



HARROW BUSINESS CONSULTATIVE PANEL

**TUESDAY 18 JULY 2006
7.30 PM**

PANEL AGENDA (ADVISORY)

**COMMITTEE ROOM 5
HARROW CIVIC CENTRE**

MEMBERSHIP (Quorum 3)

Chairman: Councillor Manji Kara

Councillors:

Susan Hall

**Mrinal Choudhury
Keith Ferry**

(none)

Reserve Members:

**1. Yogesh Teli
2. Mrs Vina Mithani
3. Mrs Myra Michael**

**1. Idaikkadar
2. Mrs Sasi Suresh**

(none)

**Issued by the Democratic Services Section,
Legal Services Department**

**Contact: Kevin Unwin, Committee Administrator
Tel: 020 8424 1265 E-mail: kevin.unwin@harrow.gov.uk**

***NOTE FOR THOSE ATTENDING THE MEETING:
IF YOU WISH TO DISPOSE OF THIS AGENDA, PLEASE LEAVE IT BEHIND AFTER THE MEETING.
IT WILL BE COLLECTED FOR RECYCLING.***

HARROW COUNCIL

HARROW BUSINESS CONSULTATIVE PANEL

TUESDAY 18 JULY 2006 AT 7.30 PM

COMMITTEE ROOMS 1 & 2, CIVIC CENTRE

AGENDA - PART I

1. **Appointment of Chair:**

To note the appointment of Councillor Manji Kara at the Cabinet meeting on 8 June 2006 as Chairman of the Harrow Business Consultative Panel for the Municipal Year 2006/2007.

2. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

3. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

4. **Appointment of Vice-Chair:**

To consider the appointment of a Vice-Chair to the Panel for the Municipal Year 2006/2007.

5. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

- Enc. 6. **Minutes:** (Pages 1 - 8)
That the minutes of the meeting held on 2 February 2006, having been circulated, be taken as read and signed as a correct record.
- Enc. 7. **Matters Arising from the Minutes:** (Pages 9 - 10)
To note the matters arising from the last meeting of the Panel.
8. **Public Questions:**
To receive questions (if any) from local residents or organisations under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).
9. **Petitions:**
To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Advisory Panel and Consultative Forum Procedure Rule 13 (Part 4E of the Constitution).
10. **Deputations:**
To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).
- Enc. 11. **Terms of Reference:** (Pages 11 - 12)
To note the Terms of Reference of the Harrow Business Consultative Panel.
12. **Harrow Business Against Crime:**
Presentation of the Crime Reduction Manager.
- Enc. 13. **Business Continuity Management:** (Pages 13 - 34)
Report of the Director of Financial and Business Strategy.
- Enc. 14. **Economic Regeneration:** (Pages 35 - 44)
Presentation of the Strategic Planning Officer.
- (a) Harrow Economic Regeneration and Development Review
 - (b) Harrow Business Mapping
 - (c) Business Incubator Development
15. **Any Other Business:**
Which the Chair has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

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HARROW BUSINESS CONSULTATIVE PANEL

2 FEBRUARY 2006

Chair: * Councillor Choudhury

Councillors: * Idaikkadar
* Kara

* Myra Michael

[NB Attendance at this meeting by representatives of the business community and representatives of the Local Authority is recorded at Appendix 1]

PART I - RECOMMENDATIONS - NIL**PART II - MINUTES**12. **Attendance by Reserve Members:**

RESOLVED: To note that there were no Reserve Members in attendance at this meeting.

13. **Declarations of Interest:**

RESOLVED: To note that there were no declarations of interests made by Members in relation to the business transacted at this meeting.

14. **Arrangement of Agenda:**

RESOLVED: That all items be considered with the press and public present.

15. **Public Representations:**

RESOLVED: To note that no public questions were put, or petitions or deputations received at this meeting under the provisions of Consultative Forum and Advisory Panel Procedure Rules 15, 13 and 14 (Part 4E of the Constitution) respectively.

16. **Minutes:**

RESOLVED: That the minutes of the meeting held on 26 September 2005, having been circulated, be taken as read and signed as a correct record.

17. **Matters Arising from the Minutes:**

RESOLVED: To note that there were no matters arising from the minutes of the previous meeting.

18. **Budget Presentation 2006/7:**

The Panel received a presentation from the Director of Financial and Business Strategy, which outlined the Authority's draft budget proposals and the Business Rates for 2006/7.

