

Overview and Scrutiny Committee

SUPPLEMENTAL AGENDA

DATE: Tuesday 16 February 2016

AGENDA - PART I

7. EVENTS POLICY (Pages 3 - 92)

Report of the Corporate Director – Community.

8. CORPORATE PLAN (Pages 93 - 146)

The report of the Corporate Director – Resources and Commercial that is being presented to Cabinet on 18 February 2016, is presented to the Committee for its consideration and comments.

AGENDA - PART II - NIL

Note: In accordance with the Local Government (Access to Information) Act 1985, the following agenda item has been admitted late to the agenda by virtue of the special circumstances and urgency detailed below:-

Agenda item

- 7. Events Policy
- 8. Corporate Plan

Special Circumstances/Grounds for Urgency

These reports were not available at the time the agenda was printed and circulated. Members are requested to consider these items, as a matter of urgency.

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REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 16 February 2016

Subject: Events Policy

Responsible Officer: Tom McCourt – Corporate Director –
Community Directorate

Exempt: No

Wards affected: All

Enclosures: Report to Cabinet 18 February 2016

Section 1 – Summary and Recommendations

At Cabinet on 15 October 2015, Members approved the draft events policy for consultation purposes and noted that the outcome of the consultation would be reported back to Cabinet with any amendments considered appropriate, for final approval.

At the request of a Member, the item was presented to the 17 November 2015 meeting of the Overview and Scrutiny Committee. At that meeting it was requested that a further report be presented to the February meeting.

The attached Cabinet report presents the findings from the consultation and makes recommendations for proposed changes.

Recommendations:

Overview and Scrutiny are asked to:

- Note the outcome of the consultation undertaken.
- Note the amendments recommended to Cabinet.
- Provide comments, if appropriate, for the Cabinet meeting on 18th February 2016.

Section 2 – Report

Please see attached Cabinet Report.

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date 14/01/2016		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date:15/01/2016		

Ward Councillors notified:

**NO as it impacts on all
wards**

Section 4 - Contact Details and Background Papers

Contact: David Corby, Environmental Services Manager –
Community Engagement, dave.corby@harrow.gov.uk – 020 8424
1758

Background Papers: Events Policy Cabinet Report – 18 February 2016

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REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Events Policy
Key Decision:	Yes
Responsible Officer:	Tom McCourt, Corporate Director of Community
Portfolio Holder:	Councillor Graham Henson, Portfolio Holder for Environment, Crime and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix A – Events in Harrow Policy (including Application Forms and Proposed Charges) Appendix B – EqIA Appendix C – Summary of Proposed Changes Appendix D – Consultation Feedback

Section 1 – Summary and Recommendations

At Cabinet on 15 October 2015, Members approved the draft events policy for consultation purposes and noted that the outcome of the consultation would be reported back to Cabinet with any amendments considered appropriate, for final approval.

This report presents the findings from the consultation and makes recommendations for proposed changes.

Recommendations:

Cabinet is requested to:

- a. Note the outcome of the consultation undertaken.
- b. Note the amendments proposed to the policy (outlined in Appendix C) for final approval, including concessions and exemptions.
- c. Approve the final policy for adoption with immediate effect.
- d. Delegate authority to the Corporate Director of Community, following consultation with the Portfolio Holder for Environment, Crime and Community Safety, to make amendments to the policy.

Reason: (For recommendation)

To ensure that:

- The views of residents and businesses are considered and amendments made to the draft policy as appropriate.
- The council balances the need to hold events with its obligations to residents, businesses and visitors, ensuring that these activities continue to be regarded by all as safe, lawful, successful and fair.
- Members and the public are aware of what level of service will be delivered and
- How this will be monitored.

Section 2 – Report

1. Introduction

- 1.1 The council's overall strategy is to actively facilitate events and to promote the borough as a place of business, culture and community. The vision is "To enable the delivery of a diverse events programme that creates a vibrant place to visit whilst ensuring the sustainable use of Harrow's open spaces". The purpose of the policy is to empower and assist local communities to initiate, participate and manage events across the borough through an open and fair process and importantly, protect and support events that bring communities together and make a difference to the residents of Harrow.

- 1.2 For the purposes of this policy an “event” is defined as any activity in Harrow’s parks, open spaces or adopted highway which takes place over a limited period only, and which – whether open to the public or not – may restrict access to (all or some of) the open space, thus affecting the “normal” recreational use and quiet enjoyment of public facilities. This policy does not apply to events held on private property such as night clubs, bars, restaurants, community centres and function halls.
- 1.3 As noted in the Cabinet report of 15 October, the events policy sets out the key principles with which Harrow Council with its key partners will approach the authorisation and management of events within the borough. The principles are based on a range of requirements which arise from legislation as well as the council’s formally adopted policies. The approach is applicable to events that impact on the public realm, whether the event is held at publicly managed streets, parks or open spaces.
- 1.4 The objectives of this policy are to:
- Communicate clearly the council’s events policy to those who reside, work in or visit the Borough.
 - Engage residents through inclusive and diverse events, ensuring clear and transparent events and charging policies.
 - Ensure suitable use of parks and open spaces.
 - Empower and assist local communities to initiate, participate and manage events.
 - Enable the delivery of an events programme that creates a lively and vibrant experience by marketing outdoor event locations to raise the profile of parks and open spaces in the borough.
- 1.5 The key principles of the policy can be summarised as follows:
- Consistency of approach to events.
 - Effective forward planning and management of events including maximising safety for those working on or attending events.
 - Effective adherence to legislation, industry best practice and council policies.
 - Better understanding and clarity of roles and responsibilities of all those involved.

- Effective protection of the borough's assets with minimal disruption to the environment and wildlife.
- Enhancing the borough's reputation.

1.6 This policy links directly to the council's corporate objectives of:

- Making a difference for Communities – for example by promoting social engagement and a sense of community respect, belonging and identity.
- Making a difference for Local Businesses – for example, by increasing footfall and promoting economic wellbeing.
- Making a difference for families – for example, by facilitating events in the borough.

2. Background

2.1 Until now the council has not explicitly stated what will be expected of promoters and organisers of events when operating in Harrow and how the council reaches a view on whether an event is practical or appropriate. By setting out the key principles the council aims to make the process transparent leading to more successful and efficiently planned events. The draft policy presented to Cabinet in October introduced an application process for events together with indicative fees and charges and sought approval for consultation to take place on the draft policy including fees and charges.

3. Consultation Process

3.1 Following the Cabinet meeting in October 2015, the council has undertaken extensive consultation (from 6th November to 31st December 2015) and has reviewed the responses received. The Community Engagement team publicised the web-link through the Community Champion network, as well as publicising it on the Harrow Council website, and through community groups. In addition, Park User Groups were consulted directly.

3.2 As a result of this consultation changes to the policy and its accompanying fees and charges are proposed. Appendix C outlines a summary of the changes proposed. Appendix D details the consultation results and the council response.

3.3 70 written responses were received from residents and the voluntary and community sector. 49 residents responded independently. 95% of the respondents were from Pinner. Other respondents included:

- 2 Members of Parliament,

- Pinner Association of Churches
- Becmead Avenue Residents Association
- Pinner West End Townswomen's Guild
- Pinner Association
- Harrow Recreation Ground Steering Group
- Harrow Recreation Users Association (Basketball Players, Harrow Rec Running Club, Harrow Bowls Club, Roxborough Road Residents Association, 3 Bridge Cricket Club, Harrow St Mary's Football Club) Metro Running Club
- Pinner Rotary Association
- North Harrow Community Partnership
- Friends of Canons Park
- Bernays Garden Community Group

3.4 Feedback from the written responses included:

- Fees are too high for voluntary/ non profit organisations.
- No costs for local charities, they will not be able to fund the events.
- Charges will not make a difference to the deficit and will take the heart out of the community.
- The Policy is needed but charges need to be fair.
- The timescales for applying are too long.
- Charity events should be exempt from paying because they raise cash for charities organised community events and do not have the money to pay charges.
- Special events should be exempt e.g. Remembrance Day, St Georges, fund raising events such as St Luke's fun run, Pinner Association of Churches etc.
- No objection to charging organisations holding events to raise money.

3.5 The on-line public consultation covered the following areas:

- The council's commitment to local residents, to assist with the growth, development and management of events
- Event sizes
- Environmental Impact of events
- Criteria used to determine whether permission for an event is granted
- Notification times
- Application fees

3.6 The on-line questions asked and responses received are detailed in appendix D. Of those responding, 27% were from formally recognised groups with 16% from a Park Users Group and 11% from other organisations.

4. Consultation Feedback and Council Response

- 4.1 Just over half of respondents (52%) agree with the council's commitment to local residents, to assist with the growth, development and management of events over the next 5 years. The majority of respondents agree with the event sizes proposed with circuses, funfairs and fireworks viewed as having the highest environmental impact. The majority of respondents asked for changes to the notification time. For example, 55% stated that 4 weeks was sufficient for small events with 77% stating that 16 weeks or longer should be the notification period for large events. We have considered this feedback and the written feedback received and as a result we have changed the notification periods to 4 weeks for small events, 8 weeks for medium events and 16 weeks for large events.
- 4.2 In answer to the question "what do you consider reasonable application fees for Charities/Parks Groups –
- 69% stated that there should be no fee for park friends groups,
 - 69% stated that the fee should be £20 for small charity events,
 - 55% stated that the fees should be £50 for medium charity events,
 - 37% stated that £200 should be the fee for medium/large events and
 - 27% stated that it should be £250 for large events.
- 4.3 We have considered this feedback and as a result we have changed the application fee to £50 and a concession of 80% (previously 40%) for events held by community organisations, schools, places of worship and registered charities, within the London borough of Harrow which results in an application fee of £10. This is lower than what was suggested by respondents. The council recognises that this will not cover the costs of administering these events however it will cover any gaps from its own funding given the added value that these events bring to the borough. Registered Community Groups including Park User Groups can apply for support from the Community Fund to facilitate events. The requirement for a separate deposit has been removed with the exception of circuses/funfairs where the £10,000 deposit remains. If the event is approved, the application fee will be deducted from the hire charges. If the application is rejected or if the event doesn't go ahead the application fee is non-refundable. For all events, an application needs to be completed.
- 4.4 In answer to the question "What do you consider reasonable hire charges for charities/Parks Groups –
- 74% of respondents state that there should be no fee for park friends groups and
 - 85% state that £50 should be charged for small charity events.

- 4.5 We have considered this feedback and are proposing an 80% discount for events by community organisations, schools, places of worship and registered charities within the London borough of Harrow. In response to consultation feedback we are proposing that this charge may be waived for Park User Groups. The waiver of fees will be at the discretion of the Corporate Director (or delegated to the Divisional Director) and Portfolio Holder following recommendation from the Community Engagement Team and considered on a case by case basis through the application process.
- 4.6 We have reviewed the consultation feedback on what those consulted consider to be reasonable hire charges for commercial events where for example, 56% state that the hire charge for small commercial events should be £400. As a result, we are proposing the hire charge of £400 for small commercial events and in line with the 49% of respondents, we are proposing a hire charge for medium commercial events of £800 per day. In line with 42% of respondents we are proposing a hire charge of £1,700 per day for large/special events.
- 4.7 In addition to the public consultation, the council's Overview and Scrutiny Committee has also reviewed the draft policy and made comments and suggestions which have been reviewed. This included the need for exemptions, the event size threshold and the level of discounts applied to community events.
- 4.8 Two of these areas have already been addressed earlier in this report. Additionally, as a result of feedback and benchmarking with other councils, a revised threshold for event size is proposed as follows:
- Small Scale Event – up to 499 (previously proposed 50-200)
 - Medium Scale Event – 500-1,000 (previously proposed 201-999)
 - Large Scale and Special Event – over 1,000 (no change).
- 4.9 The changes proposed as a result of the consultation process recognise the excellent contribution that our community groups make to the borough.

5. Concessions and Exemptions

- 5.1 As a result of the consultation and in line with the council's commitment to local groups, the application fee and hire charges have been reduced. The council is also proposing the following concessions and exemptions.
- An 80% discount for events by community organisations, schools, places of worship and registered charities based within the London borough of Harrow that have free entry and are open to the general public. In addition, the hire charge may be waived for Park User Groups.

