SUSTAINABLE DEVELOPMENT AND ENTERPRISE SCRUTINY SUB-COMMITTEE

THURSDAY 6 JULY 2006
7.30 PM

SUB-COMMITTEE AGENDA (SCRUTINY)

COMMITTEE ROOM 6
HARROW CIVIC CENTRE

MEMBERSHIP   (Quorum 3)

Chairman: **Councillor Richard Romain**

Councillors:

Susan Hall	**Ms Nana Asante**
Ashok Kulkarni	**Graham Henson**
Mrs Vina Mithani	**Jerry Miles**

Reserve Members:

1. Stanley Sheinwald
2. Dinesh Solanki
3. Yogesh Teli
4. Joyce Nickolay

1. Mano Dharmarajah
2. Keeki Thammaiah
3. Dhirajlal Lavingia

HARROW COUNCIL

SUSTAINABLE DEVELOPMENT AND ENTERPRISE SCRUTINY SUB-COMMITTEE

THURSDAY 6 JULY 2006

AGENDA - PART I

1. **Appointment of Chairman:**
    To note the appointment of Councillor Richard Romain at the Special Meeting of the Overview and Scrutiny Committee meeting on 5 June as Chairman of the Sub-Committee 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 <u>whole</u> 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. **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).

5. **Appointment of Vice-Chairman:**
    To consider the appointment of a Vice-Chair to the Sub Committee for the Municipal Year 2006/2007.

6. **Minutes:**
    That the minutes of the meeting held on 9 March 2006, having been circulated, be taken as read and signed as a correct record.

7. **Public Questions:**
   To receive questions (if any) from local residents/organisations under the provisions of Overview and Scrutiny Procedure Rule 8.

8. **Petitions:**
   To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Overview and Scrutiny Procedure Rule 9.

9. **Deputations:**
   To receive deputations (if any) under the provisions of Overview and Scrutiny Procedure Rule 10.

10. **References from Council and Other Committees/Panels:**
    To receive any references from Council and/or other Committees or Panels.

Enc.   11. **Terms of Reference for the Sustainable Development and Enterprise Scrutiny Sub-Committee:** (Pages 1 - 2)
    To note the terms of reference of the Sub-Committee

Enc.   12. **Scrutiny Policy Briefings:** (Pages 3 - 22)
    Report of the Director, People Performance and Policy

Enc.   13. **Scrutiny Work Programme:** (Pages 23 - 40)
    Report of the Director, People Performance and Policy

Enc.   14. **Harrow Welcome Pack - Light Touch Review:** (Pages 41 - 48)
    Report of the Director, People Performance and Policy

Enc.   15. **Tourism review - response from cabinet:** (Pages 49 - 54)
    Report of the Director, People Performance and Policy

16. **Any Other Business:**
    Which the Chairman has decided is urgent and cannot otherwise be dealt with.

    AGENDA - PART II - NIL

This page is intentionally left blank

Terms of Reference of the Sustainable Development and Enterprise Scrutiny Sub Committee

The Sustainable Development and Enterprise Scrutiny sub-committee has the following powers and duties:

a) to develop a work programme for scrutiny of the sustainable development and enterprise related functions of the Council and partners in consultation with the Overview and Scrutiny Committee;
b) to have specific responsibility for policy development and scrutiny of the following functions:
   - *Area renewal*
   - *Regeneration*
   - *ICT*
   - *Skills / adult learning*
   - *Environmental sustainability*
   - *Traffic and transportation*
   - *Housing*
c) to hold the HSP and its management groups to account for the delivery of the Local Area Agreement;
d) to review and make reports and recommendations to the Executive and the Council in respect of the functions within its terms of reference;
e) assist the Council and the Executive in the development of the budget and policy framework by analysis of policy issues;
f) conduct research, community and other consultation in the analysis of policy issues and possible options;
g) to consider, report and make recommendations on any matter within the subcommittee's terms of reference affecting the area and/or those who live, work or travel through Harrow;
h) to conclude reviews promptly, normally within 6 months;
i) to contribute to the annual report of the work of scrutiny.

This page is intentionally left blank

Harrow COUNCIL
LONDON

Meeting:	Sustainable Development and Enterprise Scrutiny Sub-Committee
Date:	6 July 2006
Subject:	Scrutiny Policy Briefings
Responsible Officer:	Paul Najsarek, Director, People Performance and Policy
Contact Officer:	Ed Hammond, Scrutiny Officer
Portfolio Holder:	Business Development
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

None. The briefings are provided for information only.

Reason for report

This report provides key information on policy areas within the sub-committee's terms of reference.

It is intended that members will use the policy briefings in their discussion of the work programme.

Benefits

The provision of policy briefings, and background policy information, means that the sub-committee will be better placed to make sound, evidence based judgments on items for the work programme.

Cost of Proposals

This report is not seeking additional financial resources.

Risks

Not applicable

Implications if recommendations rejected

Not applicable.

Section 2: Report

2.1 Brief History

The terms of reference of the Sustainable Development and Enterprise Scrutiny Sub-Committee are broad, and wide-ranging. It was thought that members – and especially new members – might find it useful to have some information on the key areas of policy nationally, regionally and locally, to introduce them to the key issues with which the sub-committee will deal over the coming months.

2.2 Detailed Briefings

As well as the briefings themselves (attached to this report as appendices), more detailed policy information is also available from the Scrutiny Officer on request. Files have been pulled together containing many of the national and regional policy papers, council strategies and other miscellaneous information which will be important to members as they deliver the work programme. Executive summaries of these documents can also be provided on request, where applicable.

The policy briefing précis are being provided on the following subjects, and are attached to this report:

Transportation – looking at developments including regional transport schemes, TfL and GLA (Mayoral) strategies, as well as issues surrounding the preparation of the Borough's Transport Local Implementation Plan, and

particular issues relating to transport concerns in Harrow which might be of especial interest to members.

Housing – looking at the council's stock, and issues surrounding delivery of the Decent Homes Programme by 2010, and associated issues connected to right-to-buy and private home ownership, and planning.

Planning and Development – looking at the Local Development Plan, the Unitary Development Plan, and regional and national issues including Planning Policy Guidance, the Government's agenda for sustainable development, infrastructure concerns (including utilities and similar).

Enterprise and Skills – looking at the Learning and Skills Council and the role it plays in the borough, support for local businesses, economic development and regeneration.

Cross-cutting issues – looking at issues which fall partly within the sub-committee's terms of reference and partly outside it.

2.3 Consultation

Not applicable.

2.4 Financial Implications

This report is not seeking additional financial resources.

2.5 Legal Implications

There are no specific legal implications arising out of this report.

2.6 Equalities Impact

None specific to this report.

2.7 Section 17 Crime and Disorder Act 1998 Considerations

None specific to this report.

Section 3: Supporting Information/Background Documents

Appendix A: Policy Briefings:

1 – Transportation
2 – Housing
3.– Planning and Development
4 – Enterprise and Skills
5 – Cross-cutting issues

This page is intentionally left blank

Briefing for members

Transportation in Harrow

This is one of a number of briefings prepared by the Scrutiny Unit to assist new members in developing their skills and knowledge base for their roles on the Sustainable Development and Enterprise Scrutiny Sub-Committee.

The briefing is divided into two sections. The first lists national and regional transport developments. The second lists developments specific to Harrow.

Nationally and regionally

Nationally, the direction of transport strategy in England and Wales is controlled by the Department for Transport, of which the Highways Agency is an executive agency. They are responsible, nationwide, for road planning, railways (principally through the drafting of Route Utilisation Strategies, which make assessments on timetables and services). They are also responsible for road safety.

In London, much of the DfT's responsibility has been devolved to the Greater London Authority (GLA) and the Mayor in particular, who is responsible for the maintenance of primary routes through the capital (TfL Street Management) buses (TfL Buses) the underground (LUL) and, increasingly, commissioning for rail services (TfL London Rail).

There are a number of key regional transport initiatives which have the potential to impact upon Harrow and its residents.

Crossrail Line 1 – this scheme now has the necessary powers for construction, and building work will commence within the next two years. It will link Ealing Broadway (and Heathrow) in the west with Abbey Wood, Stratford and beyond in the east through a deep-level twin tunnel running from Paddington to the Isle of Dogs, with intermediate stations at Bond Street, Tottenham Court Road, Farringdon, Liverpool Street and Whitechapel. Economic impacts for the entirety of London will be significant.

