(*Harrow*COUNCIL
LONDON

Meeting:	Grants Advisory Panel
Date:	11 June 2007
Subject:	Community Premises Update
Key Decision: (Executive –side only)	No
Responsible Officer:	Director of Financial and Business Strategy
Portfolio Holder:	David Ashton – Deputy Leader and Portfolio Holder, Finance and Portfolio Co-ordination
Exempt:	No
Enclosures:	Appendix 1 Monitoring forms Appendix 2 Review report recommendations Appendix 3 Office space analysis Appendix 4 Notional cost of benefit in kind to community groups Appendix 5 Meeting room usage

SECTION 1: SUMMARY AND RECOMMENDATIONS

SUMMARY
This report provides an update on the Community Premises Review report presented to the Grant Advisory Panel on 6th July 2006.

RECOMMENDATION:
Members are requested to note the progress to date and to consider and comment on the content of the report and make recommendations to the Portfolio Holder on a number of issues referred to in section 2.2.12.

REASON:
Update on the Community Premises review.

SECTION 2: REPORT

2.1 Brief History

During 2005-06 a sub group of the Grants Advisory Panel, chaired by Cllr Omar, carried out a review of the community premises.

The report produced by the review group was received by the Grants Advisory panel and considered by cabinet in March 2006.

Cabinet resolved:

(1) To note the submission and report made by the Chair of the Review of Community Premises;

(2) that further analysis and research of the issues raised in the reports and recommendations be undertaken;

(3) that technical feasibility studies and detailed analysis of financial implications be undertaken in order to prepare a business plan;

(4) that there be full consultation with members of the voluntary and community sector prior to the finalisation of recommendations.

2.2 Options Considered

The recommendations from the review along with proposed actions are set out in Appendix 2.

Where it was practical and within the resource available, a number of recommendations have been actioned. The remaining recommendations are quite complex and no further action can be taken at this stage either due to the nature of the recommendation or lack of budget.

The key points can be summarised as follows:

2.2.1 Appendix 2 Recommendation 1a & 1c

1a. Set up a Community Trust to manage and develop provision guided by the O-Regen Model in Waltham Forest and the Selby Trust Model in Haringey. Develop a Harrow Model, which will take account of our demographics and history and take lessons from the private sector.

1c. Raise funds with Harrow Council providing leadership, Community & Voluntary Sector taking responsibility, through a mechanism such as a Community Trust, funds could be raised through bids and community fund raising events. The latter would help develop a sense of ownership.

With regard to setting up a Community Trust an Officer has visited the Selby Centre in order gain an insight into their working arrangements. Selby Trust started with a former LA school comprising a main 3-storey building (approximately 4 times bigger than 27 Northolt Road including flats above) plus several 2 and 3 storey annexes and a large hall with a stage and catering facilities. The site also has a large car park. The site is managed by 30 full-time /part-time staff. In addition, the licensees have their own staff/volunteers. The site was run in the late 80s to early 90s by the Council to provide facilities for the voluntary groups. In 1994 the Selby Trust was set up with a council-delegated director and 3 Council representatives, 3 community representatives, 3 licensees' representatives and 3 people with particular expertise on the board. The site was leased by the Council to Selby Trust for £88k. It took 8/9 years to build up the Centre, which operated at a loss for a number of years. Selby Trust started to break even after 6/7 years.

Around 1000 people use the facilities each day. Regarding income, 60%-65% of the income is self-generated from office rents and common area hire fees. Rest of the income is from grants/commissioning.

2.2.2 Appendix 2 Recommendation 1b

1b. Streamline information on premises – improve on the information sheet available on the Harrow Website and provide a comprehensive directory of premises available in Harrow. This could be linked with the aim of putting Harrow on the map.

Changes about information and management arrangements have been implemented. The Community Premises handbook, which was approved by the GAP on 6th July 2006, provides information on training programmes, contact details of the support agencies, etc.

2.2.3 Appendix 2 Recommendation 2,3 & 4d

2. Scrap current criteria based on hours of use – Criteria of 4 hours for casual use, 20 hours for shared desk and 40 hours for an individual office is not useful in measuring actual use or need of groups. At the very least, groups who need a desk should be given a desk and a filing cabinet and should be allowed to install a telephone line if they wish. To avoid clutter and provide an inspiring work environment, modern storage options should be explored and groups should be encouraged to minimise use of paper in the interests of space and the environment.

3. Improve Information Management – We have concerns about the recording of information on users of Community Premises and recommend that it should be addressed as a matter of urgency.

4d. A new egalitarianism – All groups should be treated EQUALLY regardless of previous use. The idea that we value every community should start to permeate the system and show that Harrow Council is a forward-thinking organisation willing to support the development of all

groups serving communities. The idea is to provide the facilities to get the job done, rather than artificial status. We also need to address the current reality about access: You need to occupy the premises to be given permission to use the premises. This "catch-22" means that new and emerging organisations have to navigate a situation, which does not promote their sustainable development. It also fuels the perception that some other groups can again access easily while others cannot.

