

Council (Annual)

Thursday 19 May 2016

CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
13.	Recommendation I : Overview and Scrutiny Committee (19 April 2016) SCRUTINY ANNUAL REPORT 2015-16	Report of the Divisional Director of Strategic Commissioning (Pages 3 - 26)
14.	Recommendation I: Cabinet (21 April 2016) LONDON REGENERATION FUND GRANT	Report of the Divisional Director of Regeneration and Planning (Pages 27 - 74)
15.	Recommendation I: Cabinet (21 April 2016) EQUALITIES VISION AND OBJECTIVES	Report of the Corporate Director of Resources and Commercial (Pages 75 - 92)

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REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 19 April 2016

Subject: Scrutiny Annual Report 2015-16

Responsible Officer: Alex Dewsnap, Divisional Director,
Strategic Commissioning

**Scrutiny Lead
Member area:** All

Exempt: No

Wards affected: All

Enclosures: Scrutiny Annual Report 2015-16

Section 1 – Summary and Recommendations

This report accompanies the scrutiny annual report 2015-16.

Recommendations:

Councillors are recommended to:

- I. consider and agree the scrutiny annual report 2015-16
- II. submit the annual report to Full Council for endorsement

Section 2 – Report

The council's constitution requires the Overview and Scrutiny committee to report annually on its activities to Full Council. The attached report is the draft final report.

This report outlines the activities of the Overview and Scrutiny committee, the scrutiny sub committees and the scrutiny lead councillors during the 2015-16 municipal year.

Financial Implications

There are no financial implications associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Corporate Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp, Head of Policy, 0208 416 8774
rachel.gapp@harrow.gov.uk

Background Papers: None

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Scrutiny Annual Report 2015 – 2016



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Introduction

This report summarises the work of scrutiny in 2015/16. It covers the work of the Overview and Scrutiny Committee, its two sub-committees (performance and finance and health), the programme of scrutiny reviews and the work of the scrutiny leads.

The cuts to public sector spending and local government budgets continue and show no signs of abating. The consequences of Government reforms and spending reductions, particularly in the area of welfare reform, have now started to show at a local level. On the one hand, as a council, we have been working successfully to get more people into work, but on the other hand, the numbers of families presenting as homeless is rising significantly and placing a strain on Council finances. That is why we have dedicated most of this year to conducting an in-depth review of the impacts of the benefit cap and low pay on the residents of Harrow and what the Council could do to respond to this.

The Council's response to the on-going budget challenges this year has been to agree a major regeneration programme for the borough and a commercialisation strategy to generate income to help pay for vital services. As these are two of the single biggest contributors to closing the Council's budget gap, scrutiny has been and will continue, to pay close attention to these areas. This year on regeneration, we have focussed on the delivery of the school expansions programme and on what it takes to turn new housing development into vibrant and cohesive communities. On commercialisation we have scrutinised the new commercial strategy and our procurement policy.

Supporting the vulnerable is a corporate priority for the Council. This year we have focussed our scrutiny on how the council is performing in supporting vulnerable disabled children by looking at the implementation of the Special Educational Needs reforms and vulnerable adults via the implementation of the Care Act. We also continue to pay close attention to the Council's performance in the area of youth justice and the performance of our health partners as our local hospital, Northwick Park, continues to miss its targets and is implementing wide-ranging reforms to healthcare in the borough.

As in previous years, the Scrutiny Leadership Group, comprising the chairs and vice-chairs of the committees and scrutiny leads, has provided strategic direction to the scrutiny function and is helping to ensure we maintain an effective focus for our work. We are extremely grateful to all of the Councillors who have contributed to the Leadership Group this year.

Thank you to all the Members, officers, partners and members of the public who have contributed to our scrutiny work this year, and if you have any suggestions for issues that you think scrutiny should look into, please do let us know.



Cllr Jerry Miles
Chair of Overview & Scrutiny



Cllr Paul Osborn
Vice Chair of Overview & Scrutiny

Report from the Overview and Scrutiny Committee

Our Committee

The committee has met 8 times this year. The papers and details of the outcomes from all of these meetings can be found [here](#).

Our remit continues to be the consideration of the Council's and our partners' strategic direction and major projects and policy decisions and we are grateful for the support we have received in doing this from portfolio holders, council officers and representatives from partner agencies. A full list of the portfolio holders who have supported our Committee's discussions is given at the end of this section of the annual report.

Our Meetings

During the course of the year we have, as in previous years, met with the Leader of the Council and the Chief Executive for a question and answer session to consider the budget proposals (in January). We are grateful for the information which they shared with us. This year we received no major petitions for review.

The specific items which have been considered at ordinary meetings of our Committee include:

- The Integration of Public Health within the Council
- Scrutiny Annual Report
- West London Waste Plan
- Report from the Libraries Scrutiny Review
- Universal Infant Free School Meals (UIFSM)
- Community Safety Strategy
- Harrow Youth Offending Team Annual Report 2014-2015
- Harrow Youth Offending Partnership Youth Justice Plan 2014-2015
- Special Educational Needs and Disability Reforms Implementation
- Commercialisation Strategy
- Draft Scope for Scrutiny Reviews - Community Involvement in Parks and Social and Community Infrastructure; Welfare Reform
- Project Minerva Update
- School Expansion Programme
- Revised Policies under the Licensing Act 2003 and the Gambling Act 2005
- Events Policy
- Corporate Plan

Review Programme

We have started a new programme of more detailed scrutiny investigations, undertaken mainly via in-depth reviews or challenge panels. The content of the review programme is identified through the performance and Finance Sub-Committee's deliberations or via our scrutiny leads and is discussed at the Scrutiny Leadership Group and then agreed by the Overview and Scrutiny committee.

This year we have conducted four reviews:

- a) Impact of Welfare Reforms on residents in the borough
- b) Joint Overview & Scrutiny Committee (JHOSC) scrutiny of Shaping a Healthier Future Programme
- c) Protocol for working together – Harrow Scrutiny, Healthwatch and Health & Wellbeing Board
- d) Regeneration: social and community infrastructure needs

We have been helped in our work by members of the public, the voluntary and community sector, other Councils and organisations, Members and officers and in particular the staff of the Policy Team. We would like to thank all of them for their time, evidence, research and constructive way in which they have engaged with the scrutiny of the Council.

a) Impact of Welfare Reforms on residents in the borough

The Welfare Reform Scrutiny Review was established with the following aims:

- To understand the experiences of benefit claimants and those who have needed to claim benefits in the past or may need to in future.
- To understand what services are available and what policies are in place to help people come off, live better on, or avoid needing benefits and how effective they are.
- To propose robust recommendations which are accepted and implemented by Cabinet that will help people come off, live better on, or avoid needing benefits.

The group held several meetings that focussed on the Benefit Cap and Low Pay and had the opportunity to speak to the Child Poverty Action Group, Harrow Law Centre, Harrow Citizens Advice Bureau, MIND in Harrow, Share Action and the Learning and Work Institute.

In addition, several Councillors visited local organisations to speak to people affected by the benefit cap and the organisations that provided support to them.

The last meeting of this review was on the 30th April 2016 and the full report, with recommendations, will be submitted to Overview & Scrutiny Committee early in 2016/17.

b) Joint Overview & Scrutiny Committee (JHOSC) scrutiny of Shaping a Healthier Future Programme

We continue to be active members of the JHOSC that provides a cross-borough forum for discussing and scrutinizing issues relating to Shaping a Healthier Future Programme (SaHF) for North West (NW) London. This programme looks to reconfigure acute services in NW London. Our participation in this committee ensures that scrutiny of the issues relating to the programme is maintained at a regional level and that Harrow residents' perspectives are put forward to the NHS as it implements the SaHF programme across NW London.

The JHOSC met twice during 2015-16 with Harrow hosting one of these JHOSC meetings. In the last year, the JHOSC has considered a range of issues:

- Progress updates on the SaHF programme including the transformation and benefits tracker
- Development of the Implementation Business Case for the programme
- Maternity services
- Accident & Emergency performance across NW London
- London Ambulance Service
- Mental Health
- Clinical Commissioning Groups 'out of hospital' programmes
- The interface with the Independent Healthcare Commission led by Michael Mansfield QC, and to which Harrow provided evidence.

We continue to receive regular updates on the progress of the JHOSC at our Health and Social Care Scrutiny Sub-Committee meetings so that the implications for Harrow residents can also be considered at a local level.

c) Protocol for working together – Harrow Scrutiny, Healthwatch & Health & Wellbeing Board

Following a piece of work led by scrutiny, there is now a health protocol in place for the working relationship between Scrutiny, the Health & Wellbeing Board and Healthwatch Harrow. All three bodies agreed and adopted the protocol in Spring/Summer 2015.

Given the many different partners and boards involved in health policy, this protocol outlines the independent, but complementary, roles and responsibilities of the Council's health scrutiny function, the Health and Wellbeing Board and the local Healthwatch. Each body has distinct roles but there are potential overlaps in work and therefore scope for duplication. This duplication can be positive if the bodies are approaching the issues from different angles and adding value, however where the duplication is unnecessary, this does not represent the best use of resources. Working collaboratively and making the best use of resources is particularly warranted at a time when resources in the public sector are being stretched.

Health scrutiny has a strategic role in taking an overview of how well integration of health, public health and social care is working and how well health and wellbeing boards are carrying out their duty to promote integration. The Francis report into the failings of care at Stafford Hospital included some clear messages for the role of council scrutiny in the local framework for health service accountability and as a result local authorities need to satisfy themselves that they have open and effective channels by which the public can communicate concerns about the quality of NHS and public health services to health scrutiny bodies and that complaints information is used to get an impression of services overall and commissioners and providers are questioned about patterns and trends.

Given the common aims across the three bodies to improve health and wellbeing outcomes and ensure the commissioning and delivery of high quality, appropriate and efficient services, the following set of shared principles to drive forward joint working has been adopted:

- Working together for the good of residents – achieving better outcomes for local people by working in partnership to improve services
- Working in a climate of mutual respect, courtesy, openness and transparency in partnership
- Having a shared understanding of respective roles, responsibilities, priorities and different perspectives

- Promoting and fostering an open relationship where issues of common interest and concern are shared and challenged in a constructive and mutually supportive way
- Ensuring a consistency across the council – ensuring individual activities are complementary, add value and reduce duplication, by developing work programmes together and sharing intelligence gathered
- Aligning work programmes so that they are complementary and add value – to decision making, exercising wellbeing powers, holding to account, policy development, fostering better partnership working, addressing health inequalities, and commissioning intentions for health and social care
- Monitoring performance
- Respecting independence
- Using resources effectively and efficiently - making best use of ever-stretched resources, that of both of the council and NHS
- Adding value to the democratic process
- Ensuring that the voice of the public and patients are heard and acted upon
- Proactive solution finding

d. Regeneration: social and community infrastructure needs

The Social and Community Infrastructure Review was established to look at the factors that could contribute to a new residential development becoming a community by considering examples across from across the country. This includes

- How an existing community can accept and integrate with new residents and vice versa;
- The contribution that can be made by the Council and community and voluntary sector organisations to developing less tangible community benefits such as cohesion, self help, volunteering, neighbourliness and mutual support;
- Initiatives that could facilitate community development in the Heart of Harrow.

During the course of the Review, Members have refined the scope to include an examination of how best to attract good quality employment opportunities to the Borough to help maintain a thriving local economy, (which is seen an essential component of a successful community), and the contribution that the design of residential development can make to community cohesion.



Cllr Jerry Miles
Chair of Overview & Scrutiny



Cllr Paul Osborn
Vice Chair of Overview & Scrutiny

MEETING STATISTICS Committee meetings	8
Attendance by Portfolio Holders	Cllr Simon Brown - Children, Schools & Young People Portfolio Holder Cllr Graham Henson - Environment, Crime & Community Safety Portfolio Holder Cllr Kiran Ramchandani - Performance, Corporate Resources & Policy Development Portfolio Holder

Report from Performance and Finance Scrutiny Sub-Committee

Our Sub-Committee

The Performance and Finance Scrutiny Sub-Committee looks in detail at how the Council’s services are performing in-year. We monitor service and financial performance by analysing data and then requesting briefings or details of action plans where necessary. The Sub-Committee can make recommendations for improvement and make referrals to the Overview and Scrutiny committee if further work is needed.

This work includes, for example, regular review of the Cabinet’s Revenue and Capital Monitoring report and quarterly Corporate Scorecard. In addition, we can decide to review and monitor the performance of the Council’s partners. The papers and details of the outcomes from all our committee meetings can be found [here](#).

Our meetings

Our regular Chair and Vice-Chair’s briefings and co-ordination of items with the Overview and Scrutiny Committee together drive the work programme of the Sub-Committee. Our main areas of interest in 2015-16 have been:

- Revenue and Capital Monitoring – we have been briefed on a quarterly basis by the Director of Finance and Assurance on the revenue and capital position of the authority and have been able to seek assurance with regard to the Council’s likely outturn position and to question the Director on any particular areas of concern.
- Adults’ Services Complaints Annual Reports 2014-2015
- Children’s Services Complaints Annual Reports 2014-2015
- Equality and Diversity Annual Report
- Update on implementation of Scrutiny Review Recommendations - Council Tax Support scheme, Budget Setting Process Challenge Panel, Capital Challenge Panel, Libraries Challenge Panel
- Community grants scheme

MEETING STATISTICS	3
Committee meetings	
Attendance by Portfolio Holders	<p>Cllr Sue Anderson - Community, Culture & Resident Engagement Portfolio Holder</p> <p>Cllr Simon Brown - Children, Schools & Young People Portfolio Holder</p> <p>Cllr Sachin Shah – Finance and Major Contracts Portfolio Holder</p> <p>Cllr Anne Whitehead - Adult and Older People Portfolio Holder</p>

Report from the Health and Social Care Lead Members and the Health and Social Care Scrutiny Sub-Committee

Our Sub-Committee

The Health and Social Care Sub-Committee considers health, social care and wellbeing issues key to Harrow residents on a local, London-wide and national level. Much of the scrutiny activity undertaken in 2015-16 was focused on the performance of the hospitals and health services that serve the residents of Harrow and our on-going participation in the Joint Health Overview and Scrutiny Committee that scrutinises the implementation of 'Shaping A Healthier Future', the NHS Programme which is implementing significant re-configuration of acute healthcare in North West London. Our work on scrutinising the 'Shaping a Healthier Future' programme is outlined in more detail in the Review Programme section of this report, as is our work on developing and setting in practice a health protocol for the working relationship between scrutiny, the Health and Wellbeing Board, and Healthwatch Harrow.