West London Tram – this scheme will run from Uxbridge to Shepherd's Bush. It runs through Hillingdon and as such Harrow has not been directly involved in its implementation, but residents in the west and south of the borough may be affected by it. It is proposed for the future that it may be extended through Bayswater and Oxford Street to intersect with the proposed Cross River Tram at Holborn.

Silverlink reconfiguration/relet – the Mayor will acquire direct commissioning control over this service in November 2007. In the short term this will lead to steps being taken to integrate the line into the rest of the TfL operated network – introduction of Oyster pre-pay at all stations, ticket gates, and increased numbers of station staff. It looks likely that this may lead in coming years to a significant alteration to services on the Watford dc line north of Queen's Park. The current preferred option is for the Bakerloo line to be extended to Watford Junction, and for metro services between Watford and Euston to be withdrawn (Bakerloo services would run from Watford to Elephant and Castle, diverging from the National Rail alignment north of Queen's

Park)[1]. This would lead to an increase in service frequency for residents in Headstone Lane and Hatch End, but the lack of a through service to Euston would inconvenience passengers in Kenton.

Crossrail Line 3 – this would be a long-term (post-2020) project allowing fast, through services from Harrow and Wealdstone to Waterloo and beyond (most likely following an alignment towards Guildford) via Euston (the current Euston Station redevelopment plans will probably take it into account). No proposals or feasibility work has been carried out, but the Mayor has stated[2] that he is in favour of such a scheme given the significant benefits it would allow.

BCV upgrade – Metronet is soon to embark on a station modernisation and train replacement programme for the Bakerloo, Central and Victoria lines. The timescales are, unfortunately, very long. It is anticipated that new trains will be delivered for the Bakerloo in 2019, with final station modernisations being completed in 2020. By 2019 the current rolling stock will be 52 years old.

SSL upgrade – new trains are being introduced on the Metropolitan line in 2009. They will be equipped with an air-cooling system. Station modernisation works have been proposed for Harrow on the Hill, Sudbury and North Harrow stations as part of the Transport Local Implementation Plan. Line reconfiguration may mean that that eastern section of the Hammersmith and City Line in reintegrated into the Metropolitan Line by 2010/2011.

i-Bus – TfL Buses' new bus information system will be built around the existing Countdown system already available at many stops. GPS technology will be used to provide more precise locational information to passengers (at bus stops, on mobile phones and on the internet) and technology will be installed in buses to provide an announcement of the name of the next stop (similar to the system already in operation on the tube). This will be rolled out over the entire bus network over the next couple of years.

Local developments

In March 2006, Harrow's Transport Local Implementation Plan was passed to the sub-committee, after a significant delay caused by Transport for London. This document sets out how Harrow plans to implement the Mayor's Transport Strategy (MTS).

Changes are now expected to be made to the draft LIP to take TfL's comments into account, as well as comments made by members of the public when the report initially went out for consultation in 2005.

The LIP itself sets out the direction for council policy on transport until 2010/11. Detailed information can be found in the briefing pack being made available to members, but in broad terms the "strategic objectives" for transportation in Harrow are:

- To improve personal accessibility to places, goods and services by improving sustainable forms of travel, particularly the reliability, frequency and quality of public transport.
- To make sustainable means of travel more attractive in terms of time, cost and quality relative to the car.
- To reduce traffic congestion in the longer term and make essential car journeys easier.
- To reduce the need to travel, particularly by car.
- To improve the distribution of goods and services.

---

[1] Stayions south of Queen's Park on the Watford DC will be served by a 4tph service to Camden Road via Primrose Hill. The London RUS suggests that fast services (either MK or Tring-bound) stop at Queen's Park to allow through transfer to local commuters from stations on the Watford DC through to Euston).
[2] At a meeting of the ALG in September 2004.

- To ensure people are aware of the implications of their travel choices.
- To encourage walking and cycling as part of health education.
- To ensure a better balance on the streets in residential areas and local centres between social activities and motorised traffic.
- To reduce air pollution and noise from all forms of transport inluding cars, buses, vans and heavy lorries.
- To ensure that new development is less dependent on non-sustainable forms and transport and contributes positively to supporting sustainable forms of travel.
- To avoid any increase in road capacity for general use.
- To improve the safety and security of all travel modes.
- To ensure that all forms of transport recognise the particular needs of those with mobility problems.
- To ensure the effective enforcement of all regulations and measures identified as necessary to deliver the Strategy.

More information is provided in the briefing pack available from the Scrutiny Officer. Members should bear in mind that the LIP is still, for the moment, in draft form.

Parking in Stanmore – new Members should be made aware of this issue, which is due to be reported for an update to the Sub-Committee in the autumn.

In 1999, a s106 agreement (see planning information) was drafted, and subsequently agreed between the council and Sainsbury's, who wished to build a superstore in Stanmore. Sainsbury's would pay the council £300,000, to be put towards renovating the existing multi-storey car park. The money had to be used within five years. It was later discovered that the multi-storey car park had significant structural problems, and that repairs would cost more than £1 million – the decision was taken to demolish it. However, Sainsbury have insisted that the money be repaid, as the original agreement related to renovation of the existing structure. The money will be paid back shortly. Plans to convert the site into a ground-level car park are further complicated by the fact that closure plans to effect this may result in the eventual closing down of the nearby Lidl store,

Congestion – the council has been looking at congestion as part of the LIP. Main routes in the borough are maintained either by the Highways Agency or TfL. Proposals have been made that Harrow should be a pilot for a local congestion charging scheme. This would operate in the town centre.

Reducing traffic congestion is a "cross cutting" target which has been agreed as part of the Local Area Agreement between the Harrow Strategic Partnership, the Government and the Council.

The "core network" and local bus services – up until relatively recently (and reflected in the borough's LIP draft) Harrow was intending to establish a "core network" of important local (radial) bus services, to which particular consideration was to be given in terms of funding, planning and support. References to the core network have however been removed in the final version of the LIP, as it diverges with TfL's current approach to bus services, which emphasises main link routes rather than local transport.

Residents have expressed concern over the withdrawal of bus services in certain parts of the borough. The 350 direct service to Watford Junction has been withdrawn, although service along Headstone Lane has been maintained through the permanent diversion of other routes.

<u>Controlled parking zones and road calming</u> – the council is obliged to consult with local people on the placement of CPZs and on the implementation of certain traffic management and road calming measures. The Traffic and Transportation case study element of 2005/06's Overview and Scrutiny Committee Hear/Say Review of Community Engagement made a number of recommendations on how the council might make the consultation process more transparent, and increase levels of responses.

Perceived inadequacy of some consultations have, in the past, led to certain decisions on traffic schemes having been called in. It is possible that in some cases this is a reflection of the controversial nature of the schemes themselves rather than particular flaws in the process. It should also be noted that many traffic schemes are "mandated" by TfL.

Briefing for members

Housing in Harrow

This is one of a series of policy papers being drafted for new scrutiny Members on areas of policy that fall within the terms of reference of the Sustainable Development and Enterprise Scrutiny Sub-Committee.

A detailed, but concise precis of current development regarding housing in the borough is being provided. This includes national, regional and local information related to the planning, maintenance and monitoring of council housing in Harrow.

Nationally and regionally

In general policy terms, central Government has committed to a significant home-building programme in coming years. Developments, where being carried out, have mainly been taking place on brownfield sites. Government is also keen to use housing developments to improve social inclusion, and to regenerate communities. Housing development, then, is not purely being linked to bricks-and-mortar improvements, with community-based work being carried out in tandem to create "sustainable communities".

"Sustainable Communities: Homes for All" is the document which sets out this strategic vision. First steps have been taken as part of the Housing Act 2004.

Private housing

The Office of the Deputy Prime Minister is responsible for overseeing matters relating to private housing (which also includes right-to-buy of council accommodation and key worker homes).

There are a number of national schemes being introduced shortly that deserve consideration, including:

Home Information Packs – from June 2007, when homes are bought and sold the seller will need to prepare a Home Information Pack for prospective purchasers. The cost of this will be approximately £500. The aim is that it should eliminate some of the uncertainty of homebuying – it will, effectively, replace the survey and local land charge search currently necessary to secure a successful sale. The government is also introducing a number of other initiatives intended to make the process of buying a house run more smoothly.