Draft Budget 2006/7

The following points were included in the presentation:

- A breakdown of the Council's spending commitments and sources of funding, including the contribution of non-domestic ratepayers.
- Details of the final financial settlement with central government, announced on 31 January 2006. Changes in the way the grant was calculated had resulted in a two percent increase for Harrow, a figure which did not compare favourably with national average and London increases of three percent.
- As a result of the above, the Panel was informed that Council Tax would have to be increased by three percent before any new growth or savings could be made. Further to this, the Greater London Authority precept would require a seventeen percent or £42 a year increase on bills for Band D households.
- Matters relating to Council business areas were discussed, including Urban Living, People First and Corporate sections.
- Details of the new Local Area Agreement, a three year agreement which committed the Council to working with government and relevant stakeholders such as the local business community and voluntary and community organisations to

improve services in key areas. Extra funding of £950,000 was available if targets were met.

- Information on the schools budget. The Panel noted that funding per-pupil for Harrow was to increase by 6.6% in 2007/8 and 6.4% in 2008/9. In addition this money was to be ring-fenced in the coming financial year, comprising a separate direct grant to schools.
- The Panel was also briefed on the Council's housing stock, capital investment program and capital financing program.

The Director of Financial and Business Strategy outlined the steps taken to facilitate open budget consultation, and reminded the Panel that the 16 February 2006 meeting of Cabinet would be provided with details from consultations, before the meeting of Council on 23 February 2006 which would determine the budget for the forthcoming financial year.

Business Rate 2006/7

The Panel was informed that the Business Rate would increase in line with September 2005's Retail Price Index (RPI), at a rate of 2.7%.

Details of rate relief available to small businesses were outlined. The Panel was told that in 2005/6 814 small businesses in Harrow had received rate relief, exceeding £410,000 in total. Relief of 50% was available to businesses occupying properties worth less in rateable value than £5,000, the figure declining on a sliding scale thereafter to properties worth £10,000. It was explained that this relief was only available to businesses with one property, or with additional properties with a rateable value below £2,500. This relief was funded through a supplement on the rates of non-eligible businesses.

Contributions/Comments from Business Community Representatives:

Central Government Grant

A community representative queried the low figure of Harrow's direct government grant, pointing out its potentially detrimental effects when combined with high business rates, redistributing money out of Harrow and affecting local businesses as a result. The Director of Financial and Business Strategy explained that the grant was determined by a government-calculated formula, and so Harrow had no direct influence over its level. It was also explained that various parties including Harrow's Members of Parliament, the West London Alliance, and the Association of London Governments, were lobbying to improve the grant. It was added that Harrow collected less in Business rates than it received after government redistribution.

Small Business Rate Relief

A representative expressed surprise at what was perceived to be a low-take up on small business rate relief, in view of the large majority of businesses in Harrow which employed fewer than five people. It was queried what actions were being taken by the Council to promote the scheme. An officer explained that information was available through the Council's website and business portal, and that all eligible businesses would receive an application form. To this end, a representative suggested that officers send application forms to the North West London Chamber of Commerce, who could help undertake their distribution. Officers thanked the chamber for its support.

Parking Fines on Delivery Vehicles

A representative queried parking fines which were being levied on delivery vehicles, and pointed out the high cost of appeal. In response to a question regarding what proportion of the Council's funding came from such fines, the Director of Financial and Business strategy stated that she was unaware of precise figures, but offered to research the query and inform the representative in due course.

Business Improvement Districts (BIDs)

The Panel then discussed the BIDS scheme, which would allow the Council to levy a separate charge to spend on local issues. Officers explained that consultations with local businesses about this scheme had previously been conducted, but had found that it had little support amongst the business community in Harrow. As a result, no projects had been undertaken. A representative suggested that officers look to Westminster for a positive example of such a scheme.

In response to queries concerning the services offered to businesses for existing rates, a member highlighted the following projects:

- Later licensing hours;
- Introduction of the 'Cleaner and Greener' scheme;
- Community policing officers;
- Efforts to reduce the fear of crime;
- Improvements in traffic flow and parking facilities.

Housing Benefit

A representative queried what proportion of houses in Harrow received public sector support. The Director of Financial and Business Strategy offered to give a written response, but stated that the budget for housing benefits was a separate government grant.

RESOLVED: That the above be noted.

19. **Presentation on Crime Reduction:**

The Panel received a presentation on the Crime Reduction Strategy 2005 – 2008, in which the officer outlined the role and purpose of the Crime Reduction Unit (CRU), and its creation as a result of the Crime and Disorder Act 1998, and the Police Reform Act 2002. It was explained that the CRU used the 'Scanning & Analysis, Response and Assessment' (SARA) approach to crime reduction, which comprised the following elements:

Scanning and Analysis: The use of Geographical Information Systems (GIS) to collate information on and map crime at postcode level, as well as the production of Safer Neighbourhood Reports, the CCTV report, the Domestic Violence Common Monitoring Form Report, and the Anti-Social behaviour report.