Our health scrutiny work has seen us out and about during the year. In July, members of the committee (councillors, our advisors to the committee, as well as other interested members) visited the new Accident & Emergency facilities at Northwick Park Hospital. A number of staff from the London North West Healthcare Trust, which manages the site, showed us around and answered our questions about the new A&E, performance levels, staffing issues, coping with the increasing volume of visitors, the impact of primary care on acute services, as well the experience of forming a new trust following the merger of North West London Hospitals with Ealing Hospital.

On this visit we did some patient journey mapping by undertaking the patient's journey through A&E first as a walk in patient and then as someone brought in by the London Ambulance Service. We used this intelligence and insight into the patient's experience to inform our discussions with the Trust when they came to committee in October to answer our questions on the progress made as a merged trust, addressing the Care Quality Commission (CQC) inspection action plan, and preparations for winter pressures. We also used our visit to guide our feedback to the CQC as they prepared to again inspect London North West Healthcare Trust last autumn.

Our meetings

Our main areas of interest in 2015-16 have been:

- Harrow Local Safeguarding Adults Board Annual Report
- Joint Health Overview & Scrutiny Committee Update
- Central North West London Draft Quality Account
- Healthwatch Update Report
- Harrow's Local Account
- Developing a protocol for the working relationship between Scrutiny, the Health and Wellbeing Board and Healthwatch Harrow
- Health and Wellbeing Strategy
- Annual Report of the Director of Public Health

- London North West Healthcare NHS Trust Update Report
- Denham Intermediate Care Unit – transfer of service to Central Middlesex Hospital site

MEETING STATISTICS	4
Committee meetings	
Attendance by Portfolio Holders	N/A

Report from the Children and Families Lead Members

In 2015/16 we addressed a range of important issues that affect children and young people in Harrow. We have had meetings with the Corporate Director of Children's Services and officers . The issues we have raised and discussed include:

Housing Needs

Concerns were continued to be raised over children leaving care and the connection between Children's and Housing services. The housing service and Children's and Families Services will continue to work in partnership and actively manage and respond to care leavers' housing needs.

Education and Children Looked After

The Virtual head has been working well with the Children Looked After and progress is being made with the stability and security of reviewing Personal Education Plans. A virtual school improvement board has also been set up.

Youth Offending Team

We have continued to monitor how the action plan is being implemented and the impact it is having throughout the year.

School Expansion Programme

We have been monitoring the progress of the building programme and an update report on the development, progress and lessons learnt will be going to O&S .

Care Act

We will need to monitor the effect on young carers next year with the reorganisation of the Early Intervention.

Looking Ahead

Our focus in the forthcoming year will be to monitor the Early intervention reorganisation and People services merger with adults and children, the bed and breakfast impact on children's education, trouble families phase 2, Young unaccompanied asylum seekers and finally monitoring the efforts to increase awareness and reporting of child sexual exploitation and mutilation.



Cllr Lynda Seymour
Policy Lead for Children's and Families



Cllr Janet Mote
Performance lead for Children's and Families

Report from the Resources Lead Members

Access Harrow performance

Access Harrow continues to perform well in most areas, and the roll out of MyHarrow accounts continued apace with face to face visitors down 17% on the previous year. Access Harrow continued to receive approximately 51000 calls a month, however, calls relating to 'Revs and Bens' were down by 10% due to the introduction of online forms. Calls relating to council tax had a wait time of approximately 4 minutes, while 'Revs and Bens' had a call wait time of 12 minutes. There appears to be a difference from the internally reported Access Harrow waiting times and waiting time reported by residents. The Public realm call abandonment rate of 16% suggests there is a problem here that should be investigated further". Customer satisfaction rates were circa 95%, and a robust policy to handle complaints was in place. Roughly 80% of complaints were about waiting times, and 95% of complaints were resolved at first contact. Staff agency costs continue to be a drain on resources, but this remains a council wide concern.

Commercialisation

The council's commercialisation strategy continues to make excellent progress. Some services, particularly HB Law, are well advanced and successful. The council continues to look at the provision of other shared services, such as HR and procurement. Naturally, commercialisation presents some risk and progress will be closely monitored in the coming years.

New IT system

The council undertook a change in its IT provider this year, with a move from Capita to Sopra Steria taking place on 1 November 2015. Implementation appeared to have gone smoothly with some expected minor glitches. Scrutiny should review how successful this change has been in the coming year when the new provider has had a chance to bed in.

And finally...

We would like to thank Tom Whiting, Corporate Director and his team for the helpful support we have had over the 2015/2016 civic year.



Cllr Stephen Wright
Policy Lead for Resources



Cllr Primesh Patel

Report from the Health Lead Members

The Leads have been monitoring the performance of A&E services at Northwick Park Hospital as it's continued to be an area of challenge. Northwick Park had been operating at maximum bed occupancy levels for past 2 years, often medical patients occupying surgical beds and vice versa.

Public Health Report

The Public Health Director provides the annual report. The team will look at mapping loneliness and take a targeted approach tackling it. It would work closely with other providers such as Age UK and participate in its initiatives such as the 'be friendly programme'.

PHE is working to prevent and treat to empower residents to seek appropriate help and implement changes in the lives which would contribute to improved mental health. The focus on 2015 report is mental wellbeing- how can partnership working between the NHS and Council facilitate to improve their mental health through the 5 key messages of: connect, be active, keep learning and give.

The establishment of local health champions whose role it would be to raise awareness and disseminate information regarding health and wellbeing.

Implementation of the Care Act

The Care Act received Royal assent in May 2014, the draft guidance and regulations were published for consultation in June 2014, and the consultation closed in mid-August 2014. The final guidance and regulations were published 23rd October 2014 for Part one with Care Act coming into force in April 2015. Last autumn the government announced that it planned to delay the planned implementation of the second part of the Care Act in April 2016 – the £72,000 care cap and increase in eligibility for financial assistance (from £23,250 to £118,000) – until 2020. This has been a welcome development which has been supported by local authorities across the political spectrum and the Local Government Association (LGA) with current funding gap in adult social care predicted to reach £4.3 billion by the end of the decade. To remedy this Harrow Council together with the LGA has asked the Department of Health to continue to provide Care Act implementation funding to local authorities and allow them to instead invest this money in their severely stretched social care budgets.

Another aspect of the Care Act which could have significant financial implications for Harrow is the welcome introduction of portability or 'ordinary residence'. This new measure enables social care clients to move across local government boundaries with their care packages automatically following them without the requirement for a new assessment first. However, Ealing Council has decided to interpret this measure retrospectively and they have attempted to backdate their claim to Harrow to include periods before the introduction of the Care Act. In this instance, should their interpretation be upheld it will cost Harrow Council around £1.7 million.

Future of the NHS walk-in centres in Harrow

Harrow CCG has introduced a re-tendering process for the Harrow NHS walk-in clinics, at Alexandra Avenue and the Pinn Medical Centre, which may result in a new private provider replacing the current local GP led consortium delivering these services. Contracts for the two existing centres have

been running since 2009 and are now due to expire having been extended twice before. Harrow CCG has not engaged in a specific formal consultation for the re-procurement of the two GP Access walk-in centres on the basis that there are no plans to change services at the two established centres. Harrow CCG is also consulting on the location for a new walk-in centre to be opened in Harrow East. Whilst we understand the rationale for not consulting on the new tendering process, it is disappointing that they did not inform Harrow Council and relevant councillors ahead of the start of the re-tendering process. The re-tendering process, together with the new walk-in centre to be opened in Harrow East, will need to continue be monitored by Scrutiny Leads going forward.

Looking forward..

Our focus would be to have regular briefing on local CCG developments and projects, having briefing with Public Health Director and London North West Healthcare Trust on performance of GP waiting times and A&E waiting times at Northwick Park Hospital.



Cllr Michael Borio



Cllr Vina Mithani

Report from the Environment & Enterprise Lead Members

We have been honoured to be the Scrutiny Leads for the Environment for this municipal year. It has been a very busy year with lots of challenges; mainly trying to protect our frontline services whilst maintaining efficiency. Most of our work has been conducted with the former Director Caroline Bruce. The biggest challenges we identified were maintaining consistency in our services and improving our responsiveness to services. This has been an incredible area of concern which members have identified, following an increase in complaints from residents. The public have struggled to get through to Harrow Council's call centre, often holding for an hour. We have been informed that there were glitches over the summer, which have now been resolved. Call teams are now more responsive and calls are monitored better.

One of the biggest changes has been the introduction of a Brown Bin charge. This has had a mixed response with a number of impacts on the department. Black bins have been rolled out and the charge will be introduced in April 2016. To counter this, one of the main priorities has been to make reporting issues online easier. The Council website has improved, although we believe further improvements can be made.

A funding officer was also appointed, designated specifically for helping Harrow Council to secure extra funding. This has been essential in projects such as the Headstone Manor restoration and Harrow Arts Centre.

A regret for the department has been the negative food hygiene report for the borough last summer which is being addressed.

The LED street lights have been rolled out across the borough which has been very welcome.

Fines for littering have been introduced. There were concerns about implementing it. However patrols have been working well.

Route optimisations of the in teams were trialled with some hiccups. However, the team have worked to address backlogs during the year with the position being closely monitored.

A scrutiny review of Community Infrastructure is currently in progress and a review of Community Involvement in Parks is due to begin imminently. In terms of successes, it was pleasing to see that the improvement board scores were up for quarter four. We look forward to our roles for the next municipal year.



Cllr Ameet Jogia



Cllr Jeff Anderson

Report from the Community, Health and Wellbeing Leads

Our focus this year has been to view the performance of Northwick Park A & E as we did last year. Whilst there are some long waits in A & E at times, things have improved.

It must be noted that the A & E is the fourth busiest in Europe. The old forty beds for admissions from A & E unit has been extended to one hundred beds and opened recently, this will have a great effect on A & E as patients will be able to given beds and supported better when they are first admitted.

The third urgent care centre is being selected and will be in the east of the borough; this with the other two will help reduce the load at A & E. We must as an authority encourage all newcomers to the borough to register with a GP surgery so as to take further strain of A & E, as so many people just go to A & E as they have nowhere else to go as they have no GP.

Library closures have had an effect on our communities but where we have a potential volunteer library service at North Harrow bricks seem to be kept being thrown in the way of its progression to an opening.

Looking ahead...

We will still need to monitor parks as the user groups work with the council to see if they are as successful as they were.



Cllr Chris Mote



Cllr Margaret Davine

Report from the Call-in Sub-Committee

There has been one meeting for the call-in Sub-Committee this year. The main issues discussed were:

- Protocol for the operation of the call-in sub-committee
- Call-in of the cabinet decision

There have been no meetings this year for the call in sub-committee for education.

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REPORT FOR: CABINET

Date of Meeting:	21 April 2016
Subject:	London Regeneration Fund Grant
Key Decision:	Yes
Responsible Officer:	Paul Nichols, Divisional Director of Regeneration and Planning
Portfolio Holder:	Councillor Keith Ferry, Deputy Leader and Portfolio Holder for Business, Planning and Regeneration
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	Wealdstone
Enclosures:	Appendix 1 GLA Grant Application London Regeneration Fund Appendix 2 EQIA

Section 1 – Summary and Recommendations

This report seeks approval to: -
(1) enter into a funding agreement with the Greater London Assembly (GLA) to deliver the 2 year London Regeneration Fund (LRF) Programme, (1 April 2016 – 31st March 2018),
(2) begin a procurement process to select and appoint a contractor to deliver the Project Objectives set out in the Grant Funding Agreement and to enter into contract with the selected contractor to deliver the Project Objectives.

Recommendations:

Cabinet is requested to:

- Delegate authority to the Chief Executive, following consultation with the Portfolio Holder for Business, Planning, and Regeneration, to enter into a £1.5m London Regeneration Fund Grant Agreement with the GLA.
- Delegate authority to the Chief Executive following, consultation with the Portfolio Holder for Business, Planning and Regeneration, to begin a procurement process to select and appoint a contractor to deliver the Project Objectives set out in the Grant Funding Agreement and to enter into contract with the selected contractor to deliver the Project Objectives.
- Recommend to Council for the inclusion of new projects funded through London Regeneration Fund and other external funding in 2016/17 to 2019/20 Capital Programme.
 - Artisan Workspace £0.66m
 - Creation of a public Town Square in Wealdstone £1.165m.

Reason: (For recommendations)

It is recommended that Harrow Council enters into an Agreement with the GLA to secure the LRF Grant to fund activities, which will promote job creation, business growth, and regeneration in Wealdstone, one of Harrow's most deprived wards. Those activities will support the Corporate Priority To Make a Difference for Business, and the Corporate Priority to make a Difference for Communities, and the Vision of Building a Better Harrow.

By providing the delegation to enter into contract with supplier(s) the agreed activities in the Grant Agreement can be delivered.