Key worker housing – there are government – and Greater London Council – targets to be met for the provision of affordable, key worker housing in new developments. This operates through the planning regime.

Social housing

Nationally, strategy for local authorities in relation to housing is laid down by the Office of the Deputy Prime Minister (ODPM). In January 2005, the ODPM produced its document "Sustainable Communities: Homes for All", which sets out the actions for ensuring that people, over the ensuing five years would have "the opportunity for a decent, affordable home". Part of

this is the delivery of the Decent Homes Programme, which will ensure that all social housing is "decent" by 2010.

Definition of "decent home" – fundamentally a decent home should be "warm, weatherproof and have reasonably modern facilities". Reasonably modern is described as a kitchen no more than 20 years old and a bathroom no more than 30 years old[1]. The government has been clear that the standard represents a minimum, and that work carried out should, where possible, exceed the standard. Consequently, many local authorities – including Harrow – have set themselves more rigorous targets, which are detailed on the following page.

Stock options appraisals - Part of the current arrangements have been to encourage councils to transfer significant proportions of their housing stock to housing associations or registered social landlords (RSLs), in order to secure the necessary investment levels. The ODPM made it clear recently that councils retaining their own stock would have to find the money for the investment themselves, and that no additional money could be made available[2]. However, at the time of writing (February 2006) this is under review and the government have entered into discussions on the provision of assistance for such local authorities.

The ODPM set a deadline of June 2005 for the completion of a "housing stock options" exercise. Councils were to examine the three options with which they had been presented and decide which one they thought would work best for them in meeting the 2010 Decent Homes deadline – or they could choose to maintain their stock in the manner described above.

Harrow specifically

Choice based lettings - Harrow has a large range of housing stock. Management of the lettings process is through Locata, a system established by five West London boroughs to allow "choice-based lettings" to residents. Residents make bids for properties through the Locata Home magazine, published fortnightly.

Stock options appraisal - Initially Harrow decided that an ALMO[3] might offer the best opportunity. Steps were taken throughout the latter part of 2004 and early 2005 to set up such a body. However, it was decided later that this would present too great a risk. Two-star rating for housing services is required to maintain an ALMO and this was by no means secure[4]. In financial terms it was also decided that investing in housing directly rather than using another of the government's options would present better value for money.

Harrow is on track to meet the Decent Homes Standard by 2010. Currently, about two-thirds of properties are classified as "decent". Major works programmes are continuing on major estates.

Resident liaison – this was assessed by a case study carried out as part of the O&S Hear/Say Community Engagement Review in 2005. The Rayners Lane estate was examined (where resident liaison is undertaken in partnership with Warden Housing, the housing association who manage the estate). The review concluded that the council recognise and maintain its existing

---

[1] In "A Decent Home: Guidance for Implementation" (ODPM 2004), at 3.17

[2] Letter sent by Rt Hon John Prescott to Council Leaders, 29 October 2004. It had been rumoured that a "fourth option" (in addition to arms-length management organisations, stock transfer or private finance) was to be announced to provide additional investment to those authorities who would maintain direct control of their stock.

[3] Arms-length management organisation. All housing stock would be transferred to an independent body which would be linked to the council (the management board would comprise councillors, and strategy would ultimately be defined by the borough). The independence would lead to additional freedoms in terms of raising revenue, contracting and borrowing.

[4] Having opted for an ALMO, some authorities have experienced this problem, with one-star rating making additional investment through the organisation difficult.

responsibilities to tenants, even after a stock transfer to a housing association or RSL, and that performance management frameworks should be put in place to monitor the functioning of tenants' and residents' associations.

Performance reporting and monitoring – the Housing Department reports to the Esub-committee periodically with information on voids (empty council properties), rent arrears (calculated on a weekly or monthly basis) and other information which is required by central government to assess performance.

This page is intentionally left blank

Briefing for members

Planning and development in Harrow

This is the one of a series of policy papers being drafted for new scrutiny Members on areas of policy that fall within the terms of reference of the Sustainable Development and Enterprise Scrutiny Sub-Committee.

It relates to planning and development in Harrow – large scale developments, planning enforcement and regeneration in particular. There are some crossovers in this area with the Safer and Stronger Communities Scrutiny Sub-Committee (SSC) – please see the relevant briefing for more details. For example, licensing and licensing enforcement – including gambling – are being dealt with by SSC.

The first section relates to national developments and the second to developments in Harrow.

Nationally and regionally

Nationally, the government has expressed a commitment to its goal of creating "sustainable communities" through its planning policy, and has sought to deliver this through the a substantial revision of the planning regime (which is currently at the green paper stage). The changes are proposed to make the planning system "faster, fairer and more predictable".

Below are a list of a couple of key aspects of national and regional policy which impact upon Harrow.

S106 agreements – these agreements are significant features of the local planning regime. They were introduced by section 106 of the Town and Country Planning Act 1990 (hence the name).

A s106 agreement is a legal contract agreed by the council and a proposed developer. The developer contracts that, as well as building their development, they will mitigate for any adverse impact it might cause on the surrounding area (environmental, social etc) by either paying a set sum to the council, or providing a public amenity – building a park, or a community centre, or a public car park, for example.

Planning Policy Guidance – planning policy in the UK is controlled and regulated by a series of principles known as Planning Policy Guidance, or PPGs. These are prepared and issued by the Office of the Deputy Prime Minister. They lay down guidance which much be followed by local authorities, and the PPGs must be reflected in the council's Unitary Development Plan.

London Development Agency – the LDA is part of the GLA Group of five regional authorities[1]. It is responsible for large-scale, strategic planning, regeneration and economic development within Greater London. More information is available in the briefing pack, and in the "Enterprise and Skills" briefing.

---

[1] The other four being the GLA itself, the London Fire and Emergency Planning Authority, TfL and the Metropolitan Police Authority.

In Harrow specifically

Strategic planning is the main group within the council which will be of interest to members in this area. Strategic Planning is part of the Chief Executive's department and is different to the Planning Group itself, within Urban Living, whose responsibilities are more operational.

The Council also has a regeneration unit, who are part of Strategic Planning.

Strategic planning – this is part of the Chief Executive's Department. Key areas of work include the development of key strategic sites – that is, developments which would help to secure the council's strategic objectives – town centre regeneration, economic development and continuing input into the West London Strategic Planning partnership, which co-ordinates

Particular large-scale projects include:

Town centre redevelopment – it is planned to put together a plan for redeveloping Harrow town centre. For some time now there have been a number of proposals to redevelop Harrow town centre. The architects' firm Alsop's have been engaged to produce a masterplan for the area, which includes redevelopment of College Road, use of what TfL have described as an "underutilised public space" (behind the station) and the possible roofing over of Harrow-on-the-Hill LU station itself, allowing the two sides of the railway tracks to be linked more effectively.

Other, competing plans have also been proposed. Developers have taken the opportunity while there is still some uncertainty over the future direction of the redevelopment to buy property in key town-centre locations.

The redevelopment is being led by the council's Strategic Planning Group (led by Graham Jones). There is a council steering group tasked with developing the plans, who have been working with partners in recent months to come up with firm plans.

This is a Phase 2 Public Space project for TfL and is relatively high profile. Ensuring that the station is a local transport "hub", providing seamless links with bus services, is critical, and as a result significant modernisation work (including disability access) is planned. The process is very much at the beginning, but this will be an extremely high profile project. As public interest will be high, there will inevitably be aspects of the project, however it is carried out, which will not be popular with certain sectors of the community. It has been suggested as a potential subject for a long-term, in-depth review.

Bentley Priory – this is another high profile issue in local development terms. There is pressure on the council to allow land at RAF Bentley Priory to be built on (as has happened with other former RAF sites in outer London). However, there is significant local opposition and the council plans to convert the site into a Battle of Britain museum.

Briefing for members

Enterprise and Skills in Harrow

This is one of a series of policy papers being drafted for new scrutiny Members on areas of policy that fall within the terms of reference of the Sustainable Development and Enterprise Scrutiny Sub-Committee.

It relates to the promotion of enterprise and skills in Harrow – in particular, issues relating to adult and community learning and vocational training and support given to local businesses by the council. Only post-19 education is covered by this sub-committee – schooling and further education to age 19 (including Connexions) is covered by the Children and Young People Scrutiny Sub-Committee.