Response: As detailed in yearly action plans, and included the Anti-Social Behaviour (ASB) unit, a Hate-Crime Coordinator, and a Domestic Violence Coordinator. The Panel was informed that all these elements undertook to coordinate multi-agency responses to their areas of concern, as well as to perform functions relating to victim support and crime prevention.

Assessment: Conducted through the Crime Reduction and Strategy Audit, as well as annual and quarterly performance reports to the Home Office. The Panel was informed that monitoring and evaluation of action plans was also carried out through the Safer Harrow Management Group.

In addition, the Panel was briefed on measures directed at tackling Business Crime. Neighbourhood Watch was identified as an integral element of this, as well as the Harrow Businesses Against Crime initiative, with the latter composed of three parts:

- the construction of a retail radio link, giving business access to a CCTV control room and police intelligence;
- a National Business Information System, recording offenders of business crime;
- installation of the 'Ringmaster' early warning system, allowing businesses to report and alert other businesses of occurring crimes.

It was explained that radios for the above scheme cost £300. Harrow had purchased a quantity to lease to small businesses at a low rate to facilitate the scheme's extension.

The Panel was also informed of the launch of Harrow Community Television, which was being piloted across eight sites, with plans to eventually expand to ten sites.

Contributions/Comments from Business Community Representatives

Police Response Times

A representative of the business community asked what the police response times were for the Borough. An officer explained that whilst Harrow was statistically the safest London Borough, police forces were comparatively under-resourced, and so response times may not be as fast as desired.

CCTV Cameras

The effectiveness of CCTV cameras was queried, with a representative asking how many arrests and convictions could specifically be attributed to these devices. An officer responded that CCTV cameras were effective as part of a range of measures on crime reduction, and helped provide information on the dispersal and movement of crime across the Borough.

A representative raised the issue of alleged inappropriate usage of CCTV cameras, stating that film was absent in cameras which could have been used to prevent a burglary, but that cameras in parking zones contained film and were operative. It was alleged that police officers had been disparaging about the system's effectiveness. An officer responded that different bodies were responsible for cameras assigned to different roles, and that individual officers might not be aware of the contribution CCTV made to crime prevention.

The Use of Radio Systems

A representative asked whether the radio systems outlined above had reached Wealdstone. In response, an officer stated that currently the scheme was focused on Harrow town centre, but that it was a new initiative and so should be given time to extend to other wards.

The use of a radio-based system was also queried, and a representative asked how businesses may report crimes. Officers responded that there were a range of methods in addition to the radios, including email and text messaging.

Business Crime

A representative raised concerns relating to business crime, stating that offences such as fraud were costing businesses in Harrow more than offences such as theft, and asked that the Council consult with local businesses on this issue. An officer noted the representative's concerns, and acknowledged that a consultation might be desirable. To facilitate this, a representative of the business community offered access to premises for such a consultation.

RESOLVED: That the above be noted.

20.

Presentation on Transport Policy:

The Panel received a presentation of the Interim Head of Public Realm Infrastructure which addressed Harrow's transport policy and the use of controlled parking zones.

It was brought to the Panel's attention that whilst Harrow was a unitary authority, it was bound to implement both the national transport strategy as well as the Mayor for London's own strategy. It was also pointed out that Harrow Council was not the public transport authority for the Borough.

The following points were included in the presentation:

- that traffic growth in the Borough was unsustainable, currently representing a figure of 1 to 2% a year with roads at or near full capacity in the peak hours;
- that there were many competing demands on traffic policy, including requirements of safety, vehicle and pedestrian access and standards of air quality, as well as competitiveness;
- the Traffic Strategy included attempts to reduce the need for travel as well as balancing improvements in public transport and car usage;
- transport programmes to be delivered focused on safety, such as 20mph zones and safer routes to schools, as well as bus priority, congestion, pedestrian and cycling improvements, and education and travel awareness;
- the use of controlled parking zones was demand led, and used only when problems occurred, and that currently there were 19 zones;
- the purpose of controlled parking zones was to ensure, amongst other factors, adequate access and safety standards, the management of competing demands, and to encourage the use of sustainable transport;
- that on street business permits for controlled parking zones in the Harrow area cost £300 for operational vehicles. Annual, half yearly and quarterly permits were available.

Contributions/Comments from Business Community Representatives

Controlled Parking Zones

A representative questioned the clarity of the signs used to alert road users of controlled parking zone times, claiming that they were confusing and gave insufficient information. Officers responded that they were aware of this problem, and that efforts were underway to rectify the situation. However, in view of the costs required to alter the signage, the Panel was told that this process might take two to three years.

A Member questioned the success of current efforts to divert users onto public transport, including the effect of controlled parking zones. An officer responded that he was unsure of the exact figures in this regard, but referred the Member to earlier evidence that traffic was increasing by 1 to 2% a year. It was also added that controlled parking zones were a small element of the Council's overall strategy and that the most effective means of achieving a shift to public transport were fiscal measures and the quality of public transport, both of which were outside the Council's control.