Section 2 – Report

Introductory paragraph

This report informs Cabinet of the Council's successful competitive bid to the GLA for £1.5m from the London Regeneration Fund. The Funding will be used to deliver the Council's Vision of Building a Better Harrow by (a) the provision of workspace and business support services, delivering the Corporate Priority to Make a Difference for Local Businesses, and (b) the provision of a new public space for communal activities, delivering the Corporate Priority to Make a Difference for Communities, .

Options considered

The following were considered

Bid for money from the London Regeneration Fund to secure funding to support the delivery of the Council's Core Strategy, and Regeneration

Strategy to create 3,000 new jobs, and to create new public space in Wealdstone.

Or

Do nothing to secure additional funds to support Harrow Council's Regeneration objectives

Background

The Mayor of London's London Regeneration Fund was established by the London Enterprise Panel (LEP). The Fund's main aim is to develop growth in Places of Work and High Streets by supporting innovative and place-based projects. It aims to nurture new ways of working, as well as supporting existing communities and economies.

The Fund is for two years from April 2016 to March 2018. Grants are 100% capital and £20m is available across London.

The application process was very competitive and the Mayor has announced that Harrow has secured £1.5m to help create over 450 jobs and to revitalise Wealdstone.

The focus of our application is to create workspace and a new public square in Wealdstone (expanding on the space between Trinity Church and Subway).

The Square will provide a public space for events, which could include markets, and street entertainment.

Current situation

Wealdstone has been identified by the Council and the Mayor as a priority area for regeneration and is designated as part of the Opportunity Area in the Harrow Core Strategy.

Why a change is needed

Wealdstone ward is Harrow's most deprived ward. It has the highest levels of deprivation for Income, Income affecting children, Employment, Education Training and Skills, and Adult Skills. It is the second most deprived for Health and Disability, and the fourth highest for crime.

Overall employment in the area (Wealdstone & Marlborough wards) has declined from around 11,000 employee jobs in the 1980s to less than 5,000 by 2013, a fall of around 55%.

Wealdstone District centre has the highest number of empty shop premises in the borough. At the last count in June 2015, 9.37% of retail frontages were vacant. This compares with a borough average of 3.85% for Harrow's district centres.

The GLA 2014 report Creating Artists Workspace indicates that with 3500 artists likely to lose their place of work in the next five years, there will be considerable workspace demand.

The LRF provided an opportunity to secure funds to address long term job loss in Wealdstone, meet borough and London Planning priorities, and utilise Artisan Studios (the former ColArt Winsor and Newton) premises to provide workspace for new and start up businesses in the creative sector and attract new small businesses to replace the manufacturing jobs that have been lost.

The LRF also provided the opportunity to create a new public space in Wealdstone to complement regeneration plans for 4,000 new homes, the re-location of Harrow’s Civic Centre, a new leisure centre, and the Kodak site redevelopment.

Implications of the Recommendation

Resources, costs

The £1.5m is being matched by Section 106 money, private sector match from Altomart (owner of Artisan Studios), for Harrow Council Officer time and funding from the Post Office.

Breakdown as follows

Activity	Funding
Intensify workspace usage at Artisan Studios by creating additional public open workspaces in ground floor for co-working and café/event space for new businesses	GLA £660k Capital, Altomart £1.2m Capital and subsidised rent Harrow Council £12k (Officer time)
Creating a “town square”, engaging community and business in design process; providing young people with design skills; developing business/community partnership	GLA £850k Capital, Section 106 (£375k) – on complimentary transport measures Harrow Council £12k (Officer time)
Provide on-going business support to new businesses through our existing business support through the Economic Development Team Deliver the Post Office Retail Awareness Training programme which offers merchandising, financial management and social media training.	Post Office (£30k) Section 106 funding for town centre initiatives (£1125k) Harrow Council £12k (Officer time),

Staffing/workforce

Two staff will support the delivery of the Programme, an Economic Development Officer (Grant funded), and a Project Support Officer (externally funded).

Performance Issues

The following KPI's will be delivered

- 3,700 sqft. of public realm improvements as part of the programme to create a focal point for Wealdstone
- 450 new jobs
- Halving of vacant shop frontages

Environmental Implications

The LRF programme is part of an integrated plan for the Heart of Harrow which includes the relocation of the Civic Centre, and creation of up to 4,000 new homes. Our objective is to reduce journey times to shop by enhancing the shopping experience, encouraging more local residents to shop in Wealdstone. This will be achieved by providing the infrastructure for events and activities in a new public square. The provision of new work space will provide local businesses and residents with local places to work from, reducing travel to work times.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? Yes (This is included in the attached LRF Application Form)

Council			
Main risk	Likelihood	Impact	How manage/contingency
Increased demand for services against reduced budgets	L	H	Public realm improvements will be designed to minimise ongoing costs.
Implications if targets, milestones are not met	L	L	The Grant Funding Agreement is not performance related; there will be no claw back of funds. Funding is paid on the completion of milestones. The milestones relate to agreed activities. If those activities do not take place, the council will not incur any spend, nor will it draw down any resources.
Implications for health and safety, in terms of does it increase risk to any	L	H	Detailed design principles will be to minimise risk

party (employee, resident, business or other) by agreeing the decision.			
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See attached Appendix for Programme Risks

Legal Implications

The Council has statutory powers to enter into the GLA Grant Funding Agreement and the related funding Agreements, including under The Localism Act 2011 and section 111 of the Local Government Act 1972, and Section 106 of the Town and Country Planning Act 1990 (as amended)

The Council must comply with the terms and conditions of the Grant Funding Agreement and must only use the funding for the Project Objectives as defined in the Grant Agreement.

The Director of Legal and Governance Services will support the procurement process and advise on the contracting arrangements to ensure robust legal and commercial protection for the Council

Financial Implications

The successful bid of the London Regeneration Fund has secured £1.51m of capital grant for the Council over two years from 16/17. This will be used to deliver two capital projects detailed in the original bid.

- Artisan Studios Workspace. The total estimated capital costs for refurbishing the site to convert it to workspace for new businesses are £1.2m. These will be met from LRF (£660k) and a private contribution from Altomart Limited (£540k).
- A new Town Square in Wealdstone. The total estimated capital costs for creating a new public space are £1.165m. These will be met from LRF (£850k) and S106 funding (£315k).

These projects are not currently included in the capital programme, and given the values of the projects, will require Council approval before they can be added to the 2016/17 programme. For Artisan Studios Workplace, the capital value for the Council's programme is £660k as this represents the capital grant from the GLA. The remaining capital spend will be managed directly by Altomart Limited.

It is anticipated that these projects will be managed by existing staff resources. Should any additional project management support be required, the cost will need to be contained from within the capital grant.

Equalities implications / Public Sector Equality Duty

This proposal provides a universal service for residents, either for residents, workers, or visitors accessing the new Town Square or business owners in the creative and media sector seeking work space. The creation of the Town Square and the business opportunities should have a positive impact on some groups with protected characteristics

Council Priorities

If adopted the recommendation will support the Council's vision of :

Working Together to Make a Difference for Harrow and Building a Better Harrow.

It will do so by providing a new improved offer in Wealdstone's High Streets through the creation of a Town Square and by supporting the creation of affordable workspace. In doing so it will also support the Council's priorities of

- Making a difference for communities, by providing a space for community events
- Making a difference for local businesses, providing workspace for start up businesses in the media and creative sector
- Making a difference for families, by providing a space for events which families can enjoy.

Section 3 - Statutory Officer Clearance

Name: Jessie Mann	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 9 March 2016		
Name: Elaine Bell	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 10 March 2016		

Ward Councillors notified:	YES
EqIA carried out:	YES
EqIA cleared by:	Dave Corby

Section 4 - Contact Details and Background Papers

Contact: Mark Billington, Head of Economic Development and Research, Tel: 020 8736 6533, e mail Mark.billington@harrow.gov.uk

Background Papers:
London Regeneration Fund Prospectus
<https://lep.london/regenfund>

Vitality Profiles
Harrow Index Multiple Deprivation
http://harrowhub/info/200200/borough_statistics/289/statistical_information

Call-In Waived by the Chair of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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LONDON REGENERATION FUND APPLICATION FORM

This form should be used when applying for funding from the **London Regeneration Fund**.

www.london.gov.uk/LondonRegenerationFund

Please complete this form as fully as possible and return, with supporting information, to LondonRenerationFund@London.gov.uk.

Applications must be received by midday on Friday 2 October 2015.

A valid application must include:

- A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
- A completed funding and milestone schedule (Excel spreadsheet)
- A signed letter (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

You may also include:

- Letters of support from relevant stakeholders
- Additional documents or reports that will allow you to more clearly communicate your ideas.

The prospectus and supporting information can be downloaded from www.london.gov.uk/LondonRegenerationFund

If you require further information, clarification or have any queries, please contact us at LondonRenerationFund@London.gov.uk.

Your application will be appraised based on your performance across each section of the application form which are weighted as below:

1. Project description (40 per cent)
2. Deliverability (30 per cent)
3. Value for money (30 per cent).

Each question will be scored as follows:

- Excellent – 5
Outstanding response, exceeds expectations, adds value, full confidence
- Good – 4
Good response, which meets all requirements and gives some confidence
- Acceptable – 3
A satisfactory response, which meets the basic requirements
- Poor – 2
Only some of the requirements met
- Very poor – 1
Unacceptable, an unsatisfactory response
- No submission – 0
No information is provided.

The final score will be used by the Mayor, London Enterprise Panel and a moderation panel to assist their decision on which projects are to be recommended for funding.

GENERAL INFORMATION

Name of organisation: London Borough of Harrow

Type of organisation: Local Authority

Registered company or charity number (if relevant): [Click here to enter](#)

Address: Civic Centre, Station Road, Harrow, HA1 2XU

Name of contact person: Malcolm John

Position held: External Funding Manager

Telephone number: 0208 909 3529

E-mail address: malcolm.john@harrow.gov.uk

Other organisations involved: Design consultants to be procured; other delivery contractors to be procured; Altomart Ltd; Meanwhile Space; Hemingway Design; London Business Partnership; Origin Housing; Ignite; Holy Trinity Church; University of Westminster; Harrow College, Stanmore College; Harrow Association for Disabled; Wealdstone Traders' Association; Wealdstone Active Community; Harrow Police; Barratt Homes

Are you related to or do you have any contact with any elected GLA officials or members of our staff? Yes No

If yes, please tell us about your relationship with them and their name (or names) and which team they work in:

Tobi Goevert seconded from GLA to our Regeneration team as Head of Regeneration until September 2016. Fran Balaam on a service contract from GLA to our Planning team leading on urban design. They have both been involved in developing this bid.

Please list the supporting information you are including with your application. Be sure to attach separate documents if necessary.

1. Wealdstone Works visual bid support document – Doc 1
2. Harrow outline programme of work – Doc 2
3. Wealdstone Review and Opportunity vision Hemingway Design

4. Map of “Trinity” town square
5. Feedback of views from local people – Doc. 3
6. Letters of support from 15 partner and stakeholder organisations
7. Signed letter from Council Chief Finance Officer
8. Letter of endorsement from Cllr Keith Ferry, Deputy Leader of Council, Portfolio Holder for Business, Planning and Regeneration

Please indicate if you are interested in taking part in a combined application for ERDF funding. Please ensure your project objectives are aligned with those of the ERDF first.

For further information about ERDF please see the operational programme available from www.gov.uk/government/publications/draft-european-regional-development-fund-operational-programme-2014-to-2020 and the LEP webpages <https://lep.london/european-structural-investment-funds>.

1. PROJECT DESCRIPTION (40 PER CENT)

1.1. Place

Describe the place for which you are seeking support (up to 1 side of A4).

The district centre of Wealdstone (**see Doc.1 Wealdstone Works p.4**) centrally located within Harrow has the highest concentration of industrial estates and business designated land in the borough. It has a strong industrial legacy including manufacturing firms such as Whitefriars Glass, Kodak and Winsor & Newton. The main Wealdstone town centre offers a wide range of local shops and community venues. The community building, the Wealdstone Centre, houses the library and several community organisations. The Holy Trinity Church is a key landmark. Harrow and Wealdstone station is a major transport link – 14 minutes to Central London. The area's limited retail offer is dominated by discount shops, provides mainly for local people and does not attract shoppers from further afield. The only public open space outside the Holy Trinity Church offers a poor quality paved area with a few benches "increasingly occupied by rough sleepers". The high street contains a number of empty units. An August report by Meanwhile Space revealed a steady churn of tenants. In June 2015, 9.37% of retail frontage was vacant; nearly double the percentage for other district centres in Harrow.

Similar to Harrow generally, the area is ethnically very diverse. A third of residents are aged under twenty five. One third of young people are unemployed. It is the most deprived ward in Harrow and in the bottom 20% in the country for Income affecting children. Wealdstone suffers from a high fear of crime, drug dealing and is frequented by Harrow's largest street gang. Residents say they see it as a no go area after dark. It reports low levels of social cohesion – 25% of residents say they do not get on together. Only 41% of respondents in Wealdstone had a sense of belonging - considerably below 67% of respondents in neighbouring Hatch End.

Wealdstone has suffered from long term economic decline and is underperforming relative to the rest of Harrow. From 1981 to 2013 there has been an estimated loss of 6100 jobs (55%).(Census 2011, BRES 2013) This has included the closure of Winsor and Newton, Whitefriar Glass, and the Hamilton Brush Company, as well as the reduction of Kodak to less than 5% of its former staffing levels. Perceived access constraints and competition from well- established industrial locations at Park Royal, Wembley and the M25 Corridor makes Wealdstone unlikely to attract new, large industrial uses.

