

**HARROW TOWN
CENTRE
MANAGEMENT
STRATEGY**

2006-2008

JULY 2006

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Harrow Town Centre Management Strategy 2006-2008

1. INTRODUCTION

Harrow Town is a large shopping and commercial centre drawing on a wide catchment area covering several Boroughs. Accordingly, it is identified as one of 10 Metropolitan Centres in the Mayor of London's Draft London Plan 2002.

The resident catchment area is culturally diverse, which has stimulated the development of many businesses and services specific to the needs of the community. This provides further exciting opportunities for business development and the celebration of the rich cultural heritage of the area.

The Harrow Town Centre Management Initiative is a partnership between the London Borough of Harrow and local retailers, businesses, landowners, Metropolitan Police, North West London Chamber of Commerce and community groups.

Set up in 1996, the Initiative has been working towards addressing the issues and opportunities arising in Harrow town centre, in order to improve its long-term vitality and viability, and maintain its competitive edge in the London hierarchy.

Since its inception, the Initiative has matured and developed into a formal Forum, with a constitution and executive structure. A service level agreement between the London Borough of Harrow and the Harrow Town Centre Forum sets out the scope and responsibilities of the two parties for managing improvements and activities in the town.

Harrow town centre, although fundamentally healthy, needs to continue to be competitive in the face of challenges from nearby centres.

The aims of the Town Centre Management Initiative are:

“ To maintain Harrows’ position as a Metropolitan Centre, and the place people want to visit and work. Through promotion and partnership to raise the profile of the town, and through good housekeeping create a clean, safe, attractive and unique environment that welcomes all users and businesses to Harrow”.

This town centre management strategy seeks to turn this vision into reality, through the implementation of a series of integrated and achievable projects, to the benefit of existing and potential users of the town.

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2. PURPOSE OF THE TOWN CENTRE MANAGEMENT STRATEGY

The Town Centre Management Initiative published its' first Harrow Town Centre Management Strategy in April 2003. Covering the 3 years 2003 to 2005, the Town Centre Management Strategy 2003 – 2005 is an integrated Action Plan drawn together in response to the current and future position of Harrow town centre, and subject to public consultation and involvement.

The implementation of this strategy has sought to turn the aims of the Initiative into reality, through a series of integrated and achievable projects, to the benefit of existing and potential users of the town.

In July 2005, Harrow Council published the Town Centre Development Strategy 'The Future of Harrow Town Centre'. This longer-term strategy considers a series of co-ordinated actions over the next 10 to 15 years, which build on the town's strengths in order to:

“Transform Harrow Town Centre into a thriving, distinctive and adaptable centre, which meets the long-term needs of the community”.

This second Harrow Town Centre Management Strategy 2006 – 2008 therefore sets out those projects which, over the next 3 years, will continue to build on past successes in order to achieve the longer-term goals for Harrow town.

It shares the same five strategic objectives as the Town Centre Development Strategy, plus the two additional objectives of monitoring competition, and the raising of funding for town centre management in a sustainable way.

Implementation and monitoring of the Management Strategy will be through the Harrow Town Centre Forum, which directs the work of the Harrow Town Centre Manager, through a service level agreement with Harrow Council.

An annual review of achievements and outcomes allows fine-tuning of the plan against its objectives each year.

The plan will be used in conjunction with the Town Centre Development Strategy to demonstrate the Harrow Town Centre Initiative's commitment to Harrow Town Centre, and of the current and future investment being put into the management the town, such that organisations and businesses can consider a more active involvement.

3. CURRENT AND FUTURE POSITION OF HARROW TOWN CENTRE (as at 2006)

The strengths, weaknesses, opportunities and threats facing the town centre over the next 3 – 5 years can be summarised as follows:

Strengths

- Potentially excellent public transport system served by bus, train and tube
- Large catchment population
- Low shop vacancy rate
- Strong positive balance of perceptions about the town
- Two shopping malls and department store in compact location
- Good variety of specialist shops
- Good choice, quantity and good standard of public car parking
- Good standard of street cleansing
- Growing evidence of ‘café culture’
- Growing number of events
- Growing promotion of the town
- Growing shop rental values
- Fairly strong demand from prospective retailers wishing to locate in town