- There will be no charge for specific civic events including, but not limited to, Remembrance Day. Additionally other exemptions may apply and will be considered on an individual basis.
- 5.2 The previously proposed deposit for events has been removed. The application fee will be used as the deposit and deducted from the hire charges. If the application is rejected or if the event doesn't go ahead the application fee is non-refundable. The exception is for circuses/funfairs where the deposit of £10,000 still applies.
- 5.3 The council recognises that this will not cover the costs of administering these events however it will cover any gaps from its own funding given the added value that these events bring to the borough.
- 5.4 In January, Cabinet approved the Social Value Policy and Initiatives. In line with this, the council has created a Community Fund and, registered community groups including Park User Groups can apply for support from this Fund to facilitate events. As part of the current procurement process external tenderers who bid for contracts for the council are asked to consider the community benefit aspect to their proposal. These can be in the form of apprentices, work placements or for short term contract a contribution to the Community Fund to support community and environment based local initiatives and projects. Applications are welcome from local, not-for-profit community or voluntary organisations registered with the Community Engagement Team or from un-constituted groups to facilitate events and to cover application costs.
- 5.5 As stated in the October Cabinet report, the council will go through careful planning and consultation so that benefits from events can be maximised while disruption to the specific location, the local environment, local residents and the local business community can be kept to a minimum.

6. Options considered

- 6.1 One option is to leave unchanged the proposals as originally considered by Cabinet in October 2015 but this option is not recommended as it is not in keeping with the council's commitment to consultation and considering responses. As a result, some aspects of the policy have been updated (as noted in this report) for consideration by Cabinet. The charging structure has also been revised in light of consultation responses.

Resources

- 6.2 Current staffing will be used and there is no requirement for additional staffing.

7. Community & Consultation

- 7.1 Consultation has taken place with key service managers to ensure that the policy aligns with service areas.
- 7.2 Consultation has also taken place with the wider community of Harrow and the results form the basis of this report.
- 7.3 The scale, content and impact of each event will be evaluated through the application process and a decision taken at that time on who needs to be consulted in relation to the event. Prior to deciding whether to grant approval for an event, consultation will take place with residents with properties immediately abutting the park/open space, ward councillors, local community groups/Interested Parties, responsible authorities (through the Safety Advisory Group), Portfolio Holder and Director or Nominated Deputy, as appropriate.

8. Performance Issues

- 8.1 This policy will be reviewed in light of developing practice, guidance and changing legislation as necessary and in any event every two years. At the time of review, consultation will take place with appropriate parties. Monitoring the effectiveness of the policy will include measures such as:
- Number of events successfully held
 - Percentage of applications agreed/denied
 - Diversity of events
 - Health and Safety statistics

9. Environmental Implications

- 9.1 The draft policy that approval is sought for will have a positive environmental impact. It recognises the value that effective event management brings to the overall economic viability of the borough. The council's overall strategy is to actively facilitate events and to promote the borough as a place of business, culture and community. The vision is "To enable the delivery of a diverse events programme that creates a vibrant place to visit whilst ensuring the sustainable use of Harrow's open spaces".

10. Risk Management Implications

- 10.1 This policy is not included on the Directorate or any other corporate risk register.

11. Legal Implications

- 11.1 Wedding Ceremonies: Wedding Ceremonies must be conducted in approved premises as per the Marriage and Civil Partnerships (Approved Premises) Regulations 2005. Therefore Harrow Council

cannot permit marriages within all its parks and open spaces, unless the park or open space is an approved premise. It follows that only wedding receptions can usually be permitted in parks and open spaces. See the private events section of the draft policy.

11.2 Harrow has the power to allow wedding receptions and other types of private events to be conducted in its parks and open spaces (and to recover its costs).

11.3 However this is subject to any limitations in pre existing legislation including a limitation contained in the Open Spaces Act 1906.

11.4 Section 10 of the Open Spaces Act 1906 provides

‘A local authority who have acquired any estate or interest in or control over any open space or burial ground under this Act shall, subject to any conditions under which the estate, interest, or control was so acquired—

- (a) hold and administer the open space or burial ground in trust to allow, and with a view to, the enjoyment thereof by the public as an open space within the meaning of this Act and under proper control and regulation and for no other purpose; ...’

11.5 Where Harrow parks and open spaces are affected by this Act, it may be possible to permit a private event in such spaces provided that the event organiser is informed that the park or open space must remain freely accessible to the general public while the event is being held.

11.6 The draft policy references legislation that may be applicable which an event organiser must comply with. However, the council is not responsible for informing event organisers of their legal obligations in relation to events or otherwise.

12. Financial Implications

12.1 The Events Policy will provide a clear and consistent approach on approving events held in public spaces including the fees structure. Appendix A summarises the application fees, hire charges and deposits applicable to different types/sizes of events. These are introduced to ensure that the full costs of providing the service are recovered, and in the cases of establishments entitled to concession and exemption, to recover a reasonable sum to part fund the cost of administering events in recognition of the added value the events that these groups bring to the community. Once the proposed fees in Appendix A are approved, they will be added to the Council’s fees & charges schedule and will be reviewed as part of the annual fees and charges setting process.

13. Equalities implications / Public Sector Equality Duty

Section 149 of the Equality Act 2010 sets out the Public Sector - Equality Duty which requires public authorities to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services so that the potential impact on any protected groups is identified and steps taken to mitigate or remove them.

An Equalities Impact Assessment (EqIA) has been carried out in relation to this draft policy and is attached to this report (appendix B). The EqIA did not identify adverse or disproportionate impact on any of the protected groups. Following consultation, the EqIA has been reviewed and no changes have arisen as a result.

Council Priorities

The council's vision:

Working Together to Make a Difference for Harrow

The policy supports the following council corporate priorities.

- Making a difference for Communities – for example by promoting social engagement and a sense of community respect, belonging and identity.
- Making a difference for Local Businesses – for example, by increasing footfall and promoting economic wellbeing.
- Making a difference for families – for example, by facilitating events in the borough.

Section 3 - Statutory Officer Clearance

Name: Jessie Man	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 29 January 2016		
Name: Paresh Mehta	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 1 February 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Hanif Islam

Section 4 - Contact Details and Background Papers

Contact: David Corby, Environmental Services Manager –
Community Engagement, dave.corby@harrow.gov.uk – 020 8424
1758

Background Papers: None.

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in applies]</i>
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Events in Harrow Policy

Community Directorate
Harrow Council
Civic Centre
Station Road
Harrow
HA1 2XA

Tel: 020 8863 5611

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Appendix A – Events Checklist

Appendix B – The Application Process and Outcomes (overview)

Appendix C – Action Plan

Appendix D – Events Application Form and Term and Conditions

Appendix E – Events Charges, Deposit and Damages

Appendix F – Event Risk Assessment Guidance Note and Example Form

Appendix G – Small Events Application Form and Terms and Conditions

Appendix H – Wedding Receptions in Parks

1 Introduction

This policy aims to assist with the growth, development and management of events over the next 5 years. The council's aim is to balance the need to hold events with its obligations to residents, businesses and visitors, ensuring that these activities continue to be regarded by all as safe, lawful, successful and fair. In addition, the council wants to enhance the use of parks and open spaces by supporting community, cultural, charitable and commercial events which in turn provide cultural, social and economic benefits to the borough.

This policy sets out the key principles with which Harrow council with its key partners approach the authorisation and management of events within the borough. The principles are based on the requirements which arise from both legislation and the council's formally adopted policies. The approach is applicable to events that impact on the public realm, whether it is publicly managed streets, parks or open spaces.

The council will go through careful planning and consultation with those involved in events e.g. local residents, so that benefits from events can be maximised with minimal disruption to the specific location and the local environment, residents and the business community. The council's overall strategy is to actively facilitate events and to promote the borough as a place of business, culture and community. The vision is "To enable the delivery of a diverse events programme that creates a vibrant place to visit whilst ensuring the sustainable use of Harrow's open spaces".

This document only applies to events that are held in parks, open spaces, council owned land and adopted highway. It does not apply to events held on private property such as night clubs, bars, restaurants, community centres and function halls.

Until now the council has not explicitly stated what will be expected of promoters and organisers of events when operating in Harrow and how the council reaches a view on whether an event is practical or appropriate. By setting out the key principles the council aims to make the process transparent leading to more successful and efficiently planned events.

The key principles of the policy can be summarised as follows:

- Consistency of approach to events.
- Effective forward planning and management of events including maximising safety for those working on or attending events.
- Effective adherence to legislation, industry best practice and council policies.
- Better understanding and clarity of roles and responsibilities of all those involved.
- Effective protection of the borough's assets with minimal disruption to the environment and wildlife.
- Enhancing the borough's reputation.

The objectives of this policy are to:

- Communicate clearly the council's events policy to those who reside, work in or visit the Borough.
- Engage residents through inclusive and diverse events, ensuring clear and transparent events and charging policies.

- Ensure suitable use of parks and open spaces.
- Empower and assist local communities to initiate, participate and manage events.
- Enable the delivery of an events programme that creates a lively and vibrant experience by marketing outdoor event locations to raise the profile of parks and open spaces in the borough.

This policy links directly to the council's corporate objectives of:

- Making a difference for Communities – for example by promoting social engagement and a sense of community respect, belonging and identity.
- Making a difference for Local Businesses – for example, by increasing footfall (the number of people entering the event) and promoting economic wellbeing.
- Making a difference for families – for example, by facilitating events in the borough.

It is to be emphasised that the organiser of an event is responsible for the safety of those attending that event. It is very important that event organisers are fully aware of their legal and health and safety responsibilities. Organisers must demonstrate an awareness of these duties throughout the planning and licensing processes including undertaking a risk assessment. Advice on risk assessments can be found at www.hse.gov.uk.

Events must comply with the regulations under the Health and Safety at Work Act 1974 which aims to secure the health and welfare of people. Organisers are advised to consult the Health and Safety Executive for further advice and guidance.

2 Definition

For the purposes of this policy an “event” is defined as any activity in Harrow’s parks, open spaces or adopted highway which takes place over a limited period only, and which – whether open to the public or not – may restrict access to (all or some of) the open space, thus affecting the “normal” recreational use and quiet enjoyment of public facilities.

3 Supporting Documentation

This policy should be considered with reference to the documents listed below which provide clarification of the applicable procedures and protocols:

Application form

Terms and conditions

Risk Assessment

Fees and Charges

4 The Council’s Commitment

To residents and the local area

The council will endeavour to ensure no event causes unreasonable disturbance to residents, the site and/or the public. To achieve this, the council will put conditions in place to minimise

noise and potential damage. Where damage is caused, the council will assess and carry out any repairs promptly and satisfactorily.

To the event organisers

The council understands that community organisations may require support in organising events. Harrow council encourages local community involvement and will do all that it can to empower the local communities to organise and run their own events including working with community organisations and offer advice and assistance where appropriate.

The council aims to consider and process all applications within the agreed timescales. Please see the guidance that accompanies this policy.

5 Event Types

Events vary by their scale, location, purpose and target audience. Through the classification of the “type of event”, hire charges, licence fees and other associated costs can be determined along with the level of planning and the appropriate notice required to plan effectively for said event.

Events are categorised by Purpose or Scale, which determines the event classifications of which are listed below.

Community Event

An event organised by the community for the community. It is free to enter/attend the event and the purpose of the event is not for the selling or promoting of a commercial product.

Community events are generally not-for-profit, but can still gain community discounts if they are fundraising through charging an entry fee to an event. These discounts will only be offered where all monies gained through entry charges, trader’s fees, caterer’s fees and any other means go directly to benefiting the community or a non-exclusive community organisation. Ultimately the decision lies with the council as to whether an event can be considered a “Community Event”.

Charity/Fundraising Events – Local and National

This includes events that are organised by not-for-profit organisations but can also include events run by commercial companies where the purpose of the event is for charitable fund raising e.g. bike rides and charity runs.

Commercial Events

Commercial events are defined as events that provide a beneficial gain to a particular individual, group, business or company, be it financial or promotional. The following list gives some examples of commercial events. Please note this list is not exhaustive.

- Corporate events
- Commercial Music, Cultural, Theatre or Comedy Concerts or festivals
- Marketing and promotional activities for profit making organisations (not charitable or fundraising)
- Funfairs and circuses

- Private events e.g. a wedding reception/private party/large picnic

An event can fall into more than one category e.g. events can be community led and be considered commercial. The final decision on the purpose of an event will rest with the council.

Private Event

A private event is where a site or part of a site for the event is reserved for the sole use of the applicant and an identified audience consisting of paying attendees or guests of the applicant. Examples include private business functions, wedding receptions or parties.

Please note, some parks and open spaces must remain freely accessible to the general public throughout the duration of the private event.

Private events will be considered by the Council on an individual basis. The following factors will be balanced when considering private events:

- Income generated
- Loss of public amenity
- Potential negative impact, for example to the area, to residents

Special Event

A special event consists of any licensable event to which one or more of the following apply:

- The audience/number of participants exceeds 1,000 people per day
- The event will be on site for 5 days or longer

To preserve the site and minimise disruption to residents, the council will limit the number of “special events” to a maximum of four per site, in any twelve month period. Unless otherwise agreed, at least three weeks should elapse between special events, on any one site. The criteria already mentioned in this policy will be applied.