Wealdstone has been identified by the Council and the Mayor as a priority area for regeneration and is designated as an Opportunity Area in the Harrow Core Strategy. The GLA 2014 report Creating Artists Workspace indicates that with 3500 artists likely to lose their place of work in the next five years, there will be considerable workspace demand. The ColArt premises in Artisan Place, alongside the proposed redesign of "Trinity Square" and other workspaces identified offer a great opportunity to attract and create a more

vibrant creative industries sector and attract new craft small businesses replacing manufacturing lost. This proposal will help maximise the benefit for Wealdstone in the next 5 years of major plans for 4,000 new homes, the re-location of Harrow's Civic Centre, a new leisure centre, and the Kodak site redevelopment. We consulted local businesses, community groups, local residents and ward councillors as part of our Area Action Plan. This revealed widespread desire to work together to regenerate the area, reduce fear of crime and attract new businesses. (see Doc 1, pp.13-14, Doc. 3)

1.2. Project

How much are you asking for from the GLA? £1,610, 500.00

What is the total project value (GLA request plus match funding)?
£3,377,500.00

When will the project begin? April 16

When will the project complete? March 18

Describe the activity for which you are seeking support (up to 1 side of A4).

1. Intensify workspace usage at Artisan Place by creating additional public open workspaces in ground floor for co-working and café/event space for new businesses

This involves developing and refurbishing ground floor workspace in the former ColArt premises in Artisan Place as a hub for subsidised incubation and intensified co-working open space for creative and media start-ups. The owner, Altomart, will provide revenue match funding for 50% subsidy on market rent levels and for an operator to curate the space for up to 5 years. *LRF grant requested will pay for developing and refurbishing the premises.*

2. Work labs; develop and deliver a workspace marketing strategy (Doc. 1, p11)

The Council and partners Meanwhile Space/Decorators (subject to re-procurement) will market and refurbish unused and underused space in and around Wealdstone (Doc. 1- p.8). This will create new space and attract new and micro businesses to "work labs". These spaces will include subsidised and flexible open workspaces The "work labs" will be based in vacant properties and comprise a "kit" of parts developed by a design team including tables, chairs, reception desk, partitions, IT, kitchen, tools and screen projector. The build process of the "kits" might involve local training providers such as the Harrow College managed Construction Skills Centre deploying their learners to build "kits". The "work labs" will mirror the Camden Unlimited programme, but with a clear focus on building a permanent

business community and on long term job creation including apprenticeships, a diverse employment offer and upskilling.

LRF requested will pay for this activity excluding training providers' involvement.

3. Creating a “town square”, engaging community and business in design process; providing young people with design skills; developing business/community partnership (see “Trinity Square” map attached)

We will

- redesign and revitalise the space adjacent to Holy Trinity Church to provide a “town square” for holding outdoor cultural events and markets.
- engage with and work with young people, to provide them with the skills and experience to help redesign and rethink the “square”, and about how empty spaces might become workspaces.
- work with businesses and the wider community to develop and deliver a community/business partnership for Wealdstone
- produce an Action Plan for a community/business events programme.

LRF grant requested will pay for this activity

4. Support business survival and growth

We will

- Provide on-going business support to new businesses through our existing business support activity largely through our Economic Development Team
- Deliver the Post Office Retail Awareness Training programme which offers merchandising, financial management and social media training.

Council and Post Office match funding will pay for this activity

1.3 Objectives

What do you hope to achieve by the proposed project and how does it match the fund objectives described in the prospectus (up to 2 sides of A4)?

We aim to

- Create and developing a range of affordable accessible workspaces for new and small businesses (*Good Growth, Secure and Create Open Workspace; Intensify Workspace*)
- Create demand for work space in Wealdstone (*Good Growth, Secure & Create Open Workspace*)
- Create a focal point – a hub for events (markets, cook-outs, fairs) – for those that live, work trade, and study in Wealdstone. With those activities providing the catalyst to reinvigorate a business/ community partnership (*Good Growth and Proactive Stewardship*)
- Support business growth and increase skills and employability of young people. (*Good Growth*)

Our four interlinked areas of activity meet the Fund's objectives and will achieve benefits as follows.

Intensify workspace usage at Artisan Place by creating additional public open workspaces in ground floor for co-working and café/event space for new businesses (*Good Growth, Secure and Create Open Workspace; Intensify Workspace*)

- enables creative sector businesses to better support the vitality and growth of Wealdstone by providing low rental, high quality, flexible workspace near Wealdstone High Street;
- offers scope for clusters of businesses providing mutual support within co-working spaces;
- equips property for makerspace use for traditional craft businesses;
- increases business rates and income for the public purse by intensifying existing use and bringing such property into productive use.

“Work Labs”; developing and delivering a workspace development and marketing strategy; (*Good Growth, Secure and Create Open Workspace*)

- bring empty properties and underused sites flexibly into use
- strengthens and maximises benefits of our project activity and attract new start-up businesses from within and outside Wealdstone
- aim to achieve a rebranding and repositioning of Wealdstone as a place for businesses to come to
- benefit businesses by increasing their potential customer base
- property owners benefit from rental income and investment to refurbish properties

Creating a “town square”, engaging community and business in design process; providing young people with design skills; developing business/community partnership (*Proactive Stewardship*)

- provides an important public space for local businesses to market themselves and increase their customer base and for local community organisations to engage more proactively with local residents and local communities.
- will be a low cost, low risk outlet for attracting arts and cultural, including food, events to the square thereby increasing customer footfall and local growth.
- increased local community activity in nearby community venues such as the Post Office, Holy Trinity and Wealdstone Baptist churches, the Wealdstone Centre.
- setting up Wealdstone community/business partnership to bring strategic focus and sustainability and address deprivation in the area

Support business survival and growth (*Good Growth*)

- support new businesses and then help them to survive and grow
- The Post Office Retail Awareness Programme developed through its “Totally Locally” initiative will add specialist value through providing training in merchandising, financial management and social media

Is an innovative improvement on what has been done before

- “work labs” will bring a new, diverse and more flexible way of creating and using open workspaces.
- the project will reposition and rebrand Wealdstone as a place where vibrant and enterprising new arts, cultural and other businesses can come and grow.
- We will, through new design and community engagement, position the proposed “town square” as an ideal space for community and cultural events.
- we will engender a new sense of community partnership through enabling a new community/business partnership and the opportunity for place sharing afforded by the new Civic Centre;
- we will enable local people to have a continuing say in the future of Wealdstone.

Is part of a wider strategy and will help to generate follow on activities

- part of a wider strategy for growth within Wealdstone and the wider Heart of Harrow area set out in our Area Action Plan.
- takes advantage of growth opportunities afforded by new housing development in Harrow and predicted increased population growth.
- complements key developments within Wealdstone particularly the major Kodak site development and the new Civic Centre in Wealdstone.

We expect follow on activities to be generated through increased securing and creating of more workspaces in Harrow on the back of those funded through this project and through more businesses encouraged to come to Wealdstone. Other follow on activity will include skills and training opportunities for residents and increased business and community events.

Will be well received by people in the locality

Our recent community event building on Area Action Plan consultations over the last 12 months evidenced strong local enthusiasm and desire from local businesses, community groups, local residents and ward councillors to attract new businesses, hold more community events and reduce fear of crime.

Summary responses at Doc. 1 (Appendix B) and Doc.3. Letters of support attached separately.

1.4 Outputs and outcomes

Choose appropriate outputs and outcomes from the list and quantify the level of impact your project will have.

You should describe how your project will lead to the outputs and outcomes chosen and explain why you think they are achievable.

Please fill out the table provided; some examples have been added.

Further guidance on outputs and outcomes is available at www.london.gov.uk/LondonRegenerationFund.

The table below outlines which area of project activity will bring about a specific output or outcome. We have drawn from our delivery team's considerable regeneration experience on business growth and public realm activity in Harrow and elsewhere in London to set out achievable outputs and outcomes from the planned budget. We believe our delivery team has sufficient capacity to deliver this level of activity within the two year project period.

Outputs / outcomes	Baseline	Target	Monitoring Approach	Information Collected
<i>Please include a brief description here of how each output measure relates to the overall project – e.g. this project will deliver 1250 m2 of public realm as part of the redevelopment of XXXX, or this project will deliver 10 jobs as part of XXXX.</i>	<i>Where applicable please include a baseline figure.</i>	<i>What is your aim against this output?</i>	<i>Please insert a brief description of the approach you will take.</i>	<i>List monitoring and verification information you intend to collect.</i>
Jobs created, jobs safeguarded This measure will deliver an additional 534 jobs to the area, as part of the process to create new workspace, bring empty commercial property and derelict sites into use. Figures based on bringing additional 49 retail jobs (50% reduction empty shops). 485 from bringing into use 10,000sq.m. empty commercial premises, and bringing into use new premises	4,900 jobs	Total 5434. Our aim is to replace jobs lost over decades of decline.	Jobs created to be calculated from empty space brought back into use, ratio of floor space to employment multiplied by space brought back into use. The ratio is 1 employee per 20.6 sq. m. based on the London Office Policy Review lower density for Outer London offices	Annual monitor of vacant space BRES
This project will deliver an identified 3,700 sq. of public realm improvements		3,700 sq.m. Our aim is to create a Town Square as a central point to hold	Measure of space improved Photos of work	Photos before and after of work completed.

as part of the programme to create a focal point for Wealdstone.		activities. The organisation and delivery of activities will be the catalyst to creating a partnership to provide stewardship for Wealdstone District Centre and also attract footfall, spend and new businesses to the area.	Plans showing size of space	SAP database reports of spend on project
This project will supply match funding of around £1.7m. This will include £895,000 Section 106 (of which £487,000 has been profiled within the LRF programme), £1.2m from a private developer (Altomart), and £30,000 from the Post Office Retail Awareness training programme. Altomart (£1.2m) – to be signed off by Finance Director		Our aim is to provide £1.7m secured funding to match the LRF. This will cover Highway improvements to support the creation of the “town square”, a business support programme (delivered by the Post Office), revenue funds for events in the Town Square and to support the Traders Association, and finally to ensure the fit out of work space at Artisan Place.	Monitoring of financial spend against programme delivery milestones and through monitoring reports and meetings.	SAP database reports. (In order for spend to be recorded on SAP, purchase orders must be raised, invoices received and services goods receipted)
This project will support at least 40 businesses to promote their survival and growth. The figure is based on our existing business support work.	Zero	Our aim is to support at least 40 businesses to survive and grow, thereby supporting job creation.	Enrolment forms Self-evaluation of performance (include recruitment of new staff)	Performance monitoring reports
The programmes will adopt 1 town centre strategy to provide a direction and plan for long term stewardship and development of Wealdstone District Centre.	Zero	Our aim is to ensure the on-going stewardship of Wealdstone District Centre by local businesses and community groups	Regular Monitoring meetings with contractor and business and community groups	Minutes of meetings; draft strategy documents
The programme will deliver 4 cultural or other public events to increase footfall and spend in Wealdstone and to help promote	Zero	Our aim to deliver 4 events which will change the image of Wealdstone and will help us to engage businesses and community groups	Record of events	Photographs Press clippings

Wealdstone to visitors and businesses; and a further 8 events in subsequent three years.		to take ownership of their area		
This measure will be to reverse the fall in footfall, and thereby reverse the lack of spend in the area, which in turn has caused a higher vacancy rates than Harrow's other district centres.	239,550	Our aim is to reverse the 12.72% annual drop from 2010-2015, thereby increasing spend in Wealdstone and attracting new businesses to the High Street.	Pedestrian counts, using manual counters placed along the High Street	Hard copy records of counts. Recorded in the AMR
The programme will measure the percentage decrease in vacancy rates to demonstrate its impact on improving the vitality of Wealdstone District Centre	9.37%	Our aim is to reduce the percentage of vacant shops by nearly half to 5%, thereby creating new jobs	Annual June measure	AMR
The programme will measure the area of commercial (work)space created, improved, or secured to demonstrate how we have revitalised Wealdstone and created new jobs	26000sq.m	Our aim is to bring 11,000 sq. m. into use for workspace, creating jobs, and providing space for start-ups and existing business	Though planning agreements and commercial agents' reports.	Annual Monitoring Report, Available Business Premises bi-annual report
The programme will support the unlocking of 4500 housing units as part of the high street regeneration		4,500	Housing completions	Database records of housing completions
Local environmental improvements				
<i>*'businesses' may include artists or creative practitioners where relevant</i>				

2. DELIVERABILITY (30 PER CENT)

2.1 Team

Anticipated lead delivery organisation: London Borough of Harrow

Other participating organisations: Design consultants to be procured; other delivery contractors to be procured; Altomart Ltd; Meanwhile Space; Hemingway Design; Origin Housing; Ignite; Holy Trinity Church; University of Westminster; Harrow College, Stanmore College; Harrow Association for Disabled; Wealdstone Traders' Association; Wealdstone Active Community; Harrow Police; Barratt Homes.

How will the project be managed (up to 2 sides of A4)?

Harrow Council will be the lead organisation with overall responsibility for developing, implementing, managing, monitoring and evaluating the programme **(see delivery organogram at Doc. 1, p. 15)**

The project delivery team is undoubtedly the sum of its many parts with collectively 100 years' experience of running regeneration and business support programmes, through the High Street Fund, Mayor's Regeneration Fund, Outer London Fund, European Social Fund, European Regional Development Fund and Transformation Challenge Award. Harrow Council won national and regional awards from DCLG, London Councils, and the Federation of Small Businesses for its regeneration and business support programmes.

Project Management

Shehzad Ahmed, will manage the programme, He has 15 years' experience of town centre management, business and community engagement in Ealing and Brent. He currently manages the recently won High Street Fund and our NHB Meanwhile Space projects. He is the Council's liaison officer with the existing business associations across the borough. He will be line managed by Mark Billington, Head of Economic Development. They will be supported by Tobi Goevert, the Council's Head of Regeneration and Design on long term secondment from the GLA. Tobi has successfully led development, masterplan and regeneration projects in many of London's town centres, on brownfield sites and in employment areas, helped develop the GLA's Places of Work initiatives and the implementation of infrastructure, mixed-use housing and public realm projects.

