

## **ENTERPRISING HARROW STRATEGY Action Plan 2010/2011 Update**

**Key to Leads: HC – Harrow Council; ED – Harrow Economic Development team; HIB – Harrow in Business; HCI – College; WLB – West London Business**

<b>Work Stream A</b>	<b>Securing Inward Investment and keeping current businesses within Harrow to ensure that the local business base remains buoyant Co-ordinators Harrow Council Economic Development team and West London Business</b>	
<b>Key Activity and sub-activities</b>	<b>Progress – Lead</b>	
<p><b>Promote Harrow</b></p> <ul style="list-style-type: none"> <li>• Harrow level – further improve web site to provide profile for businesses</li> <li>• Developing evidence base through development of Economic Assessment</li> </ul>	<p><b>HC/ED &amp; Communications WLB</b></p> <p>Web site update ongoing ED Monthly Business Newsletter to all local companies with email on Harrow’s Business Directory as well as business contacts Completion of LEA. Development of first Investment profile for North Harrow. WLB 2 articles in Business West promoting Harrow</p>	
<p><b>Seek opportunities for international investment, markets and development</b></p>	<p><b>HC/ED; Think London;</b></p> <p>Gateway Asia: Gateway Asia – Workshop Trade and Financial Instruments Harrow Civic 1 29<sup>th</sup> June – 30 participating businesses. Scoping exercise on development Action Plan with Gateway Asia for an inward investment from India. 29 March Business Support event; Doing Business with India hosted at Harrow Council, advice on tax, markets, legal issues, finance instruments from Chantrey Vellacourt, Tata Consultancy Services, Fox Mandel Little and the DTI. Over 50 businesses attended. Next event 14<sup>th</sup> April</p> <p><b>WLB</b></p> <p>Place West Oct 2010: very successful considering economic climate – very good speakers including Sir Simon Milton. MIPIM delegation coordinated – 5 out of 6 boroughs contributed to a W London stand and brochure</p>	
<p><b>Pro active Business Retention</b></p>	<p><b>HC/ED/WLB</b></p> <p>Hardship Rate Relief Fund promoted through Business A to Z. 3 applications received £17k aid distributed Round of engagement with large employers commenced. Quarterly meetings Chamber.</p>	

	<p>Relaxation development controls to promote retention. <b>WLB</b></p>
<b>Work Stream B1</b>	<p><b>Tackling Skills shortages &amp; Employability Issues</b> <i>(Taken forward via Skills and Employment Framework) Lead Victoria Isaacs</i></p>
<b>Key Activity and sub-activities</b>	<b>Progress – Lead</b>
<b>Skills Shortages</b>	<p><b>HCouncil</b>          10 Apprentices – construction, 40 jobs from Xcite construction – at Harrow Council          42 Future Job Funded placements offering work experience and training provision for young people were eventually achieved throughout Harrow.          West London Interim Skills Strategy completed.          20 Work experience placements</p> <p><b>Harrow College</b>          1.The College is likely put on a repeat of programmes run under the six month offer covering basic and intermediate IT.          Currently, the College has JSA claimants on the following full level 2 and full level 3 programmes and will continue to accept on to these courses next year.</p> <ul style="list-style-type: none"> <li>• Access to Nursing,</li> <li>• Access to Humanities and Social Science</li> <li>• Access to Education (primary)</li> <li>• ESOL – Entry 1-3</li> <li>• Business Studies level 2</li> <li>• AAT level 2 and 3</li> <li>• PTTLs</li> <li>• CELTA</li> <li>• Electrical level 1 and 2</li> <li>• Construction level 1</li> <li>• Plumbing level 1 and 2</li> <li>• Hairdressing level 1 and 2 NVQ</li> <li>• Beauty level 2 NVQ and ITEC</li> <li>• Cache Entry Level Award in Caring for Children</li> <li>• Children's Care Learning &amp; Development Level 2</li> <li>• Preparation for Working with Children and Adults</li> <li>• Health and social care level 2 and 3</li> </ul>