In line with the Labour manifesto, “Making a Difference: Our Vision for Harrow: A manifesto for the People of Harrow 2014 – 2018”, the Council will designate a weekend each year where communities can have street parties and the Council will waive all fees for road closures.

6 Event Size

- Small event: up to 499 people per day
- Medium event: 500-1,000 people per day
- Large Scale and Special event: over 1,000 people per day

Organisers will need to limit capacity to the agreed level accordingly.

Special Events

Any event with attendance and staffing levels over 1,000 people will be classified as a special event. Events considered to be particularly disruptive, may be categorised as a special event, even where attendance numbers equal less than 1,000 people.

Please note that all stand-alone funfairs, circuses and council led events are also regarded as special events.

The council will take into consideration the impact of both the maximum attendance at any one time and the total footfall (the number of people entering the event) of the event. The council will also evaluate whether the total footfall or maximum attendance at any one time should be used to determine the scale of an event that spans over multiple days. The scale of an event will determine the required notice and period to be given to the council by the organiser. This will enable sufficient planning.

7 Purpose

The purpose of the event is one of the relevant factors to whether permission to stage an event is given to an organiser. The council reserves the right to determine the type of event deemed suitable for council owned and managed land. The final decision as to an event will rest with the Corporate Director of the Community Directorate or Divisional Director or Nominated Deputy.

The council **will not** give permission for events that are:

- Events featuring adult or offensive content
- Events organised by extremist organisations. Extremist groups here are given the same definition as provided by the Home Office.

This above list is not exhaustive.

8 Location

The borough's sites have been assessed according to their suitability for hosting particular types and scale of events. Some locations may only be used to host a limited number of events per year in order to protect the site/land and in the interest of minimising disruption to the local community. Specific conditions may apply to the hire of such sites. Where there is evidence, after an assessment by the Council, that an event in a particular location has caused issues/disturbance, the number of events held in that area may be limited to protect the sites, user groups, local residents and other stakeholders. Please see Appendix H which provides further details on wedding receptions in parks.

Appendix D details the terms and conditions relating to the hire of parks and open spaces.

Please note events within parks can only take place between the hours of 8am and 11pm.

9 Safety

Responsibility for safety at an event rests with the organiser but the council and its partners have a duty to ensure all relevant health and safety guidance is followed, including the preparation of full risk assessments, emergency evacuation plans and method statements. Please refer to the Health and Safety at Work Act 1974. An example risk assessment form is attached at Appendix F and guidance on the completion of a risk assessment is attached at Appendix F.

All health and safety paperwork must be submitted to the council in accordance with the application timetable requirement. It may also be a condition of approval that management plans are submitted in advance of the application timetable requirement due to their complexity. If this is the case sufficient notice will be given of any change in deadline.

Please refer to the legislation section below where legislation relevant to event organisers can be found.

NB: It is not the responsibility of the Council to inform event organisers of their legal obligations.

Monitoring of our parks will take place and enforcement action taken as appropriate.

10 Application process

Each event will be subject to the completion of a standard application form which is contained at Appendix D. For small events, the application form contained at Appendix G should be completed. The application must be submitted **4 weeks** in advance of the event taking place. For medium events the application must be submitted **8 weeks** in advance. For large or special events the application must be submitted **16 weeks** in advance. The council will only make a provisional booking of an event at a site once an accurate and complete application is received. It should be noted however that permission to use council owned and managed land for an event does not guarantee the event will take place. **Please note** there may be occasions (such as national incidents) when we may need to alter or cancel your event, but will do our utmost to assist your event wherever possible.

Comments may be sought from some or all of the following teams:

- Licensing
- Noise
- Environmental Health
- Building Control
- Planning

Harrow Council may also notify the Metropolitan Police about applications received.

The nature and content of events should reflect well on the council and local stakeholders. The council will not agree to grant permission for an event that is likely to cause offence to public taste and decency. The Corporate Director or Nominated Deputy will consider such applications on their individual merits. Full details of the application process can be found on the Harrow Council website at www.harrow.gov.uk.

11 Criteria for approval of event applications

The criteria below will be used to determine whether permission for an event is granted. For ease of reference the criteria has been provided as a list of questions:

- **How does the event benefit Harrow residents and communities?**

A key consideration will be whether the planned event appeals and is of interest to residents of Harrow and its communities. Events that are commercial in nature can increase the

community benefit through offering discounts or free sessions for particular disadvantaged groups or schools. By the same measure any event should aim to minimise nuisance and annoyance to nearby neighbours.

- **Who is the event likely to attract?**

Is the event aimed at local residents or a wider audience? Greater weight will be placed on events that are aimed at a more local audience.

- **Does the event provide a safe and high quality experience to users?**

Events must adhere to and comply with all health and safety, building control and food hygiene conditions and provide a safe and enjoyable experience for those attending. Commercial providers of food will only be considered where the food hygiene rating is 3 or above.

- **Is the event accessible or can it be made more inclusive?**

Accessibility of events and activities will be an important consideration when assessing applications. The development and delivery of all events must facilitate access for people with disabilities and other traditionally under-represented groups. Facilities must be accessible to the mobility impaired and meet the requirements of Equality Act 2010. Where appropriate, the council may require commercial event organisers to provide British Sign Language (BSL) interpreters and accessible toilets at an event. Access conditions may be set for certain events.

- **What impact does the event have on the local environment?**

Events should be minimising their impact on the local environment in terms of noise, disturbance and waste, reducing energy consumption and be disturbance free to wildlife. The event must have minimal impact on the park and its assets.

- **Does the event support the local economy?**

Events that benefit and support local businesses and charities will be encouraged.

- **Does the event provide an income to cover costs?**

To enable the service to cover costs

- **Have previous events been managed satisfactorily by the organisation?**
- **Is there any planned maintenance or improvement works that will clash with this event?**

These criteria will be used to assess the suitability and viability of the event.

12 Licenses

A Premises Licence or Temporary Event Notice (TEN) will be required for an event that will include licensable activities. While small events may be covered by a TEN, for larger events an application for a premises licence must be made. Some of the borough's open spaces are already licensed. The following parks have been licensed for regulated entertainment such as live music, recorded music, plays and exhibition of films between the hours of 10.00 and 22:00 each day.

Canons Park

Headstone Manor Recreation Ground

Pinner Memorial Park

Harrow Recreation Ground

Roxeth Recreation Ground

Conditions are attached to these licences including the requirement to produce a risk assessment.

A licence is required to stage any of the following forms of regulated entertainment:

- A performance of a play
- An exhibition of a film
- Boxing or wrestling entertainment
- A performance of live music
- Any playing of recorded music
- A performance of dance
- Provision of late night refreshment (11pm-5am)
- Sale of alcohol

For exemptions to the above please refer to the DCMS website, www.culture.gov.uk.

Temporary Event Notices (TEN)

Small scale events for 50-200 people, including staff, at any one time and lasting for no more than 168 hours do not require a premises licence, providing that advance notice of the event is given to the Police and the Licensing Authority. Only the Police can object to a TEN if they believe the event is likely to undermine crime prevention. Persons wishing to hold such events must give a minimum of **10 weeks notice** to the Police and the council. Applicants are strongly recommended to contact licensing officers early in the planning of such events to discuss all relevant issues.

Premises Licences (time limited)

Premises Licences apply to licensable events at which more than 200 people will be taking part in Licensable activities at any one time. Premises Licence applications are a more lengthy process than that needed for a TEN and must be made well in advance of an event. It is advised that a minimum **26 weeks notice** be given should an event require a premises Licence. It is the organiser's responsibility to ensure that sufficient time is allocated to apply for a Premises Licence in advance of the event.

13 Approvals

The scale, purpose and impact of each event will be evaluated through the application process. A decision will then be taken at that time on who needs to be consulted. Consultation will take place with residents of properties immediately adjoining the park/open space, ward councillors; local community groups/Interested Parties, responsible authorities (through the

Safety Advisory Group), Portfolio Holder and Corporate Director or Nominated Deputy, as appropriate.

The Safety Advisory Group (SAG) brings together all of the responsible authorities including the police, fire service and ambulance service. The impact, safety and planning of the event will be reviewed by SAG. All large scale events will be reviewed by SAG. SAG has the right to reject any event application if they believe, through consensus, that a safe event will not take place. The SAG could also recommend that the applicant apply for a separate premises licence for the event should they have concerns regarding the use of the park/open space under the council's existing premises licence.

The main objectives of the SAG are to promote high levels of health and safety at events by giving advice, to promote good practice in safety and welfare planning for events and to ensure events cause minimal adverse impact. The SAG is not responsible for granting permission for licenses for events.

14 Evaluation

It is highly recommended that a post event evaluation takes place, conducted by the organiser in liaison with the Community Engagement team, to gain feedback on the event itself and to identify any event related problems. This is also the stage where the decision may be made to permit or refuse any future events taking place due to the impact of previous events, be it positive or negative. Emerging Government guidance will also be taken into account.

15 Financial Responsibilities

The type of event being staged will determine the level of costs. Scale is a significant factor. Costs need to be considered by the organiser at a very early stage of the planning process to ensure funds are available. With respect to staging events on council land it should be noted that all event related costs rest with the event organiser. Organisers should consider the main areas of expenditure outlined below.

Fee and charges applicable to events are detailed at Appendix E.

15.1 Hire and Damage Deposit Fees

The type of event will be the key factor in determining hire fees. A site inspection will take place prior to and immediately after each event. Should any works be required, following the event, monies will be held back from the deposit as appropriate or invoiced directly to the organiser where a deposit is not applicable, to cover costs. Should costs exceed the deposit the council will charge the remaining costs to the event organiser. All additional costs to the council resulting from the event are expected to be borne by the organiser.

All fees and charges are subject to change and will be reviewed annually. See Harrow Council's website for the current up to date rate of fees www.harrow.gov.uk.

15.2 Licensing Fees

All fees associated with the application for a Premises Licence or TEN will rest with and remain the responsibility of the event organiser. Current up to date fees can be found at www.dcms.gov.uk.

15.3 Event Delivery Associated Fees

All fees associated with the delivery of the event will rest with and remain the responsibility of the event organiser. Any costs incurred to the council resulting from an event will be charged to the organiser at the associated costs and will incur an administration fee to be determined by the Corporate Director or Nominated Deputy.

15.4 Cancellations

If the organiser cancels a booking, less than a month before the date of hire there will be no refund of the fee paid. Cancellations made with a month or more notice will be subject to a 50% cancellation fee.

If payment of the application fee has not been received a month prior to the event taking place or the payment has not cleared by the event date, the site will not be made available to the organiser for the planned event.

The London Borough of Harrow reserves the right to cancel events by refusing the use of the land/site, should the terms and conditions of hire, legal requirements or financial obligations not be met and/or inclement weather or other unforeseen circumstances occur. The decision for cancellation will rest with the Corporate Director or Nominated Deputy.

16 Advertising Events

Event organisers are not permitted to advertise an event at a council site or on council land before an event has been approved or without permission from the council. Event organisers wishing to attract the public to their event are welcome to advertise only on the sites notice boards or railings, up to seven days before the event. Those wishing to advertise more widely on Council sites and for longer periods before the event will need permission. In order to obtain permission the organiser must provide 14 days notice of the advertisements and a list of locations where the advertisements will be placed. All advertisements must be removed within 24 hours of an event ending. This is the responsibility of the event organiser. If the council incurs expenses related to removing advertisements, such costs will be deducted from the organiser's deposit or invoiced to the organiser where no deposit has been taken.

The council does not allow any unauthorised advertising of events on highway structures – lamp columns, street furniture, traffic signals, safety railings, street trees etc. Under the Highway Act 1980, unauthorised advertising can result in a fine of up to £1000 per contravention. Anyone wishing to advertise on these structures will need permission.

17 Support Withdrawal by Harrow Council

Please note that an event could be jeopardised and permission refused if the event organiser does not comply with this policy, the application requirements and the terms and conditions that accompany the application form.

Where such action is anticipated the organiser will be advised verbally as well as in writing by the council. **Please note** there may be occasions (such as national incidents) when we may need to alter or cancel your event, but will do our utmost to assist your event wherever possible.

18 Legislation

The Health and Safety Executive's Event Safety Guide, known as the Purple Guide sets out the information required by event organisers, contractors and employees to help them satisfy the Health and Safety at Work Act 1974 and other associated regulations.