Project Steering Group

Shehzad will be supported by a steering group comprising Mark, Tobi, and officers from Asset Management, Finance, Legal and Procurement. Below the steering group will sit project delivery groups relevant to the strands of our proposed programme. Those groups will include key partner organisations including Altomart, Holy Trinity Church, Post Office, Ignite, and external contractors. Hemingway Design will support the steering group in project design review. (**see** Wealdstone Review and Opportunity Hemingway Design attached)

Governance

Ultimate governance rests with the Council's Regeneration Board – advised by a residents' panel. The Board is chaired by the Leader of the Council, and includes the Cabinet Members for Regeneration/ Planning, Property, Finance, Environment/Housing.

Performance Monitoring

Shehzad will manage and monitor the contracts with delivery partners supported by a project officer. He will hold twice monthly progress meetings with contractors and delivery partners to discuss progress, issues affecting progress and financial spend. Payment for work delivered will be in line with progress on agreed milestones and outputs as set out in delivery partners' contracts/SLAs. Progress report meetings will be minuted as evidence of activities undertaken and actions for follow up before or at the next progress meeting. A project steering group made up of contractors'/delivery partners and other key stakeholders will meet monthly to oversee, monitor and review project outputs and outcomes at quarterly meetings.

Administration

The Economic Development administration team will be responsible for the day to day monitoring and financial management of the project drawing on their existing programme management capacity and processes for managing the team's other regeneration and skills programmes.

Delivery Partners (**see organogram at Doc.1, p. 15**)

Our bid proposal comprises four interlinked key activity areas which require procurement of a number of partner delivery organisations for whom we will agree contracts/SLAs under the overall project management umbrella.

1). Intensify workspace usage at Artisan Place for new businesses

Altomart Ltd (the owner of the former Artisan Place ColArt premises) will be contracted to manage the development, provide workspace in Artisan Place and procure an Operator to curate the space.

2). "Work Labs"; a workspace development and marketing strategy

We will contract with an operator to a) market and refurbish unused and underused space in and around Wealdstone (see Doc.1. p. 8) to attract start-up and micro businesses to our “work labs”.

3). Creating a town square, engaging community and business in design and delivery process; providing young people with design skills; developing business/community partnership

“Town Square” - we will procure and contract with consultant design architects leading a multi-disciplinary team with expertise in place management, public space design and town centre strategy, business and community engagement. They will work with local stakeholders such as Holy Trinity Church, Ignite, the Police, local residents and local voluntary and community organisations, Meanwhile Space consultants and the Wealdstone Traders’ Association, as well as the University of Westminster Media and Design school. More informally, they will be tasked to set up a wider business/community partnership, involving businesses, local residents and voluntary and community groups to help sustain project outcomes.

4). Support business survival and growth

We will procure an operator for business support which will include our existing contract with the London Business Partnership mentoring programme. We will draw up a Partnership Agreement with the Post Office for delivery of its Retail Awareness Training programme

2.2 Milestones and funding schedule

Clear, achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a spend forecast should be provided in the Excel spreadsheet available from www.london.gov.uk/LondonRegenerationFund.

All GLA spend must be completed on or before 31 March 2018. An additional 12 months – financial year 2018/19 – is allowed in order collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2018/19 even though GLA funding will not be available.

Additional comments: Click here to enter text.

2.3 Risks

Provide a description of the key risks associated your proposed actions.

Intensify workspace usage at Artisan Place for new creative businesses			
Main risk	Likelihood	Impact	How

			manage/contingency
Difficulty in securing agreement with owner (Altomart)	M	H	Early discussions with owner; identify compromise options; identify other premises or mobile structure as contingency
Lack of other affordable and accessible workspaces	M	H	Utilise land registry and business rates info to identify wide range of suitable workspace; mobile structure proposed will help to meet any shortfall
Lack of new businesses to occupy workspace	M	H	Comprehensive marketing strategy will be implemented; we will encourage and support local young people to occupy spaces
Businesses unable to survive	M	H	Council to facilitate affordable business rates, Council and Post Office to provide complementary business support
“Work Labs”; developing and delivering a workspace development and marketing strategy			
Competition from other areas for new business market	M	M	Highlight in marketing strategy Wealdstone’s strengths and opportunities including Council commitment and support.
Lack of suitable spaces to meet specific needs of new businesses	M	M	Build in scope to design fit for purpose workspaces; use Council long term leased property such as Premier House
Lack of clear, coherent marketing strategy	M	H	Council to set out clear marketing strategy and ensure contractors/partners adhere strictly to it.
Lack of other accessible workspaces	M	M	Utilise land registry and business rates info to identify wide range of suitable workspace;
Creating a “town square”, engaging community and business in design and delivery process; providing young people with design skills; developing business/community partnership			
Difficulties in securing planning permission for design of square	M	H	Early discussions with Planning colleagues; identify range of design options
Lack of long term resources for maintenance of space	H	H	Ensure longer term maintenance part of Council’s Regeneration

			Plan for Wealdstone; engage local residents in volunteer maintenance
Space next to Holy Trinity Church being closed and used as delivery route during construction phase of Civic Centre	M	H	Mitigation, scoping alternate large public spaces (for example space adjacent to the railway station)
Lack of interest in businesses to use space for events	M	M	Comprehensive marketing strategy will be implemented; Council's work with Traders' Association will raise interest in space
Lack of interest in communities to use space for events	H	M	Engagement and consultation event with local residents and community groups will identify community needs and ensure "Square" fit for purpose. FE colleges and University of Westminster will work with us to generate interest in cultural events.
Space becomes a focus for crime and anti-social behaviour activity	M	M	The project will work with Ignite and the Police to address any potential crime and ASB. Design of "Square" also planned to design out crime/ASB.
Lack of interest of residents and young people to get involved	M	M	Early engagement and consultation; identify needs of residents and young people; seek early wins; dedicated budget for community involvement
Lack of jobs after skills and training delivered	H	M	Close project working with Council's employment and skills team to broker jobs
Delays to development increasing the cost	M	M	Close monitoring of project progress against milestones; regular review meetings with consultants/contractors.
Contractors not available during whole construction period planned	L	M	Early procurement and contracting to minimise unavailability; contingency plan for using other contractors

Consultation outcomes affecting project design	M	M	Plan for early consultation processes; consider other design options
Loss of parking/servicing to commercial properties	M	M	Plan work to minimize parking spaces affected; early consultation with commercial properties.
Support business survival and growth			
Lack of business interest	M	M	Ensure that businesses' specific interests are met by the project or complementary Council activity; identify local business champions; use Operator to identify and target specific businesses.
Overall			
Lack of sufficient project delivery resources	M	H	Seek commitment from Directorate Senior Management Team to commit resources if required
Project costs exceed planned budget	M	M	Effective budget monitoring processes; effective governance arrangements.
Loss of key project staff	M	M	Revise project timescales accordingly; redeploy staff from other existing staff until posts filled again
Non –performance of contractors against project activity specification	M	M	Effective monitoring arrangements; clearly defined responsibilities and accountability

3. VALUE FOR MONEY (30 PER CENT)

3.1 Describe how your project delivers value for money.

The project costs are broken down into several key elements set out in the milestones and funding schedule. They include design architect consultants' fees and costs, costs of workspace refurbishments and kitting out of parts, marketing and promotion, business and community engagement skills workshops and project management. We will ensure value for money for all these elements by following the council's rigorous procurement and tendering process for all these activities. This will include seeking to minimise the number of our contractors and overheads by bringing together linked activities under a single contractor where practicable and using our existing framework agreements for Council contracts.

We will make optimal use of resources by linking the project to existing activity in Wealdstone such as the NHB Meanwhile Space work, NHB Business support and mentoring and the Xcite skills and employment work with Wealdstone residents.

The proposals for Wealdstone District Centre are focused on creating an infrastructure for business and community, bringing work space back into use, creating new space and stimulating demand for work space. The programme is linked to the council's re-location of the Civic Centre to Wealdstone, the development of the Kodak site, and of Artisan Place. Key value for money headlines for our proposal are:

- **485 new jobs** by creating new workspace and bringing vacant employment floorspace back into use
- **£59m per year** potentially drawn into the local economy from those living and working in the district centre catchment area, including from the impact of future developments.

Capitalising on Growth in the Surrounding Area

The provision of a new Civic Centre in the centre of the shopping centre, the current development of Artisan Place, and imminent development of the Kodak site, provide an opportunity for sustainable local growth. In addition to the new homes at Artisan Place and Kodak, the developments will respectively provide 2,921sq.m. of B1 space for the creative and media centre and 46,090sq.m. for Offices, light industrial. Logistics, business incubation and start-up space, retail, leisure, and a primary school.

In terms of jobs at Kodak, the non-B class uses could generate between 300-455 jobs and B-class uses could generate between 670 and 2,2175 jobs, the latter being dependent on the type of mix of B1, B2 and B8 being brought forward.

However, there is no guarantee that new workspace will be occupied, or if it is occupied, that employees will visit the High Street. Our interventions are geared at addressing market failure by creating the infrastructure to attract businesses to Wealdstone and attract their employees and residents to a vibrant Wealdstone town centre. Activity to stimulate demand for workspace, engage with young people, local businesses and communities are key to ensure that Wealdstone is able to take full advantage of the potential spend from those living, working and trading in the area. This should result in considerable benefits to local businesses after the funding is spent. Residents' spend is based on the following

Methodology	Units	Calculation	Value £m per annum
Average weekly household spending on local goods and services is £240 ¹ (ONS Family Spending 2010).	4,500 homes	4500*52*240	56
An average workers spend £6 per day on food and drink ² YouGov 2006	2,205 jobs (750 jobs new Civic Centre 970 jobs on Kodak development 485 new jobs from creating new workspace and bringing empty space into use)	1235*6*46*5 (assume 46 working weeks)	3

The above are conservative estimates as they do not include the number of new jobs to be provided on the Kodak site, or the calculations from GLA Economics that state that additional residential units also create jobs at a rate of 230 jobs per 1,000 population³. It is anticipated that the residential development on the Kodak site will create around 970 new jobs in the local area, If Wealdstone is an attractive and vibrant centre those employees will be more inclined to use the shops and businesses. Research shows that on average workers spend £6 per day on food and drink⁴. If this money were attracted into Wealdstone it would account for an additional £709,100 for the local economy⁵.

It is difficult to estimate the total value of creating a job, reducing anti-social behaviour and improving school attendance however the work undertaken by New Economy (Greater Manchester) and funded by the DCLG budgets

¹ Office for National Statistics (2010) Family Spending

² YouGov (2006)

³ GLA Economics (2005) More Residents More Jobs

does provide unit costs for savings to the public purse.

Job Seeker's Allowance First order fiscal benefit from a workless claimant entering work	Per claimant	£ 7,800
Anti-social behaviour	Per incident	£500
Persistent truancy - total fiscal cost of persistent truancy (missing at least five weeks of school per year), per individual per effective year	Per person per year	£1,500

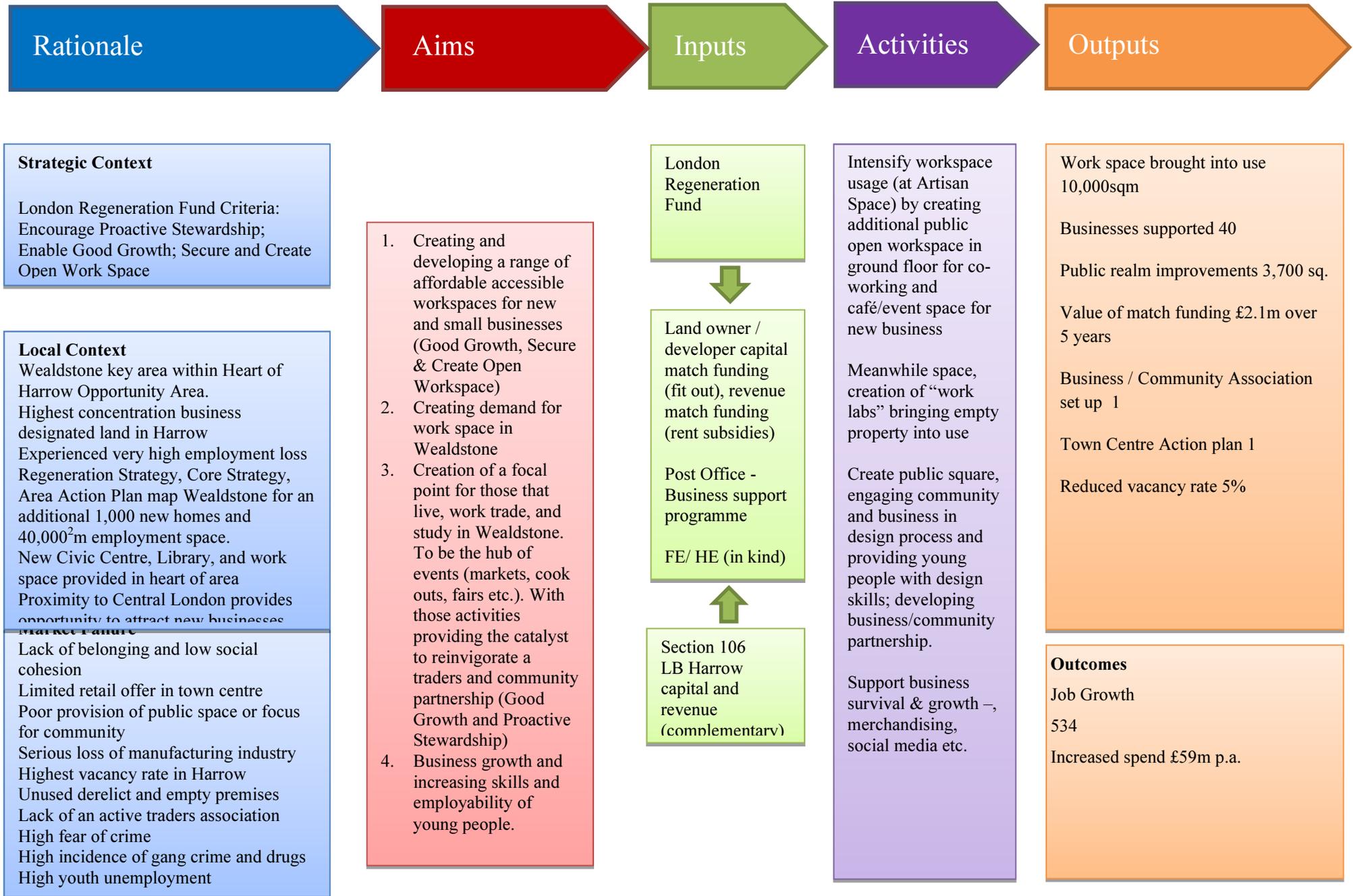
Given the mobility of the labour market in London and the South East, this application for funding provides no targets for a reduction in Job Seekers' Allowance. It would be hard to make a correlation between the immediate reduction of JSA claimants in Harrow and the creation of new jobs. However, the provision of new jobs provides an opportunities for workless residents and it provides an opportunity for our employment initiatives (funded through Section 106, the Council, and New Homes Bonus) to support clients into those jobs.