CCTV Usage

The issue of the cost to the business community of enforcement using CCTV was again brought to the Panel's attention. In reply, it was stated that officers had received a petition and would be examining the matter. However, it was also stressed that the purpose of CCTV in this regard was to attain a balance between the needs of competing road users.

Long-Stay Car Parking

The number and capacity of long-stay car parks in the Harrow area was questioned, and it was asked whether the Council had a particular policy regarding this issue. Officers explained that national and Mayor for London policy in this regard was not to encourage long stay parking. Current emphasis, it was explained, was on space management and short-term parking. It was added that punitive charges were only in place for stays of 5-6 hours.

RESOLVED: That the above be noted.

21. **Presentation on Business Mapping:**

The Panel heard a presentation of the Director of 'Harrow in Business' on Business Mapping. It was brought to the Panel's attention that Harrow remained in the top twenty for national enterprise hotspots, as measured by the number of new business accounts opened in the Borough per annum. It was added that 96% of these businesses employed less than ten people, and that these employees in turn comprised 41% of Harrow's employees.

The Panel was informed that the purpose of business mapping was to update information on Harrow's changing business demographic, as this was considerably out of date. This was to be a two-stage process, comprising an initial stage of core data collection whereby the accuracy of existing records would be checked, and a secondary stage where the issues and priorities of the business community would be collated.

This information gathering exercise was deemed particularly necessary in view of the large number of businesses operating out of resident's homes, as currently no data existed on these organisations. It was also added that Business Mapping would aid in forward planning services, providing a reliable source of evidence on the current needs of local businesses.

Comments/Contributions from Business Community Representatives

Insolvency Rates

A representative queried the high figure of new business accounts being opened in Harrow, suggesting that this may have negative connotations if it was a reflection of high insolvency rates. In response, it was stated that the number of VAT registered business in Harrow had been in decline, but that this was not necessarily a reflection of insolvency as many businesses operating in the Borough had their VAT registered officers outside the Borough. However, it was added that businesses experienced difficulty growing in Harrow, and that this and the above issue were to be addressed in the Business Mapping exercise.

A member expressed concern that, whilst Harrow was still classed as innovative by virtue of its top twenty position in the enterprise table, this figure still represented a decline of some 10% from previous positions. In response, a Member stated that Harrow was disadvantaged in comparison to other boroughs in this regard, with a relatively low proportion of commercial and industrial sites, and that this may go some way to explaining the trend.

RESOLVED: That the above be noted.

22. **Any Other Business:**
A representative of the business community congratulated the Director of 'Harrow in Business' on the success of the business incubation scheme in the Harrow area.

It was announced to the Panel that the incubation scheme was split into three stages, and that results from the first stage – demand measurement – having been collated, endorsed a simultaneous progression of the second and third stages, namely an overview of the services to be provided under the scheme, and finally a business plan.

RESOLVED: That the above be noted.

23. **Extension and Termination of the Meeting:**
In accordance with Advisory Panel and Consultative Forum Rule 12.1 (Part 4E of the Constitution) it was

RESOLVED: (1) At 10.00 pm to continue until 10.30 pm;

(2) at 10.30 pm to continue until 10.45 pm.

(Note: The meeting having commenced at 7.30 pm, closed at 10.32 pm)

(Signed) COUNCILLOR MRINAL CHOUDHURY
Chair

APPENDIX 1

Harrow Business Consultative Panel – 2 February 2006**(1) Representatives of the Business Community who Attended**

A Pluck	Harrow in Business
D Greenwood	Federation of Small Businesses (FSB)
R Morse	Federation of Small Businesses (FSB)
S Hall	Chair, Wealdstone Trader's Association
E Diamond	North West London Chamber of Commerce
G Caloia	North West London Chamber of Commerce

(2) Officers who Attended

Myfanwy Barrett	Director of Financial and Business Strategy
Chander Vasdev	Business Community Manager
Fern Silverio	Manager, Group Revenues
Ian Pearce	Crime Reduction Manager
Steve Swain	Transportation Manager
Kevin Unwin	Democratic Services Officer

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Action Sheet HBCP 2 Feb 2006