All event organisers must conform, wherever applicable, to relevant legislation, including but not limited to:

- Health and Safety At Work Act 1974
- Data Protection Act 1998
- Equalities Act 2010
- Management of Health and Safety At Work Regulations 1999
- RIDDOR 2013
- Town and Country Planning Act 1990
- Licensing Act 2003
- Children's Act 1989
- Regulatory Reform (Fire Safety) Order 2005
- Wildlife and Countryside Act 1981

NB: It is not the responsibility of the Council to inform event organisers of their legal obligations.

Offences

It is an offence to street trade at an event without a licence. Please refer to the Council's Street Trading Policy for further information.

19 Partnership working

This policy relies on strong partnership working. The council will work with the following key partners in delivering the policy. Please note that this list is not exhaustive.

- Metropolitan Police Service
- London Fire Service
- Transport for London
- Police Community Support Officers (PCSOs)
- Neighbouring councils
- Harrow Town Centre Business Improvement District (BID)
- Resident Associations
- Park User Groups
- Voluntary and Community Sector

- London Councils
- The Health and Safety Executive
- Department for Culture, Media and Sport

20 The Storing and Disclosure of Information

Information collected or recorded in relation to events will be securely retained in a paper and/or electronic format for a period defined by legislation or required for future reference by the council.

Personal data held manually or as computer records will be handled in accordance with the Data Protection Act 1998 (DPA). This information will be used in accordance with the council's DPA registration. Exemptions to this include where information is disclosed to other agencies or used for another reason for the purposes of detecting or preventing crime. This will include the sharing of information between council services and with the police and other enforcement agencies. Sharing of information relating to the Crime and Disorder Act 1998 will be undertaken in accordance with the appropriate information sharing protocol.

Right of access to information held by the council will be given on request, in accordance with the Freedom of Information Act 2000 and Environmental Information regulations 2004 unless the information is already publically available (as described in the council's Publication Scheme). Some exemptions applicable to the council can be found in the Act, Regulations and the council's publication scheme.

21 Monitoring and Review

This policy will be reviewed within three years of its implementation. The review will highlight successes as well as areas for improvement and the effectiveness of the policy against its objectives. Reviews will also seek to introduce where necessary any new powers granted to local authorities in relation to events. The review will include statistical information such as:

- Number of events successfully held
- Percentage of applications agreed/denied
- Diversity of events
- Health and Safety statistics

The action plan at Appendix C details key actions to be taken in the implementation of this policy.

22 Amendments to this Policy

As may be necessary (for instance with the issuing of new guidance by Government), to amend this events policy. Should such amendments not deviate away from the overall spirit of the policy, they will be attached through an amendment document rather than the re-issuing of the events policy as a whole.

Any matters of legal ambiguity will be assessed by the council's legal section, prior to coming into effect.

Appendix A – Events Checklist

A safe and trouble free event requires good planning; this is a crucial investment of your time. Generally for a large scale event, planning should start 6-9 months before the planned event date. Regular meetings are essential of the planning group and an event co-ordinator is vital.

In order to provide a safe event you – the organiser- will need to assess all the risks. To do this you will need to consider all aspects of the event. What follows are some key areas that you need to consider however this list is not exhaustive.

- The planned date and times of the event
- The event's aim and purpose/nature
- Your target audience
- Establish a working group with identified roles
- How many people will be attending the event?
- Is your event inclusive?
- Is your event open to the general public?
- Where will the event take place e.g. park, town centre, private venue?
- Will food be available?
- Will there be alcohol? What are the implications of having alcohol?
- Will there be live music? If so, consider type and noise levels?
- Are there any unusual or special activities?
- How will you communicate during the event e.g. two-way radios, mobile phones, PA for crowd announcements?
- Have similar events been organised? If so, what lessons have been learnt from these?
- Budget – what will the event cost? – Entertainment, catering, staffing, equipment, publicity, and first aid, contingency. (NB: Always obtain quotes).
- Celebrities/VIPs – consider their needs. What will the impact of them attending be? Give them clear instructions so they know what is expected of them.
- Crowd Safety – a risk assessment must be completed for the event. This is the responsibility of the organiser. Areas to cover include crowd dynamics, whether it will be dark – how will this restrict you? Stewards, communication, cordons, consider arrangements for people with disabilities and for children.
- Evacuation Procedure
- Safeguarding Requirements
- Communications – e.g. the use of radios, licence from the radio suppliers, list of radio channels being used, operational instructions.
- Contingency Plans

- Contractors
- Equipment
- Entertainment
- First Aid
- Tickets – are you selling tickets/where will they be sold/security of cash/what is the refund policy

In the unlikely event of things going wrong the organiser of the event will be liable. Remember careful planning is the key to a smooth running and successful event.

Useful Websites

Industry Guide to Good Food Hygiene Practice – www.cieh.org

Managing crowds safely – www.hsebooks.com/Books

Institute of Leisure and Amenity Management – www.ilam.co.uk

5 Steps to Risk Assessment – www.hsebooks.com/Books

Guide to Health and Safety and Welfare at music and similar events – www.hsebooks.com/Books

Appendix B – The Application Process and Outcomes (overview)

Application – You can apply for your event by completing the attached application form and paying the application fee. Your application is assessed against a number of internal policies, guidelines on the application form and criteria as well as any relevant legislation or other factors, to allow an “in principle” yes or no decision to be made.

Application Rejected – Something within your proposed event suggests that the council is unable to give permission for your event. We will let you know what the issues are and where possible suggest amendments that would allow your event to proceed.

Application Approved – This means there are no “in principle” issues with what you propose and detailed event planning can proceed. We will let you know what further information and actions are required and by what date. **Please note this is approval of your application only, not your actual event.** Please also note that in many cases, this second stage of planning can incur additional charges for licenses, permissions and administration time.

No Objection Conditions Letter – The final stage of the approval process. If we are satisfied that all the required elements are in place, we will send you a “No Objection Conditions Letter” detailing our terms and conditions.

Appendix C – Action Plan

The Action Plan reflects actions recommended to meet identified issues. Budget implications will be confined within the Directorates finances.								
No.	Ref	Action	Dependency	Action by	Expected Outcome	Budget	Start Date	End Date
1		Put in place the infrastructure to actively promote the events policy and to focus on implementation	Availability of appropriate staff	Business and Commercial Services Team	Events policy implemented effectively	Within existing budget	Immediate	
2		Ensure that events provision meets the aspirations of the wider community	Dependant on understanding the wider community needs in relation to events	Community Engagement Team	A diverse programme of events in place that makes the best use of resources	Income generation opportunity	Immediate	
3		Manage the environmental impacts of events	Availability of appropriate staff	Community Engagement Team	Environmental impacts reduced	Within existing budget	Immediate	
4		Further develop an events service which actively supports a wider events agenda	Availability of appropriate staff	Business and Commercial Services	Effective events service in place that offers advice and guidance to organisers of events	Income generation opportunity	Immediate	
5		Monitor and review the impact of this policy as set out in this document	Availability of the appropriate data	Community Engagement Team-Policy lead	Increase in number of events successfully held	Within existing budget	Immediate	

Appendix D

EVENTS in HARROW

APPLICATION FORM and TERMS and CONDITIONS

For MEDIUM, LARGE or SPECIAL EVENTS

Please note:

- You may be required to pay a **£20.00 refundable deposit** for a set of parks keys if your event requires them.
- **Please ensure that you read the Events in Harrow Policy before completing this form.**

Other Important Information:

- This application must be made 8 weeks in advance of the date of hire for medium size events or 16 weeks for large size and special events or if a Premises Licence is required.
- Applicants must be over 18 years of age.
- You must complete this form as fully as you can; the more information provided, the easier it is to assess your application.
- **Important:** All fields marked with an '*' must be completed. Without this information, your application cannot be processed.

PROPOSED NAME OF EVENT

SECTION 1: Applicant Details*

Name:

Organisation:

Position Held:

Address:

Phone (Home):

Phone (Mobile):

Phone (Work):

Fax:
Registered VAT Number

Registered Charity Number

Email Address:

Second Contact*

Name:

Organisation:

Position held:

Address:

Phone (Home):

Phone (Mobile):

Phone (Work):

Fax:

Registered VAT Number

Registered Charity Number

Email Address:

If you wish to nominate a third contact, please attach a sheet.

SECTION 2: Key Information about the Hire

What type of event or activity do you want to hold?*

Which site do you want to hire?*

Which hire dates do you require?

Set up Date and Time*

Event Start Date and Time*

Event Close Date and Time*

Vacate Site Date and Time*

How many people do you expect to attend (including maximum attendance at any one time)?*

What are the objectives and purpose of the proposed event/activity?*

Age profile of people expected to attend proposed event*

Do you want the council to provide a quote for equipment hire? Yes/No

If yes, what equipment do you need?

--

IMPORTANT INFORMATION	YES/NO	PLEASE PROVIDE DETAILS
Has this event taken place within the Borough previously?		
Do you plan to restrict access or charge entry to this event?		(Please detail cost and whether the event is ticketed or not)
Is the event to raise money for a charity?		(Please name the charity and provide its registration number)

Please mark the boxes below to indicate if the following events will be taking place:

YES	Following activities will be taking place at the event.
NO	Following activities will not be taking place at the event.

REFERENCE	DESCRIPTION	YES/NO
A	Will there be any plays/theatre taking place at the event? Please Note: This is only permitted between 10:00-23:00 each weekday and Saturday and 14:00-23:00 on Sunday If yes, Please give details:	
B	Will you be showing any films/cinema at the event? If yes, Please give details:	
C	Will you be holding any indoor sporting activities at the event? If yes, Please give details:	
D	Will there be any boxing or wrestling at the event? If yes, Please give details:	
E	Will there be any form of live music at the event? If yes, Please give details:	
F	Will there be any form of recorded music at the event? If yes, Please give details:	
G	Will there any dance performance at the event? If yes, Please give details:	
H	Will there be any activities similar to E, F, or G above? If yes, Please give details:	
I	Will there be facilities for making music? If yes, Please give details:	
J	Will there be facilities for dancing? If yes, Please give details:	
K	Will there be any activities similar to I or J above? If yes, Please give details:	
L	Will there be any late night refreshments (between 23:00 and 05:00)? If yes, Please give details:	
M	Will there be supply of alcohol?	

	Please note: this is only permitted between 10:00-23:00 and 12:30-23:00 on Sunday	
	If yes, Please give details:	
N	Will there be any entertainment of an adult nature? E.g. Activities involving nudism or obscene language	
	If yes, Please give details:	
O	Will the event be open outside the hours of 10:00 and 23:00?	
	If yes, Please give details:	
P	Will the area remain open to the members of the general public?	
	If yes, Please give details:	

SECTION 3: Site and Safety

Please indicate in the boxes below, if you plan to carry out any of the following activities and provide as much information as possible in the 'details' section.

DO YOU PLAN TO:	YES/NO	PLEASE PROVIDE DETAILS
Erect tents and/or marquees		
Use heavy equipment		
Bring vehicles onto site		(Give number and type, or specify if heavy machinery)
Installation of power (electricity)		
Letting off fireworks/fireworks display		
Have novelty rides		(If you are having a funfair at your event, it is your responsibility to administer this and take a deposit from the funfair operator)
Erect side shows and/or stalls		
Provide car parking		(State if free or charging)

SECTION 4: Environmental Health

Please indicate in the boxes below, if you plan to carry out any of the following activities and provide as much information as possible in the 'details' section.

DO YOU PLAN TO:	YES/NO	PLEASE PROVIDE DETAILS
Provide toilet facilities		
Have live music and/or dancing		
Use amplification equipment		
Have a licensed bar		
Sell food/let a food concession		
Give away food as prizes		
Cook food on site		
Order standpipe for water		(Note: There is an additional charge for this)

SECTION 5: Waste Management

Summary of proposals for waste management including control of litter for duration of event.

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SECTION 6: Other

Please indicate in the boxes below, if you plan to carry out any of the following activities and provide as much information as possible in the 'details' section.

DO YOU PLAN TO:	YES/NO	PLEASE PROVIDE DETAILS
Provide your own security		(Please confirm numbers/qualifications and locations)
Hold arena displays		
Advertise your event		
Sell any items		
Use amplification equipment		
Use animals for rides		
Hold an animal show		
Use animals for displays		
Hold sporting activities		
Use the council's sport pitches		
Have pitches marked out		

SECTION 7: To support your application

For your application to have a better chance of success, you should also send your "Event Management Plan" covering the following areas. If these areas do not apply to your proposed event, this must be stated in the event management plan.

Please mark the box on the right if you have included these items.