	<ul style="list-style-type: none"> <li>• BTEC Level 1 Diploma for IT Users</li> </ul> <p>2. The College is looking at a broader offer from August onwards to include short intensive employability programmes with literacy. The College is preparing a <b>Routes into Work</b> programme (pre-apprenticeship) to start in September for 16-18 year olds so could be opened to JCP claimants who are 18.</p> <p>3. The College, along with Stanmore, had an LSIS bid approved to look at shared services across a range of back office functions. The project has just started.</p> <p>4. A new post Head of Development, Enterprise and Innovation has been recruited to. Part of the responsibilities will cover meeting local needs to broaden what HCI currently offers and look at this across the curriculum. This will include improving how HCI work with JCP.</p> <p>The Careers section has been reorganised to Careers and Employability to provide information and support to learners as well offer a work club. Specific areas targeted to develop in line with information from reports on West London are hospitality (front end services) and apprenticeships in IT, Business Admin, Care, Health, Customer Service. Reworking the ESOL provision which supports a significant number of Harrow residents in order to maintain the level of provision but ensure it can lead to Foundation Learning and first level 2 qualifications. However, HCL still committed to offering (though smaller proportion) of ESOL at entry 1 and 2, but this is only going to be co-funded and will require people paying fees and these are currently under review.</p> <p>Harrow College submission Learning Skills bid for pre Apprenticeship training was successful. The project will provide Vocational taster courses, Employability skills training (using Workskills or Employability skills awards), Mentoring, a short internship or work experience with a local employer</p> <p><b>Stanmore College</b> Stanmore College is running work focused training programmes in the following areas :IT Networking, Security, Finance, Retail, Hospitality and Management, to meet local business vacancies. In addition Stanmore College runs vocational training through T2G programmes in Spectator Safety, Business and Admin, Customer Service, Advice and Guidance, Team Leading and Management, Health and Social Care, Waste Management and Childcare. Adult Apprenticeship programme being run in Business and Admin and Team Leading. Further places available.</p> <p>Mill Farm – construction training opportunities agreed with Genesis - Trainee Administrator / RLO, Trainee Ground Worker, Catering and IT training delivered. Harrow PCT developing apprenticeship model.</p>
<p><b>Establish employer needs</b></p>	<p>Quarterly chamber liaison in place.</p>

<p>Feedback from agencies working with employers Skills Workshop with employers</p>	<p>2011 Business Sentiment survey being developed by West London Business. Local Economic Assessment provides basis for identifying employment trends and qualification levels. Stanmore College – Framework for Excellence employer survey sent out annually.</p>
<p><b>Work based curriculum</b> Deliver apprenticeship and T2G training.</p>	<p><b>HCI</b> <b>See above re apprenticeships.</b> Harrow College has successfully developed its plumbing and electrical provision for 16-18 year olds and adult learners. It has also now begun to offer CPD courses for electricians and will expand for other trade areas. The College also offers a Foundation Degree in Business Management for people in junior or higher position as well as a successful FD in Counselling and a range of teacher training programmes. Through its Parents into employability pathways project the college has developed work shadowing routes for adult learners and specific programmes for ESOL learners developing their employability skills. Stanmore College – see above entry in skills shortages</p>
<p><b>College/LSC Programme</b> <b>Maintain and develop up skilling programmes</b></p> <ul style="list-style-type: none"> <li>▪ <b>Bid for provider training opportunities</b></li> </ul>	<p><b>Stanmore College</b> – delivery response to Redundancy programme Harrow College – In 2009/10 the College has supported nearly a 1000 funded learners across levels 2, 3, 4 and 5. The College has worked with over 200 learners to reskill in areas such as business administration, management and health &amp; social care and has supported over 150 learners progress and upskill from level 2 to 3. Where necessary the College has supported learners to improve their literacy in order for them to progress to the next level.  Stanmore College is bidding for the DWP Work Programme – element training and upskilling.</p>
<p><b>Remove barriers to work</b> <b>Xcite Programme</b></p> <p><b>Job Centre</b></p> <ul style="list-style-type: none"> <li>• Work Clubs</li> </ul>	<p>Xcite - employment support (pre work and in work) 290 clients. 90 Jobs, not all eligible for the funded programme It closed in March 2011. Xcite (X3) Work Clubs have now been established as a legacy project from funding originally generated from the LDA ESF funding stream and will continue to provide employment support to residents from the Civic Centre, The Beacon and Savoy Court Community Centre. The first Work Club held in Civic Centre had 90 attendees. Utilising ESF Transnational NPWWL (New Pathways to Work in West London) - <i>Bringing mental health and employment support services closer together</i>, Developing new and improved pathways into employment for the most disadvantaged communities in West London. <b>Job Centre Plus</b> Work Clubs delivered by :- HASVO Catalyst Housing</p>