Information on regeneration is provided in the separate briefing on planning and development.

The first section relates to national developments and the second to developments in Harrow.

Nationally and regionally

Skills

Nationally the skills agenda is set by the Department for Education and Skills, who have been responsible for developing the National Skills Strategy, as well as guiding the policies of the wide range of national and regional skills organisations. Some of these organisations deal exclusively with adult learning and some with training for young people. Briefly, some important bodies are:

- Within the DfES, the Adult Basic Skills Strategy Unit, responsible for schemes such as "Read Write Plus".
- The Basic Skills Agency, who are a quasi-autonomous non-governmental organisation (quango) responsible for improving speaking and listening skills, and other basic skills, or children and adults. The Agency is not responsible for skills training in the workplace.
- The Qualifications and Curriculum Authority, a non-departmental public body (NDPB) sponsored by the DfES. In terms of adult learning, the QCA supports learning at work and makes assessments on the levels of vocational qualifications available, through a regular reviews process.
- Ofsted and the Adult Learning Inspectorate are tasked with assessing adult education provision. The ALI awarded Harrow a grade 2 for leadership and management of the ACL inspection regime – they considered that the authority benefited from the strength of having a clear strategic direction for the development of provision.
- Learning and Skills Councils – of which more below.
- National Training Organisations are bodies set up to represent the training needs of particular sectors of the economy. There are 76 of them, and they are co-ordinated by a Council.
- Learndirect is a government sponsored organisation set up using private money, providing an online resource for those who might not be able to access training in other ways. It has been established through the University for Industry initiative, which is also

responsible for the UK Online network of IT equipment and provision in libraries and other public places.

Regionally the GLA also takes a significant role, as does the West London Alliance made up of a number of west London authorities. More local information is provided in the next section, below "Enterprise".

Nationally, the government aims to provide free learning to all adults studying for their first level 2 qualification (equivalent to five GCSEs at A* to C), as well as support ranging from maintenance grants to more comprehensive information on courses available. There is also an emphasis on "learning for its own sake" – the retired are included in the Government's plans.

More information on all these bodies and initiatives can be found in the more detailed policy pack available for members from the Scrutiny Officer.

Enterprise

The DTI leads on enterprise matters in the UK, on a macroeconomic level. The DTI has a number of policies and responsibilities relating to regional sustainable economic development, but in general terms the London Development Agency plans a much more active role in the capital, in terms of promotion of enterprise and links between businesses and government bodies (including local government).

The London Development Agency – the LDA operates similarly to Regional Development Agencies in other parts of the country, but its direct accountability to the Mayor and expanded powers give it a varied and dynamic role. The LDA has produced an Economic Development Strategy which is looking both at infrastructure but at more intangible issues as well – such as barriers which affect the survival of small and medium sized enterprises (SMEs). The LDA concentrates in this business promotion agenda on the creative and production industries, innovation, life sciences and environmental sectors. They also provide significant support to the tourism industry, as seen by the Environment and Economy Scrutiny Sub-Committee when they undertook a review into the issue.

Most of the LDA's specific initiatives concentrate on revitalising areas of inner London that have seen the departure of heavy industry. More information can be found in the "Regeneration" briefing. In London-wide terms, however, the Private Investment Commission is probably the most important scheme, using the skills of investment experts to identify ways in which to encourage private investment in the capital.

In Harrow specifically

Skills

Locally a number of organisations are responsible for a variety of initiatives.

Learning and Skills Council – LSC London West are responsible for provision in Harrow, as well as the other west London authorities. In 2005, they completed a Strategic Area Review (StAR), setting out long-term plans for learning and skills in the west London area.

The Neighbourhood Learning in Deprived Communities Fund (NLDC) is being harnessed to encourage learning – by improving the quality of small, voluntary providers and encouraging the use of Community Learning Chests for people to pick up more skills and knowledge.

London West also provide assistance to employers. In particular, they assist with Apprenticeships, NVQs, Skills for Life, IIP and other initiatives. They also help employers to locate skills providers. It is important to note that the LSC is not responsible for providing adult training and education opportunities itself.

The ACL review, carried out in 2005 by the Lifelong Learning Sub, made a number of findings in respect of the operations of the LSC, in which it found that the council's own ACL service has an important role in balancing the competing needs of local people (important in a demand-led model of community learning) and the interests of the funding body (the LSC and the government, who have targets for level 2 achievement, as we have seen).

GLA - the GLA have responded to the recent ODPM (now DCLG) consultation on the Mayor's powers by requesting significant extra responsibility in the learning and skills sector. Currently, the Mayor has now power over the strategic direction of the five London LSCs and feels that their (national) policy is at variance with his plans for regional economic development – particularly their policy to encourage level 2 qualifications, where he considers training to level 3 to be most useful to London's GDP. He has proposed that the LSCs be merged and rendered accountable to him. Any changes will be made in accordance with the Government's timetable for reviewing the Mayor's powers.

Particular local provision – Harrow contracts out its ACL provision through a number of local providers – principally, a number of local colleges. Only 9 staff are directly employed. Fees are set by the local authority (and have recently been subject to some alteration as a result of the ACL review) and are kept by the providers. There is some direct council funding to the 9 council posts, and additional NLDC funding as well.

Enterprise

Local situation – Harrow's largest employer is Harrow Council. Other large employers include Kodak and First National Bank, but most economic activity takes place in small to medium sized businesses clustered around the borough's town and district centres. There is some light manufacturing industry on the Tudor Road Industrial Estate.

West London – the West London Alliance, West London Network and West London Partnership – all bodies involved the six west London authorities and a range of different private sector partners – have participated in developing an Economic Development Strategy for the sub-region, with the assistance of the LDA. The strategy will run to 2015. More information is available in the briefing pack.

SmartConnections – this is the Council's website for encouraging investment in Harrow. It provides information and advice generally geared towards small businesses.

Harrow in Business – HiB is Harrow's local Enterprise Agency. They are a not-for-profit body who are closely linked to the council, and provide advice and information to local businesses. Again, the emphasis is on smaller businesses.

This page is intentionally left blank

Briefing for members

Cross-cutting issues

This is one of a series of briefings being provided to members on subjects falling under the terms of reference of the Sustainable Development and Enterprise Scrutiny Sub-Committee.

This briefing sets out in general terms the key areas of the sub-committee's responsibility, highlighting where appropriate those areas which fall either partially or entirely under the terms of reference of another sub-committee.

Areas where SDE has primary responsibility

Transportation (public and private)
Housing (council)
Planning (major and minor schemes)
Regeneration and economic development, and tourism
Adult skills

Areas with potential for cross-cutting (not all of these issues might be on the work programme but are provided as examples)

Transportation –   Concessionary fares (with AHSC, CYP)
                    Anti-social behaviour on public transport (with SSC)

Housing -   Anti-social behaviour (with SSC)
                    Public realm – housing estates (with SSC)
                    Community projects (with SSC)
                    Care services (with AHSC, CYP)

Planning -   Green belt (with SSC)
                    Enforcement (with SSC)

Regeneration -   "Designing out" crime, public realm implications (with SSC)
                    Working with the voluntary sector (with SSC)

Adult skills -   ACL for people with learning disabilities (with AHSC)

Licensing and licensing enforcement – including gambling licensing – will probably be dealt with by Safer and Stronger Communities Sub, although this has not yet been finalised.

This page is intentionally left blank

Meeting:	Sustainable Development and Enterprise
Date:	6 July 2006
Subject:	Scrutiny Work Programme
Responsible Officer:	Paul Najsarek, Director, People Performance and Policy
Contact Officer:	Ed Hammond, Scrutiny Officer
Portfolio Holder:	Business Development
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

That the sub committee:
- Considers and comments upon the items included in the work programme long list for this sub/committee
- Agrees reviews to undertake over the summer of 2006 as outlined in 2.4.1.
- Notes and comments upon the items in the work programmes of the other committees/sub committees
- Calls for a further report to the next meeting of the sub/committee incorporating more detail with regard to scope, prioritisation and methodology for topics

Reason for report

This report outlines how the sub/committee's work programme has been devised for the period 2006 – 2010 and introduces the key topics that have been included in an initial 'long list'. The report also considers new ways in which the work programme might be undertaken.

When agreed the sub committee's work programme will be provided to the Overview and Scrutiny committee for information.