Minute Number	Action Required	To be carried out by	Completion Date	Comments from the Chair
18.	<p>A representative queried parking fines which were being levied on delivery vehicles, and pointed out the high cost of appeal. It was asked what proportion of the Council's funding came from such fines. The Director of Financial and Business strategy responded that she was unaware of precise figures, but offered to research the query and inform the representative in due course.</p> <p>The Council only records parking fine income from Vans and income specifically related to delivery vans is not recorded separately. However, delivery vehicles that are complying with waiting and loading restrictions, i.e. genuinely loading/unloading at locations and times permitted, should not incur parking penalties.</p> <p>The total income from parking fines is £ 58m a year, which represents 11.4% of the gross budget.</p>	Director of Financial and Business Strategy	As soon as possible	
18.	<p>The Panel discussed the Business Improvements Districts (BIDS) scheme, which would allow the Council to levy a separate charge to spend on local issues. Officers explained that projects under this scheme had previously been attempted in Harrow, but with limited support. A representative suggested that officers look to Westminster for a positive example of such a scheme, a suggestion which officers offered to look into.</p> <p>A BID does not have to be local authority lead and in the majority of cases where these operate, the proposers have been local businesses. Should a formal group of businesses get together with a view to proposing a BID, then the authority would help with technical support by providing lists of names, properties and rateable values so an evaluation could take place.</p> <p>However, considering Harrow's low rateable value base, the authority does not believe that a BID would be viable without charging an unduly large levy to raise a viable amount to be spent in the locality. For example, most other BID's in place have won their ballots on the basis that the initial levy is 1p in the pound; in effect charging a business with a rateable value of £10,000 a BID charge of £100 per year.</p> <p>The total rateable value for the 4,900 properties in the borough is approximately £117,500,000. If a group of businesses wished to set up a BID, assuming 300 local businesses participated, pro rata this would provide approximately</p>	Director of Financial and Business Strategy	As soon as possible	

	<p>7,250,000 in rateable value on which a levy could be raised. Assuming a levy of 1p, this potentially would raise approximately £73,000 gross in levy. After deducting running costs etc, this would leave little to spend locally.</p> <p>The above example clearly illustrates why the authority will not lead a BID. There is no reason why local businesses can not lead a BID themselves, but a voluntary contribution agreement between local businesses in the same locality, where businesses agree on priorities, the level of voluntary contributions each is prepared to make and then on how to spend the money, might be a more effective way of investing funds to be spent for the good of local businesses.</p>			
18.	<p>A representative queried what proportion of houses of Harrow received public sector support. The Director of Financial and Business Strategy offered to give a written response, but stated that the budget for housing benefits was a separate government grant.</p> <p>Approx 1 in 6 Households receive help towards their rent and Council Tax</p>	Director of Financial and Business Strategy	As soon as possible	
19. (i)	<p>A representative raised concerns relating to business crime, stating that offences such as fraud were costing businesses in Harrow more than offences such as theft, and asked that the council consult local businesses on this issue. An officer noted the representative's concerns, and acknowledged that a consultation might be desirable. The Harrow Business Against Crime (HBAC) initiative is planned to go live on 1 April 2006. Following appointment of a Business Information Manager there will be a formal launch during May/June to raise awareness of HBAC and consult businesses.</p> <p>We are in the process of recruiting the Business Information Manager to manage and co-ordinate the HBAC initiative. The launch of the HBAC scheme is programmed to take place May/June time - the launch will provide an ideal opportunity to consult businesses re their issues/concerns.</p>	Ian Pearce, Crime Reduction Manager	May/June 2006.	Point (ii) added at the request of the Chair.
19. (ii)	<p>A representative asked whether the radio systems outlined above had reached Wealdstone. In response, an officer stated that currently the scheme was focused on the town centre, but that it was a new initiative and so should be given time to extend to other wards. <i>The Chair has asked that the scale and timeframe of this expansion be specified more closely, and that panel members be informed accordingly.</i></p> <p>There is currently no radio link provision in Wealdstone. Following implementation of HBAC scheme in the Town Centre the intention is to expand to Wealdstone and other main shopping centres in the Borough. Timescales for this yet to be set.</p>	Ian Pearce, Crime Reduction Manager	As soon as possible.	

**TERMS OF REFERENCE OF THE HARROW BUSINESS CONSULTATIVE ADVISORY
PANEL**

1. To enable consultation between the Council and representatives of local non-domestic ratepayers required by Section 65 of the Local Government Finance Act 1992 and to provide information regarding the Council's expenditure proposals for the future budget in accordance with Non-Domestic Ratepayers (Consultation) Regulations 1992. The minutes of the meetings to be reported to the Cabinet.
2. To facilitate consultation between the Council and representatives of the business community as required by the Authority

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Meeting:	Harrow Business Consultative Panel
Date:	18 th July 2006
Subject:	Business Continuity Management
Responsible Officer:	Myfanwy Barrett – Director of Finance and Business Strategy
Contact Officer:	Kan Grover – Business Continuity Officer
Portfolio Holder:	Councillor David Ashton
Key Decision:	No
Status:	Part 1 – Public

Section 1: Summary

Decision Required

- The Harrow Business Consultative Panel is asked to note the current position with regard to Business Continuity Management within the Council and the promotion of business continuity generally to local small and medium sized enterprises.