	<p>Xcite</p> <p><b>Partnership working:</b></p> <ul style="list-style-type: none"> <li>- JCP Manager given support to PCT/IAPT lead for Harrow;</li> <li>- JCP Attends New Arrivals Task Force</li> <li>- working with Harrow Association of Somali Voluntary Organisations</li> <li>- Participates in various Partnership Boards run by Harrow Council</li> <li>- Manager works with various voluntary organisations</li> </ul> <p>Harrow College is now running an LDA project supporting parents into employability pathways working with JCP and has 57 learners currently signed up. Parents are sign-posted to JCP and xcite Programme.</p> <p>Harrow College continues to provide successful ESOL into Work programmes which also offer work experience.</p> <p>Stanmore College has bid as a partner (Harrow Council lead) for the Integration of Third Country Nationals fund from the European Commission.</p> <p>REACH Programme delivered support to 79 clients with 4 job starts.</p> <p>Credit Union – over 100 members.</p>
<b>Work Stream B2</b>	<b>Employment Enabling</b>
<b>Key Activity and sub-activities</b>	<b>Progress – Lead</b>
<b>Slivers of Time</b>	Promoted for social care through PCT.
<p><b>Harrow Provider Group</b></p> <ul style="list-style-type: none"> <li>● Establish Harrow wide practitioner group</li> </ul>	Provider Group role to be extended.
<ul style="list-style-type: none"> <li>● <b>Lead by example</b></li> </ul>	<p><b>HC/HR and Job Centre Plus</b></p> <p>Framework being completed.</p> <p>Job brokerage model well established, advertising vacancies through JCP before going external, 2 recruited Q1.</p>
<b>Work Experience/ Volunteering</b>	<p>Harrow College - Parents into Employability Pathways programme provides opportunities for work experience.</p> <p>BHEBS supporting Harrow College with the LSIS pre apprenticeship programme.</p> <p>Visits being carried out to employers to obtain work experience placements which are approved for</p>



<p><b>Other Activity</b></p>	<ul style="list-style-type: none"> <li>• Apprenticeships (18-24)</li> </ul> <p><b>From 3 Months includes</b></p> <ul style="list-style-type: none"> <li>• Additional adviser interviews</li> <li>• Self employment support &amp; credit</li> </ul> <p><b>From 6 Months includes</b></p> <p>Access to a range of training is available:</p> <ul style="list-style-type: none"> <li>• Jobcentre Plus Support Contract</li> <li>• Work Focused Training (until Feb 2011)</li> <li>• Future Jobs Fund opportunities (<b>until March 2011</b>)</li> <li>• Routes into Work (<b>until Feb 2011</b>)</li> <li>• New Deal for Young People – intensive adviser support followed by requirement to take up one of four options. (last referral 31.03.11)</li> <li>• In Work Training Grant (50+)</li> <li>• Work Trials – Trial period in an actual job. Customer remains on benefit. Maximum duration: 30 days over no more than 6 weeks</li> <li>• Graduate Internships (until March 2011)</li> </ul> <p><b>From 18 Months includes</b> New Deal 25+ - Intensive adviser support followed by requirement to take up an option (last referrals 31.03.11) New Deal 25 plus – (until June 2011)</p> <p>-</p> <p>- <b>Wilkinsons Store</b> - Open Days attended by 13000 people know outcomes to date 130, 70% of which are permanent posts. <b>Manpower Harrow</b>- Recruited for Mail Workers. 250 interviewed 137 still employed.</p> <p><b>-Park Royal Workforce</b> – JCP works closely with Park Royal workforce on average JCP receive between 100-125 vacancies per month from the Retail Park.</p> <p>Future Job Fund 42 Young People provided with employment.</p>
<p><b>Work Stream</b></p>	<p><b><i>Supporting the development of enterprise skills and acumen so that local entrepreneurs become local businesses and existing SMEs sustain and grow</i></b> <b><i>Lead Harrow in Business</i></b></p>
<p><b>Key Activity and sub-activities</b></p> <p><b>Business Support</b> <b>Start Up</b> <b>Survival</b> <b>Growth</b></p>	<p><b>Progress – Lead</b></p> <p><b>ED</b> Also at Recession Busting Group – bi-monthly</p> <p><b>HIB</b> The Business London Contract finished on the 31<sup>st</sup> December 2010, HiB were the only contractor in</p>