Benefits

The sub/committee has the opportunity to contribute to the improvement of services for local people and the work of the council in a number of ways. By carefully structuring the work programme, the sub committee has the opportunity to:
- Gain maximum benefit out of the value they can add.
- Be strategic in the areas it targets.
- Consider its work levels and any resource implications that may be present.

Cost of Proposals

The work programme will be managed within the scrutiny budget. No additional funding will be sought.

Risks

Failing to consider the work programme in detail may mean opportunities for scrutiny to contribute to the improvement of services for local people and the work of the council may be diminished.

Implications if recommendations rejected

The Overview and Scrutiny committee is required to agree a work programme each year. Each sub committee contributes to this process by determining its own work programme and feeding this into the Overview and Scrutiny Committee. Failure to provide this to Overview and Scrutiny would mean this Committee would not be able to meet its constitutional responsibilities.

Section 2: Report

2.1 Brief History

Developing the work programme
2.1.1 In September 2005, the Overview and Scrutiny committee agreed the 'Principles and Protocols of Scrutiny'. This document outlines the process by which the work programme will be developed. In particular, the document states that items included in the committees' work programme should:

- Be identified as a particular concern to residents (residents surveys/consultation exercises) and not necessarily solely within the remit of the council
- Focus on an area of poor performance (for example as highlighted by Best Value Performance Indicators (BVPIs))
- Focus on areas of apparent high cost and poor performance
- Focus on the delivery of improved outcomes for local people not simply the internal structures or functions of local organisations
- Assist the council to achieve its corporate priorities
- Be requested by either senior officers or cabinet as a problematic area where the resources of overview and scrutiny would help identify service solutions
- Focus on the source of a high level of complaints
- Focus on an area in which the council wishes to develop policy
- Focus on an area in which government legislation is being developed and which would benefit from early consideration by overview and scrutiny committee/sub committees
- Be informed by the programme of inspection work to be undertaken by external inspectors in order to support rather than duplicate investigation (if appropriately programmed scrutiny could assist in identifying problematic areas, identifying solutions and thus contributing towards improved inspection score)
- Be informed by services own service improvement programme, adding value to this process by offering support to service investigations rather than duplicating.

2.1.2 The long list of issues attached as Appendix xx was identified through:
- Executive directorate service plans
- Meetings with the relevant directors/managers to discuss key issues in their areas
- Issues arising from performance monitoring – services requiring attention (poor performance) (council and partner)
- Joint priorities for the council and partners arising from the Local Area Agreement (LAA)
- Central government policy direction and areas identified by inspectorates.

2.1.3 It also includes:
- Resolutions made by the sub committee in 2005/06 that are outstanding (excluding established standing items)
- Suggestions made by members, officers and colleagues within the council and partner organisations

Delivering the work programme

2.2.1 During the conduct of last year's work programme, councillors felt that other methods could also be employed to improve how scrutiny is delivered. In particular this reflected experience that suggested that the amount of items being considered at committee meant that the actual time devoted to each was insufficient to allow effective challenge. During the year, both the Strengthening Communities and Environment and Economy sub committees held special meetings to consider particular items from

their work programmes that would otherwise been included as agenda items at committee

2.2.2 The 'Scrutiny Principles and Protocols' paper, adopted by the Overview and Scrutiny committee in September 2005 noted:

'The majority of the work of scrutiny is currently carried out either via in depth review groups or as items on the quarterly committee meeting. As only a maximum of 2 reviews are practical each year this means that the agendas of committee become overcrowded and thus that a number of issues not meriting detailed consideration via in depth review, are not being given the attention that they nevertheless warrant. It is becoming apparent that alternative methods for scrutinising the council's performance should be investigated. The scrutiny committees and the scrutiny unit would like to experiment with different approaches to the scrutiny function in order to enhance the challenge process and the subsequent benefit to services.'

2.2.3 Whilst both committee and in-depth review still clearly have a key role to play, there are a number of additional methodologies that might be usefully deployed to deliver the scrutiny work programme and these are outlined below. When considering the work programme, members might also like to consider these different approaches to its completion.

- Small-scale reviews – of time-sensitive issues, or matters where a particular element of policy or performance might need to be considered. They could be commissioned by the (sub) committee at one meeting, to report back to the next one with either some key findings, or if appropriate key findings and recommendations, which could be discussed and approved as appropriate.

- Working parties – where issues are of continued importance (for example, the delivery of a statutory function or a long-term council project). It would eliminate the necessity for officers to continually attend committee to present updates on issues which may not have changed substantially since the last meeting. For example, members might find it useful to have a working party following through the progress of the Decent Homes Programme or the Business Transformation Project, which could report back to the committee on an annual / six monthly basis. A working party would be free, if it wished, to do its own research on a particular issue and discuss policy development in this context with officers from the particular service involved, lending flexibility to the discussion on ongoing items.

- Challenge sessions – on many occasions – particularly when a policy is being developed – officers appreciate feedback on proposals from members. The committee environment is not suited to this, mainly because of time constraints. Challenge sessions, where a small group of officers and members are able to discuss a particular policy or strategy more informally and in more detail, provide an opportunity for members to provide an alternative, 'real time' perspective to council business, and lend additional accountability to the policy development process. This level of detailed challenge would not be possible as a single item on a packed committee agenda. The key findings of the session could then be fed back to the sub-committee for endorsement. Challenge sessions could provide an additional forum for involving Portfolio Holders.

- Evidentiary hearings – an opportunity for internal officers and external partners to meet members to consider national, regional and local policy and performance – although it would be geared towards collecting evidence from external partners. The purpose would be to identify key examples of "best practice", and to benchmark with neighbouring authorities and other organisations carrying out similar roles. Findings and recommendations, where appropriate, could then be fed through the sub-committee to the officers involved. There could always be the option of expanding a single evidentiary hearing into a small-scale review, with the addition of a desktop review of evidence, site visits and other events if thought necessarily. An evidentiary hearing also formed a key part of the Tourism review undertaken by the last administration.

- Conferences – conferences allow members, officers and partners to engage with local people to identify ways of improving council services. Workshops, exercises and activities will enable members to reflect suggestions and proposals which partners and the public might want the council to adopt on a particular issue. These can be fed back to the sub-committee as a set of key findings (identifying areas where members of the public have expressed concern, or have praised council activities) or incorporated into a larger, ongoing review process. In the case of the former, members could ask officers for a verbal or oral response at the next meeting as to how they propose to respond to the points raised at the conference.

- Public events – this would tend to be more along the lines of a public consultation, survey or focus group, more usually used as part on a larger-scale review. It would enable members to get a "snapshot" of public opinion on a given issue, which would be useful (if carried out at the right time) for officers developing policies. It might also enable members to identify whether certain issues raised sufficient public concern to justify further study in the formal of a small-scale or in-depth review, and provide signposts to officers in the case of potentially shifting priorities.

It is hoped that these suggested methods of delivering the work programme would make the best use of both members' and officers' time and at the same time deliver the most effective challenge to the council's policy and performance.

Considering the long-list

2.3.1 Attached to this report are appendices incorporating the long-lists of items for inclusion in the work programmes for each committee, derived as per the process outlined above. This is the first time this list has been considered by members and as this is the first meeting of a new administration, it is suggested that members do not make any formal decisions on the content of the work programme but spend time during the ongoing induction period to consider the suggested topics and call for a further report to the next cycle of meetings to determine their programme of work. This report would be more specific regarding:

- prioritisation of topics for consideration
- their programming and
- appropriate methodologies

2.3.2 As a further development of previous practice, it is suggested that members consider developing a 4-year programme. This again reflects a more flexible approach to delivery of the work programme and allows for programmes of work comprising different approaches to be developed during the lifetime of the committees. However, it is suggested that members bear in mind that:

- realistic project planning needs to be undertaken to ensure that each committee has a realistic workload – for example, previously, each committee was not expected to undertake more than 2 in-depth reviews each year. An assessment of the likely resource commitment for the proposed different methodologies will need to be undertaken to inform work programme decisions.
- a degree of flexibility will need to remain in the work programmes of each committee to allow for the inclusion of 'urgent' items for example items referred from cabinet or local regional or national policy developments.

Specific issues for the Sustainable Development and Enterprise Scrutiny sub committee

2.4.1 The suggested work programme for the Sustainable Development and Enterprise Scrutiny sub committee is attached as Appendix E. More information on some of the topics listed is provided below.