Reason for report

- Information and comment.

Benefits

- Compliance with our statutory duty under the Civil Contingencies Act 2004.
- Ensure that we are providing Business Continuity advice that is consistent with our neighbouring boroughs in West London.
- Effective launch of the Business Continuity Management process in Harrow.
- Assist the local business community in using the Business Continuity Management process, thereby increasing the community's resilience generally.

Cost of Proposals

- No extra costs involved as already contained within budget.

Risks

- Non-compliance with the statutory duty under the Civil Contingencies Act 2004.
- The absence of Business Continuity planning in the local business community could lead to the loss of profit and possible business closures, in the event of an incident such as flu pandemic, flood, power outage, or terrorism.

Implications if recommendations rejected

- None made.

Section 2: Report

2.1 Brief History

2.1.1 The Civil Contingencies Act 2004 placed a duty on Local Authorities to provide Business Continuity advice to their local business community. This duty came into force on 15th May 2006, on the understanding that neighbouring Local Authorities could work together and deliver this long-term initiative over a period of time.

2.2 Options considered

2.2.1 Business Continuity Management (BCM) is a management process that helps manage the risks to the smooth running of an organisation or delivery of a service, ensuring it can continue to operate to the extent required in the event of a disruption. These risks could be from the external environment (e.g. power outages, severe weather) or from within an organisation (e.g. systems failure, loss of key staff).

2.2.2 The Business Continuity Institute defines this process as follows: “Business Continuity Management is a holistic process that identifies potential business impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.”

2.2.3 The Business Continuity Institute has developed a five-stage process, which has become widely accepted and has been incorporated into a British Standards Institute Publicly Available Specification – PAS 56. This model provides a generic framework that is applicable across the public, private and voluntary sectors.

2.2.4 The five stages of the Business Continuity Institute process are:

- Stage 1: Understanding your business: Using business impact and risk assessments to identify the critical deliverables, evaluate recovery priorities and assess the risks that could lead to a disruption to service delivery.
- Stage 2: BCM Strategies: Identifying the alternative strategies available to the business to mitigate loss, assessing their potential effectiveness in maintaining the business's ability to deliver its critical functions.
- Stage 3: Developing and implementing a BCM response: Developing the response to business continuity challenges and the plans underpinning this.
- Stage 4: Establishing a BCM culture: This stage looks at the need for businesses to ensure that a continuity culture is embedded in

their organisation by raising awareness throughout the organisation and its key stakeholders, and offering training to key staff on BCM issues.

- Stage 5: Maintaining and auditing BCM: Ensuring plans are fit for purpose, kept up to date and quality assured. This should involve exercising plans, rehearsing key staff and testing systems.

2.2.5 Effective BCM is built on “seven Ps”:

- Programme – proactively managing the process
- People – roles and responsibilities, awareness and education
- Processes – all organisational processes, including ICT
- Premises – buildings and facilities
- Providers – supply chain, including outsourcing
- Profile – brand, image and reputation
- Performance – benchmarking, evaluation and audit

2.2.6 The Council appointed a Business Continuity Officer (BCO) within the Audit and Risk Group in February 2006. The BCO has set up a work stream for 2006-07 and 2007-08 to deliver Business Continuity training to assist with Business Impact Analysis and the development of Business Continuity Plans throughout the Council, and to promote Business Continuity generally to the local business community.

2.2.7 During the summer of 2006, Business Continuity guidance for the local business community will be placed on the Council’s website – www.harrow.gov.uk and will also be published in the Council’s local newspaper – Harrow People. This will include information on the importance of Business Continuity, guidance on the fundamentals of Business Continuity planning, contact details and links to websites for further information and professional advice. Further Business Continuity presentations are also being considered, e.g. with the Brent and Harrow Chamber of Commerce, the Federation of Small Businesses, and West London Business.

2.2.8 Specific Business Continuity guidance on flu pandemic has been delivered to domiciliary and residential care providers in the Harrow area. The BCO has been working with colleagues in neighbouring boroughs and the West London Alliance to make sure that Harrow Council are using a consistent and recognised approach to Business Continuity.

Conclusion

- The Harrow Business Consultative Panel is asked to note the current position with regard to Business Continuity Management within the Council and the promotion of business continuity generally to local small and medium sized enterprises.

2.3 Consultation

2.3.1 London Prepared, neighbouring local authorities and the West London Alliance.

2.4 Financial Implications

2.4.1 If there are any costs associated with this report they will be contained within the Audit and Risk Group budget. Costs for specific business continuity planning, for small and medium sized enterprises, will be the responsibility of those businesses respectively. The Council's duty is to promote business continuity in general terms; it is not in a position to offer specific advice.