the Business London West Consortium to complete and exceed all their targets. The target for Businesses Created (1 year trading) was 12 and HiB achieved 32 thus exceeding the target by 20. They reached the target for Businesses started (28 for the year); the target for Businesses Supported (up to 3 hours) was 23 - HiB achieved 135 thus exceeding this target by 112; target for Learning Opportunity (6 hours plus) was 8 and HiB achieved 32, therefore plus 24.

DWP also completed in December 2010 and HiB reached all its targets and had two clients chosen as case studies for Let's Talk Business – Barclays Sponsored events. The target for the year was also exceeded and we had to ask for extra outputs which were agreed. These targets were also achieved. HiB was also awarded contractor of the year by the NFEA and Barclays:

"The ceremony also included an award for the Barclay's Let's Talk programme - business start up seminars run by NFEA Members across the country. The **Barclay's Let's Talk Contractor of the Year** was announced as Harrow Enterprise Agency for its exceptional delivery of the programme over the contracted targets and for thorough administration throughout the year."

HiB has also been running the Investing for Success programme and has achieved excellent results - to date supported clients to raise £570,000. There have been 57 clients with 1-1 mentoring support to build their business plans, which in turn has helped them to start their business or safeguard it. Which in turn has created/safeguarded jobs.

Client numbers have not reduced so far, even though the startup programmes funded through the LDA have ceased. Still getting a high level of attendance at the FREE events, however some of the chargeable workshops are not as highly attended. Introduced a new workshop called Social Media & Facebook and this one seems to be the most popular at the moment. Currently looking at updating the programme of training to give it a further boost.

- 3 Be your Boss events - average attendance 15
- 3 Business Planning – average attendance 17
- 7 Business skills training events – average attendance 6 (there is a need for smaller numbers in these workshops as they are more targeted)
- Start up levels are increasing due to HIB work through the Investing for Success (ERDF/LBH funded project).

All HiB training event details have now been transposed onto Business Link national website. HiB has always been advertising in the Harrow People and has now been advertising in the Middlesex Journal. The website is currently in the middle of a complete overhaul and will be completed by mid April - looking at ways to increase hits on the website i.e. reciprocal links with suitable

	partners
<b>Start Up Support for Vulnerable</b>	DWP contract ceased 31 <sup>st</sup> December 2010 – The details of the selected Primes has now been released for the Work Programme, however HiB was not involved in any of the bids with these particular primes. However HIB will be looking to bid as a sub contractor with the selected Primes. HiB is looking to create new partnerships by working with groups that help the vulnerable: meetings are to be arranged.
<b>Lobbying</b>	HiB still works closely with Capital Enterprise and the NFEA
<b>Business Link</b>  <b>Business Link in London key performance statistics for Harrow</b>  <b>The Customer Activity Count</b>  <b>BIS business development plans</b>  <b>BLL Service for SME's</b>	<p>Management information on Business Link in London's KPIs and referrals for the period ending December 2010 (to March available mid-April).</p> <ul style="list-style-type: none"> <li>• The Business Link in London key performance stats for the 12 months to end of December 2010 <ul style="list-style-type: none"> <li>○ 4248 business supported market penetration</li> <li>○ 123 businesses supported intensively</li> <li>○ 456 businesses supported under the 'Customer Activity' measure</li> </ul> </li> </ul> <p>The Customer Activity count includes all those who attend Business Link events, request and receive information packs or who are brokered or referred to other services. It does not include those who receive intensive support (i.e. Business Reviews). The CA data has been provided as a spreadsheet so you can manipulate and analyse the data.</p> <ul style="list-style-type: none"> <li>• A report on cases of brokerage and referral from April to December 2010 <ul style="list-style-type: none"> <li>○ 334 instances of referral</li> </ul> </li> </ul> <p>The Department of Business Innovation and Skills recently published a paper outlining its plans for developing business support for small firms over the next two years. The paper can be found on the BIS website at <a href="#">BIGGER, BETTER BUSINESS - Jan 2011</a> . The paper indicates that the regional Business Links will cease to provide services by the end of November 2011.</p> <p>BL are currently awaiting news from the LDA on our budget and priorities for the period from April 2011. Current services to SMEs in London:</p> <ul style="list-style-type: none"> <li>• Business Link in London continues to support all sizes and stages of business but with an increased proportion of 5 and 10 plus employee companies</li> <li>• Business Link Advisers will provide business reviews and action plans for businesses</li> </ul>