2006/07

Drought planning (ch) – challenge or evidentiary session with Three Valleys Water to discuss continued drought conditions, water management and other resourcing issues. Approval is being sought for this panel now, so that it can take place in late July and report back to the sub-committee in September.

Six Month / Annual Updates – Tourism Review (ch) – a challenge panel might be appropriate to look in detail at how the council is continuing

to support the tourism function, and to analyse how the review's recommendations are being implemented.

Six Month / Annual Updates – Adult and Community Learning (ch) – as above.

Welcome to Harrow (ltr) – a review could look at the potential benefits of a scheme, examining if it might be justified; it could examine how other authorities have implemented "welcome pack" schemes, and make recommendations accordingly. It would report back to the committee this September. A draft scope has been provided to the sub-committee for consideration at this meeting.

Borough-wide economic development (ch) – this would be a challenge panel looking at an economic development strategy currently being developed by the council, which has potential to impact upon the way that the borough provides assistance and support to local businesses.

Impact of Harrow's demography upon delivery of services (idr – four year programme) - Harrow is one of nine local authorities in the country the majority of whose residents are from ethnic minorities (currently a couple of tenths of one per cent over 50%). Recently, the borough's Vitality Profiles have provided more detailed demographic information which has allowed officers to plan services to take into account more local needs, but no work has been carried out to anticipate how future demographic changes – and the ones currently under way – will affect these matters more strategically.

2007/08
Demography (idr – four year programme) - continuing

Town centre redevelopment (idr – three year programme)
Programme of work – possibly following on and building on the borough-wide economic development challenge in 2006/07 if agreed. Following through the town centre redevelopment process in partnership with local people, officers, private sector partners, developers etc. It is proposed that a working party be set up which might, amongst other things, interpret the findings and recommendations of the sub-committee (and other scrutiny bodies) and place them in the context of the town centre redevelopment. At this stage more detailed planning is not possible as the timescales and development plans for the project itself have not yet been finalised.

Housing (idr – three year programme)
Programme of work. This could include consideration, in 2008/09, of the council's plans for developing the borough's housing stock post-Decent Homes. It might also look at private sector housing, homes in multiple occupation and other issues affecting housing more widely.

Energy consumption (idr)
Possible commissioning in March/April 2007 with report being completed November/December 2007. A review on energy consumption might look

at energy prices and supply, the implications for businesses and residents, and the support, guidance and advice being provided by the council and other bodies.

Traffic management (idr)
Examining ways for the council's LIP to link in with the new Local Development Framework, and to ensure that best practice from other authorities is being considered to tackle traffic management in the borough.

<u>2008/09</u>
Demography (continuing)

Town centre redevelopment (continuing)

Housing (continuing)

Adult and community learning (ACL): value for money (ltr or idr)
The review of ACL carried out last year identified the value for money of services being delivered as an important issue that deserved further, more in-depth discussion. It was suggested at the time that this might be undertaken with the use of a case study, examining provision for those with learning disabilities. Although naturally all reviews will consider value for money, this one would consider ACL with VFM as its focus.

<u>2009/10</u>
Demography (continuing)

Town centre redevelopment (continuing)

Housing (continuing)

2.2   <u>Consultation</u>
As noted consultation has taken place with:
- Relevant Executive Directors and Directors;
- The community via Harrow's website;
- All Members of council.

2.3   <u>Financial Implications</u>
The scrutiny budget for 2006/07 is £340,400 which is made up of £266,050 for salaries and £74,350 for projects and other expenditure.   This programme of work will be delivered within this provision.

2.5   <u>Legal Implications</u>
There are no specific legal implications arising out of this report.

2.6   <u>Equalities Impact</u>
Scrutiny reviews make a significant contribution to the improvement of services for Harrow's multicultural community.   When considering any item on the work programme across the year, the sub committee specifically

takes into consideration how to engage with and meet the diverse needs of residents.

2.7 <u>Section 17 Crime and Disorder Act 1998 Considerations</u>
Individual scrutiny reviews may impact on crime and disorder and details are given in the Appendices.

<u>Section 3: Supporting Information/Background Documents</u>

Appendix A: Suggested topics for the Overview and Scrutiny committee work programme 2006 – 2010

Appendix B: Suggested topics for the Adult Health and Social Care scrutiny sub committee work programme 2006 – 2010

Appendix C: Suggested topics for the Children and Young People scrutiny sub committee work programme 2006 – 2010

Appendix D: Suggested topics for the Safer and Stronger Communities scrutiny sub committee work programme 2006 – 2010

Appendix E: Suggested topics for the Sustainable Development and Enterprise scrutiny sub committee work programme 2006 – 2010

Appendix A: Suggested topics for the Overview and Scrutiny committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Budget ½ day challenge panel	Budget ½ day challenge panel	Budget ½ day challenge panel	Budget ½ day challenge panel
Impact of NHS financial situation Working party	Impact of NHS financial situation Working party		
Procurement programme • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR	Procurement programme • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR	Procurement programme • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR	Procurement • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR
Community Engagement strategy Report			
Community strategy Report			
Corporate assessment ½ day challenge panel			
Power enquiry Report			

HR Programme • Motivating and rewarding staff - IDR • Harrow council as an employer IDR • Internal communications STR • Recruiting BME staff IDR • Revised strategy for people – ½ day challenge • Management development post IMMR – STR			
Olympics programme Audit/Risk ½ day challenge panel	Olympics programme Audit/Risk ½ day challenge panel	Olympics programme Audit/Risk ½ day challenge panel	
MORI outcomes Report			
Equalities programme	Equalities programme	Equalities programme	
Community calls to action – implications of the white paper(s) Report			
Ombudsman's annual report Report	Ombudsman's annual report Report	Ombudsman's annual report Report	
Service and corporate planning STR			
Embedding performance management STR			
Culture programme • Cultural strategy ½ day challenge panel			

33

• Arts culture Harrow STR			

Appendix B: Suggested topics for the Adult Health and Social Care scrutiny sub committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Review of catering services Report			
ACL provision for people with learning disability IDR			
Obesity /Diabetic Care IDR x with Children			
Integrating mental health services Report plus further work			
Eye care for older people Report plus further work			
Northwick Park reconfiguration Joint committee	Northwick Park reconfiguration Joint committee		
Integration of council/PCT provision Programme – link to finance working party	Integration of council/PCT provision Programme	Integration of council/PCT provision Programme	Integration of council/PCT provision Programme
	Adults social care VFM IDR		
	Impact of rationalisation of services on well – being IDR Older peoples chiropody services – case study		
	Implementation of leisure card IDR		
	MORI outcomes Report and possible programme		
	Community strategy - report		

Appendix C: Suggested topics for the Children and Young People scrutiny sub committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Review of catering services Report			
Young people's sexual health IDR			
Obesity /Diabetic Care IDR x with Adults			
JAR self assessment ½ day challenge panel			
Children and Young People's plan ½ day challenge panel or report Children's health specific - ½ day challenge panel			
School nursing STR			
14 – 19 strategy ½ day challenge panel			
Future of schools – demography IDR			
	Schools' organisation IDR – linked to demography review		
Achievement and attainment Report	Achievement and attainment Report	Achievement and attainment Report	Achievement and attainment Report
	Annual Performance Assessment ½ day challenge panel	Annual Performance Assessment ½ day challenge panel	Annual Performance Assessment ½ day challenge panel

School exclusions STR				
Youth engagement IDR Policing and youth – case study				
Early years and childcare IDR				
Post Jar programme Community strategy Report				

Appendix D: Suggested topics for the Safer and Stronger Communities scrutiny sub committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Voluntary Sector Programme • Developing a strategic relationship with the sector • Future role/purpose of grant funding • Increasing the voluntary sector's capacity	Voluntary Sector Programme • Developing a strategic relationship with the sector • Future role/purpose of grant funding • Arts culture Harrow • Increasing the voluntary sector's capacity	Voluntary Sector Programme • Developing a strategic relationship with the sector • Future role/purpose of grant funding • Arts culture Harrow • Increasing the voluntary sector's capacity	
Financial inclusion IDR	•		
	Safer communities programme • RFOC – report • People (ASB, social cohesion) – IDR • Physical (Licensing, enforcement, envirocrime – IDR • Decision making processes (S17 mainstreaming) - STR	Safer communities programme • fear of crime reassessment – report • ASB – IDR • Enforcement/ Envirocrime - IDR	Safer communities programme • fear of crime reassessment – report • ASB – IDR • Enforcement/ Envirocrime – IDR
Public Realm infrastructure IDR	Public Realm infrastructure IDR		
Strategic Objectives for community cohesion Report			
CDRP 6 – monthly assessments Report/ challenge	CDRP 6 – monthly assessments Report/ challenge	CDRP 6 – monthly assessments Report/ challenge	CDRP 6 – monthly assessments Report/ challenge