Introduction of the attendance form in January 2007 has provided useful data to analyse the usage of the space. The data analysed for the period 26 February 2007 to 1 April 2007 is attached at Appendix 3. It is clear that the following organisations are not using the office space allocated to them and perhaps only need a postal address.

- **East African Welfare & Development Concern**
- **Islamic & Cultural Society of Harrow**
- **Association of Senior Muslim Citizens**
- **Tamil Community Centre**

2.2.4 Available Space

In the past Harrow Council Housing has used Room 4a and their project has now come to an end. So currently this room plus 1 designated desk and 4 Casual Desks are available for allocation to any potential new users.

2.2.5 Appendix 2 Recommendation 4b

4b. Enable use of Information Technology – IT promotes new ways of working and enables small emerging organisations to work in very cost effective ways. In the 21st century, using IT to work should be seen as an Invest to Save approach for supporting the community and voluntary sector. Negotiating broadband for the premises and enabling every organisation to be IT enabled would be a really positive way forward.

The recommendation suggested the implementation of Broadband Internet connection. Currently there is no IT link between the Civic Centre and the Community Premises, and setting up this link will be quite costly. However, except for the casual users all other Groups with either individual office or designated desk do have the option to install their own IT equipment and Internet connection. With the exception of three groups all other organisations do have their IT facilities in place.

2.2.6 Appendix 2 Recommendation 4c

4c. Join up working with Harrow Council and other HSP members - Steps should be taken to implement the IT project CASEWORKS which enables the recording and tracking of hate crime across the borough, extend access to the Council Website to users at Community Premises and generally enable voluntary and community groups to go online.

With regard to reporting hate crime, steps have been taken by implementing CASEWORKS software, which enables the recording and tracking of hate crime across the borough. The participating organizations are; Harrow Council for Racial Equality, Harrow Anti-Racist Alliance, Housing Services and Crime Reduction Unit.

The Caseworks system will not be made available for community users, as it is a hate crime management database. It holds sensitive intelligence from victims of race hate crime and the only agencies that are actively involved in investigating race hate crime have access to this software.

2.2.7 Appendix 2 Recommendation 5

5. Introduce Charging after free rent period – Charges should be made after 3 years occupancy and groups should be encouraged to write in a portion for overhead costs when bidding for external funding for projects. This would support the development of sustainable organisations.

Notional cost of providing the facility at 27 Northolt Road is £92,500. Detailed breakdown per room is given at Appendix 4.

Charging for the meeting room was discussed in the GAP meeting on 20th November 2006 and a charge of £5 per hour, with a minimum of £10 was introduced on 1st January 2007 but all user Groups have objected to this charge.

Cllr Joyce Nickolay, Chair of GAP, wrote to all these Groups on 12th January 2007 agreeing that there was a need for further consultation, and decided to take the matter back to the GAP before any precipitate action is taken.

On a more positive note, Cllr Nickolay informed the Groups that she has asked the Officers to encourage the use of the meeting room for any registered charity.

Detailed analysis of the usage of the meeting room for the period January to December 2006 is given at Appendix 5. Based on a charge of £5 per hour at this usage level, the annual income is estimated to be around £6,400, if charges had been implemented.

2.2.8 Appendix 2 Recommendation 6

6. Analysis of Grants Advisory Panel decisions – To promote trust in the transparency of our grants decisions – we need to perhaps provide an analysis by ethnicity, sector (women, environment, children, elderly, health, disability etc) so that we get away from the arguments and perception (in every community) that they are at a disadvantage and their needs are not being met. It would also help the Council (officers and councillors) to look a little more closely at decisions because it will be analysed and scrutinised.

The review report stated that there was a need to perhaps provide an analysis by ethnicity, sector (women, environment, children, elderly, health, disability etc) on the decisions made by the Grant Advisory Panel. The monitoring forms now include some additional questions seeking information on ethnicity, sector, etc. Copies of the revised monitoring forms are attached at Appendix 1.

2.2.9 Appendix 2 Recommendation 7

7.Compare Harrow Grants Budget with other Boroughs – to help set in context Harrow's support to the Community and Voluntary Sector, a comparison with other boroughs would be useful.

A comparison with other neighbouring boroughs is shown below.

Borough	**Mainstream Grants Budget 2007/08**	**Borough Population**	**Grant/1,000 Population**
Barnet	£1,265,110	340,000	£3,720
Brent	£900,000	250,000	£3,600
Ealing	£986,750	309,000	£3,193
Hillingdon	£1,500,000	231,000	£6,493
Hounslow	£1,034,450	210,000	£4,925
Harrow	£717,502	214,000	£3,352

2.2.10 Appendix 2 Recommendation 4f & 8

4f. Better Support Services – Re-evaluate and provide better on-site support. Join-up the provision of advice, training and capacity building and offer it at times that suit groups and take real account of their needs. It was clear during the interviews that many groups were unaware of the services available from infrastructure organisations such as HAVS and HaRF.

8. Improve Support to Users at Community Premises – Closer link with the umbrella or larger organisations (HAVS, HCRE, CAB, Women's Centre), which receive relatively high levels of funding from Harrow Council. Their Service Level Agreements need to reflect the work needed in Harrow.