ADDITIONAL INFORMATION DOCUMENTS	INCLUDED
Details of how your proposed event will be funded (to show expenditure and income)	
A site map showing the proposed event layout	
Details of your proposed suppliers and caterers (including cleaners and cleaning schedule)	
A copy of your security plan –see terms and conditions for details	
The proposed programme for the event (and programmes from previous events if applicable)	
Safety plan to include emergency procedures and named responsible person(s)	
A risk assessment (and method statements where applicable)	
A copy of your Temporary Event License (if required)	
Copies of insurance documents –see terms and conditions for details	
Two references	

Harrow Council must receive these documents at least 28 days prior to the event date.

SECTION 8:

Summary of public events previously organised and managed:

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SECTION 9:

Provide details in respect of all occasions where the police or a local authority has objected or refused to grant permission/license for an event to be managed by an applicant:

--

SECTION 10: References

Please enter the details of two referees who can confirm your event management experience. One must be a referee for the site manager on the day(s) of the event. The referees must be independent of your organisation.

Referee 1:

Name:	
Organisation:	
Position held:	
Address:	
Phone (Home):	
Phone (Mobile):	
Phone (Work):	
Fax:	
Email Address:	

Supporting Statement:

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Referee 2:

Name:	
Organisation:	
Position held:	
Address:	
Phone (Home):	
Phone (Mobile):	
Phone (Work):	
Fax:	
Email Address:	

Supporting Statement:

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SECTION 11: Signature of agreement*

I/We have read the council's Terms and Conditions for the hire of council owned and managed land, and agree to comply with and be bound by them if this application is approved.

Applicant's Signature:

Date:

For and on behalf of (organisation)

Please return this form and supporting documentation to:

Community Directorate
Community Engagement Team
Harrow Council
Room 404
4th Floor
East Wing
P.O. Box 39
Civic Centre, Station Road,
Harrow
HA1 2XA

Or email to: events@harrow.gov.uk marking your email '**EVENTS APPLICATION**'

EVENTS in HARROW

HIRE OF PARKS AND OPEN SPACES TERMS AND CONDITIONS

This is a legal document. By completing the ‘**application form**’ you agree to keep to these terms and conditions. Failure to comply may result in your deposit being held where applicable or other action being taken. Action could be taken against you if you break these conditions and you will lose any deposit paid where applicable and/or be required to pay a fine. Future applications may also be refused.

All event organisers are advised to follow the guidance in all relevant sections of the ‘The Event Safety Guide’ published by the Health and Safety Executive, which can be bought from HSE Books, telephone 0845 345 0055 or www.hsebooks.co.uk.

Insurance:

1. You must have public liability insurance for your event, evidence of which must be supplied to the Council. The terms of this insurance should completely indemnify the Council against any claims, demands, losses or liability that may result from the Hirer’s use of this site (except where personal injury or death is caused by the Council’s negligence).
2. A minimum cover of £5m public liability insurance must be in place. You will need to send a copy of the certificate or cover note to the Council no later than 40 days before the event; **it is your responsibility to do this**. If you do not obtain suitable insurance and send a copy to the Council by this date, the event will be cancelled. You will be advised if you are required to obtain higher levels or additional insurances.

Site, safety and security:

3. You will be responsible for ensuring that your event proceeds smoothly and safely, and does not reasonably interfere with other users of the site, neighbours or local traffic.
4. You must layout the site to allow for easy access and evacuation in the event of an emergency. You should prepare a safety plan to explain how you would deal with an emergency, naming the responsible person who would call the emergency services.
5. The hirer must present the Council, no later than 40 days prior to the event, with a full risk assessment, site layout and safety plan (to include evacuation procedures). You must designate one person who is responsible for site management and will hold all the relevant safety documents.
6. The hirer must present the Council, no later than 40 days prior to the event, with a full security plan to include details of security/stewarding personnel to be used and the key locations marked on a plan. Please confirm if you are using a SIA registered security firm and confirm positions of door supervisor licence holders where required.
7. You must fence off any machinery including electrical equipment and especially generators, locating them at a safe distance from any tents, sideshows, other vehicles, etc. You need to ensure there is no risk of electric shock or fire. A competent person must oversee machinery, generators and electrical installations. The appropriate earthing and residual current devices must protect electrical circuits. Cable must not be run along the ground in areas of public access.
8. A qualified contractor must carry out all electrical work and any equipment that may present a danger to the public should be fenced off (or otherwise contained) and should display suitable warning signs.
9. All cables must be flown at a minimum of 3.5 metres high from the ground in pedestrian areas and 5.3 metres in areas where there is vehicle access.

10. You must not let off fireworks except where the Council has given permission for an organised display.
11. You must not light fire or barbecues on the site, unless previously agreed with the Council.
12. You must not damage the ground, fences, trees, shrubs, flowerbeds or buildings on the site. Nothing heavy should be parked or placed on any tree roots. If damage occurs you will have to pay the full cost of repairs to the Council.
13. You cannot bring vehicles onto the site, unless authorised by the Council. If authority has been given you must only bring on the number and type of vehicles that has been agreed. If the ground is wet permission may be withdrawn. On some sites you may be issued with keys for access. If so, you become responsible for locking the vehicle gates and agree to indemnify the Council against losses, liabilities or damage that the site or Council incur as a result of any vehicle gates being left unlocked
14. You cannot make any charge for entry to the site or car parking unless authorised by the Council.
15. The hirer must provide adequate facilities for refuse disposal. You must leave the site clean and tidy at the end of your event, and clear all litter away from the site. If you do not, the Council will charge you for the cost of this work.
16. Those wishing to advertise more widely and for longer will need permission. This requires 14 days notice and a list of locations where the advertisements will be placed prior to any advertisements being displayed. All advertisements must be removed within 24 hours of the end of the event. This is the responsibility of the event organiser. If the council incurs expense removing advertising this will be deducted from the deposit you paid where applicable. The council does not allow any unauthorised advertising of events on highway structures – lamp columns, street furniture, traffic signals, safety railings, street trees etc. A maximum fine of £1000 per contravention is applicable if the Council formally enforced this restriction under the Highway Act 1980.
17. You cannot bring a funfair or funfair rides onto the site without the Council's permission.
18. Unless otherwise authorised by the Council, you must keep to the site bylaws.
19. If any equipment or infrastructure or item is left on site overnight or otherwise unattended, this will be entirely at the hirer's risk and the Council will not be responsible for any loss or damage that may occur. The hirer is responsible for adequately securing the site to their satisfaction.

Licensing and environmental health:

20. A licence is necessary for some forms of public entertainment and this will be assessed on receipt of your application. You must not sell alcoholic drinks or carry out any other licensable activities unless authorised by the Council.
21. If a Temporary Event Notice (TEN) is required you will be asked to apply directly to the Licensing Authorities and you must supply a copy of the TEN to the Council, prior to the event. In the case of your event requiring either a TEN or premises licence, the conditions of the licence must be adhered to at all times. A period of consultation may also be needed and so park hire applications must be received ten weeks prior to the event date to allow sufficient time for processing.
22. If the event involves public performances and/or broadcast of musical works, the event organiser will be responsible for applying for a Performing Right Society (PRS) licence and adhering to the terms and conditions set out by the PRS (see www.prs.co.uk or call 0845 300 6033 for further details).
23. The LAeq noise level from amplified and non-amplified music and speech must not exceed the LA90 background level at any agreed perimeter of the site by more than 10dB. If requested by any of the relevant responsible authorities (or a member of staff from the council) you must switch off or turn down the noise level immediately and/or take any other noise control measures as necessary.

24. You must supply the Council, not less than 40 days before the event, with the details of any caterers that will be present.
25. Strict compliance with the Food and Safety (General Food Hygiene) Regulations 1995 and the Food Safety (Temperature Control) Regulations 1995 is required from the hirer and any caterers, staff, agents or other persons on site. Commercial providers of food will only be considered where the food hygiene rating is 3 or above.
26. You must not bring animals onto the site for purposes of entertainment, or give them away as prizes, unless you have the Council's prior permission. If given, such permission will only be for animals that are domesticated or working animals in their country of origin. Permission will not be given for wild animals or captive birds of prey.
27. You must follow the procedures and rules for a dog show, if applicable.
28. A qualified first aider must be on site at all times activities are in progress. The **Community Engagement team** will be able to advise you on the number and level of qualifications required for your event.

Bookings and payment:

29. All bookings must be made using the application form.
30. Once your application has been agreed, you will be sent a contract and an invoice.
31. Payment must be cleared before the date of hire otherwise the event may be cancelled.
32. If the hirer cancels the booking less than a month before the date of hire 100% of the hire charges will be retained. Cancellation anytime between booking and a month prior to the event will be subject to a 50% cancellation fee.
33. If payment has not been received and cleared by the hire date the park will not be made available to hire.

General:

34. You must not use any designated sports pitches unless these have been hired through the council.
35. You must comply with all instructions given by the Council's representatives and special conditions shown on the confirmation letter.
36. Hirers must be 18 years of age or over.
37. Upon issue of the invoice and thereafter until the conclusion of the hire and ongoing obligations related to the hire, the hirer (and any staff or agents) shall be bound to comply with these terms and conditions of hire.
38. If you break any of these conditions your hire will be cancelled and will be subject to the charges set out in clause 33 above.
39. Consideration should be given to the provision of welfare facilities and this is the responsibility of the organiser. Where toilets are needed, arrangements must be agreed with the council in advance. Temporary toilets must meet all health and safety requirements and must not obstruct the highway. Any associated costs arising from the provision or cleaning of welfare facilities will rest with the event organiser.
40. It is the event's organiser responsibility to ensure that all traffic management measures are in place and agreed with Highways Management. Consideration must also be given to the impact on public transport services and where necessary full consultation must take place with key stakeholders, such as London buses, Transport for London, London Underground and Taxi firms. This is the responsibility of the event's organiser and the council will request evidence that this has taken place before an event is approved. Permission to charge for parking on council land must be agreed with the council in advance. Failure to do so will incur a fine, the level of which will be determined by the Director or nominated deputy. Access for emergency vehicles must be maintained with minimal impact on response times.
41. You must ensure that a valid trade waste agreement is in place and that all waste is removed from the site after the event.

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Appendix A – Fees and Charges

EVENTS in HARROW **HIRE OF COUNCIL OWNED** **AND/OR MANAGED LAND** **CHARGES, DEPOSITS AND DAMAGE COSTS**

Important Information:

Charges and deposit levels will be reviewed and confirmed annually.

This document has been created to give the most accurate indication of the costs involved in putting on an event within the London Borough of Harrow's parks and open spaces. Unfortunately, no two events are the same and this form might not capture certain elements of your event that, ultimately, will affect the cost of hiring council owned or managed land. Please speak to a member of the **Community Engagement Team** – **Community Directorate** for an accurate quote.

Fees – helps to recover costs associated with events including reviewing applications against criteria, consultation with public and key stakeholders, providing assistance and advice to applicants, and health and safety issues arising, and other additional costs such as road closures and waste management. Fees once set will be reviewed on an annual basis as part of the Council's review of fees and charges.

Definition

An "event" is defined as any activity in Harrow's parks, open spaces or adopted highway which takes place over a limited period only, and which – whether open to the public or not – may restrict access to (all or some of) the open space, thus affecting the "normal" recreational use and quiet enjoyment of public facilities.

- Trading on public highways is excluded from the above definition and not considered an event. This will come under Street Trading legislation and Harrow's policy on Street Trading. Friends and family gatherings in parks and open spaces are not considered as events.

Size of Event

- Small Scale Event – up to 499
- Medium Scale Event – 500-1,000
- Large Scale and Special Event – Over 1,000 per day

Fees

Application Fee – For checking, validating and processing applications received and for liaising with other parties both internal and external to facilitate the event taking place. If approved, this fee will be deducted from the hire charges. If the application is rejected or if the event doesn't go ahead the application fee is non-refundable. The application process will need to be completed for all events.

Hire charges – hire of parks and open spaces and public highway where movement will be restricted. This fee may be waived for Park User Groups. The waiver of fees will be at the discretion of the council.

Discounts/ Concessions

Events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public will be eligible for an 80% discount. For commercial, private and special events the full application fee is chargeable. Registered Community Groups including Park User Groups can apply for support from the Community Fund to facilitate events.

Evidence needed for discounts/Concessions

- Proof of address of event organiser
- Headed letter detailing official business of the organisation and signed by the relevant Head /Lead Officer
- Completed application form detailing event and confirming free entry and open to public
- Terms of Reference of Charity/Community Group (where applicable)
- Registered Charity Number – (where applicable)
- Registered VAT Number – (where applicable)
- Registered with Community Engagement team (where applicable)

- Park User Groups must be registered with the Council's Community Engagement Team

No Charge

There will be no charge for specific civic events including, but not limited to, Remembrance Day.