Weaknesses

- Poor quality, outdated environment
- Absence of some key quality retailers
- Retail offer limited to lower mid-market
- Indistinct image
- Leakage of shoppers to Watford, Brent Cross, Central London and Uxbridge
- Subdued office market
- Lack of level link between tube/train station and bus station
- Lack of suitable available premises to satisfy retailer demand (size and number)
- Shop rental values significantly lower than surrounding Metropolitan centres
- Lacks sufficient ‘critical mass’ of comparison goods floorspace to attract potential shoppers from catchment

Opportunities

- Develop Harrow on the Hill Station site to provide an improved public transport hub with mixed use development
- Improve streetscape through Public Realm Improvement projects
- Promote development sites and maximise development opportunities
- Further increase number and promotion of events
- Further promotion of variety of retail and leisure offer
- Further encouragement of ‘café culture’

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- Develop Harrow Business Against Crime partnership to reduce crime and fear of crime
- Provision of public parking spaces in new development

Threats

- Perception of crime
- Erosion of retail hierarchy through expansion of neighbouring centres
- Stability has led to complacency
- Loss of affluent spenders to neighbouring centres
- Few development sites
- Congested road access

Sources:

Review of Harrow Town Centre Management Strategy 2003 – 2006 – (July 2005)

DMS Consulting – Harrow Town Centre Development Strategy – (July 2005)

DTZ Peida – Workshop (January 1999)

Northeast One – St George’s Shopping Centre Harrow, Market Research report (August 2001)

Donaldsons - Harrow Retail Study – (March 2006)

4. RECENT ACHIEVEMENTS

Since 1996, the Harrow Town Centre Initiative has undertaken a broad range of projects, including:

- Improved street cleansing and maintenance regime since the roll-out of the New Harrow Project – October 2003
- Removal of street clutter including surplus guard rails, redundant Racal board and planters as part of the New Harrow Project – October 2003
- Introduction of hanging baskets from May to October since *(2004 and 2005)*
- New pedestrian ‘finger’ signs – July 2003 (Value £15,000)
- New car park signage scheme – May 2005 (Value £40,000)
- Shop mobility scheme introduced in 1994, with **2139** users registered by the end of **2005**
- Shoppers guide published in 2005, with 95,000 copies distributed to residents and businesses via Harrow People magazine
- French market held on two occasions in 2005, *and once in 2006 to date.*
- Continual improvement of Christmas decorations, including two Christmas trees and illuminated street trees, with new cross-street decorations in St Ann’s Road from 2004
- Annual bus back advertising to promote Harrow as a shopping destination (since November 2003)
- Annual Santa’s reindeer parade introduced December 2003
- Multicultural Festival of Light held annually since November 2003
- Carol singing event introduced December 2005
- Participant and sponsor of the annual Harrow Arts Festival.
- Sponsor of Black History Month since 2003
- Promotion of Café culture with design guide adopted December 2004
- Policy to discourage ‘A’ boards and display of goods on highway introduced in busiest streets (September 2003)
- Lockable bollards installed in St Ann’s Road pedestrian area to deter unauthorised traffic (August 2005)

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- The installation of a second generation 72 camera digital CCTV system incorporating a facial recognition facility, funded by the Home Office, Transport for London and the Harrow Town Centre Forum. (Value £378,600)
- Retail Crime Reduction Co-ordinator employed in the development of the Harrow Retail Crime Reduction Partnership since May 2004
- A crackdown on counterfeit DVD street traders in the run up to Christmas, in partnership with Brent and Harrow Trading Standards department, Police and immigration officers (2005).
- Activity and barrow areas created within St Ann's Road to add interest and generate trading income (2000).
- The town's performance monitored through an annual 'Health check and Review'
- Shoppers on-street survey undertaken as part of a Retail Capacity Study – January 2006
- Effective networks with Association of Town Centre Management developed to keep abreast of developments in good practice etc.
- Membership of the British Council of Shopping Centres renewed in 2002 to enable the monitoring of national trends in retail development and to promote the town to retail developers.