Faith in Harrow IDR		
Phone booth provision STR – underway		
Area working programme • Extended schools – STR • Neighbourhood working	Area working programme • Extended schools – STR • Neighbourhood working	Area working programme • Extended schools – STR • Neighbourhood working
	Fuel poverty IDR	
Community strategy Report		

Appendix E: Suggested topics for the Sustainable Development and Enterprise scrutiny sub committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Impact of changes in Harrow's demography IDR programme	Impact of changes in Harrow's demography IDR programme	Impact of changes in Harrow's demography IDR programme	Impact of changes in Harrow's demography IDR programme
Drought preparations ½ day challenge panel			
Borough-wide economic development ½ day challenge panel			
Tourism Review / ACL review ½ day challenge panel	Town centres redevelopment Programme of work	Town centres redevelopment Programme of work	Town centres redevelopment Programme of work
Welcome to Harrow LTR	Energy consumption IDR	Adult and community learning: value for money LTR	
		Accessibility LTR	
	Traffic management IDR		
	Housing Programme of work / working pty	Housing Programme of work / working pty	Housing Programme of work / working pty
	Community strategy Report		

HARROW COUNCIL

SUSTAINABLE DEVELOPMENT AND ENTERPRISE SCRUTINY SUB-COMMITTEE

6 JULY 2006

LIGHT TOUCH REVIEW:
HARROW WELCOME PACK (WELCOME PACKS FOR NEW RESIDENTS)

1	**SUBJECT**	Welcome packs for new residents
2	**COMMITTEE**	Sustainable Development and Enterprise Scrutiny Sub-Committee
3	**REVIEW GROUP**	tbc
4	**AIMS/ OBJECTIVES**	1. To look at ways in which the council might provide new residents with relevant, useful information to assist them in finding out about the services provided in the borough by the council and its partners. 2. To suggest ways in which council departments can work together and with external organisations to deliver this information in as effective and targeted a way as possible. 3. To consider in doing so local people's changing needs and the requirement that any solution adopted should be both sustainable in the long-term and value for money.
5	**MEASURES OF SUCCESS OF REVIEW**	1. Closer working relationships between council departments, the Access Harrow project, and external organisations in providing new residents with information. 2. Better understanding amongst local people of the services offered in the borough, leading to higher customer

Scopev2

		satisfaction.
6	**SCOPE**	To examine, analyse and make proposals on the way in which the council provides information to new residents, with reference to links with the private sector and other external bodies, the requirements of new residents and the ways in which this information should be made available. In doing so, to promote local, cross-cutting links by assessing best practice from other local authorities and comparable organisations in other sectors, where appropriate.
7	**SERVICE PRIORITIES (Corporate/Dept)**	Make Harrow Safe, Sound and Supportive Reduce Waste and Provide Value for Money
8	**REVIEW SPONSOR**	Lynne McAdam
9	**ACCOUNTABLE MANAGER**	To be confirmed.
10	**SUPPORT OFFICER**	Ed Hammond (Scrutiny Unit)
11	**ADMINISTRATIVE SUPPORT**	N/a
12	**EXTERNAL INPUT**	External organisations (voluntary groups, residents' groups), local people, nearby authorities.
13	**METHODOLOGY**	**Desktop study (2 weeks)** • Analysis of "best practice" in the provision of information by other authorities. • Analysis of current Harrow practice, numbers of people moving into the borough every year, and relevant demographic information.

Scopev2

		Survey and new resident information (3 weeks) – to include issues such as: • What sort of information is most regularly requested by local people? • Do departments / other organisations co-ordinate the provision of information? Is there duplication? • What quantity of information should be provided, and how should it be presented? **Methods of delivery (2 weeks) – to include issues such as:** • Would a web-based information service be more appropriate? • Can and should information be targeted to certain demographic groups or should it be "one size fits all"?
14	EQUALITY IMPLICATIONS	Proposals on the provision of information will have to take account accessibility implications in terms of language and cultural requirements.
15	ASSUMPTIONS/ CONSTRAINTS	That residents, the private and voluntary sector and council officers will be willing to engage. That the timescale will be sufficient to prepare a considered and relevant report with recommendations.
16	TIMESCALE	Short term review – two months. To report back to September meeting of SDE.
17	RESOURCE COMMITMENTS	Scrutiny Officer, with administrative support where required. .
18	REPORT AUTHOR	Scrutiny Officer with Group

Scopev2

This page is intentionally left blank

Meeting:	Sustainable Development and Enterprise Scrutiny Sub-Committee
Date:	6 July 2006
Subject:	Harrow Welcome Pack – Light Touch Review
Responsible Officer:	Paul Najsarek, Director, People Performance and Policy
Contact Officer:	Ed Hammond, Scrutiny Officer
Portfolio Holder:	Business Development
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

To agree:
   (1) That a review group be established to examine the feasibility and nature of a welcome pack to be sent to new residents, as outlined in 2.3 below.
   (2) That the review group report their key findings and recommendations, where appropriate, at the next meeting of the sub-committee.

Reason for report

This report relates to the first "light touch" review being undertaken by the sub-committee.

It provides some background information on the topic, reasons for it being considered as a review and a suggested project plan for the review.

Benefits

> (1) The review will look into an area of currently-developing policy, ensuring a significant impact in its earliest stages.
> (2) It will be a short, focussed piece of work highly relevant to the services provided to local people.
> (3) It will provide a starting point for discussions being undertaken around the proposed review of Harrow's changing demography.
> (4) It will provide new members with an opportunity to develop their skills as scrutineers.

Cost of Proposals

> The review will be delivered within the previously agreed scrutiny budget. It is anticipated that costs (in addition to officer time) will amount at a maximum of between £100 and £150.

Risks

> (1) The review will not be complete in time for the September meeting.
> (2) Members will not be able to make a significant impact on this area of policy.

Implications if recommendations rejected

> Members will not be able to carry out any significant work over the summer.
>
> The opportunity to feed into an important area of policy will not have been taken.

Section 2: Report

2.1 <u>Brief History</u>

Currently, when new residents move to Harrow, the onus is on them to contact the council to obtain information about council tax, schools, waste collection, libraries, leisure centres and other aspects of council services.

Although some information is provided to new residents, it is incomplete and does not take account of different people's needs.

2.2 <u>Project Proposal</u>

It has been suggested that members consider the introduction of a universal welcome pack as a light touch review. This suggestion came from officers, as it was thought to be an area in which member input would be valued.

The issue has been discussed with the Chairman and included on the draft work programme, which has been provided to members for discussion at this meeting.

A detailed project plan is provided at Appendix A in the form of a scope.

It is suggested that three or four members (including a chairman of the review group, who should not necessarily be the chairman of the sub-committee) to examine this issue.

2.3   Consultation

The proposal has been discussed with the Chairman and Vice-Chairman on the sub-committee.

2.4   Financial Implications

This report is not seeking additional financial resources. The review will be delivered within the agreed budget. It is anticipated that the review will cost between approximately £100 and £150, taking into account printing and postage costs and room bookings for meetings.

2.5   Legal Implications

There are no specific legal implications arising out of this report.

2.6   Equalities Impact

None specific to this report, but the review

2.7   Section 17 Crime and Disorder Act 1998 Considerations

None specific to this report.

Section 3: Supporting Information/Background Documents

Appendix A: Project Plan / Scope for Review

This page is intentionally left blank

Harrow**COUNCIL**
LONDON

Meeting:	Sustainable Development and Enterprise Scrutiny Sub-Committee
Date:	6 July 2006
Subject:	Review of Tourism – Response from Cabinet
Responsible Officer:	Paul Najsarek, Director, People Performance and Policy
Contact Officer:	Ed Hammond, Scrutiny Officer
Portfolio Holder:	Business Development
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

None.