Fee Structure

Size of event	Application Fee (80% Discount Fee)	Hire Charges (80% Discount Charge)	Road Closure (as required)	Waste Management	Parking Suspensions	Equipment Hire
Small - up to 499	£50 (£10)	£400 (£80) per day	£2,000 (Commercial) Community organisations, schools, places of worship and registered charities – on application	On application	On application	On application
Medium – 500 - 1,000	£50 (£10)	£800 (£160) per day	£2,000 (Commercial) Community organisations, schools, places of worship and registered charities – on application	On application	On application	On application
Large and Special Event - Over 1,000	£50 (£10)	£1,700 (£340) per day	£2,000 (Commercial) Community organisations, schools, places of worship and registered charities – on application	On application	On application	On application

Circuses/Funfairs	£3,000 daily rate (Deposit also required - £10,000.	£2,000 (Commercial) Community organisations, schools, places of worship and registered charities – on application	On application	On application	On application
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Licensing Fees: Additional statutory licensing fees will apply to events that include licensable activities under the Licensing Act 2003; these charges will vary depending on the nature and scale of the events. For detailed information on licensable activities and fees, please see the department for media cultural and sport's website, www.gov.uk and in particular the guidance issued under the Licensing Act 2003. Applicants can also contact the council's Licensing Team for more information.

Damage:

Note: The full cost of repairing any damage caused as a result of an event will be invoiced to the hirer

Deductions

Failure to comply with the terms and conditions of hire:

	up to 100% of the deposit/or up to full amount invoiced where no deposit is taken
Extreme noise disturbance to adjoining properties:	up to 100% of the deposit/or up to full amount invoiced where no deposit is taken
Nuisance fly posting and marketing:	up to 100% of the deposit/or up to full amount invoiced where no deposit is taken

	taken
Litter or refuse left behind once the event is finished	Full cost of clearing and disposal
Ground damage requiring reinstatement by the council:	The full cost of repair
The cost of officers called out to site outside of normal working hours:	An officer charge of £50 per hour per person (£100 on a Sunday or Bank Holiday)

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Appendix F

Events in Harrow Risk Assessment Guidance Note and Example Form

A full risk assessment should be carried out for all events. This will be a legal requirement in many circumstances. The following guidance should aid you in carrying out your risk assessments. A form to record your findings has also been provided.

Identifying the hazards

All hazards should be identified including those relating to the individual activities and any equipment. A hazard is something with the potential to cause harm. Only note hazards which could result in significant harm. The following should be taken into account:

- Any slipping, tripping or falling hazards.
- Safeguarding checks.
- Hazards relating to fire risks or fire evacuation procedures.
- Any chemicals or other substances hazardous to health e.g. dust or fumes.
- Moving parts of machinery.
- Any vehicles on site.
- Electrical safety e.g. use of any portable electrical appliances.
- Manual handling activities.
- High noise levels.
- Poor lighting, heating or ventilation.
- Any possible risk from specific demonstrations or activities.
- Crowd intensity and pinch points.

This list is by no means exhaustive and care should be taken to identify any other hazards associated with the activities at the event.

For each hazard identified, list all those who may be affected. Do not list individuals by name, just list groups of people. The following should be taken into account:

- Stewards.
- Employees.
- Volunteers.
- Contractors.
- Vendors, exhibitors and performers.
- Members of the public.
- Disabled persons.
- Children and elderly persons.
- Potential trespassers.
- Expectant mothers.
- Local residents.

Areas to consider

The following are examples of areas to consider:

- Type of event.
- Potential major incidents.
- Site hazards including car parks.
- Types of attendees such as children, elderly persons and the disabled.
- Crowd control, capacity, access and egress and stewarding.
- Provision for the emergency services.
- Provision of first aid.
- Provision of facilities.
- Fire, security and cash collection.
- Health and safety issues.

- Exhibitors and demonstrations.
- Amusements and attractions.
- Structures.
- Waste management.

Assessing the risk

The extent of the risk arising from the hazards identified must be evaluated and existing control measures taken into account. The risk is the likelihood of the harm arising from the hazard. You should list the existing controls and assess whether or not any further controls are required. The following should be taken into account:

- Any information, instruction and training regarding the event and the activities involved.
- Compliance with legislative standards, codes of good practice and British Standards.
- Whether or not the existing controls have reduced the risk as far as is reasonably practicable.

Further action necessary to control the risk

Classify risks into high, medium and low. Examples of risks falling into these categories are as follows:

High An unsecured inflatable being used in adverse weather conditions by young children.

Medium A display of animals in a roped off arena.

Low A mime artist performing amongst the crowd.

For each risk consider whether or not it can be eliminated completely. If it cannot, then decide what must be done to reduce it to an acceptable level. Consider the following:

- Removal of the hazard.
- Preventing access to the hazard e.g. by guarding dangerous parts of machinery
- Implement procedures to reduce exposure to the hazard.
- The use of personal protective equipment.
- Find a substitute for that activity/machine etc.

Assess the likelihood and impact of these risks occurring.

Record the risk assessment findings

Use the Risk Assessment Form to record all significant hazards, the nature and extent of the risks, and the action required to control them. Keep this for future reference or use. You could also refer to other documents you may have, such as manuals, codes of practice etc.

Review and revise

If the nature of the risks changes during the planning of the event, the risk assessments will need to be reviewed and updated.

Information

Where the risk assessment has identified significant risks, you must provide information to all those affected, regarding the nature of the risk and the control measures to be implemented.

Risk Assessment – Example Form

(Use to compile a comprehensive risk assessment unique to your event. Responsibility for ensuring the safety of those employed at and attending your event is entirely yours)

Event Title:

Organiser(s)

Venue:

Date:

Risk Assessment

Hazard	Persons at risk	Likelihood	Impact	Control measures	Action to be taken	Residual rating
Anything which can cause harm	Staff, contractors, public etc.	Low, Medium or High	Low, Medium or High	What you intend to do to minimise the risk	What action you will take at the event	Low, Medium or High after control measures and actions

Hazardous item e.g. Machinery, electrical equipment, fuel, vehicles, structures	Who is likely to be at risk from these items?	What is the likely risk from this item?		How likely is it that it may occur? High, medium, low.	How are you going to reduce the possibility of someone being at risk from these items?	Any further action required?

Appendix G

EVENTS in HARROW

APPLICATION FORM and TERMS and CONDITIONS – FOR SMALL EVENTS

Please note:

- You may be required to pay a **£20.00 refundable deposit** for a set of parks keys if your event requires them.
- **Please ensure that you read the Events in Harrow Policy before completing this form.**

Other Important Information:

- This application must be made a minimum of 4 weeks in advance of the date of hire.
- Applicants must be over 18 years of age.
- You must complete this form as fully as you can; the more information we have, the easier it is for us to assess your application.
- **Important:** All fields marked with an ‘*’ must be completed. Without this information, your application cannot be processed.

Name of the Event

SECTION 1: Applicant Details*

Name:

Organisation:

Position Held:

Address:

Phone (Home):

Phone (Mobile):

Phone (Work):

Fax:

Registered
Charity Number

Email Address:

SECTION 2: Key Information about the Hire

What type of event or activity do you want to hold?*

Which site do you want to hire?*

Which hire dates do you require?

Set up Date and Time*

Event Start Date and Time*

Event Close Date and Time*

Vacate Site Date and Time*

How many people do you expect to attend (including maximum attendance at any one time)?*

What are the objectives and purpose of the proposed event/activity?*

Age profile of people expected to attend proposed event*

SECTION 5: Waste Management

Please provide details of your waste management proposals including control of litter for duration of event.

SECTION 6: Safety

Please outline what actions you have taken to ensure the safety of the event you are organising.

SECTION 6: Equipment

Do you want the council to provide a quote for equipment hire? Yes/No

If yes, what equipment do you need?

SECTION 7: Signature of agreement*

I/We have read the council's Terms and Conditions for the hire of council owned and managed land, and agree to comply with and be bound by them if this application is approved.

Applicant's Signature:

Date:

For and on behalf of (organisation)

Please return this form and supporting documentation to:

Community Directorate
Community Engagement Team
Harrow Council
Room 404
4th Floor
East Wing
P.O. Box 39
Civic Centre, Station Road,
Harrow
HA1 2XA

Or email to: events@harrow.gov.uk marking your email 'EVENTS APPLICATION'

EVENTS in HARROW

HIRE OF PARKS AND OPEN SPACES TERMS AND CONDITIONS

This is a legal document. By completing the ‘**application form**’ you agree to keep to these terms and conditions. Failure to comply may result in your deposit being held where applicable or other action being taken. Action could be taken against you if you break these conditions and you will lose any deposit where applicable or be fined. Further applications in the future may also be refused.

All event organisers are advised to follow the guidance in all relevant sections of the ‘The Event Safety Guide’ published by the Health and Safety Executive, which can be bought from HSE Books, telephone 0845 345 0055 or www.hsebooks.co.uk.

Insurance:

1. You must have public liability insurance for your event, evidence of which must be supplied to the Council. The terms of this insurance should completely indemnify the Council against any claims, demands, losses or liability that may result from the Hirer’s use of this site (except where personal injury or death is caused by the Council’s negligence).
2. A minimum cover of £5m public liability insurance must be in place. You will need to send a copy of the certificate or cover note to the Council no later than 40 days before the event; **it is your responsibility to do this**. If you do not obtain suitable insurance and send a copy to the Council by this date, the event will be cancelled. You will be advised if you are required to obtain higher levels or additional insurances.

Site, safety and security:

3. You will be responsible for ensuring that your event proceeds smoothly and safely, and does not reasonably interfere with other users of the site, neighbours or local traffic.
4. You must layout the site to allow for easy access and evacuation in the event of an emergency. You should prepare a safety plan to explain how you would deal with an emergency, naming the responsible person who would call the emergency services.
5. The hirer must present the Council, no later than 40 days prior to the event, with a full risk assessment, site layout and safety plan (to include evacuation procedures). You must designate one person who is responsible for site management and will hold all the relevant safety documents.
6. The hirer must present the Council, no later than 40 days prior to the event, with a full security plan to include details of security/stewarding personnel to be used and the key locations marked on a plan. Please confirm if you are using a SIA registered security firm and confirm positions of door supervisor licence holders where required.
7. You must fence off any machinery including electrical equipment and especially generators, locating them at a safe distance from any tents, sideshows, other vehicles, etc. You need to ensure there is no risk of electric shock or fire. A competent person must oversee machinery, generators and electrical installations. The appropriate earthing and residual current devices must protect electrical circuits. Cable must not be run along the ground in areas of public access.
8. A qualified contractor must carry out all electrical work and any equipment that may present a danger to the public should be fenced off (or otherwise contained) and should display suitable warning signs.
9. All cables must be flown at a minimum of 3.5 metres high from the ground in pedestrian areas and 5.3 metres in areas where there is vehicle access.

10. You must not let off fireworks except where the Council has given permission for an organised display.
11. You must not light fire or barbecues on the site, unless previously agreed with the Council.
12. You must not damage the ground, fences, trees, shrubs, flowerbeds or buildings on the site. Nothing heavy should be parked or placed on any tree roots. If damage occurs you will have to pay the full cost of the Council making repairs.
13. You cannot bring vehicles onto the site, unless authorised by the Council. If authority has been given you must only bring on the number and type of vehicles that has been agreed. If the ground is wet permission may be withdrawn. On some sites you may be issued with keys for access. If so, you become responsible for locking the vehicle gates and agree to indemnify the Council against losses, liabilities or damage that the site or Council incur as a result of any vehicle gates being left unlocked.
14. You cannot make any charge for entry to the site or car parking unless authorised by the Council.
15. The hirer must provide adequate facilities for refuse disposal. You must leave the site clean and tidy at the end of your event, and clear all litter away from the site. If you do not, the Council will charge you for the cost of this work.
16. Those wishing to advertise more widely and for longer will need permission. This requires 14 days notice and a list of locations where the advertisements will be placed prior to any advertisements being displayed. All advertisements must be removed within 24 hours of the end of the event. As soon as the event ends advertising must be removed. This is the responsibility of the event organiser. If the council incurs expense removing advertising this will be deducted from the deposit where applicable. The council does not allow any unauthorised advertising of events on highway structures – lamp columns, street furniture, traffic signals, safety railings, street trees etc. with a maximum fine of £1000 per contravention if formally enforced under the Highway Act 1980.
17. You cannot bring a funfair or funfair rides onto the site without the Council's permission.
18. Unless otherwise authorised by the Council, you must keep to the site bylaws.
19. If any equipment or infrastructure or item is left on site overnight or otherwise unattended, this will be entirely at the hirer's risk and the Council will not be responsible for any loss or damage that may occur. The hirer is responsible for adequately securing the site to their satisfaction.