Harrow Town Centre Management Strategy 2006-2008**5. SUSTAINABLE FUNDING**

Funding for town centre management is provided from several sources including Harrow Council; 'core' funding partners, presently comprising Legal and General Assurance Society Ltd (St George's shopping centre), Railway Pensions (Nominees) Ltd. (St Ann's shopping centre), Boots the Chemist Ltd, Marks and Spencer plc, Debenhams, McDonalds restaurants, HSBC and GE Money Home Finance Ltd; and from some trading activities in the pedestrianised area of St Ann's Road which the Council has agreed will be ring-fenced towards the Town Centre Initiative.

The Service Level Agreement between the London Borough of Harrow and the Harrow Town Centre Forum specifies that contributions raised from representatives of commercial interests in the Town Centre match fund the grant provided by the Council for the post of a Town Centre Manager.

Any unspent funds from previous years are brought forward to subsequent years.

During the lifetime of this strategy, opportunities will be sought to increase funds for the management of the town, and to raise them on a more equitable basis. This will be undertaken through the broadening of the partnership base, and the expansion of trading activities and sponsorship opportunities in the town.

Opportunities will also be sought from developers, where appropriate, for contributions secured via Planning Obligations or Legal Agreements ('S106 monies') to be used for improvements in the town.

In addition, Harrow Council will continue to apply for external funding, such as Local Area Agreement, and Transport for London Local Implementation Plan funding, as appropriate.

6. STRATEGIC OBJECTIVES

OBJECTIVE 1: To PROMOTE DIVERSE ACTIVITY in the centre that meets the needs of a modern economy and contributes to the overall aim of making Harrow special and distinctive

OBJECTIVE 2: To ensure EFFECTIVE TRANSPORT AND PEDESTRIAN ACCESS to and within the centre

OBJECTIVE 3: To make the centre look and feel ATTRACTIVE AND SAFE.

OBJECTIVE 4: To CELEBRATE THE HISTORY, DIVERSITY AND GREENERY of Harrow in the town centre.

OBJECTIVE 5: To make the centre feel MORE ALIVE WITH PEOPLE

OBJECTIVE 6: To MAINTAIN THE COMPETITIVE EDGE, through performance management of Harrow town centre, the monitoring of competing centres, and the refinement of this Town Centre Management Strategy.

OBJECTIVE 7: To raise FUNDING in a sustainable and equitable way, to ensure the future maintenance of high standards of town centre management.

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7. PROJECTS

OBJECTIVE 1: To PROMOTE DIVERSE ACTIVITY in the centre that meets the needs of a modern economy and contributes to the overall aim of making Harrow special and distinctive

PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
1.1 Town Centre visitors leaflet	Update and distribute leaflet depicting retail and leisure opportunities (originally published July 2005)	£6,000	April 2007 for distribution July 2007	Harrow Town Centre Forum Fund, plus sponsorship opportunities
1.2 Winter Festive advertising	(a) Bus back advertising	(Harrow Town Centre Forum Fund) £6,300 £6,500 £6,800 (aim for £2500 Business sponsorship opportunity)	November annually 2006 2007 2008	Harrow Town Centre Forum Fund 66%/ Business Sponsorship Opportunity 33%
	(b) Harrow People advert	(Harrow Town Centre Forum Fund) £1,800 £1,900 £2,000 (Aim for £1000 Business sponsorship opportunity)	November annually 2006 2007 2008	Harrow Town Centre Forum Fund 33%/ Business Sponsorship Opportunity 66%
1.3 Harrow Business Update	Continue to compile events, achievements, development news and commercial opportunities for inclusion in monthly e.mail publication to Harrow businesses	N/A	Ongoing since 2003	TCM/ Harrow Council

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
1.4 Council Web site	Expand and maintain information on the town and specific events on the Council's web site	N/A	Ongoing	Harrow Council
1.5 Harrow Tourism update	Compile events list for inclusion in Visit Harrow web site	N/A	Commencing January 2006	TCM/ Harrow Council
1.6 Press releases	Undertake press releases to publicise events and achievements	N/A	Ongoing	Harrow Council
1.7 Café culture	Publicise design guide to encourage development of day- time outdoor café culture	N/A	Commencing January 2006	Harrow Council
1.8 Promote development sites	Produce marketing material to stimulate developer interest in town centre sites	N/A	Summer 2006	Harrow Council