	<p>identified with the potential to grow</p> <ul style="list-style-type: none"> <li>• Business Link is providing a series of Ready to Grow workshops that focus on helping entrepreneurs who want to develop growth plans for their business - see attached brochure for details or follow the link to the web page <a href="#">Business Link in London Ready to Grow Workshops</a></li> <li>• Business Link in London will continue to deliver the first two Starting a Business workshops – “Is it for Me” and “Getting the Basics Right” – details on the Business Link website at <a href="#">Business Link in London Startup Workshops</a></li> <li>• Brokerage remains key to the service and we are keen to work with you to ensure we have captured all local business support. Attached is the service template we ask local service providers to complete.</li> <li>• The Forum – <a href="http://www.businesslinkgateway.co.uk">www.businesslinkgateway.co.uk</a> continues to be a useful information source and we encourage partners to use it to promote their events, services and news. Events can be easily uploaded from the Forum to the national Business Link website. Your support with this would also be welcomed.</li> </ul>
<p><b>Tailored Business Support</b></p>	<p>Shop4Support launched opening up new markets to businesses supporting disabled people and older people. Promoted at business events and via Newsletter.          Smart Works providing energy efficiency advice to SME’s.          Gateway Asia – supporting businesses wishing to enter Asian markets, workshop delivered on doing Business with India..</p>
<p><b>Work Stream C2   Social Enterprise – Lead Victoria Isaacs</b></p>	
<p><b>Key Activity and sub-activities</b></p>	<p><b>Progress – Lead</b></p>
<p><b>Credit union          Earth Project          Harrow Healthy Living Centre</b></p>	<p>Developed and rolled out M4Money Credit Union in Harrow.          Facilitated transfer of Earth Project to the Shaw Trust          Provision of ongoing cash flow support to HHLC and enabling the merger with HAD, thereby ensuring its continued presence in the High Street.</p>
<p><b>Work Stream D</b></p>	<p><b>Helping local businesses by providing them technical support, supply chain development and market information</b>  <b>Lead – Bali Rai</b></p>
<p><b>Key Activity and sub-activities</b></p>	<p><b>Progress – Lead</b></p>
<p><b>Local procurement</b></p> <ul style="list-style-type: none"> <li>▪ Training and capacity building for SMEs and the voluntary and community sector</li> </ul>	<p><b>ED/Supply London</b>          Supporting businesses to register on 2012 CompeteFor website and Contract Finder which replaces Supply2Gov.          Championing Harrow event held 15<sup>th</sup> February.          Promoting use of business on Harrow directory for procurement opportunities</p>