2.5 Legal Implications

2.5.1 Under the Civil Contingencies Act 2004, all primary Local Authorities are Category 1 Responders, including Harrow Council. The Act places certain duties upon the Council, including the requirement to have business continuity plans in place for the provision of services during a major incident; and also to promote business continuity generally to local small and medium sized enterprises.

2.6 Equalities Impact

2.6.1 Equalities and diversity issues are an integral part of the Council's promotion of Business Continuity Management to local small and medium sized enterprises.

2.7 Crime and Disorder Act Considerations

2.7.1 Business Continuity planning, in the community, will strengthen the borough's resilience to adverse incidents, which may arise from a variety of events including crime and disorder issues.

Section 3: Supporting Information/ Background Documents

Appendix 1 – Business Continuity for Small and Medium sized Enterprises (SME) presentation dated 9th June 2006

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Kan Grover
Business Continuity Officer

Business Continuity for local businesses

Kan Grover
Business Continuity Officer
Harrow Council

What is Business Continuity?

Business Continuity Management (BCM)

process:

- Denial of access to building (fire, flood)
- Lack of utilities (power outage, loss of water supply)
- Non-availability of staff (fuel shortage, severe weather, flu pandemic)

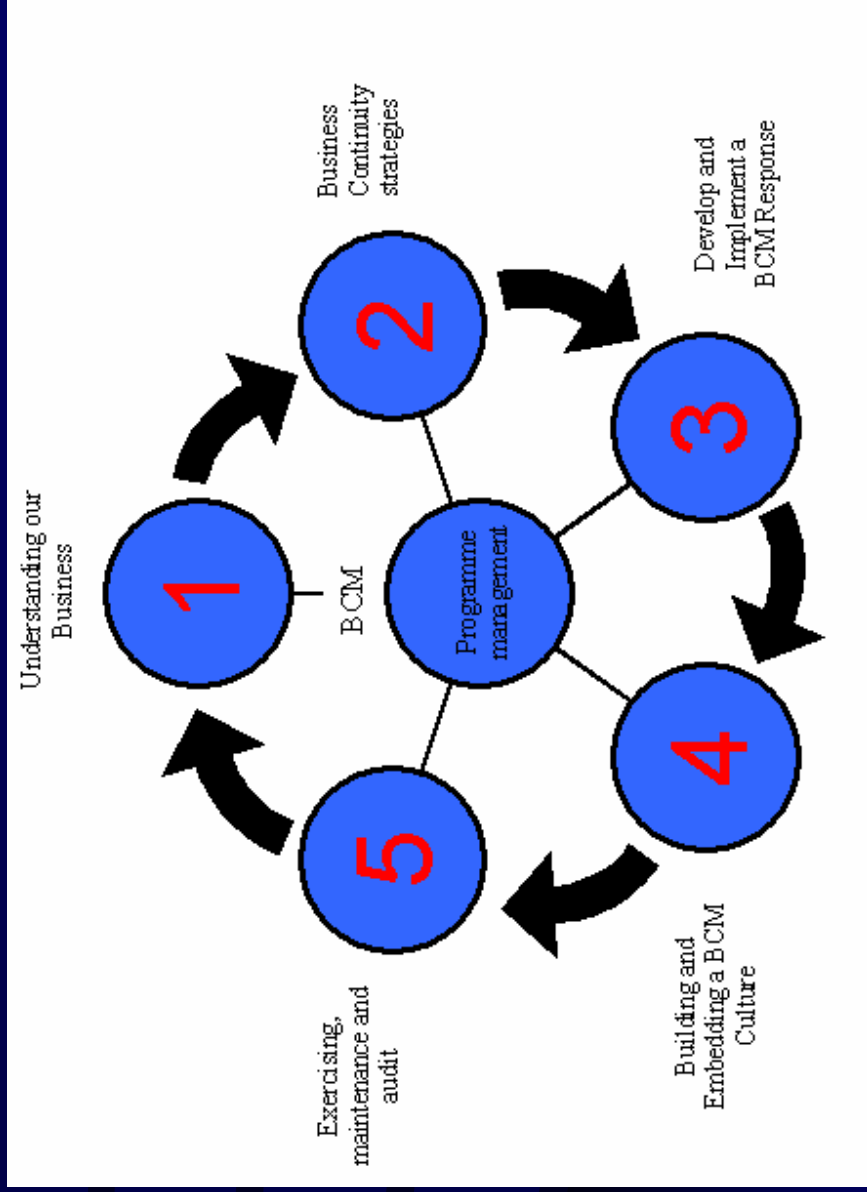
Why do it?