Harrow Town Centre Management Strategy 2006-2008**OBJECTIVE 2: To ensure EFFECTIVE TRANSPORT AND PEDESTRIAN ACCESS to and within the centre**

PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
2.1 Town Centre Access Strategy	Develop a Town Centre Access Strategy to inform future development of access routes to and within the centre	N/A	<i>March 2007</i>	Harrow Council
2.2 Town Centre Parking Strategy	Develop a Town Centre Parking Strategy to inform future town centre development	N/A	Summer 2006	Harrow Council
2.3 Harrow on the Hill transport hub	Engage development partners to implement an improved transport hub within a landmark mixed use scheme in accordance with Harrow on the Hill Station Supplementary Planning Guidance (SPG)	N/A	Autumn 2006	Harrow Council/ Development partners/TfL
2.4 Pedestrian and cycling signage replacement	Review and replace pedestrian and cycling signage, including the removal of redundant signs, at key locations as part of Public Realm Improvement Strategy/ Town Centre Access Strategy	U/K	Phase I – Mar 2007 Phase II - 2008	Transport for London (TfL) / Harrow Council

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
2.5 Highway signage improvements	Review highway signage, including the removal of redundant signs, as part of Public Realm Improvement Strategy/ Town Centre Access Strategy	N/A	2008	Transport for London (TfL)/ Harrow Council
2.6 Pedestrian access improvements	Continue to undertake selected pedestrian access improvements as identified in the Pedestrian Access Audit and forthcoming Town Centre Access Strategy (to include 2 footpaths linking Station Road with Lyon Road, and 1 footpath linking Station road with Greenhill Way)	N/A	2008	Transport for London (TfL)/ Harrow Council
2.7 Shop-mobility	(a) Continue to support and publicise Shopmobility Scheme	N/A	Ongoing	Town Centre Managers time
	(b) Replace and expand range of equipment	Varies	Ongoing	Business sponsorship opportunities
2.8 Raise pedestrian priority in St Anns Road	Enforce lockable bollards scheme through vehicle permit scheme to prevent unauthorised vehicles entering St Ann's Road. Improve Havelock Place junction with St Ann's Road to increase pedestrian priority	N/A	Ongoing Havelock Place – Mar 2007	Harrow Council Transport for London (TfL)/Harrow Council

Harrow Town Centre Management Strategy 2006-2008**OBJECTIVE 3: To make the centre look and feel ATTRACTIVE AND SAFE.**

PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
3.1 Public Realm Strategy	Develop a Public Realm Strategy to guide future improvements to the street scene	N/A	<i>Spring 2007</i>	Harrow Council
3.2 Clarendon Road Improvements	Create an attractive and well –lit shared pedestrian/vehicle surface in Clarendon Road	N/A	Summer 2006	Harrow Council/TfL
3.3 Fly-posting and graffiti removal	a) Continue to regularly remove flyposting and graffiti from street furniture	N/A	Ongoing	Harrow Council
	b) Encourage businesses to regularly remove graffiti from their buildings	N/A	From April 2006	Businesses
3.4 Deep street cleansing – Delete	<i>Continue to deep cleanse main pedestrianised areas, to remove grime and chewing gum.</i>	<i>N/A</i>	<i>Ongoing</i>	<i>Harrow Council</i>
3.5 Footway cosmetics	Continue to re-instate repaired areas with higher quality materials	N/A	Ongoing	Harrow Council
3.6 A - board elimination	Continue to reduce number of free standing advertising boards at selected cluttered locations	N/A	Ongoing	Harrow Council
3.7 Elimination of goods on the highway	Enforce against unauthorised storage and display of goods on the highway by adjacent retail outlets	N/A	Ongoing	Harrow Council