Licensing and environmental health:

20. A licence is necessary for some forms of public entertainment and this will be assessed on receipt of your application. You must not sell alcoholic drinks or carry out any other licensable activities unless authorised by the Council.
21. If a Temporary Event Notice (TEN) is required you will be asked to apply directly to the Licensing Authorities and you must supply a copy of the TEN to the Council, prior to the event. In the case of your event requiring either a TEN or premises licence, the conditions of the licence must be adhered to at all times. A period of consultation may also be needed and so park hire applications must be received ten weeks prior to the event date to allow sufficient time for processing.
22. If the event involves public performances and/or broadcast of musical works, the event organiser will be responsible for applying for a Performing Right Society (PRS) licence and adhering to the terms and conditions set out by the PRS (see www.prs.co.uk or call 0845 300 6033 for further details).
23. The LAeq noise level from amplified and non-amplified music and speech must not exceed the LA90 background level at any agreed perimeter of the site by more than 10dB. If requested by any of the relevant responsible authorities (or a member of staff from the council) you must switch off or turn down the noise level immediately and/or take any other noise control measures as necessary.

24. You must supply the Council, not less than 40 days before the event, with the details of any caterers that will be present.
25. Strict compliance with the Food and Safety (General Food Hygiene) Regulations 1995 and the Food Safety (Temperature Control) Regulations 1995 is required from the hirer and any caterers, staff, agents or other persons on site. Commercial providers of food will only be considered where the food hygiene rating is 3 or above.
26. You must not bring animals onto the site for purposes of entertainment, or give them away as prizes, unless you have the Council's prior permission. If given, such permission will only be for animals that are domesticated or working animals in their country of origin. Permission will not be given for wild animals or captive birds of prey.
27. You must follow the procedures and rules for a dog show, if applicable.
28. A qualified first aider must be on site at all times activities are in progress. The **Community Engagement team** will be able to advise you on the number and level of qualifications required for your event.

Bookings and payment:

29. All bookings must be made using the application form.
30. Once your application has been agreed, you will be sent a contract and an invoice.
31. Payment must be cleared before the date of hire otherwise the event may be cancelled.
32. If the hirer cancels the booking less than a month before the date of hire 100% of the hire charges will be retained. Cancellation anytime between booking and a month prior to the event will be subject to a 50% cancellation fee.
33. If payment has not been received and cleared by the hire date the park will not be made available to hire.

General:

34. You must not use any designated sports pitches unless these have been hired through the council.
35. You must comply with all instructions given by the Council's representatives and special conditions shown on the confirmation letter.
36. Hirers must be 18 years of age or over.
37. Upon issue of the invoice and thereafter until the conclusion of the hire and ongoing obligations related to the hire, the hirer (and any staff or agents) shall be bound to comply with these terms and conditions of hire.
38. If you break any of these conditions your hire will be cancelled and will be subject to the charges set out in clause 33 above.
39. Consideration should be given to the provision of welfare facilities and this is the responsibility of the organiser. Where toilets are needed, arrangements must be agreed with the council in advance. Temporary toilets must meet all health and safety requirements and must not obstruct the highway. Any associated costs arising from the provision or cleaning of welfare facilities will rest with the event organiser.
40. It is the event's organiser responsibility to ensure that all traffic management measures are in place and agreed with Highways Management. Consideration must also be given to the impact on public transport services and where necessary full consultation must take place with key stakeholders, such as London buses, Transport for London, London Underground and Taxi firms. This is the responsibility of the event's organiser and the council will request evidence that this has taken place before an event is approved. Permission to charge for parking on council land must be agreed with the council in advance. Failure to do so will incur a fine, the level of which will be determined by the Director or nominated deputy. Access for emergency vehicles must be maintained with minimal impact on response times.
41. You must ensure that a valid trade waste agreement is in place and that all waste is removed from the site after the event.

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Appendix H – Wedding Receptions in Parks

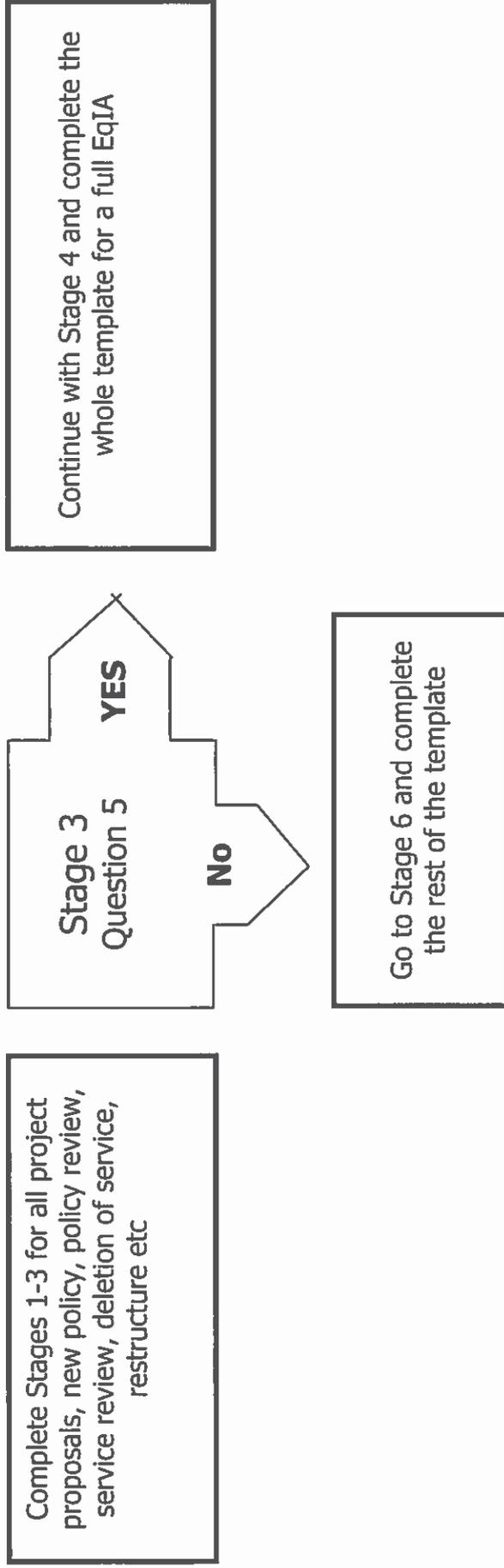
Please find below details of parks in the Borough of Harrow where wedding receptions may take place. For more information please contact the Community Engagement Team – Community Directorate

Park	Address	Acres	Car Park	Public Convenience
Alexandra Park	Alexandra Avenue, South Harrow	21 acres	no	no
Byron Rec	Peel Road, Wealdstone	42 acres	no	no
Canons Park	Donnerfield Avenue, Edgware	49 acres	no	yes
Centenary Park	Culver Grove, Stanmore	23 acres	no	no
Chandos Rec	Camrose Avenue, Edgware	27 acres	yes	no
Harrow Rec	Hindes Road, Harrow	27 acres	yes	yes
Headstone Manor Rec	Pinner View, Harrow	57 acres	yes	yes
Kenton Rec	Carlton Avenue, Kenton	52 acres	yes	no
Roxeth Rec	Kingsley Road, South Harrow	17 acres	yes	no
West Harrow Rec	Butler Road, West Harrow	26 acres	yes	no

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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 ✓	x	Cabinet	Portfolio Holder	Other (explain)
Date decision to be taken:				
Value of savings to be made (if applicable):	This policy promotes income generation			
Title of Project:	Events in Harrow Policy 2015			
Directorate / Service responsible:	Environment and Enterprise			
Name and job title of Lead Officer:	Jackie Barry-Pursell Policy and Funding Office, Environment and Enterprise			
Name & contact details of the other persons involved in the assessment:	Hanif Islam – Policy and Performance Manager, Environment and Enterprise			
Date of assessment (including review dates):	10/05/2015			
Stage 1: Overview				
<p>1. 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)</p>	<p>Events in Harrow Policy</p> <p>This is a new policy that aims to assist with the growth, development and management of events over the next 5 years. The council's aim is to balance the need to hold events with its obligations to residents, businesses, and visitors, ensuring that these activities continue to be regarded by all as safe, lawful, successful and fair. In addition, the council wants to enhance the use of parks and open spaces by supporting community, cultural, charitable and commercial events which in turn provide cultural, social and economic benefits to the borough.</p> <p>This policy sets out the key principles with which Harrow council with its key partners approach the authorisation and management of events in the borough of Harrow. The principles are based on a range of requirements which arise from legislation and the council's formally adopted policies. The approach is applicable to events that impact on the public realm, whether it is publicly managed streets or parks and open spaces.</p> <p>The council will go through careful planning and consultation so that benefits from events can be maximised while disruption to the specific location, the local environment, local residents and the local business community can be kept to a minimum. The council's overall strategy is to actively facilitate events and to promote</p>			

the borough as a place of business, culture and community. The vision is "To enable the delivery of a diverse events programme that creates a vibrant place to visit whilst ensuring the sustainable use of Harrow's open spaces".

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

Environment and Enterprise (in particular the community engagement team, public protection and parks and open spaces)

Contractors (when undertaking work on behalf of the Council)

Police, Fire Service and Ambulance Service

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

3. Is the responsibility shared with another directorate, authority or organisation? If so:

- Who are the partners?
- Who has the overall responsibility?

How have they been involved in the assessment?

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Stage 2: Evidence & Data Analysis

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.

(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)

Protected Characteristic	Evidence	Analysis & Impact
Age (including carers of young/older people)	2011 Census Data Harrow Borough Profile	There is no data available to suggest that there would be a disproportionate adverse effect on this protected characteristic. Some venues are likely to be in the vicinity of elderly residents homes and this group in particular may

	Results from consultation	object to noisy events but this will be managed through the consultation process and existing environmental noise mitigation processes so there is likely to be no impact.
Disability (including carers of disabled people)	As above	There is no data available to suggest that there would be a disproportionate adverse effect on this protected characteristic.
Gender Reassignment	As above	As above
Marriage / Civil Partnership	As above	As above
Pregnancy and Maternity	As above	As above
Race	As above	As above
Religion and Belief	As above	As above
Sex / Gender	As above	As above
Sexual Orientation	As above	As above

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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**?

77	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
		Minor ✓	Major ✓	
				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)

Age (including carers of young/older people)							
Disability (including carers of disabled people)							
Gender Reassignment							
78 Marriage and Civil Partnership							
Pregnancy and Maternity							
Race							
Religion or Belief							

Sex									
Sexual orientation									
<p>8. Cumulative Impact – Considering what else is happening within the 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>					Yes	No			
<p>9. Any Other Impact – Considering what else is happening within the Council and Harrow as a whole (for example national/local policy, diversity, welfare reform, unemployment levels, community tensions, issues 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>					Yes	No			
<p>Stage 6 – Improvement Action Plan</p> <p>List below any actions you plan to take as a result of this Impact Assessment. These should include:</p> <ul style="list-style-type: none"> 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? 									

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
Monitoring the impact of this policy	<p>This policy will be reviewed within two years of its implementation. The review will highlight successes as well as areas for improvement and how effective the policy has been in achieving its objectives. Reviews will also seek to introduce where necessary any new powers granted to local authorities in relation to events. The review will include measures such as:</p> <ul style="list-style-type: none"> • Number of events successfully held • Percentage of applications agreed/denied • Diversity of events • Health and Safety statistics 	<p>Timely Reviews Results of this monitoring will be regularly reviewed by service managers and any gaps identified addressed.</p>	Community Engagement Team	2017 (overall review)
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> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different 		<p>Clear events policy supported by robust monitoring arrangements</p> <p>The objectives of this policy are to:</p> <ul style="list-style-type: none"> • Communicate clearly the council's events policy to those who either 		

<p>groups</p> <p>3. Foster good relations between people from different groups</p>	<p>reside, work in or visit the Borough</p> <ul style="list-style-type: none"> Engage residents through inclusive and diverse events, ensuring clear and transparent events and charging policies Ensure suitable use of parks and open spaces Support the development of Localism to empower and assist local communities to initiate, participate and manage events Enable the delivery of an events programme that creates a lively and vibrant experience by marketing outdoor event locations to raise the profile of parks and open spaces in the borough. Provide a clear guideline for events staff to apply consistently
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<p>Stage 8: Recommendation</p>	
<p>∞</p>	<p>Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)</p>
<p>→</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>all</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></p>	<p>Outcome 3 – Major Impact: Continue with proposals despite 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>	<p>X</p>

Stage 9 - Organisational sign Off

13. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?		E&E Directorate Equalities Task Group	
Signed: (Lead officer completing EqIA)	Jackie Barry-Pursell	Signed: (Chair of DETG)	Hanif Islam
Date:	10/07/2015	Date:	10/07/2015
Date EqIA presented at the EqIA Quality Assurance Group (if required)	27/07/2015	Signature of DETG Chair	

Appendix C - Summary of Proposed Changes

As set out in this report, the majority of respondents to the consultation requested that consideration be given to allowing some concessions for some events and in particular for events held by certain groups (for example Park User Groups) and by certain organisations (for example charities).