Recommendations state that there is a need for improved and better user support for the user groups. Details of the support agencies, training companies, accounting services, etc are available on the Website and Community Premises handbook. This information is also posted on the notice board at the Community Premises.

2.2.11 Recommendations not actioned

For physical works and any additional ICT, there is a need to carry out a feasibility study and identify capital resources before the work can be done. Therefore, under the current financial circumstances no further work can be undertaken on the following recommendations.

Appendix 2 Recommendation 4a, 1, 2 & 3. – Building alterations.

Appendix 2 Recommendation 4E – Extension of the service

Appendix 2 Recommendation 4g – Promote sharing positively

2.2.12 Question for the Grants Panel:

1. Does the Panel agree that all the available space at Community Premises be advertised for reallocation and invite applications from any new or existing users.

2. Does the Panel agree that in the event of applications exceeding capacity, the longest staying tenants be given notice to find alternative accommodation.

3. Does the Panel agree that the Groups be charged after three years occupancy, which would be the case with all Groups currently based at Community Premises. If yes, from which date?

4. Does the Panel agree that items listed under 2.2.1 & 2.2.11 be closed until the budgets are available to carry out this work.

2.3   Consultation

Further consultation will be carried out with voluntary groups as the project progresses.

2.4   Financial Implications

None at this stage. Once the recommendations of the review have been explored further the financial implications will be clarified. There is no budget set aside for implementing the review.

2.5   Legal Implications

Members have expressed a desire to carry out consultation in respect of some aspects of these proposals. The government confirms that consultation on service areas such as community resources is good

practice. Any such consultation would need to be clear in its intent in order to adhere to general legal principles of consultation.

2.6 Equalities Impact

The community premises are an important resource for the voluntary sector in Harrow.

2.7 Section 17 Crime and Disorder Act 1998 Considerations

No direct implications.

SECTION 3: STATUTORY OFFICER CLEARANCE

Chief Finance Officer	Name: Myfanwy Barrett Date: 1st May 2007
Monitoring Officer	Name: Jill Travers Date: 22nd May 2007

SECTION 4 – CONTACT DETAILS AND BACKGROUND PAPERS

Contact: Chander Vasdev, Service Manager (Community Links/Grant Funding) (ext. 5249);
Parveen Vasdev, Principle Grants Officer (ext. 7625);
Charlotte Clark, Senior Grants Officer (ext. 2335).

Background Papers: Available on request.

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	No – Not required for this report
2.	Corporate Priorities	YES
3.	Manifesto Pledge Reference Number	ACEF

Appendix1   **Monitoring Forms**

Grants to Voluntary Organisations

Monitoring Meeting Report for Grant Aid Received 2006/07
(£5,000 and above)

(If any parts of this form do not apply to your organisation, please write "not applicable").

PART 1 - NAME OF ORGANISATION

PART 2 - FINANCIAL SUMMARY OF COUNCIL'S GRANT AID

Please provide a breakdown of how the grant was spent having regard to the projected budget in your grant application form *(please enclose a copy of your accounts or latest financial statement for 2006/07).*

Staff costs	
Running Costs (electricity, gas, water, etc)	
Rent	
Volunteers' expenses	
Other	
Total grant received for 2006/07	

PART 3 - EQUAL OPPORTUNITIES PROFILE

How many of the following people are involved in the running of your Organisation, and how many use your Organisation's services/activities? Please provide numbers, not percentages.

Please note, this section <u>must</u> be completed by all grant-funded organisations.

	STAFF	MANAGEMENT COMMITTEE	VOLUNTEERS	SERVICE USERS
TOTAL IN YOUR ORGANISATION				
Of the people above, how many are: -				
Male Female				
Registered Disabled				
Asian or Asian British:				
Bangladeshi Indian Pakistani Asian Other				
Black or Black British:				
African Caribbean Black Other				
White:				
British Irish White Other				
Chinese or Other Ethnic Group:				
Chinese Any Other Ethnic Group				
Mixed:				
White & Black African White & Black Asian White & Black Caribbean Mixed Other				

PART 4 - RELEVANT DOCUMENTS SUPPLIED/EXAMINED

*Constitution/Memorandum & Articles of Association ☐

*Equal opportunities policy/statement ☐

Agenda/Minutes of AGM ☐

Minutes of Management Committee Meetings ☐

Annual Report ☐

Audited Accounts for 2005/06 ☐

Accounting/Book-Keeping records ☐

Relevant details relating to the employment of persons in the funded ☐
 posts (if applicable)

*** You may have already supplied these documents with your grant
application but if this was over a year ago, we may ask for them again.**

PART 5 - SERVICES

Details of Work Programme (*please list all services/activities currently
provided, frequency, times of operation, venues***).**

Which of the services outlined above does Harrow Council fund? *(please
list those services that are funded through the main grant, and those funded by
other Directorates of the Council).*

How do your services/activities benefit the Harrow community?