Opportunity Costs

The improvements in Wealdstone will reduce crime and reduce the opportunity for criminal behaviour. As a result less time and resources will be required on the part of the local authority and the police service. These resources will be freed to be used on other aspects of community life and in other parts of the borough.

Sense of Community

Not all of the impacts of the proposed improvement projects in Wealdstone are quantifiable in economic terms. One of the major drivers for this project is creating a safe and attractive district centre that can act as a focal point for a disparate community. Wealdstone will be a place existing residents and businesses can take pride in, and one which will draw people together through a sense of community and belonging.



3.2 Describe if the project complements any other initiatives.

The Wealdstone London Regeneration Fund bid will provide a key piece in Harrow's Regeneration Strategy focused around our New Homes Bonus projects, Section 106 Agreements with Land Securities (Kodak site) and Barratts (Artisan Place), the Post Office Commercialisation programmes and Highways Improvement projects.

The Wealdstone London Regeneration Fund bid will provide a key piece in Harrow's Regeneration Strategy focused around our New Homes Bonus projects, Section 106 Agreements with Land Securities (Kodak site) and Barretts (Artisan Place), the Post Office Commercialisation programmes and Highways Improvement projects.

Match funding/in kind support

This project will bring significant match funding during and after the GLA funding has ended. This will include £895,000 Section 106 (of which £487,000 has been profiled within the LRF programme), £1.2m from a private developer (Altomart), and £30,000 from the Post Office Retail Awareness training programme, totalling £2,125,000 over a 5 year period.

The section 106 funding includes:

- Highway Improvements (£315k Headstone Rd/Greenhill Rd, High St/Ellen Webb Drive, and Signage Headstone Drive) which will impact on the creation of the public square, support the delivery of events,
- £300k for the implementation of an Economic Development Strategy which focuses on place promotion, the money is to be spent over 5 years with £60k spent in the lifetime of the programme - allocated under Trinity Square for the creation of a town team, hanging banners and welcome signs.
- Town Centre Initiatives to fund events and co-ordinate activities in Wealdstone £280k over 5 years (£112k allocated throughout the programme) for business support activities.

We will also bring considerable in kind support from Council staff – up to £50k estimated - across Directorates enhancing or providing specialist advice to help project planning and delivery, including our Xcite skills and employment team. Partners such as the Post Office, Ignite, Holy Trinity Church will also bring in kind people and resources support as the project develops.

Regeneration Initiatives

The Regeneration Strategy seeks to utilise the Council's assets to provide

new homes, schools, and improved infrastructure to Harrow. Cabinet has approved the development of the current Civic Centre site and adjacent car parks for the creation of new homes, a new school and community facilities. A smaller Civic Centre will be reprovided in the heart of Wealdstone High Street, providing a much needed regeneration opportunity for the town centre.

The section 106 Agreement with Land Securities provides funding for a range of Highway Improvements, town centre initiatives and employment programmes. The Section 106 Agreement with Barratts at Artisan Place requires the development of workspace for the creative and media sector. However, there is no requirement for funds to be used for new or small businesses in this sector.

Business Support

Our New Homes Bonus programme focuses on providing business mentoring to microbusinesses and bringing empty space back into use by creating 4 pop up shops. Our London Regeneration Programme will build on the above by creating a central square / place for communities, a place to host events, and create a heart for Wealdstone. It will engage young people, residents and young people in the design process. Critically, it will enable the provision of subsidised space to start ups and new businesses in the new work space created at Artisan Place. Finally, it will help bring back into use the derelict sites and unused commercial spaces that no other initiative will reach.

Environmental Health

As part of a concerted partnership effort to improve the area, the Council Environmental Health team is currently carrying out consultation in Wealdstone to introduce Selective Licensing. This is where all private rented accommodation is required to be licensed and meet certain conditions aimed at improving the premises and the environment / community they live in. This might cover conditions around refuse storage, conditions to address potential ASB from tenants, responsibility on landlords to check their premises regularly etc. This is also likely to have a positive impact on the look and perception of the area.

Decisions to award funding are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a funding agreement with which you will be provided by the GLA should your application prove successful.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for support) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

If you require communication support to help you fill in your application, please contact our Public Liaison Unit to find out about how we can help.

Public Liaison Unit
Greater London Authority
City Hall
London SE1 2AA

Telephone 020 7983 4100
Minicom 020 7983 4458

DECLARATION

Meeting equality aims

Please describe how your proposed actions reflect your duties under the Equality Act 2010 (up to half a side of A4).

We have used the Equality Framework for Local Government in developing this proposal and have undertaken local equality mapping. Social value is built into our contracting procedures at the Gateway stage. This ensures our procurement processes are fair and equitable and that providers share our commitment to equality and diversity. Our actions are designed to support new businesses reflecting the area's diversity, create jobs particularly for young people at risk of crime, reduce fear of crime for older people and build a greater sense of belonging and social cohesion. This will positively impact in what is overall the most deprived ward in Harrow. Wealdstone is very diverse notably with the highest percentage of Black residents and a high concentration of Pakistani residents. It has the highest unemployment in Harrow, the highest number of ESA claimants and at 23% the highest concentration of families with dependent children.

We will appoint inclusive designers leading a multi-disciplinary delivery team to consult and involve local people and organisations, including Harrow Association for Disabled and Age UK Harrow, on barriers which prevent access to our public realm improvements and business growth activities.

We will ensure that our design follows the principles and good practice of The Accessible London SPG with particular emphasis on the access requirements of disabled and older people. We will take account of parking spaces and setting down points near entrances; the positioning and visual contrast of street furniture and the design of approach routes to meet the needs of wheelchair users and people with visual impairments. We will agree a continual monitoring and review process with our design consultants and other contractors and through the project steering group ensure that inclusive design and access are embedded into the project and effectively delivered. We will publicise the project activity in key Harrow Council communication channels such as MyHarrow, our online residents' portal, twitter and Facebook and through Community Champions and Ward Councillors so that local residents have open and equitable access to funded activities.

Data protection and freedom of information

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.london.gov.uk

We also have a Freedom of Information policy which is also available from our website at www.london.gov.uk

By signing this application form, you agree to the following:

- A.** We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
 - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
 - To hold in our database and use for statistical purposes.
 - If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.
- B.** You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.
- Tick this box if you consider that we should treat your proposal as confidential information.
- Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.
- Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.

C. You agree that we can keep you informed of our work and pass your contact details to organisers of marketing activities, conferences and training events.

Tick this box if you do not want us to keep you informed of our work.

Tick this box if you are happy for us to pass your contact details to organisers of arts marketing activities, conferences and training events.

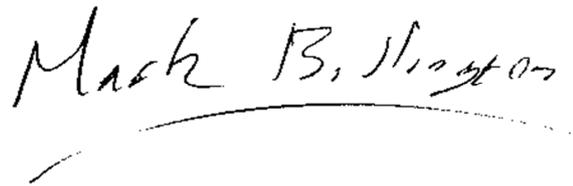
To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

Signed: [Click here to enter text.](#)

Name: Mark Billington

Position: Head of Economic Development and Research

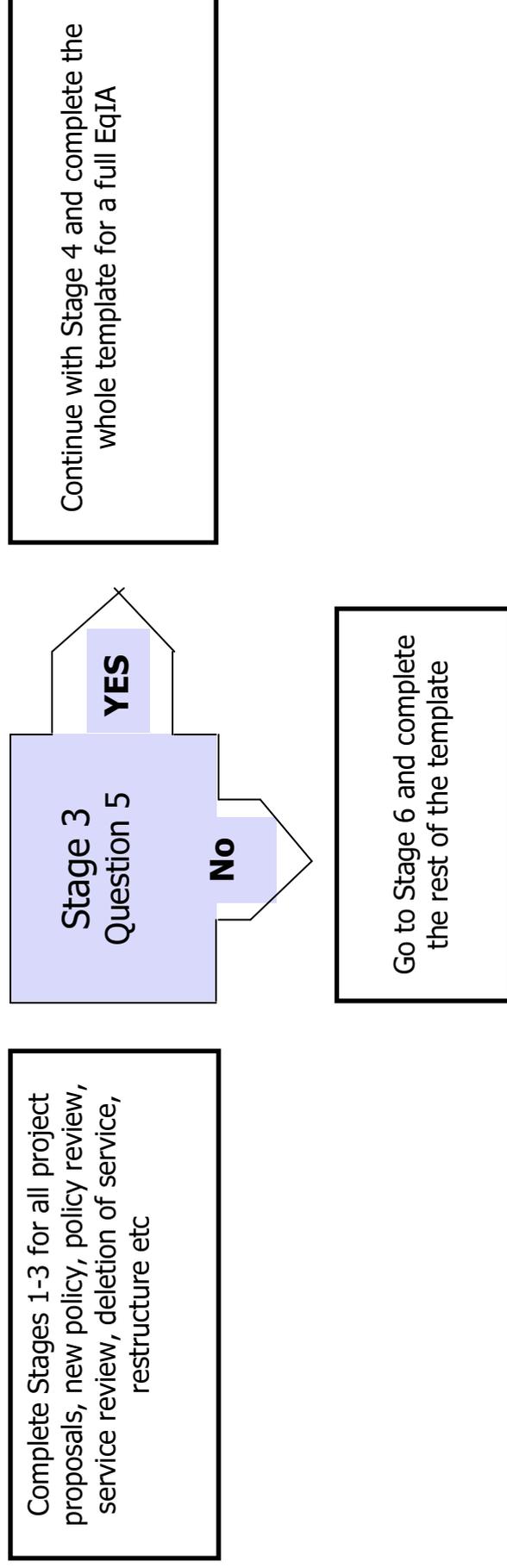
Date: 1 October 2015

A handwritten signature in black ink that reads "Mark Billington". The signature is written in a cursive style and is underlined with a single horizontal stroke.

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Equality Impact Assessment Template

The Council has revised and simplified its Equality Impact Assessment process (EqIA). There is now just one Template. Lead Officers will need to complete **Stages 1-3** to determine whether a full EqIA is required and the need to complete the whole template.



- In order to complete this assessment, it is important that you have read the Corporate Guidelines on EqIAs and preferably completed the EqIA E-learning Module.
- You are also encouraged to refer to the EqIA Template with Guidance Notes to assist you in completing this template.
- **SIGN OFF:** All EqIAs need to be signed off by your Directorate Equality Task Groups. EqIAs relating to Cabinet Reports need to be submitted to the EqIA Quality Assurance Group at least one month before your Cabinet Report date. This group meets on the first Monday of each month.
- Legal will NOT accept any reports without a fully completed, Quality Assured and signed off EqIA.

The EqIA Guidance, Template and sign off process is available on the Hub under Equality and Diversity

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:	10 April 2016		
Value of savings to be made (if applicable):			
Title of Project:	London Regeneration Fund		
Directorate / Service responsible:	Economic Development – Regeneration Enterprise and Planning		
Name and job title of Lead Officer:	Mark Billington Head of Economic Development and Research		
Name & contact details of the other persons involved in the assessment:	Mark Billington, Mark.billington@harrow.gov.uk 020 8736 6533 x6533		
Date of assessment (including review dates):	10/2/16		

Stage 1: Overview

The following projects will be delivered

Activity
Intensify workspace usage at Artisan Studios by creating additional public open workspaces in ground floor for co-working and café/event space for new businesses
Creating a “town square”, engaging community and business in design process; providing young people with design skills; developing business/community partnership
Provide on-going business support to new businesses through our existing business support through the Economic Development Team
Deliver the Post Office Retail Awareness Training programme which offers merchandising, financial management and social media training.