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
3.8 Unlicensed street traders	Continue project started in November 2002 to discourage unlicensed street trading through prosecution under the London Local Authorities Act	N/A	Ongoing	Harrow Council/ Metropolitan Police
3.9 Counterfeit DVD sellers	Continue to enforce against counterfeit DVD sellers	N/A	Ongoing	Brent and Harrow Trading Standards/ Metropolitan Police
3.10 Trade Waste education	a) Educate businesses to reduce trade waste and dispose of correctly	N/A	Ongoing	Harrow Council
	b) Encourage Businesses to participate in Tidy Business Standards Awards Scheme	N/A	Ongoing	Harrow Council
3.11 Business Intelligence Manager	Create and part fund new post of Business Intelligence Manager within Harrow Business Against Crime Partnership (HBAC)	£25,000 per annum (plus £18,800 Safer Harrow Partnership - 2006) (Plus £8,200 Retailers Radiolink – 2006; £8,200 – 2007 and £11,200 – 2008)	<i>July 2006</i>	Harrow Town Centre Forum Fund/ Harrow Council through Safer Harrow Partnership/ Businesses through Reatilers Radiolink scheme
3.12 Harrow Business Against Crime launch	Launch the Harrow Business Against Crime Partnership to raise profile and encourage best practice in crime reduction	£1000	<i>Autumn 2006</i>	HBAC

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
3.13 Retailers Radiolink assimilation into HBAC	Assimilate existing Radiolink users into HBAC	To be decided by HBAC Management Board	<i>Summer 2006</i>	Retailers
3.14 Expand CCTV coverage	Use new development and streetscene improvements as opportunities to incorporate additional CCTV cameras into town centre network	N/A	Ongoing	Harrow Council/TfL/LAA/S106
3.15 Expand Community TV network	Seek partners to provide additional Community TV screens into town centre	N/A	Ongoing	Businesses/ Partner Agencies
3.16 Fraudulent credit card training	Continue project started in December 2002 to train shop staff in detection of fraudulent credit cards	N/A	November annually	HBAC
3.17 Promote positive crime trends	Monitor crime trends and promote positive results to help reduce the fear of crime	N/A	Ongoing	Metropolitan Police/ Harrow Council
3.18 Alcohol Exclusion Zone	<i>Undertake public consultation with a view to introducing Alcohol Exclusion Zone</i>	<i>N/A</i>	<i>Summer 2006</i>	<i>Harrow Council</i>
3.19 Reduce leafleting	<i>Use new powers to be introduced under London Local Authorities Act to reduce leafleting</i>	<i>N/A</i>		<i>Harrow Council</i>

Harrow Town Centre Management Strategy 2006-2008**OBJECTIVE 4: To CELEBRATE THE HISTORY, DIVERSITY AND GREENERY of Harrow in the town centre.**

PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
4.1 Hanging baskets - Delete	<i>Continue to bring greenery into the street scene through annual hanging baskets scheme (subject to drought conditions)</i>	<i>N/A</i>	<i>May – October annually</i>	<i>Harrow Council</i>
4.2 St Ann's Road planters	Increase greenery in St Ann's Road with 3D planters (subject to drought conditions)	£5000	May 2006	Harrow Town Centre Forum Fund
4.3 Street tree enhancements	Prune existing trees, refurbish tree pits and investigate opportunities for additional trees	N/A	Ongoing	Harrow Council

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OBJECTIVE 5: To make the centre feel MORE ALIVE WITH PEOPLE

PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
5.1 Harrow Arts Festival	Sponsor and contribute to Harrow Arts Festival	£5000 per annum	July annually	Harrow Town Centre Forum Fund, plus sponsorship opportunities
5.2 Multi-cultural street entertainment	Engage professional street entertainers and sponsor community groups on 5 occasions per year (minimum), to coincide with cultural festivals	£6000	Annually	Harrow Town Centre Forum Fund
5.3 Winter festive campaign	(a) Store, maintain and erect 28 decorations, 2 fir trees and 2 cross street decorations (St Ann's Road)	£13,000	From Diwali to January annually Winter 2006	Harrow Town Centre Forum Fund
		£15,000	Winter 2007	
		£17,000	Winter 2008	
	(b) Santa's visit	(Harrow Town Centre Forum Fund) £3000 £3200 £3400 (aim for £1500 St Ann's Shopping Centre and St George's shopping and leisure centre)	December annually 2006 2007 2008	Harrow Town Centre Forum Fund 50% / 50% (St Ann's shopping centre and St George's shopping and leisure centre)
	(c) St Ann's Road street tree lighting – replace pealights with LED's	£20,000	Autumn 2006	Harrow Town Centre Forum Fund