PART 6 - LEVEL OF AND QUALITY OF SERVICE/ACHIEVEMENTS

**What methods do you use for recording, collecting and analysing data on
service levels and take up? How do you know whether you are providing a
quality service? (***Tell us what you do with the findings and how frequently you
collate them. Focus on how you manage, monitor and evaluate quality and
effectiveness. What indicators do you use to measure standards? How do you
ensure you are accountable and to whom***?)**

**Do you have a quality statement or have you obtained a quality assurance
system award such as – the Community Legal Service (CLS) Quality Mark,
Investors in People, and PQASSO?**

**What do you consider to be your organisation's key achievements during
2006/07?**

PART 7 - COMMITMENT TO EQUAL OPPORTUNITIES AND ACCESS

Please give examples of the attempts your organisation has made to implement equal opportunities in all aspects of its work *(i.e. translations of publicity materials, recruitment and training of staff/volunteers).*

How do you ensure your services are accessible to people with special needs, disabilities, under-represented groups or people whose first language is not English? Have you considered how your premises impact on the service you provide? For example, how can people with restricted mobility reach your premises? Do you have disabled access to your premises? Have you considered providing an outreach service? *(Focus on any measures you have taken to consider particular needs of minority users, special interest groups/forums and/or outreach initiatives in order to improve use of your services/activities).*

PART 8 - USERS' VIEWS/USER INVOLVEMENT

How do you respond to service users' views? *(Focus on how you encourage user choice, how you identify and tackle poor quality. How do you open up the organisation to scrutiny?)*

In what ways are users involved in your organisation?

What do you do if you receive a complaint? *(Tell us how service users can complain. Even if you do not receive a complaint, tell us about the policy/procedure you would follow should a complaint be received).*

PART 9 - MANAGEMENT STRUCTURE AND ACCOUNTABILITY

Does the Management Committee have any sub-committees or working groups? Do any members of the Committee have particular skills? Does each member have a specific job or area of responsibility?

How are the Management Committee members elected? What is the average length of service?

How often are management meetings held? Who has access to these meetings, for example can staff, volunteers and users attend? What mechanisms are in place for staff/management committee to discuss issues/problems in between meetings?

How are new members encouraged to become part of your Management Committee?

What safeguards are there to deal with conflicts of interest?

PART 10 - EMPLOYMENT PRACTICES

Please outline the process used to recruit new staff.

What mechanisms are there for staff support? Do all staff members receive one-to-one supervision sessions? If so, how often, and are notes kept? How is the Director/Coordinator supported/supervised?

Does your organisation have a training and development plan? *(If so, please provide a copy).*

How do you recruit and select your volunteers?

What form of training, induction and support is offered to volunteers? Who supervises the volunteers? Do volunteers have access to team meetings?

If applicable, does your organisation have Child Protection / Protection of Vulnerable Adults procedures? Are appropriate checks carried out for all staff and volunteers?

PART 11 - FINANCIAL VIABILITY AND CONTROL

How are the financial responsibilities divided up between staff and Management Committee?   What level of expenditure has to have Management Committee approval? Who prepares the yearly budgets?

What checks does your organisation have in place against financial mismanagement?

What efforts have your organisation made in 2006/07 to secure funding from sources other than the Harrow Council grant? *(please list all successful and unsuccessful grant applications, and those that you are awaiting outcome).*

What efforts have been made to ensure your services/activities can be sustained in the future and/or become partially self-funding?

PART 12 - RELATIONSHIP WITH OTHER ORGANISATIONS AND PROJECTS

Which other borough-based organisations and agencies do you work with? What other organisations offer similar services, or other services to the same client group? How do you liaise with them (if not, why not?) Do you receive referrals from other agencies, and do you refer on to other agencies? *(tell us about other groups you work with, who you consult with on service provision and other issues. Are you members of any joint working groups/forums?).*

PART 13 - HEALTH & SAFETY

Does your organisation have a Health and Safety policy? Who in your organisation is responsible for the implementation of this policy?

When was your last official fire safety check? When was your last fire drill?

What security measures are in place for staff working alone?

PART 14 - INSURANCE

Do you have the appropriate insurance for your organisation's services/activities? Please list with amounts of cover. *(Please provide copies of all relevant certificates/policies, i.e. public and employers liability).*

PART 15 - ADDITIONAL INFORMATION / ANY OTHER COMMENTS:

FOR OFFICE USE ONLY

Date of Monitoring Meeting:
Venue of Monitoring Meeting:

Organisation representatives present:
(include main contact person and their details)

Harrow Council representatives present:

Date draft report sent:
Date comments received:
Date final report sent:

Report examined and verified by authorised Officer:

Print Name:

Signature:

Date:

GRANTS TO VOLUNTARY ORGANISATIONS
(£5,000 or below)

MONITORING & ASSESSMENT FORM FOR GRANT AID RECEIVED 2006/07
(this form to be returned no later than Friday 1st June 2007)

NAME OF ORGANISATION:

AMOUNT OF GRANT RECEIVED
2006/07:

£

If any parts of this form do not apply to your organisation, please write "not applicable".

PART 1 – SERVICES/ACTIVITIES

Details of Work Programme (*please list all services/activities currently provided, frequency, times of operation, venues***).**

Which of the services/activities outlined above does Harrow Council fund?
(please list those services that are funded through the main grant, and those funded by other Directorates of the Council).