66 What are you trying to do?

(Explain your proposals here e.g. introduction of a new service or policy, policy review, changing criteria, reduction / removal of service, restructure, deletion of posts etc)

2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)

Residents / Service Users	Partners	Stakeholders
Staff	Age ✓	Disability
Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
Race✓	Religion or Belief	Sex✓

	Sexual Orientation	Other
<p>3. Is the responsibility shared with another directorate, authority or organisation? If so:</p> <ul style="list-style-type: none"> Who are the partners? Who has the overall responsibility? How have they been involved in the assessment? 	<p>Internal partners will include Transport Highways and Asset Management, they will manage the contract with contractors constructing the new public square.</p> <p>Other partners will include Altomart, the owner of Artisan Studios, the Post Office delivering retail training, and the GLA the funding body.</p> <p>Overall responsibility resides in Regeneration Enterprise and Planning.</p> <p>THE GLA will have been required to complete an EQIA of their LRF programme</p>	
<p>Stage 2: Evidence & Data Analysis</p>		
<p>4. What evidence is available to assess the potential impact of your proposals? This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys, press reports, letters from residents and complaints etc. Where possible include data on the nine Protected Characteristics.</p> <p>(Where you have gaps (data is not available/being collated for any Protected Characteristic), you may need to include this as an action to address in your Improvement Action Plan at Stage 6)</p>		

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	There is no data available	
Disability (including carers of disabled people)	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit
Gender Reassignment	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit
Marriage / Civil Partnership	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit
Pregnancy and Maternity	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit
Race	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and

	Although improving public realm and creating new work space will be of universal benefit	creating new work space will be of universal benefit
Religion and Belief	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit
Sex / Gender	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit
Sexual Orientation	Vitality Profiles, GLA Datasets, Local Economic Assessment reviewed no data to determine impact.	improving public realm will improve accessibility and creating new work space will be of universal benefit

Stage 3: Assessing Potential Disproportionate Impact

5. Based on the evidence you have considered so far, is there a risk that your proposals could potentially have a disproportionate adverse impact on any of the Protected Characteristics?

	Age (including carers)	Disability (including carers)	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
Yes									
No	X	X	X	X	X	X	X	X	X

YES - If there is a risk of disproportionate adverse impact on any **ONE** of the Protected Characteristics, continue with the rest of the template.

- **Best Practice:** You may want to consider setting up a Working Group (including colleagues, partners, stakeholders, voluntary community sector organisations, service users and Unions) to develop the rest of the EqIA
- It will be useful to also collate further evidence (additional data, consultation with the relevant communities, stakeholder groups and service users directly affected by your proposals) to further assess the potential disproportionate impact identified and how this can be mitigated.
- **NO** - If you have ticked 'No' to all of the above, then go to **Stage 6**
- Although the assessment may not have identified potential disproportionate impact, you may have identified actions which can be taken to advance equality of opportunity to make your proposals more inclusive. These actions should form your Improvement Action Plan at Stage 6

Stage 4: Further Consultation / Additional Evidence

6. What further consultation have you undertaken on your proposals as a result of your analysis at Stage 3?

Who was consulted? What consultation methods were used?	What do the results show about the impact on different groups / Protected Characteristics?	What actions have you taken to address the findings of the consultation? E.g. revising your proposals

Stage 5: Assessing Impact

7. What does your evidence tell you about the impact on the different Protected Characteristics? Consider whether the evidence shows potential for differential impact, if so state whether this is a positive or an adverse impact? If adverse, is it a minor or major impact?

Protected Characteristic	Positive Impact	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
		Minor	Major		
Age (including carers of young/older people)	✓	✓	✓	improving public realm will improve accessibility and creating new work space will be of universal benefit	Ensure marketing material promoting the work space is disseminated through channels that will be seen by the protected characteristic. Ensuring an events programme at Trinity Sq is accessible
Disability (including carers of disabled people)	✓			As above	is disseminated through channels that will be seen by the protected characteristic. Ensuring an events programme at Trinity Sq is accessible

Gender Reassignment	✓			As above	As above					
Marriage and Civil Partnership				As above	As above					
Pregnancy and Maternity				As above	As above					
Race				As above	As above					
Religion or Belief				As above	As above					
Sex				As above	As above					
Sexual orientation				As above	As above					
8. Cumulative Impact – Considering what else is happening within the								Yes	No	X

<p>Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?</p> <p>If yes, which Protected Characteristics could be affected and what is the potential impact?</p>	<p>Yes</p> <p>No</p> <p>X</p>
<p>9. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, austerity, welfare reform, unemployment levels, community tensions, levels of crime) could your proposals have an impact on individuals/service users socio economic, health or an impact on community cohesion?</p> <p>If yes, what is the potential impact and how likely is it to happen?</p>	

Stage 6 – Improvement Action Plan

List below any actions you plan to take as a result of this Impact Assessment. These should include:

- Proposals to mitigate any adverse impact identified
- Positive action to advance equality of opportunity
- Monitoring the impact of the proposals/changes once they have been implemented
- Any monitoring measures which need to be introduced to ensure effective monitoring of your proposals? How often will you do this?

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Area of potential adverse impact e.g. Race, Disability	Proposal to mitigate adverse impact	How will you know this has been achieved? E.g. Performance Measure / Target	Lead Officer/Team	Target Date
N/A				
N/a				
N/A				

Stage 7: Public Sector Equality Duty

<p>10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:</p>	<p>This proposal provides a universal service for residents, either for residents, workers, visitors accessing the new Town Square</p>
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<p>1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</p> <p>2. Advance equality of opportunity between people from different groups</p> <p>3. Foster good relations between people from different groups</p>	<p>or business owners in the creative and media sector seeking work space</p>
<p>Stage 8: Recommendation</p>	
<p>11. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>	
<p>Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.</p>	<p>✓</p>
<p>Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqIA and these are listed in the Action Plan above.</p>	
<p>Outcome 3 – Major Impact: Continue with proposals having identified potential for adverse impact or missed opportunities to advance equality of opportunity. In this case, the justification needs to be included in the EqIA and should be in line with the PSED to have 'due regard'. In some cases, compelling reasons will be needed. You should also consider whether there are sufficient plans to reduce the adverse impact and/or plans to monitor the impact. (Explain this in Q12 below)</p>	
<p>12. If your EqIA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.</p>	

Stage 9 - Organisational sign Off

<p>13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?</p>	
<p>Signed: (Lead officer completing EqIA)</p>	<p>Signed: (Chair of DETG)</p>
<p>Date:</p>	<p>Date:</p>
<p>Date EqIA presented at the EqIA Quality Assurance Group (if required)</p>	<p>Signature of DETG Chair</p>

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REPORT FOR: CABINET

Date of Meeting:	21 April 2016
Subject:	Equalities Vision and Objectives
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Corporate Director of Resources and Commercial
Portfolio Holder:	Councillor Varsha Parmar, Portfolio Holder for Public Health, Equality and Wellbeing
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Appendix - Corporate Equality Objectives Action Plan Appendix – Reference from O&S Committee – 19 April (to follow)

Section 1 – Summary and Recommendations

This report sets out a summary of the recommendations agreed by the Corporate Equalities Group arising from the Equalities review undertaken in September 2015. The purpose of the review was to develop a 'Vision' for the Council for Equalities and revise the Corporate 'Equality Objectives' which are a requirement of the Public Sector Equality Duty (PSED) introduced by the Equality Act 2010.

Recommendations:

Cabinet is requested to:

- Agree and endorse the 'Vision' for Equalities;
- Agree the revised Corporate Equality Objectives and the Action Plan to support these (Appendix 1)

For referral to Full Council.

Reason: to ensure equalities is key to service development and decision making, our services are fair and equitable, improve our services, increase customer satisfaction and to comply with the Council's obligations under the Equalities legislation and the Public Sector Equality Duty.

Section 2 – Report

Introduction

1. Harrow is one of the most ethnically and religiously diverse boroughs in London with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit. We know that the borough's diversity is something to value and encourage and this report highlights our commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.
2. Our diverse population generates a range of needs and expectations all of which the Council needs to understand in order to provide appropriate services. As resources become scarcer, it is even more important to understand the community, their needs and aspirations and to be able to get necessary changes in services right first time.

Background

3. The Council has been focusing on equality as a means of service improvement for a long time. We continue to be determined to provide the best possible opportunities for the people of Harrow by: ensuring that our workforce is reflective of the Borough's population; that people using our services feel that they are treated with dignity and respect at all times: working hard with businesses to get investment in jobs and local facilities: tackling unemployment; and ensuring the best possible health and care services for our residents.
4. In the last few years, the council has made great progress with regards to advancing equality of opportunity for both our staff and service users as well as mainstreaming equalities across the organisation. However, with local authorities facing continuing financial pressures, reduction in resources and capacity available and with the recent senior management restructure we are conscious that we need to review the way we work so

we can continue ensuring equalities is central to everything we do. In September 2015, the Corporate Equalities Group (CEG) commissioned a review to further mainstream equalities across the organisation with a view to identifying how we can streamline and improve policies and procedures taking into consideration the reduction in resources and capacity across the organisation, new organisation values and senior management restructure so we are clear what the focus and priorities for equalities should be in the Council and how we will deliver this agenda..

Objectives of the Review:

- to develop a corporate ‘Vision’ for Equality and Diversity to mainstream equalities across the organisation so it becomes ‘everyone’s business’ to make a real difference for all our staff, members and service users.
- to review the Corporate Equality Objectives and priorities for 2016/17
- to review the governance to mainstream qualities across the organisation.

5. This paper sets out the key findings from the review that were presented to and agreed by the CEG at their meeting on the 23rd February 2016.

Consultation and Engagement to Develop our Vision and Corporate Equality Objectives / Priorities

6. Two workshops (one for staff and members and one for representatives from the Voluntary and Community Sector) took place in January this year to help shape our ‘Vision’ and review the Corporate Equality Objectives. The workshops were very well attended with forty four people participating in total. A consultation also took place with members of the CEG and Directorate Equality Task groups (DETGs) to review the governance framework for mainstreaming equalities across the Council.

7. Following feedback from the workshops, a number of draft proposals for a ‘vision’ and a set of revised Corporate Equality Objectives were developed and presented to the CEG on the 26th January this year and delegates who attended the workshops were also consulted on these. Following this feedback, the options for the vision were shortlisted to two and the objectives narrowed down to three. The following vision and objectives were agreed by the CEG at their meeting on the 23rd February 2016.

Vision: A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

Corporate Equality Objectives

- An inclusive workforce that feels valued, respected and reflects our community
- An improved understanding of our communities to ensure services are fair, equitable and accessible to all and reduce inequality
- Promote and celebrate the diversity of our Borough and foster community cohesion

8. The feedback from the CEG and workshops was that the council should focus on a few priorities and do them well, rather than spreading itself across a broad range of things and risk not progressing any of them, in order to make a real difference for our residents, service users and staff. The priorities to support the objectives have been derived from the challenges still facing us, recommendations from this year's Annual Equalities Progress report as well as feedback from the workshops. The priorities and actions to achieve these, together with the outcomes desired are available in **Appendix 1**.

Roles and Responsibilities

9. With the reduced capacity and stretching demands, it is even more important to ensure equalities is mainstreamed within the organisation and it becomes everyone's business. It is also important to ensure everyone is clear regarding the governance, roles and responsibilities around the equalities agenda. The review looked at the current structure for equalities within the council and the key findings presented to and agreed by the CEG are as follows:
 10. **Policy Team** – The strategic lead for equalities sits within the Policy Team in Strategic Commissioning. The Policy Team will continue to provide strategic leadership on the equalities agenda and support the Corporate Equalities Group (CEG) and Directorate Equality Task Groups (DETGs) to deliver their action plans and mainstream equality and diversity in to everything we do.
 11. **Corporate Strategic Board** – As part of its responsibility to ensure that Harrow Council is meeting its duty to eliminate discrimination and harassment, advance equality of opportunity and foster good community relationships, CSB will receive an update, with recommendations, at least annually on progress made against the Vision and Equality Objectives.
 12. **Corporate Equalities Group (CEG)** – the CEG is the Council's strategic group providing senior leadership and strategic direction for developing and implementing excellent diversity, equality and cohesion policy development, practice and service delivery. It is chaired by the Corporate Director of Resources and Commercial and the membership includes the Portfolio Holder for Equalities, chairs of the DETGs, representatives from the unions, Legal, the staff Making a Difference Group (MADG), the policy team and voluntary and community sector organisations (who either represent specific protected characteristics or a more general oversight of the equalities agenda).
 13. **Directorate Equality Task Groups (DETGs)** – DETGs form a link between the CEG and Directorates and support the CEG in implementing the equalities agenda and mainstreaming equalities within their Directorates.. They play a key role in championing equality, diversity and inclusion, promoting good practice on equality and diversity in regard to employment and service delivery. DETGs also play an instrumental role in quality assuring and signing off EqlAs for the directorate
 14. **Staff Making a Difference Group (MADG)** – the staff MADG plays a key role in representing staff at the CEG, engaging with the Council in the

development of staff related policies and procedures and proactively promoting equality and celebrating diversity via an annual programme of diversity events

Performance Issues

15. The 'Vision' and 'Objectives' support the Council's Corporate Priorities and the progress will be measured against existing measures from directorate scorecards. The measures used to monitor our performance against the Equality Objectives have been identified through the service planning process.
16. In line with the existing performance process, directorates will produce quarterly progress reports against their directorate scorecards for the Improvement Boards. These will then be forwarded to the Policy Team to produce annual progress reports for Cabinet, Overview and Scrutiny Committee, the Corporate Equalities Group and the Corporate Strategic Board (CSB) and inform the annual Action Plan.
17. This will not only mainstream equalities within existing processes and service plans but also adhere to the COUNT (collate once use numerous times) framework.
18. Although the objectives being proposed will be reviewed every four years as required by the PSED, the targets and performance measures to achieve these objectives will be reviewed and set on an annual basis through our service planning cycle.

Environmental Impact

19. There are no direct environmental impacts of this decision.

Risk Management Implications

20. There are no direct risk management implications of this decision.

Legal Implications

21. The Public Sector Equality Duty, arising from the Equality Act 2010, requires public bodies to develop and publish a set of Corporate Equality Objectives. The proposed recommendations for Cabinet to agree and adopt these will ensure we are compliant with this requirement.

Financial Implications

22. The 'Equality Objectives' support the Council's Corporate Priorities and the progress will be measured against existing priorities and measures from directorate scorecards. Therefore Directorates are not being asked to undertake any additional work and costs will be contained within existing budgets.