<p><b>Change procurement guidance to encourage more local procurement</b></p> <ul style="list-style-type: none"> <li>▪ New Buyer's guide</li> <li>▪ Shop Local</li>   <li>▪ Community benefit clause for high end contracts</li> <li>▪ Monitor progress of new guidance</li> </ul>	<p><b>ED/Procurement</b>          Launched extensively amongst Council buyers and continually promoted as part of Shop Local campaign.          ED has worked with Procurement and Social Care to target local businesses for low level contracts e.g. procurement of white goods for children's Centre.          Also promoting supply chain development via engagement with Procurement and development of a new Procurement Operating Model.</p>
<p><b>Improve access to information</b>          Improve procurement web page to ensure visibility for all tenders</p>	<p>Templates are in place          Ongoing</p>
<p>Develop an on line Pre Qualification Questionnaire</p>	<p>Currently being developed.</p>
<p><b>Business Directory</b></p> <ul style="list-style-type: none"> <li>▪ Distribute</li> <li>▪ Market internally and externally</li> <li>▪ Develop second edition</li> </ul>	<p><b>ED/Burrows</b>          Ongoing promotion of business directory - currently targeting and supporting more businesses to register. Distributed to banks.          Begun second edition of business directory – publication April 2011</p>
<p><b>Meet the Buyer</b></p> <ul style="list-style-type: none"> <li>▪ Participate as Harrow Council</li> <li>▪ Organise event with Supply London</li> </ul>	<p><b>ED/Supply London</b>          Understanding Public Procurement Event          A MTB pre-event was held on 29 September focussing on how to bid for public sector contracts. 163 people from 116 Harrow businesses came together to find out how to win new contracts for their companies.</p> <p>20<sup>th</sup> October: Harrow hosted its first MTB event organised in conjunction with Supply London and Business to Business. Very successful turnout and well supported by buyers. 126 people attended, representing 107 Harrow companies.          100% of buyers said they had achieved their main purpose of attending; 93% of suppliers said they felt they had a chance of getting resulting business from the event; 93% said they found it useful and would attend again.</p>
<p><b>Ensure support provided for volunteer sector as well as SMEs</b></p>	<p>Represented at both events above.</p>
<p><b>Work Stream E</b></p>	<p><b>Making sure businesses have access to the land and premises they need</b></p>

<b>Key Activity and sub-activities</b>		<b>Progress – Lead</b>
<b>Have proactive policy in place</b> Complete review of retail survey		Completed
Complete review of employment land study		<b>HC/LDF</b> Final version received December 2010
Develop proactive policy in LDF core strategy preferred option		<b>HC/LDF</b> Harrow and Wealdstone Intensification Area - Area Action Plan: Presentation and Consideration of Strategic Options considered by Major Developments Panel 6/1/2011
Identify opportunities working with strategic properties & WLB to promote available sites		<b>HC/ED</b> To be reviewed following changes at WLB.
Investigate opportunities to work with owners and agents to reduce empty office space		<b>HC/ED</b> Pop-up shops being investigated to reduce number of empty premises in Harrow Harrow not eligible for Government empty shops initiative funding (In London only Hackney is).  Ongoing discussions with Uni of Westminster to identify uses for vacant shops.  No progress due to unwillingness of freehold owners to allow temporary uses because of insurance/lease and other cost implications  North Harrow profile developed and circulated to local agents to promote district centre to potential occupiers.
<b>Incubation Space</b> Pursue as market improves ▪ Identify alternative ways forward and pursue + longer term take forward at Honeypot Lane		<b>ED/HIB/HC</b> Specification for operator at Honeypot Lane and expression of interest for Operator agreed for Honeypot Lane
<b>Work Stream F</b>	<b>Providing a supportive Regulatory Framework</b>	<b>Lead – Bali Rai</b>
<b>Key Activity and sub-activities</b>		<b>Progress – Lead</b>
<b>Improve business engagement</b> Host series of business events		Ongoing events held as part of Championing Harrow. See also Gateway Asia and Meet the Buyer. Organised a Sustainability workshop Friday 17 <sup>th</sup> September 2010 10am 12.30pm, Civic Centre; to be run by Bovis lend Lease. Championing Harrow event held 15 <sup>th</sup> February at Avanta in conjunction with London Business Network to focus on upcoming contracts.
Ensure Access Harrow and Council department		Ongoing promotion of this (Harrow people, website, Business Newsletter)