What happens when the office is closed or staff unavailable?

How do your services benefit the Harrow community?

How do you publicise your Organisation's services/activities? *(i.e. posters, leaflets, newsletters, advertising in local press, etc. – please provide evidence).*

PART 2 – QUALITY/OUTCOMES

What methods do you use for recording, collecting and analysing data on service levels and take-up? How do you know whether you are providing a quality service? *(Tell us what you do with the findings and how frequently you collate them. Focus on how you manage, monitor and evaluate quality and effectiveness. What indicators do you use to measure standards? How do you ensure you are accountable and to whom?)*

What do you consider to be your organisation's key achievements during the year 2006/07?

Do you have a quality statement or have you obtained a quality assurance system award such as – the Community Legal Service Quality Mark, Investors in People, and PQASSO?

What objectives and targets did your organisation meet in respect of the funding received in 2006/07?

OBJECTIVES 2006/07	SERVICE OR ACTIVITY TARGETS MET

What measures has your organisation taken in respect of working methods, equipment, materials and consumables, which minimise environmental damage? *(e.g. energy efficiency, waste, recycling, etc).*

PART 3 – COMMITMENT TO EQUAL OPPORTUNITIES AND ACCESS

Please give examples of the attempts your organisation has made to implement equal opportunities in all aspects of its work *(i.e. translations of*

publicity materials, recruitment and training of staff/volunteers). – please ensure you complete the 'Equal Opportunities Profile' attached at the end of this form.

What do you do to ensure your services are open to people with special needs, disabilities, under-represented groups or people whose first language is not English? *(Focus on any measures you have taken to consider particular needs of minority users, special interest groups/forums and/or outreach initiatives in order to improve use of your services/activities).*

Have you considered how your premises impact on the service you provide? For example, how can people with restricted mobility reach your premises? Do you have disabled access to your premises? Have you considered providing an outreach service? If yes, to whom?

PART 4 – COMPLAINTS AND CONFIDENTIALITY

What do you do if you receive a complaint? *(Tell us how service users can complain. Even if you do not receive complaints, tell us about the policy/procedure you would follow should a complaint be received).*

Does your organisation have a policy on confidentiality? What action has been taken or is proposed to ensure confidentiality and safety for users? What security measures are in place for staff working alone?

PART 5 – USERS' VIEWS/USER INVOLVEMENT

How do you respond to service users' views? *(Focus on how you encourage user choice, how you identify and tackle poor quality. How do you open up the organisation to scrutiny?).*

In what ways are users involved in your organisation? *(Focus on what mechanisms are in place for consulting service users on needs, services, management, planning and reviews. How do you decide what are the appropriate services/activities for the needs you have identified? How do you decide whose values/views should be taken into account when planning your provision?).*

PART 6 – NETWORKING

Which other borough-based organisations and agencies do you work with? What other organisations offer similar services, or other services to the

same client group? How do you liaise with them (if not, why not?) Do you receive referrals from other agencies and do you refer on to other agencies? *(Tell us about other groups you work with, who you consult with on service provision and other issues. Are you members of any joint working groups/forums?).*

PART 7 – FUNDING

Please provide a breakdown of how the grant was spent having regard to the projected budget in your grant application form *(please enclose a copy of your accounts or latest financial statement for 2006/07).*

What efforts has your organisation made in 2006/07 to secure funding from sources other than the Harrow Council main grant? *(Please list all successful and unsuccessful grant applications, and those that you are awaiting outcome).*

What efforts have been made to ensure your service/activities can be sustained in the future and/or become partially self-funding?

What checks does your organisation have in place against financial mismanagement?

Part 8 - INSURANCE

Do you have the appropriate insurance for your organisation's services/activities? Please list with amounts of cover. *(Please provide copies of all relevant certificates/policies, i.e. public and employers liability).*

UNDERTAKING: I declare that to the best of my knowledge this form has been completed correctly. I declare that the funds made available by Harrow have been used only for the purposes set out in the application for 2006/07 and that I have complied with any conditions imposed by Harrow on the payment of the grant.

Name (in capitals):		Designation:	
Signature:		**Date:**	

Please return this form by Friday 1st June 2007 to:

Grants Unit, Harrow Council London, Procurement & Community Links, Civic 1, 3rd Floor, South Wing, Station Road, Harrow HA1 2XY.

EQUAL OPPORTUNITIES PROFILE

How many of the following people are involved in the running of your Organisation, and how many use your Organisation's services/activities? Please provide numbers, not percentages.

Please note, this section <u>must</u> be completed by all grant-funded organisations.