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
5.4 Promote activity area for cultural events	Promote use of outdoor activity area in St Ann's Road for cultural and community events and displays when not in commercial use	N/A	Ongoing	Harrow Council
5.5 Black History Month	Town centre events during Harrow Black History month	£1000	October annually	Harrow Town Centre Forum
5.6 French market event	Hold annual French market over 3 days in St Ann's Road twice yearly	(Harrow Town Centre Forum Fund – Total for 2 occasions) £3,800 £4,000 £4,200 <i>(Aim for £2000</i> Commercial opportunity - Market Operator rental total for 2 occasions)	March and October annually 2006 2007 2008	50% Harrow Town Centre Forum/ 50% French market operator plus marketing sponsorship opportunities
5.7 Specialist market	Hold occasional specialist markets in St Ann's Road	£1000 (Harrow Town Centre Forum Fund)/ £1000 (Commercial opportunity - Market Operator rental) on each occasion	Summer 2006	50% Harrow Town Centre Forum/ 50% Market operator

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
5.8 Buskers area	<i>Consider introducing buskers area in St Ann's Road</i>	<i>£200 (deliniation)</i>	<i>Autumn 2006</i>	<i>Harrow Town Centre Forum Fund</i>

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OBJECTIVE 6: To MAINTAIN THE COMPETITIVE EDGE, through performance management of Harrow town centre, the monitoring of competing centres, and the refinement of this Town Centre Management Strategy.

PROJECT	ACTION	ESTIMATE D COST	TARGET DATE	SPONSORS
6.1 Annual health check and review	Undertake an 'Annual Health Check' measuring the following key performance indicators: Retail mix Vacancies Pedestrian flow counts Car park usage Commercial office performance Retail performance	N/A	August annually	Harrow Council
6.2 Quarterly Development Monitoring	Undertake quarterly checks of town centre development activity for publication in Harrow Town newsletter	N/A	Ongoing	Harrow Council/ Estate agencies
6.3 Competing centres	(a) Monitor competing centres through the purchase and assessment of national surveys e.g. Experian	N/A	£100 per annum	Town Centre Forum Fund
	(b) Contribute to national surveys to enable comparison of Harrow with other centres e.g. Lockwood survey	N/A	Ongoing	Town Centre Forum Fund

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PROJECT	ACTION	ESTIMATED COST	TARGET DATE	SPONSORS
6.4 Current trends in Town Centre Management	(a) Keep abreast of current trends in Town Centre Management, through membership, attendance and input to Association of Town Centre Management meetings and events	Membership fee and travel costs	Annually	Town Centre Forum Fund
		£550	2006	
		£600	2007	
		£650	2008	
		plus ATCM conference fees, hotel and travel costs		
		£900	2006	
		£950	2007	
		£1000	2008	
	(b) Keep abreast of current trends in Town Centre Management, through liaison with Beacon Councils	Travel costs (£50)	Ongoing	Town Centre Forum Fund
6.5 Current trends in the retail market	Keep abreast of current trends in the retail market, through membership, attendance and input to British Council of Shopping Centres meetings and events	Membership fee	Annually	Town Centre Forum Fund
		£150	2006	
		£175	2007	
		£200	2008	
		plus BCSC conference fees, hotel and travel costs		
		£950	2006	
		£1000	2007	
		£1050	2008	

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OBJECTIVE 7: To raise **FUNDING** in a sustainable and equitable way, to ensure the future maintenance of high standards of town centre management.