Reason for report

Members are being provided information on Cabinet's response to the Environment and Economy Scrutiny Sub-Committee's 2005/06 Review of Tourism. As tourism now falls under this sub-committee's terms of reference, the response – and future updates – will be provided to this sub-committee.

Information on the scope of the review are provided in the body of this report, both to provide context to the Cabinet response and to provide members with a case study on how in-depth reviews have previously been conducted at Harrow.

Benefits

Members will be appraised of recommendations made to Cabinet in an area of significance in local economic development. This information will also provide members with useful procedural knowledge on the conduct of a review, which can be considered and discussed at the meeting.

Cost of Proposals

This report is not seeking additional resources.

Risks

Not applicable.

Implications if recommendations rejected

Not applicable.

Section 2: Report

2.1 Introduction

The Review of Tourism was carried out between August 2005 and March 2006 by the Environment and Economy Sub-Committee. Its recommendations were endorsed by Cabinet in April 2006.

Information on Cabinet's response is provided at the end.

2.2 Development of the scope of the review

Discussions with members, at the time of the drafting of the 2005/06 work programme, identified "tourism development" as a topic for the sub-committee to develop as an in-depth review. At the time, it was thought that the review might look at Harrow's tourist attractions and how best use might be made of various sites to maximise the number of tourists visiting the borough.

This was put on the work programme, approved at the March 2005 meeting, but due to resource constraints at the time no work was carried out prior to June 2005. By this time a number of factors had changed. A Tourism Officer had been appointed to develop a Tourism Strategy, which was looking at the mapping-related issues (identifying local sites and so on) that it had initially been thought that the tourism review would consider.

At the June meeting, various members put their names forward to sit on the review group, which according to the principles of political proportionality was constituted of two Labour and two Conservative members.

The issue was re-examined after the June meeting and discussions held between the Chair of the Review Group (Cllr Alan Blann, also Chair of the Sub-Committee), the Tourism Officer and the Scrutiny Officer. The decision was made that a different approach would have to be taken in order to limit any duplication in the work carried out. It was decided that the review would concentrate on issues around partnership working, looking at three key themes: community involvement in tourism, sustainability and infrastructure.

At around this time the process for identifying co-optees was begun. Co-optees are members of the public – generally representatives of voluntary organisations – who assist the review group by attending meetings and providing their expert opinions on the evidence taken by the group.

Three co-optees were chosen, in consultation with the chair and the Tourism Officer – representatives of Harrow Heritage Trust, Harrow Agenda 21 and the manager of the Crescent Hotel.

The Review Group met twice to discuss the scope, which was approved at the second meeting. The scope was then passed to the E&E sub-committee for approval at their meeting in September 2005.

2.3   Evidence gathering

Once agreed, the scope was used to define how evidence was to be gathered. Originally it was planned to arrange visits to six attractions in Harrow which demonstrated the most potential for tourism development. However, it was considered, again, that this might duplicate activities already undertaken by the Tourism Officer (although the Chair of the Review Group attended an open day bus tour, organised by the council, for people in the local service industry around some of these sites). This aspect of the scope was, therefore, changed after the full document had been agreed. As it was only a small aspect of the methodology, however, it was not thought to be a problem.

Public consultation - Public attitudes towards tourism were seen as an important element in the review, and it was thought necessary to conduct surveys both of local people and of hotels, to get a better impression of public responses to tourism and the potential of the local tourism market. The first step was the conduct of a survey of local hotels. This was conducted over late August and September, which was before the scope had been formally agreed.

A series of focus groups were also carried out in December, in which local people (children and adults) were brought together to discuss tourism and its potential benefits to the borough.

2.4   Member-level meetings

The Review Group met three times to discuss evidence between September and December. Meetings were as follows:

Meeting 1:   Evidence received from the London Development Agency on regional plans.
Meeting 2:   Meeting with Tourism Officer to discuss the Tourism Strategy
Meeting 3:   Meeting with Paul Followes (Manager of the Grim's Dyke Hotel) to discuss hotel accreditation, quality standards and other strategic issues.

The group also met to discuss planning issues around the two main evidence-gathering exercises: a day trip to Birmingham, and an evidentiary hearing involving a number of external witnesses.

Visit to Birmingham - This was included within the scope. Birmingham was thought to be a useful "best practice" example for the group's study, as the city had been awarded Beacon Status in 2004 for "promoting sustainable tourism". The visit was planned with the whole review group.

The group spend a day with Marketing Birmingham, the city's "destination management organisation" (DMO). Officers from the DMO and the City Council provided the group with a large amount of information. Members were fully briefed beforehand so that they would be able to get the maximum possible benefit from the visit.

Members were provided with a full précis of the day afterwards, which was discussed at the subsequent meeting.

Evidentiary hearing - Given the cross-cutting nature of the subjects under discussion, it was thought that the best way to gather evidence would be through the use of an "evidentiary hearing" at the end of November. Seven or eight experts from various different fields – the LDA, Visit London, the Tourism Society (a national body), Transport for London, and the council were brought together to discuss a number of issues with members.

The success of the event hinged on members, again, being fully briefed before the meeting. A week before a planning meeting decided in advance on a list of questions, which were then passed to those attending the meeting, ensuring that all participants were fully prepared and able to provide as useful information as possible.

2.5   Drafting of recommendations and final report

Two further meetings were held in December to discuss the recommendations of the review group.

From the minutes of discussions at the various meetings, the Scrutiny Officer drafted a series of sixteen recommendations. These were amended

and supplemented in discussion with members and a final set of recommendations were produced just before Christmas.

The Scrutiny Officer drafted a report in the New Year to sit around these recommendations, to identify the key findings made by the review group and to note instances of "best practice" the review group had encountered (particularly with reference to the visit to Birmingham).

The group met again to discuss the wording of the report, and then finally at the end of January to approve the full report with appendices (which related to the public consultation elements of the review).

Consultation on contents - The report had to pass through a number of steps before it could be formally approved by the cabinet and made publicly available.

The recommendations and draft had been sent to the Tourism Officer, who had made some comments, but she was also sent the final version prior to its despatch.

The completed report was passed to the sub-committee at their meeting in March, and approved (subject to a minor alteration). Before this happened, legal and financial clearance for its contents were sought – as ordinarily occurs for standard committee reports.

Because tourism is a corporate issue, the next step was for it to be sent to the Corporate Management Board (the group made up of the Chief Executive and senior officers). The Chair attended to make a brief presentation and answer questions as appropriate.

Cabinet then received the report on 6 April.

2.6   Response from Cabinet

Cabinet considered the report at their last meeting before the election. They endorsed its recommendations in full, and in fact a number are being acted on already. Of particular importance is the recommendation that the post of Tourism Officer be retained, and that a sufficient marketing budget be made available to support her work. The minuted discussion is as follows:

Minutes:

The Cabinet received a report of the Director of People, Performance and Policy on the review of Tourism which was carried out under the auspices of the Environment and Economy Sub-Committee.

A Member, in his capacity as Chair of the Tourism Review Group, commended the report of the Review Group to the Cabinet. He was pleased that funding for the post of the Tourism Officer had already been identified as this was vital to the implementation of the recommendations of the Review Group.

Members of the Cabinet welcomed the report of the Review Group and noted that some of the recommendations would have resource implications. In response to a question from a Member, the Director of Strategic Planning agreed to provide details of the costs associated with providing a Tourist Information Centre.

RESOLVED: That the report be noted and the proposed recommendations be endorsed.

Reason for Decision: To further enhance Harrow's attractiveness as a tourist destination.

2.7 <u>More recent developments</u>

<u>Tourism's benefits to Harrow</u> – recent information collected on behalf of Harrow Council by the London Development Agency has indicated that tourism generated £92.4 million for Harrow.

<u>Mayor's plan</u> – the Mayor of London has published his most recent tourism strategy, further enhancing the role of tourism in bringing about economic development.

2.8 <u>Consultation</u>

Not applicable.

2.9 <u>Financial Implications</u>

This report is not seeking additional financial resources.

2.10 <u>Legal Implications</u>

There are no specific legal implications arising out of this report.

2.11 <u>Equalities Impact</u>

None specific to this report.

2.12 <u>Section 17 Crime and Disorder Act 1998 Considerations</u>

None specific to this report.

Section 3: Supporting Information/Background Documents

None