	STAFF	MANAGEMENT COMMITTEE	VOLUNTEERS	SERVICE USERS
TOTAL IN YOUR ORGANISATION				
Of the people above, how many are: -				
Male Female				
Registered Disabled				
Asian or Asian British:				
Bangladeshi Indian Pakistani Asian Other				
Black or Black British:				
African Caribbean Black Other				
White:				
British Irish White Other				
Chinese or Other Ethnic Group:				
Chinese Any Other Ethnic Group				
Mixed:				
White & Black African White & Black Asian White & Black Caribbean Mixed Other				

Appendix 2			Review Report Recommendations		
No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
	Develop Community Space				
1A	**Set up a Community Trust** to manage and develop provision guided by the O-Regen Model in Waltham Forest and the Selby Trust Model in Haringey. Develop a Harrow Model, which will take account of our demographics and history and take lessons from the private sector.	Chander Vasdev	Further research required. **Comment:** As stated in Section 2.2 this requires further consideration with regard to resource and funding. Members need to decide if this is to be pursued any further.	tbc	Considerable staff time required.
1B	**Streamline information on premises** – improve on the information sheet available on the Harrow Website and provide a comprehensive directory of premises available in Harrow. This could be linked with the aim of putting Harrow on the map.	Chander Vasdev / Community Premises Manager (CPM)	• Improve information sheet on website • Pull together information for Directory **Comment:** A Community Premises handbook has been compiled and was presented to GAP on 20 November 2006 for approval. Information on all grant related services is published on Harrow's website.	Information sheet can be done by 30 September 06 Directory by 31 March 07	Depends on how much information is readily available on premises, could involve considerable officer time
1C	**Raise funds** with Harrow Council providing leadership, Community & Voluntary Sector taking responsibility, through a mechanism such as a Community Trust, funds could be raised through bids and community fund raising events. The latter would help develop a sense of ownership.		This is subject to establishment of a community trust. Further research required. **Comment:** Linked with 1A.	Not known	Not known

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
2	**Scrap current criteria based on hours of use** – Criteria of 4 hours for casual use, 20 hours for shared desk and 40 hours for an individual office is not useful in measuring actual use or need of groups. At the very least, groups who need a desk should be given a desk and a filing cabinet and should be allowed to install a telephone line if they wish. To avoid clutter and provide an inspiring work environment, modern storage options should be explored and groups should be encouraged to minimise use of paper in the interests of space and the environment.	Chander Vasdev / CPM	Hours of use • Publish new criteria • Consult current occupants • Implement new system **Comment:** An attendance form was introduced in January 2007 to monitor the usage of space. Based on this analysis, if there is spare capacity the space can be allocated to new applicants on need of the group. Modern storage options • Assess feasibility and costs **Comment:** No budget allocated.	Implement new system from January 07 Storage subject to identifying capital budget for works.	Changes to the criteria for hours of use will require staff time. Storage options may involve capital expenditure – not quantifiable at this stage.
3	**Improve Information Management** – We have concerns about the recording of information on users of Community Premises and recommend that it should be addressed as a matter of urgency.	Chander Vasdev / CPM	Set up new recording and monitoring system. **Comment:** Information captured in the attendance form will be used to analyse the use of the space and use by the organisations.	Implement new system by the 30th September 06	Staff time

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
	Improve the Quality of work environment				
4A	**Different use of space available** 1) **Open Plan rather than Individual office:** Debating the merits and disadvantages of cellular and open plan offices is guaranteed to inflame passions in many organisations. Although individual offices allow for a high level of concentration and privacy, open plan environments are more flexible in coping with changing demand, supporting better communications and team working. The disadvantage is that they can be more distracting to work in. The advantage is that it will allow the networking that most groups have claimed to value, minimise the waste of space i.e space which is claimed but not used and allow those in cramped offices to spread out when needed to accommodate volunteers and work patterns. Protocols will need to be developed with the sector to avoid friction and conflict.	Chander Vasdev	• Assess feasibility and cost for open plan layout, larger meeting space and internet cafe • Carry out further consultation with occupants • Protocol for working in open plan **Comment:** This is subject to Capital investment. Most users prefer to have their privacy. Current arrangement offers a choice of shared office or an individual office. Space could be allocated on the need of the Group. Members need to decide if this is to be pursued any further considering the current financial constraints.	• Subject to capital resources being identified	Capital expenditure not quantified at this stage. Project management also required.

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
	Improve the Quality of work environment				
4A	2) **Larger Meeting Space** Current Meeting room can be made larger by incorporating the 2 interview rooms. New interview rooms can be provided as shown in Appendix 3 3) **Resource Room** – enlarge the IT room and use as an Internet Café to provide additional resources for Community Premises so that groups are able to work effectively and develop as sustainable organisations	Chander Vasdev	See above	See above	See above
4B	**Enable use of Information Technology** – IT promotes new ways of working and enables small emerging organisations to work in very cost effective ways. In the 21st century, using IT to work should be seen as an Invest to Save approach for supporting the community and voluntary sector. Negotiating broadband for the premises and enabling every organisation to be IT enabled would be a really positive way forward.	Chander Vasdev / CPM	• Asses feasibility of IT enhancements **Comment:** This will require considerable investment. Members need to decide if this is to be pursued any further considering the current financial constraints.	• Subject to capital resources being identified	Capital expenditure not quantified at this stage. Project management also required.