PROJECT	ACTION	ESTIMATED INCOME	TARGET DATE	SPONSORS
7.1 Increase funding by commercial interests	Attract additional funding from commercial interests in accordance with Service Level Agreement	Currently £16,000	December annually	Businesses
		£17,000	2006	
		£18,000	2007	
		£19,000	2006	
7.2 St Ann's Road trading sites	Attract and maintain four high quality occupiers – 2 food, 2 non-food – on 6 month licences at commercial rates, and explore other opportunities	Currently £30,610	Annual income	Barrow licence holders
		£31,300	2006	
		£32,100	2007	
		£32,900	2008	
7.3 Activity area, St Ann's Road	Attract high quality short term commercial exhibitors (at commercial rates) or charity exhibitions (free of charge) on day licences. See also 1.10	Currently £22,350	Annual income	Commercial exhibitors
		£23,000	2006	
		£23,500	2007	
		£24,000	2008	
7.4 Thursday market, Greenhill Way car park	Continue to provide support for commercial market	Currently £2,450	Ongoing until site is redeveloped	Commercial Market
		£2,450	2006	
		£2,450	2007	
		£2,450	2008	
7.5 Council funding	Continue to provide support for Town Centre Management in accordance with Service Level Agreement	Currently £43,150	Annual income	Harrow Council
		£45,220	2006	
		£47,250	2007	
		£49,600	2008	

Harrow Town Centre Management Strategy 2006-2008**8. PROJECTED SPEND 2006 – 2008**

PROJECT	2005 (for comparison)	2006	2007	2008
1.1 Town Centre visitors leaflet	£5590		£6000	
1.2 Winter Festive advertising				
(a) Bus back advertising	£6125	£6,300	£6,500	£6,800
(b) Harrow People advert	£1,762	£1,800	£1,900	£2,000
1.3 Harrow Business Update				
1.4 Council Web site				
1.5 Harrow Tourism update				
1.6 Press releases				
1.7 Café culture				
1.8 Promote development sites				
2.1 Town Centre Access Strategy				
2.2 Town Centre Parking Strategy				
2.3 Harrow on the Hill transport hub				
2.4 Pedestrian signage replacement				
C/F	£13,477	£8,100	£14,400	£8,800

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PROJECT	2005 (for comparison)	2006	2007	2008
C/F	£13,477	£8,100	£14,400	£8,800
2.5 Highway signage improvements				
2.6 Pedestrian access improvements				
2.7 Shop-mobility				
2.8 Raise pedestrian priority in St Anns Road				
3.1 Public Realm Strategy				
3.2 Clarendon Road Improvements				
3.3 Fly-posting and graffiti removal				
3.4 Deep street cleansing		<i>Delete</i>	<i>Delete</i>	<i>Delete</i>
3.5 Footway cosmetics				
3.6 A-board elimination				
3.7 Elimination of goods on the highway				
3.8 Un-licensed street traders				
3.9 Counterfeit DVD sellers				
C/F	£13,477	£8,100	£14,400	£8,800

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PROJECT	2005 (for comparison)	2006	2007	2008
C/F	£13,477	£8,100	£14,400	£8,800
3.10 Trade Waste education				
a) Educate businesses				
b) Tidy Business Awards				
3.11 Business Intelligence Manager	£906	(£25,000 - £906) = £24094	£25,000	£25,000
3.12 Harrow Business Against Crime launch				
3.13 Retailers Radiolink assimilation into HBAC				
3.14 Expand CCTV coverage				
3.15 Expand Comm-unity TV network				
3.16 Fraudulent credit card training				
3.17 Promote positive crime trends				
3.18 Alcohol Exclusion Zone				
3.19 Reduce leafleting				
4.1 Hanging baskets		<i>Delete</i>	<i>Delete</i>	<i>Delete</i>
C/F	£19,383	£32,194	£39,400	£33,800

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PROJECT	2005 (for comparison)	2006	2007	2008
C/F	£19,383	£32,194	£39,400	£33,800
4.2 St Ann's Road planters		£5000		
4.3 Street tree enhancements				
5.1 Harrow Arts Festival	£5000	£5000	£5000	£5000
5.2 Multi-cultural street entertainment	£1928	£6000	£6000	£6000
5.3 Winter festive campaign				
(a) Décorations	£12931	£13,000	£15,000	£17,000
(b) Santa's visit	£2733	£3000	£3200	£3400
(c) St Ann's Road LED's		£20,000		
5.4 Promote activity area for cultural events				
5.5 Black History Month		£1000 (2005) £1000	£1000	£1000
5.6 French market event	£3,640	£3,800	£4,000	£4,200
5.7 Specialist market		£1000	£1000	£1000
5.8 Buskers area		£200		
6.1 Annual health check and review				
6.2 Quarterly Development Monitoring				
C/F	£40,615	£91,194	£74,600	£71,400