Equalities implications / Public Sector Equality Duty

23. The 'Equality Objectives' will actually address inequality, advance equality of opportunity and foster good relations and help the Council to comply with the statutory requirements of the Public Sector Equality Duty (PSED) introduced by the Equality Act 2010.

Council Priorities

24. The proposed 'Vision' and Corporate Equality Objectives support the Council's Corporate Priorities for making a difference for the vulnerable, communities and families.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 8 April 2016		
Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 April 2016		

Ward Councillors notified:	No
EqIA carried out:	No
EqIA cleared by:	The 'Equality Objectives' will actually address inequality, advance equality of opportunity and foster good relations and help the Council to comply with the statutory requirements of the Public Sector Equality Duty (PSED) introduced by the Equality Act 2010.

Section 4 - Contact Details and Background Papers

Contact: Mohammed Ilyas, Policy Officer (Equality and Diversity),
Ext 2322 mohammed.ilyas@harrow.gov.uk

Background Papers:

http://harrowhub/downloads/file/2393/equality_act_2010

http://harrowhub/downloads/file/2969/public_sector_equality_duty%20

**Call-In Waived by the
Chair of Overview and
Scrutiny Committee**

NOT APPLICABLE

*[Call-in does not apply as the
decision is reserved to Council]*

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CORPORATE EQUALITIES OBJECTIVES

Action Plan



A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

CORPORATE EQUALITY OBJECTIVES ACTION PLAN 2016/17

Objective: An inclusive workforce that feels valued, respected and reflects our community				
Priority (needs identified) Reasons	Anticipated Outcomes	Actions What specific actions that are needed to deliver each priority?	Accountability of this action plan will sit with the Corporate Equalities Group Strategic Lead (SL) Operational Lead (OL)	How will this be measured
<p>Improve on our position in Stonewalls Workplace Index, targeting a place in the top 200</p> <p>Reason – 80.34% of staff did not answer the question around sexual orientation when this was introduced in the staff diversity monitoring in 2012. The latest (2014/15) report highlights this still stands at 77.23%.</p> <p>Staff Survey - 20% of gay men and 38% of lesbians strongly disagreed/disagreed with the statement that <u>Harrow demonstrates through its actions that it is</u></p>	<p>Achieve a place in the top 200 of the Workplace Equality Index</p> <p>A more inclusive workplace for LGBT staff and members</p> <p>Staff feel valued, respected and comfortable to be themselves at work</p>	<p>See Action Plan</p>	<p>Policy Officer - Equality & Diversity & Staff MADG (SL)</p> <p>Directorate Equality Task Groups (DETGs) (OL) – responsible for monitoring and ensuring</p>	<p>Regular progress reports to CEG</p> <p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p> <p>KPI - Achieving a top 200 place in the workplace index in 2016</p>

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<p><u>committed to being an equal opportunities employer.</u></p> <p>38% of lesbian staff also strongly disagreed/disagreed with the statement <u>I am treated with fairness and respect at Harrow</u></p> <p>45 % lesbian and 40% gay men strongly disagreed/disagreed with the statement <u>Systems for reward and recognition in Harrow are fair and transparent</u></p>			<p>implementation of actions within their Directorates</p>	
<p>Achieve a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability.</p> <p>51 % – a significant % of staff have not provided any social identity information, especially on disability and sexual orientation.</p>	<p>A comprehensive profile of the workforce with an increase % of staff providing social identity information (especially against sexual orientation, and religion and belief)</p>	<p>Encourage staff to update social identity data profiles as part of campaign to promote changes in SAP ESS data recording.</p>	<p>HRD / Comms to undertake the campaign (SL)</p> <p>DETGs to support the campaign and encourage staff to update social identity information (OL)</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - % of staff providing social identity information</p> <p>Corporate Equalities Group (A)</p> <p>HR & OD (SL & OL)</p> <p>Supported by DETGs</p>

		<p>Utilise values and culture change programme to make clear statements around how diversity is integrated into the values, e.g. Do it together is about respect, valuing each other etc.</p>	<p>HRD / Comms to undertake the campaign (SL)</p> <p>DETGs (OL) to proactively promote this message within their Directorates</p>
<p>Improve the proportion of BAME and disabled staff at senior pay bands</p> <p>Reason - Across the Council, the proportion of BAME employees is lowest in the lower pay bands and increases at higher pay bands. When the snapshot of the workforce was taken on 31 March 2015, there were no employees who had declared their ethnicity as BAME at pay band 6 (Director level and above).</p> <p>The representation of employees who have declared a disability remains low at all levels of the organisation.</p>	<p>An increased percentage of BAME and disabled staff at senior pay bands</p>	<p>Embed the delivery of diversity outcomes at senior level with clarity about who is responsible for driving this agenda.</p> <p>Build a critical mass of senior role models from under-represented groups</p> <p>Continue to promote leadership development to improve opportunities for BAME and other under-represented staff groups.</p> <p>Consider targeted development to increase the 'talent pipeline' from under-represented groups.</p> <p>Monitor application of the performance appraisal</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - Proportion of Black, Asian & Minority Ethnic (BAME) employees</p> <p>KPI - Proportion of disabled employees</p> <p>KPI - % of top 5% of earners who are BAME</p> <p>KPI - % top 5% of earners who are disabled</p>

	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - Proportion of Harrow Council employees aged less than 25</p>
<p>scheme to ensure there is no indication of bias.</p>	<p>HRD</p> <p>Economic Development & HRD (SL & OL)</p>
<p>To increase the employment opportunities which are attractive to young people including apprenticeships, paid internships and other routes into employment.</p>	<p>Review of R&S Policy to include advertising and promotion of vacancies to encourage young applicants and eliminating potential barriers to their recruitment.</p> <ul style="list-style-type: none"> Deliver X16 Employment project to improve the employability of young people (NEET). Work with one stop shop and schools to promote apprenticeships (including local authority), market apprenticeships to Corporate Directors, Divisional Directors, heads of Service and Service managers.
<p>Improve the recruitment, support and retention of young people</p> <p>Reason - The proportion of Harrow Council employees aged less than 25 years remains low at 3.83%, and employees leaving the Council aged under 25 years, is higher than their representation in the workforce.</p>	

<p>All staff to complete the mandatory Equality Matters training every two years to ensure they are up to date with the latest legislation, Council's policies and best practice.</p>	<p>All staff are up to date with the mandatory Equality Matters training</p>	<ul style="list-style-type: none"> All staff to complete the mandatory Equality Matters training every two years 	<p>HRD to produce monthly reports for DETGs</p> <p>DETGs to encourage staff to complete the training</p>	<p>KPI - % of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment</p> <p>KPI - % of existing staff (as at April '16) who are up to date with Equality Matters refresher training (either face to face or E-Learning Module)</p>
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Objective: An improved understanding of our communities to ensure services are fair, equitable and accessible to all and reduce quality

<p>Priority (needs identified) Reasons</p>	<p>Anticipated Outcomes</p>	<p>Actions What specific actions that are needed to deliver each priority?</p>	<p>How will this be measured</p>
<p>Review and strengthen monitoring systems across the council to ensure a consistent approach to collating and analysing diversity data to inform policy and service development</p> <p>Reason – The equalities data published</p>	<ul style="list-style-type: none"> Services are collating data on all nine Protected Characteristics Complaints are monitored and analysed against the nine 	<p>Review and update all our data collation systems to collate data on all nine Protected Characteristics</p>	<p>DETGs (SL & OL) – Identify and update all systems</p> <p>Quality Assurance of EqIAs highlights that services are collecting data against all protected characteristics and analysing it in appropriate</p>

<p>in our Annual Equalities Progress Report for 2014/15 highlighted that data against some of the protected characteristics is not collated. There are also cases where the data available is not fully analysed.</p> <p>There has been feedback from frontline staff that they sometimes feel uncomfortable in requesting such information from service users.</p>	<p>Protected Characteristics to identify any trends</p> <ul style="list-style-type: none"> We have a comprehensive set of diversity data from My Harrow Account users Frontline staff are confident in asking for and recording diversity monitoring data from service users Transparent, up-to date diversity data on community profiles and service users is easily accessible to the council for decision making and service development 	<p>Update all complaints reporting procedures to capture diversity monitoring information on all nine Protected Characteristics</p> <p>Incorporate diversity monitoring into My Harrow Account</p> <p>Deliver 'What's it got to do with you' workshops to all frontline staff</p> <p>Standardise data collection requirements for outsourced services in all new/ renewed contracts, SLAs and specifications.</p>	<p>Corporate Complaints (OL) Resources DETG to monitor this.</p> <p>Ben Jones (OL) Resources DETG to monitor this.</p> <p>Policy Officer to deliver workshops (OL) DETGs to identify frontline staff</p> <p>Procurement (OL) DETGs to monitor this within Directorates</p>	<p>ways. Regular updates to the CEG Procurement Gateway</p>
<p>Continue to pursue the aspirations contained in the BSL Charter</p> <p>Reason – The BSL charter was adopted by the Council and endorsed by the CEG with a view to improve access to our services.</p>	<p>The Charter pledges are:</p> <ul style="list-style-type: none"> Improve access for Deaf people to local services and information; Promote learning and high quality teaching of British Sign Language; 	<p>This will always remain a work in progress as there will always be new opportunities to develop service offers to make the Council more accessible.</p> <p>DETGs to identify at least</p>	<p>DETGs (OL)</p>	<p>Six monthly audits of progress made against the pledges across the Council and the outcome of these audits will be reported to CEG</p>

<p>The feedback around access to services was also a major outcome from the workshops undertaken to review the equality objectives and priorities.</p>	<p>(Give all deaf children the option of a bilingual education (BSL/English))</p> <ul style="list-style-type: none"> • Give all deaf children the option of a bilingual education (BSL/English); • Ensure key staff working with Deaf people meet minimum standards of BSL skills; and • Consult with our local Deaf community on a regular basis 	<p>one opportunity to advance the aspirations against each of the five pledges this year</p>	<p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p>
<p>DisabledGo – increase the number of people who use the Access Guide</p> <p>Reason – feedback from the workshops ; more can be done to publicise the Access Guide to increase the usage. Our hit rate over the last 2-3 years has increased but it can be improved.</p>	<ul style="list-style-type: none"> • Increase the number of hits on the site 	<p>Undertake a publicity campaign to promote the Access Guide (Publicise the Access Guide in Harrow People and service newsletters, Window Stickers)</p>	<p>Comms team to undertake the campaign</p> <p>DETGs to support the campaign and include articles in service newsletters</p> <p>A quarterly update on the number of hits to the CEG</p> <p>KPI - Number of hits on the DisabledGo site</p>
<p>Attainment – Closing the gap</p> <p>Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing</p>	<p>The gap in attainment by ethnicity groups has been reduced</p>	<p>Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority and will be delivered by the Harrow</p>	<p>Peoples Directorate</p> <p>KPIs – Attainment KPI's (See People Scorecard)</p>

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<p>Adult Learning</p> <p>Development, delivery and evaluation of community learning programmes to support recovery from mental health problems</p>	<p>The Active Minds project delivered with Mind in Harrow has been a national pilot with 260 participants with mild to moderate mental health scores. Outcomes have included an improvement in a sense of wellbeing, progression to volunteering and starting of self-help groups</p>	<p>School Improvement Partnership (HSIP). An extension of funding to develop research on impact of adult learning on mild to moderate mental health issues is being sought</p>	<p>Peoples Directorate</p>	<p>KPI - % of adults in contact with secondary mental health services in paid employment</p>
<p>Adult Social Care - , Given the changes in place, ensure these do not adversely impact on Adult Social Care services</p>	<p>Maintain the quality of service provision for Adult Social Care</p>	<p>Ensure EqIAs are undertaken to assess impact on service provision</p>	<p>People Directorate</p>	<p>KPI – equality of service provision (Adult Social Care)</p>
<p>Objective: Promote and Celebrate the Diversity of our Borough and Foster Community Cohesion</p>				
<p>Priority (needs identified) Reasons</p>	<p>Anticipated Outcomes</p>	<p>Actions What specific actions that are needed to deliver each priority?</p>	<p>Strategic Lead (SL) Operational Lead (OL) Accountability (A)</p>	<p>How will this be measured</p>
<p>Undertake a feasibility study to establish a borough wide Diversity Network</p>	<ul style="list-style-type: none"> Arrange a workshop with all key partners, stakeholders and the 	<p>A Borough wide Diversity Network consisting of key organisations who can</p>	<p>Policy Officer - Equality &</p>	<p>A report to the CEG with recommendations by September 2016.</p>

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	<p>VCS to identify the need of such a network</p> <ul style="list-style-type: none"> • Produce and present a report to the CEG with key findings and recommendations 	<p>share best practice, skills and experience to pro-actively promote diversity and community cohesion within the borough.</p>	<p>Diversity (SL & OL)</p> <p>Supported by MADG & Harrow Equalities Centre</p>	<p>Organise, deliver and celebrate key diversity events within the borough</p> <p>Reason – as well as being one of the top priorities identified at the workshops, we would like to improve on the % of residents who agree that people from different backgrounds get on well together in their area.</p>	<ul style="list-style-type: none"> • Agree an annual diversity calendar of events • Work in partnership with partners, stakeholders and the VCS to organise, deliver and celebrate the events 	<p>A number of key diversity events delivered in partnership with partners and the VCS, which are well attended with great feedback.</p>	<p>MADG (OL) supported by the Policy Officer – Equality & Diversity and Harrow Equalities Centre</p> <p>DETGs to support the events by attending and encouraging staff to attend</p>	<p>Engagement – Deliver the engagement element of the Prevent action plan</p>	<p>See Prevent Action Plan</p>	<p>See Prevent Action Plan</p>	<p>Regular progress updates to the CEG</p> <p>KPI - % of residents who agree that people from different backgrounds get on well together in their area.</p> <p>KPI - % of residents who agree that people from different backgrounds get on well together in their area.</p>
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