regularly briefed on small business rate relief etc	
<b>Recession Issues</b> Ensure regulators – are helping businesses where possible	RBG Action updates
<b>Business Charter</b> Develop Harrow Version of Business Charter <ul style="list-style-type: none"> <li>Gain buy in across the Council and negotiate standards</li> </ul>	Commitment to Business adopted as Flagship Action. CSB briefed. Commitment produced February 2011.
<b>Work Stream G</b>	<b>Promoting use of local businesses and facilities</b>
<b>Key Activity and sub-activities</b>	<b>Progress – Lead</b>
<b>Business Improvement Districts</b> <ul style="list-style-type: none"> <li>Maintain regular meetings of Board</li> <li>Process of implementing vote is being planned</li> <li>Further funding to be identified</li> </ul> Identify new members to strengthen BID Board	<b>ED/Shadow Bid Board</b> Harrow Council Review decided to progress BID vote. Agreed to employ dedicated person on part time basis through the BID Company to engage with businesses in 6 months up to BID vote. Section 106 money identified as potential source. To be agreed through Town Centre Forum and Shadow Bid Board.
<b>Shop Local</b> Support promotion	Promotion district centres in Harrow People. Proposal to establish district centre partnerships accepted.
<b>Harrow Town Centre Development</b> Complete Town centre Design SPD	Central Area Growth Study and Area Action Plan. This will provide a Planning and design strategy for the whole Wealdstone/Town Centre area. Timeframe: Masterplan completed January 2011 Area Action Plan to be produced Spring 2011 – see Work Stream E
Develop contacts with commercial agents	Exploring viability of an art in empty shop windows project. Following direct contact with a number of agents, the cost vs benefits to landlords is not considered sufficient to proceed with the project.
<b>Lobbying for Investment in Regions</b> Ensure the Outer London Commission supports metropolitan town centres	Council endorsed West London Alliance and London Council’s submission. Ongoing direct discussions with GLA on revised London Plan. Harrow OLC response Mayor announces £50m Outer London Fund for the renewal of town centres

<p><b>District Centres Sustainability</b> Traders Association Support</p>	<p>Assess viability of district centres through LEA process. Project Initiation Document drafted and to be agreed by Portfolio Holder November 2010 North Harrow agreed as first District centre to be supported. Questionnaire circulated to businesses in North Harrow December 2010 Two meetings held with local businesses and councillors (17<sup>th</sup> January and 21<sup>st</sup> February) to decide way forward. Business only meeting held on 28<sup>th</sup> March to agree draft action plan. Proposals of North Harrow Shopping Partnership currently being developed.</p>
<p><b>Work Stream H</b></p>	<p><b>Promotion of Tourism</b></p>
<p><b>Key Activity and sub-activities</b></p>	<p><b>Progress – Lead – Pending appointment of Tourism Officer</b></p>
<p><b>New Tourism Strategy</b></p>	
<p><b>Implement Action Plan</b>  <ul style="list-style-type: none"> <li>▪ <b>Supporting business in the recession</b></li> </ul>           Create closer links between the private, the voluntary and third sector with regard to the conference, meetings and events sector</p>	<p>The West House and Heath Robinson Museum Trust opened.  The complex was opened with a highly successful ceremony, witnessed by close on 1000 spectators on the 20<sup>th</sup> June.  The Cafe, Daisys in the Park, had already opened 3 weeks earlier. This facility has been very well patronised, and during the last two week-ends, upto 12 staff have been employed to meet the demand.  These represent 12 jobs, albeit not all full time.  March 2011 Harrow events and venues promoted to Visit London for inclusion in Cultural Events Diary for 2012</p>
<p><b>Skills development</b></p>	<p>Stanmore College is based at the Civic Centre One Stop Shop on a weekly basis, providing advice and information on vocational training and Skills for Life programmes to Harrow residents</p>
<p><b>2012 Volunteering:</b> Develop volunteering opportunities in the tourism sector as part of 2012 activities</p>	
<p><b>2012 Championing Harrow</b> <b>develop opportunities for Harrow businesses to benefit from the event</b></p>	<p>25 businesses advised on how to register on Compete4, and the remaining opportunities on the Olympic site on 15<sup>th</sup> February at Avanta in the town centre.</p>