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PROJECT	2005 (for comparison)	2006	2007	2008
C/F	£40,615	£91,194	£74,600	£71,400
6.3 Competing centres				
(a) Monitor		£100	£100	£100
(b) Contribute to national surveys				
6.4 Current trends in Town Centre Management				
a) Association of Town Centre Management membership meetings and events	£550 £330	£550 £900	£600 £950	£650 £1000
b) Liaison with Beacon Councils	£50	£50	£50	£50
6.5 Current trends in the retail market				
British Council of Shopping Centres membership meetings and events	£135 £910	£150 £950	£175 £1000	£200 £1050
Other Projects (2005 only)	£5193	£4,500 – Balance 6.6 (Shoppers survey)		
TOTAL COST PROJECTS	£47,783	£98,394	£77,475	£74,450
SALARIES AND OVER-HEADS	£63,304	£66,000	£69,000	£70,000
TOTAL EXPENDITURE	£111,040	£164,394	£146,475	£144,450

Harrow Town Centre Management Strategy 2006-2008**9. BALANCE SHEET – 2005 - 2008**

INCOME	2005	2006	2007	2008
External contributions	£16,000	£17,000	£18,000	£19,000
<i>Sponsorship</i>	<i>£8483</i>	<i>£8,500</i>	<i>£9,000</i>	<i>£9,500</i>
Barrow lettings	£30,610	£31,300	£32,100	£32,900
Activity Area	£22,350	£23,000	£23,500	£24,000
Market	£2,450	£2,450	£2,450	£2,450
Council contribution	£43,150	£45,220	£47,250	£49,600
Balance c/f from previous years (Contingency)	£65,000	£77,003	£40,079	£25,904
TOTAL INCOME	£188,043	£204,473	£172,379	£163,354
TOTAL EXPENDITURE	£111,040	£164,394	£146,475	£144,450
BALANCE = INCOME LESS EXPENDITURE	£77,003	£40,079	£25,904	£18,904 contingency over 3 years
CONTRIBUTIONS IN KIND	£6000 + £3000 Provision of TCM's and P/T Business Crime Reduction Co-ordinators' offices	£6000 + £6000 Provision of TCM's and Business Intelligence Managers' Offices	£6000 + £6000 Provision of TCM's and Business Intelligence Managers' Offices	£6000 + £6000 Provision of TCM's and Business Intelligence Managers' Offices

Harrow Town Centre Management Strategy 2006-2008**10. MEMBERS OF THE TOWN CENTRE FORUM (2006)**

ORGANISATION	MEMBER
Boots the Chemist	Sanjeev Popat Ash Mussa
Churches Together in Harrow	Rev. Bob Gardiner
Debenhams	Nick Pinder
GE Money Home Finance Ltd	Alan Emm
Harrow College	Matthew Westmore <i>Jeannie Cohen-Brand</i>
Harrow Public Transport Users Association	Anthony Wood
HSBC	Davinder Matharu
Legal and General Assurance Society Ltd. (St George's Shopping and Leisure Centre)	Steve Kent (Chair) Fergus Egan
London Borough of Harrow	Councillor Marilyn Ashton (Vice Chair) Councillor Councillor Graham Jones Phil Greenwood Brian Jones
Marks and Spencer	Maureen Payne
McDonalds Restaurants	Mike Frost Bilal Arzouni
Metropolitan Police	Insp Aidan Gibson Sgt Kate Rogers
North West London Chamber of Commerce	Giovanni Caloia
Orient Rice and Foods Ltd	Amin Lalljee
Railway Pensions (Nominees) Ltd (St Ann's Shopping Centre)	<i>Suzy Wood</i>
Roxborough Residents Association	Bernard Segal

AGENDA ITEM 5
Harrow Town Centre Management Strategy 2006-2008

APPENDIX 2

For further details, please contact:

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