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
4C	**Join up working with Harrow Council and other HSP members** - Steps should be taken to implement the IT project CASEWORKS which enables the recording and tracking of hate crime across the borough, extend access to the Council Website to users at Community Premises and generally enable voluntary and community groups to go online.	Chander Vasdev	• Reporting of Hate Crime – Council is launching new 3rd party reporting system • Assess feasibility of providing access to website **Comment:** The system is in operation at the following sites: Harrow Council for Racial Equality Harrow Anti-Racist Alliance Housing Services Crime Reduction Unit. Further funding is uncertain.	• Website access is subject to capital resources being identified	Capital expenditure not quantified at this stage. Project management also required.
4D	**A new egalitarianism** – All groups should be treated EQUALLY regardless of previous use. The idea that we value every community should start to permeate the system and show that Harrow Council is a forward-thinking organisation willing to support the development of all groups serving communities. The idea is to provide the facilities to get the job done, rather than artificial status. We also need to address the current reality about access: You need to occupy the premises to be given permission to use the premises. This "catch-22" means that new and emerging	Chander Vasdev	• Develop ideas for improving access to the premises • Produce new policy **Comment:** As stated in section 2 the attendance form analysis will highlight the actual usage of the space by various groups. Applications will be considered from all regardless of their background.	Publish policy by January 07	Staff time

	organisations have to navigate a situation which does not promote their sustainable development. It also fuels the perception that some other groups can again access easily while others cannot.				

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
4E	**Extend the service** – Provide Community Premises as a resource for more groups in the community. In an era of community cohesion, hand-picking organisations to support needs justification. In terms of Value for Money, the Council would benefit from an approach with supports community development by supporting grass-roots initiatives, which are, more often than not, based on the needs in the community. Mainstreaming Community Premises and exploring models of operation to improve the quality of provision and its sustainability is the way forward.	-	• Council does not have the resources to extend this service at present	None at this stage	
4F	**Better Support Services** – Re-evaluate and provide better on-site support. Join-up the provision of advice, training and capacity building and offer it at times that suit groups and take real account of their needs. It was clear during the interviews that many groups were unaware of the services available from infrastructure organisations such as HAVS and HaRF.	CPM	• Get information pack together on resources available **Comment:** Details of the training programmes and a list of support agencies are now incorporated in the Community Premises handbook.	• Publish pack by 30 September 2006	Staff time

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
4G	**Promote Sharing positively**: almost as emotive as the open-plan office is the "hot-desk", the idea being that, in an ICT-based working environment, all desks are equal. The number of desks required is equal to the maximum number of staff likely to be in at one time, goes hand-in-hand with flexible working arrangements and enables people to work in a wide range of locations. A good scheme will involve all types of organisations and invest some of the space benefits of "hot-desking" in improving the shared facilities – meeting rooms, resource centres, kitchen etc.	-	• Subject to moving to open plan environment. **Comment:** Subject to Capital investment.	None at this stage	
5	**Introduce Charging after free rent period** – Charges should be made after 3 years occupancy and groups should be encouraged to write in a portion for overhead costs when bidding for external funding for projects. This would support the development of sustainable organisations.	Chander Vasdev	• Draw up charging policy • Further consultation **Total Notional Cost of Benefit in kind - £92,537**	Implement changes from 1st April 07	Would generate income. Not quantified at this stage.

No.	Recommendation	Responsible officer	Action plan	Timescale	Resource implications
6	**Analysis of Grants Advisory Panel decisions** – To promote trust in the transparency of our grants decisions – we need to perhaps provide an analysis by ethnicity, sector (women, environment, children, elderly, health, disability etc) so that we get away from the arguments and perception (in every community) that they are at a disadvantage and their needs are not being met. It would also help the Council (officers and councillors) to look a little more closely at decisions because it will be analysed and scrutinised.	Chander Vasdev	Review monitoring information available at present to see if this facilitates analysis required. If not, amend application form. **Comment:** Relevant questions have been added in the monitoring form seeking these answers. Further information will be gathered during the monitoring visits in 2007.	Produce data for 07-08 grants.	Staff time
7	**Compare Harrow Grants Budget with other Boroughs** – to help set in context Harrow's support to the Community and Voluntary Sector, a comparison with other boroughs would be useful.	Chander Vasdev	Produce analysis for grants November Panel. Data has been obtained from the neighbouring boroughs together with their population.	30 November	Staff time
8	**Improve Support to Users at Community Premises** – Closer link with the umbrella or larger organisations (HAVS, HCRE, CAB, Women's Centre) which receive relatively high levels of funding from Harrow Council. Their Service Level Agreements need to reflect the work needed in Harrow.	CPM	See 4F above	See 4F above	See 4F above

Appendix 3   **Office Space Analysis**

Group	Acc Type	Start Date	Room #	Available Space	w/c 2/26/2007	w/c 3/5/2007	w/c 3/12/2007	w/c 3/19/2007	w/c 3/26/2007	Total Group Hours	Group Weekly Ave Hours	Room Weekly Ave Hours
East African Welfare & Development Concern	DD	Apr 2001	1	3 x DD	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Harrow Somali Women's Action Group	DD	Apr 2000	1		5.25	17.25	11.50	15.00	6.75	55.75	11.15	
Total										55.75		11.15
Angolan Civic Communities Alliance	IO	Apr 1998	2	IO	46.75	50.00	53.00	47.50	49.50	246.75	49.35	49.35
Harrow Iranian Community Association	IO	Feb 1997	3	IO	40.00	38.00	27.75	23.25	38.25	167.25	33.45	33.45
Harrow Council Housing			4A									

