recovery;
• Delays in Council Tax Support assessment due to delays in notification of UC entitlement by DWP;
• Increase in Housing Benefit overpayments raised due to delays in notification of UC entitlement by DWP

19. Consideration must also be given to the position of the voluntary sector given the levels of cuts to grants. It cannot be assumed that even with sufficient funding that the VCS or the local authority will have the services in place to scale up by the time the Universal Services Delivered Locally is rolled out after year one of UC.

Summary

20. Applications for Universal Credit will need to be made online. Universal Credit is available to people who are in work and on a low income, as well as to those who are out of work.

Universal Credit is administered as one monthly payment, paid in arrears, into a claimant’s bank or building society account. In most
cases Universal Credit claimants will have to pay their rent and housing costs to their landlord.

There are some key areas where claimants will need to prepare themselves for Universal Credit;

i. Claimants need to make sure they have a bank or building society account. It is suggested that an account with a direct debit facility may be useful for paying bills, rent and Council Tax.

ii. If the claimant is part of a couple, living together, they will need to open a joint bank account as the Universal Credit payment will be for the whole household and will only be paid into one account.

iii. People who are likely to become Universal Credit claimants need to make sure that they have the skills and confidence to use a computer to make a claim. If they need to improve their IT skills there is some basic IT training available across the Borough.

iv. People who are already struggling to manage their money, or who are likely to struggle to manage a single monthly household benefit payment should seek money advice and budgeting support as soon as possible. There is some provision of this across the borough.

21. Officers have been engaging with DWP to understand the numbers and flow for the first phase and agreeing how Harrow can best meet DWP requirements and support residents who will be affected. The focus for this first phase of the roll-out has been on ensuring that Harrow understands the impact on residents, the support activity required and the funding that might be available. However our policy at the moment is clear; we will not sign a DPA unless Harrow receives sufficient funding and can fully recover all its costs. Any agreement entered into must therefore give certainty regarding cost recovery and be sustainable into the long term.

Fern Silverio