- Good management practise – minimise disruption to your business
- After an incident – quick return to business as usual
- Protect your business reputation – safeguard your livelihood

Approved process

- Based on guidance from the Cabinet Office and London Resilience Team
- Using same formula across West London
- Business Continuity Institute's Process
- British Standard PAS 56 compliant

Business Continuity Institute's Process



Business Impact Assessment (BIA)

- Identify your business's critical activities
- Look at key processes/ dependencies
- Plan for the following three situations:
 - (1) Denial of access to the building
 - (2) Lack of utilities/ services to the building
 - (3) Non-availability of staff

Business Continuity Options

After conducting the BIA, different options may include:

- A full back up site – £££
- A full Business Continuity plan – ££
- An alternative list of suppliers – £
- To do nothing – cost/ benefit analysis

Sample Business Continuity Plan

Critical activities	Key processes/dependencies	Situation (building, utilities, staff)	Contingency Plan

Next steps...

- Start identifying your critical activities
- Update contact telephone numbers
- Visit BCM websites – see next slide
- Start drawing up a BC plan

BCM websites

www.ukresilience.gov.uk

www.londonprepared.gov.uk

www.pfe.gov.uk

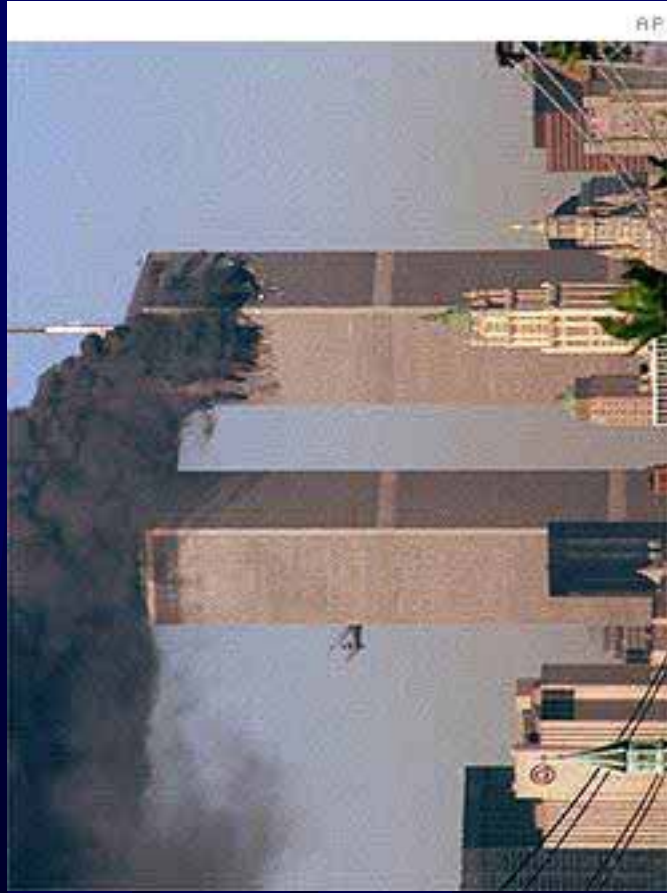
www.thebci.org

www.axa4business.co.uk

BCM booklets

- Booklets prepared by London First, Metropolitan Police and the BCI:
- Expecting the unexpected
- Secure in the knowledge
- Copies available from www.mi5.gov.uk

It will never happen...



It will never happen here...



Any questions?

- Kan Grover
- Business Continuity Officer
- 020 8420 9319
- kan.grover@harrow.gov.uk



Kan Grover
Business Continuity Officer

Economic Regeneration

Business Consultative Meeting

18th July 2006

Economic Regeneration is

- About increasing employment, encouraging business growth and investment and tackling economic disadvantage
- The promotion of economic well-being also underpins community strategies, local strategic partnerships and is seen as a vital tool in improving neighbourhoods

Harrow Economic Development and Regeneration Review - why

- We need to develop an informed vision for the future of the local economy which:
- Analyses local patterns of economic changes and economic disadvantage
- Identifies opportunities and threats which lie ahead
- Identifies area of action where economic intervention may be needed
- Sets clear target to evaluate the efficient and effectiveness of economic development and regeneration.

Where are we at

- Pulling together statistics
- Carrying out research
- What are we aiming for:-
- A report on where the economy of Harrow currently is
- What priorities and choices it faces
- Where Harrow might be in 10 years time

What have we done so far

- Carried out a business needs survey of over 1,000 businesses
- An employment land survey
- Research into incubator provision
- Research into social enterprise
- Research into creative industries

Business Mapping

- Key issues expected to impact in the next 12 months are:
- Difficulty finding new clients
- Lack of marketing expertise in the workforce
- Insecure financial position

Business Incubation?

- Is a unique and highly flexible combination of business development and processes, infrastructure and people, designed to nurture and grow new and small businesses by supporting them through the early stages of development and change.

Business incubation

Feasibility study carried out proves there is sufficient demonstrable demand and a shortage in supply of business incubation environments in Harrow and West London

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