Russian Immigrants Association	IO	Apr 1999	4B	IO	47.00	46.00	42.00	42.00	41.00	218.00	43.60	43.60
Harrow African Caribbean Association	DD	Apr 1996	5	2 x DD	3.00	3.00	3.00	3.00	3.00	15.00	3.00	
IWANAAJI	DD	Feb 1999	5		1.75	0.00	0.00	0.00	9.25	11.00	2.20	
Total										26.00		5.20
Harrow Anti Racist Alliance	IO	July 1997	6	IO	32.50	48.50	63.00	54.50	54.75	253.25	50.65	50.65
Harrow Council Co-ordinator's office	IO		7									
Harrow Bengalee Association	DD	Jan 1996	8	5 x DD	24.25	25.00	7.75	19.25	15.75	92.00	18.40	
Hindu Council Harrow	DD	Apr 2000	8		0.00	9.75	0.00	0.00	2.00	11.75	2.35	
Indian Association of Harrow		Jan 1996	8		4.00	4.50	4.25	5.25	2.00	20.00	4.00	

Islamic & Cultural Society of Harrow	DD	Jan 1996	8		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Pakistan Society of Harrow	DD	Mar 2002	8		25.00	23.75	13.25	13.00	21.75	96.75	19.35	
Total										220.50	44.10	44.10
Resorce Room for IT Traing			9									
Association of Senior Muslim Citizens	CD	Jul 2003	10	4 x CD	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Harrow Kuwaiti Community Association	CD	Oct 2002	10		5.50	11.00	4.75	4.00	4.25	29.50	5.90	
Harrow Youth & Community Project	CD	Jul 2003	10		3.75	0.50	0.75	0.00	0.00	5.00	1.00	
Horn Response Project	CD	Apr 2003	10		3.75	6.25	5.25	0.00	0.00	15.25	3.05	
Somali Cultural Association	CD	Jan 2004	10		18.75	15.25	20.75	13.75	5.75	74.25	14.85	

Tamil Community Centre	CD	Apr 2004	10		0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total										124.00	24.8	24.80

Appendix 4

Notional cost of benefit in kind to Community Groups			
Room No	Area Sq Ft	Rent £/Sq Ft	Fully Serviced Cost £
1	167.74	30	7,466
2	125.19	30	5,572
3	172.42	30	7,674
4A	60.00	32.50	2,893
4B	114.03	30	5,075
5	107.70	30	4,794
6	114.03	30	5,075
7	120.37	30	5,358
8	273.00	28	11,340
9	161.00	28	6,688
10	287.00	28	11,922
Meeting Room	189.00	30	8,412
Counselling Room 1	78.75	32.50	3,797
Counselling Room 2	79.20	32.50	3,818
Photocopying Room	55.00	32.50	2,652
Total	2104.43		92,537

Note: Rental Cost dependent on room size

Appendix 5

Meeting Room Usage

2006/2007	April hours	May hours	June hours	July hours	Aug hours	Sept hours	Oct hours	Nov hours	DEC hours	Apr-Dec Total	3-monthly Ave	Qtr Ave Hours cost at £5/ hour
Angolan Civic Communities Alliance	31	46	25	20	52	40	75	48	9	346	115	£575
Association of Senior Muslim Citizens	0	3	8	2	0	2	3	3	0	21	7	£35
East African Welfare & Development Concern	0	10	8	0	0	0	0	0	0	18	6	£30
Harrow African/Caribbean Association	0	2	3	3	0	8	6	3	0	25	8	£40
Harrow Anti-Racist Alliance	15	3	31	52	8	2	37	15	11	174	58	£290
Harrow Bengalee Association	5	3	3	2	0	0	0	0	0	13	4	£20
Harrow Iranian Community Association	17	38	39	2	0	15	30	37	21	199	66	£330
Harrow Kuwaiti Community Association	0	0	0	0	0	0	0	0	0	0	0	£0
Harrow Somali Women's Action Group	0	3	0	0	0	7	0	0	4	14	5	£25
Harrow Youth And Community Project	0	0	2	0	0	0	0	0	0	2	1	£5
Hindu Council (Harrow)	13	4	7	7	8	4	8	12	0	63	21	£105
Horn Response Project	0	0	0	0	0	0	0	2	0	2	1	£5
Indian Association of Harrow	0	2	0	0	2	2	2	2	0	10	3	£15
Islamic & Cultural Society of Harrow	2	2	2	0	2	4	2	2	5	21	7	£35
IWANAAJI	0	0	0	0	0	0	0	0	0	0	0	£0
Pakistan Society of Harrow	2	10	4	2	6	5	0	2	10	41	14	£70
Russian Immigrants Association	8	0	0	0	0	0	0	0	0	8	3	£15
Somali Cultural Association	0	0	0	0	0	0	0	0	0	0	0	£0
Tamil Community Centre	0	0	0	0	0	0	5	0	0	5	2	£10
Total potential income												£1,605