All comments and requests have been considered and the following sections sets out the concessions that are being proposed as part of the final Events Policy.

	Original Proposal () Discounted Rate	Proposed for final policy	Concessions
Size	Small (50-200) Medium (201-999) Large and Special Event – over 1,000	Small – up to 499 Medium – 500-1,000 Large and Special Event – over 1,000	Events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public.
Application fee	Small – £360 (£216) Medium - £660 (£396) Large/Special – by negotiation	£50	£10 – an 80% discount
Hire Charges	Small - £500 (£300) per day	Small - £400 per day	Small £80 per day – 80% discount

	Medium - £1,000 (£600) per day Large/Special - £2,000 (£1,200) per day	Medium - £800 per day Large/Special - £1,700 per day	Medium £160 per day – 80% discount Large/Special - £340 per day – 80% discount
Deposit	Small - £200 Medium - £1,000 Large and special Events – £2,000, special events by negotiation.	This has been removed with the exception of circuses/funfairs where a deposit of £10,000 applies. The application fee will be used as the deposit and deducted from the hire charges. If the application is rejected or if the event doesn't go ahead the application fee is non-refundable.	This has been removed with the exception of circuses/funfairs where a deposit of £10,000 applies. The application fee will be used as the deposit and deducted from the hire charges. If the application is rejected or if the event doesn't go ahead the application fee is non-refundable.
Circuses/Funfairs	£3,000 daily rate Deposit - £10,000	No Change	
Road Closure (as required)	£2,000 (Commercial) Community organisations, schools, places of worship and registered charities – on application	No Change	
Waste Management	On application	No Change	
Parking Suspensions	On application	No Change	
Equipment Hire	On application	No Change	

Question	Result	Council Response
<p>Are you a formally recognised group (if yes please tell us what type)?</p>	<p>16% - Park User Group 4% - Sports Club 2% - Faith Group 3% - Local Charity 1% - Community Group 1% - Residents Association</p>	<p>For information – noted in Cabinet Report.</p>
<p>Do you agree with the Council’s commitment to local residents, to assist with the growth, development and management of events over the next 5 years)?</p>	<p>52% - Yes 29% - No 13% - No Opinion</p>	<p>For information – noted in Cabinet Report.</p>
<p>We have broken events into size categories. Do you consider the event sizes to be reasonable?</p>	<p>75% - Agree with Small event 50-200 76% - Agree with Medium event 201-499 93% - Agree with Medium/Large event 500-999 55% - Agree with Large event over 1,000</p>	<p>This has been changed as a result of benchmarking with other councils and given the 1,000 break point for other work that is needed, changes made to policy are as follows:</p> <ul style="list-style-type: none"> • Small event: up to 499 people per day • Medium event: 500-1,000 people per day • Large Scale and Special event: over

<p>Please rank event type into level of environmental impact?</p>	<p>Highest Impact</p> <p>19% - Circus</p> <p>17% - Fireworks</p> <p>16% - Funfair</p> <p>10% - Car boot sales</p> <p>9% - Music</p> <p>6% - Wedding</p> <p>4% - Street parties</p> <p>4% - Procession</p> <p>4% - Sports</p> <p>4% - Charity fun day</p> <p>4% - Community</p> <p>3% - Birthday</p>	<p>1,000 people per day</p> <p>For information – noted in Cabinet Report.</p>
<p>What do you think is a reasonable notification time in weeks?</p>	<p>55% - 4 weeks for Small Events</p> <p>41% - 8 weeks for Medium Events</p> <p>48% - 8 – 16 weeks for Medium / Large</p>	<p>Changes made to policy.</p> <p>4 weeks for small events</p>

	<p>Events</p> <p>22% - 16 weeks for Large events (77% indicated a period of 16 weeks or longer)</p>	<p>8 weeks for medium events</p> <p>16 weeks for large events</p>
<p>What do you consider reasonable application fees for charities/ Parks Groups?</p>	<p>69% - No fee for park friends groups</p> <p>69% - £20 for small charity events</p> <p>55% - £50 for medium charity events</p> <p>37% - £200 for medium / large events</p> <p>27% - £250 for large events</p>	<p>Application fee changed to £50 for commercial events A concession of 80% will be applicable for events held by community organisations, schools, places of worship and registered charities within the London borough of Harrow which results in an application fee of £10.</p>
<p>What do you consider reasonable hire charges for charities/ Parks Groups?</p>	<p>74% - No fee for park friends groups</p> <p>85% - £50 for small charity events</p> <p>79% - £250 for medium charity events</p> <p>68% - £300 for medium / large events</p> <p>55% - £350 for large events</p>	<p>80% concession introduced for events by community organisations, schools, places of worship and registered charities within the London borough of Harrow. In addition this charge may be waived for Park User Groups.</p>
<p>What do you consider reasonable hire charges for commercial events?</p>	<p>56% - £400 for small commercial events</p> <p>49% - £800 for medium commercial events</p> <p>42% - £1,700 for medium / large commercial events</p> <p>59% - £2,000 for large events</p>	<p>Proposed changes - : Small - £400, Medium - £800, Large/Special £1,700 per day.</p>

Feedback from e-mails and letters		Council Response
<p>Fees are too much for voluntary/ non profit/small local charities should be no cost, will not be able to fund the events, charges will not make a difference to the deficit and will take the heart of the community.</p>		<p>Fees and Charges for these groups have been discounted by 80%. As a result any shortfall in covering costs will be met by the Council as part of its commitment to supporting these groups.</p>
<p>Policy is needed but charges need to be fair.</p>		<p>The application fee and hire charges have been reduced. Events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public will be eligible for an 80% discount. The hire charge for events organised by Harrow Council established Park User Groups under the terms and conditions already agreed may be waived.</p>
<p>Application process is ambiguous.</p>		<p>The application process has been reviewed and is in line with the information and detail required for applications.</p>
<p>The time scales for applying are too long.</p>		<p>Changes made to policy. 4 weeks for small events</p>

Appendix D - Consultation Feedback

<p>Charity events should be exempt from paying because they raise cash for charities organise community events and do not have the money to pay charges.</p>		<p>8 weeks for medium events 16 weeks for large events</p> <p>Events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public will be eligible for an 80% discount. The hire charge for events organised by Harrow Council established Park User Groups under the terms and conditions already agreed may be waived.</p>
<p>Special events should be exempt e.g. Remembrance Day, St Georges, fund raising events such as St Luke's fun run, Pinner Association of Churches etc.</p>		<p>There will be no charge for specific civic events including, but not limited to, Remembrance Day.</p>
<p>No objection to charging organisations holding events to raise money.</p>		<p>No changes proposed.</p>
<p>No fees for well run existing community events run by voluntary /non profit /small local charities but charge problem events and new ventures.</p>		<p>Events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public will be eligible for an 80% discount. The hire charge for events</p>

		organised by Harrow Council established Park User Groups under the terms and conditions already agreed may be waived.
Small events should start at under 200, how were the event sizes considered?		<p>As a result of benchmarking with other councils and given the 1,000 break point for other work that is needed, changes made to policy as follows:</p> <ul style="list-style-type: none"> • Small event: up to 499 people per day • Medium event: 500-1,000 people per day • Large Scale and Special event: over 1,000 people per day
Agree with regulations for large open air concerts but not for small groups with less than 50.		Noted, however all events need to adhere to regulations such as Health and Safety.
Strongly opposed to using nature reserves for large gatherings e.g. Stanmore Common.		As part of the review of applications received, conditions will be applied as appropriate.
Should not have weddings and large parties in parks due to the disruption and damage it		As part of the review of applications received, conditions will be applied as

would cause.		appropriate.
How does the policy compare to other boroughs?		As part of the development of this policy benchmarking has taken place with other boroughs.
Facilities in our parks and open spaces should be free.		The application fee and hire charges have been reduced. Events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public will be eligible for an 80% discount.
Involve Harrow Nature Conservation and Park Users Groups in the early stage application process.		As part of the application process, we will check if these groups have been notified.
Council's reputation and Corporate priorities should be adhered to.		In line with our commitment to local groups, events by community organisations, schools, places of worship and registered charities within the London borough of Harrow that have free entry and are open to the general public will be eligible for an 80% discount. The hire charges for events organised by Harrow Council established Park User Groups under the terms and conditions

Appendix D - Consultation Feedback

<p>Consultation process/form does not cover serious issues/ questions do not allow proper feedback.</p>		<p>already agreed may be waived.</p>
<p>The policy document is all about process with unclear terms and conditions.</p>		<p>As part of the consultation, e-mails and letters were also received and reviewed.</p>
		<p>The terms and conditions are included as part of the application form.</p>

REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Corporate Plan 2016 - 2019
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Corporate Director of Resources and Commercial
Portfolio Holder:	Councillor David Perry, Leader of the council and Portfolio Holder for Strategy, Partnerships and Corporate Leadership Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Policy Development
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Harrow Ambition 2020 Equality Impact Assessment – Corporate Plan

Section 1 – Summary and Recommendations

This report sets out the Corporate Plan for 2016-2019. It sets out the key activities and targets that will evidence delivery of the plan over the next three years. Together with the Final Revenue Budget 2016-17, they outline what the Council intends to do and how we will do it. It will be refreshed annually.

This report also sets out the Council's new values for Cabinet to note.

The Plan will be being considered at Overview and Scrutiny Committee on the 16th February 2015.

Recommendations:

Cabinet is requested to:

1. Endorse the Council's new values, and
2. Recommend the Corporate Plan to Council and to authorise the Leader to make any minor amendments to the Plan as necessary prior to the matter going to Council.

Reason: (For recommendation)

To update the Council's Policy Framework and set out the Council's direction of travel for the next three years.

Section 2 – Report

1. Introductory paragraph

- 1.1. The Corporate Plan sets out the strategic direction for the authority, it's vision, priorities, core outcomes and key initiatives which describe and illustrate the programme of activity for next three years and against which the Council is happy to be judged. Together with the Final Revenue Budget 2016-17, it outlines what the Council intends to do and how those actions and services will be funded. The funding detail is set out in the budget reports.

2. Options considered

- 2.1. The Corporate Plan needs to be updated to align with the budget. It is important that the Council have a Corporate Plan. Therefore no other options have been considered.

3. Background

- 3.1. All Councils are experiencing immense budgetary pressures and Harrow is no different. The Corporate Plan is designed, not only to set out how this Borough is responding to those challenges, but it also sets out our aspirations for the Borough, and our strategy to deliver on our vision of 'Working together to make a difference for the vulnerable, communities, families and businesses'. That strategy is between now and 2020 to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like.
- 3.2. The Corporate Plan, entitled 'Harrow Ambition Plan 2020' is set in three parts. A first section that sets out the context, ambition and strategy, section two which is the delivery plan, which sets out the

projects and initiatives and the targets we aspire to achieve and a third section which is aimed internally at staff which sets out what all of this will mean for the Council as an organisation and a place to work. It is within this section that the refreshed values feature.

4. Values Refresh

- 4.1. With the challenges that the Council faces we need to be more commercially minded, working in a more business-like and innovative way in order to meet our strategic goals together. To do this we need to change how we work. How we work is about systems/processes and structures and – perhaps most importantly - it's about values and behaviours. What behaviours would we see around the Council in an organisation focussed on commercialisation and what do we need to be doing in terms of our behaviour in order to drive transformational change?
- 4.2. In the consultation paper on his senior management re-structure the Chief Executive committed to work with staff to build some new cultural values. Pursuant to this, during the latter part of last year a series of facilitated workshops were held with staff from across the Council. The workshops were used to explore (using a tried and tested tool called the Competing Values Framework) how we currently work and the positive behaviours that staff see around the organisation that they want to keep and to think about the desired future culture and the shift in behaviours and values required to deliver it. A workshop was also held for elected members.
- 4.3. From the raw data collected at each workshop we began to identify trends, patterns in feedback and messages. We continued drilling down into this data and developed a 'straw man' of suggested values, pulling together the high level emerging themes. From this, we asked what this data told us? What are the key messages we take from them? This created our proposed new values:
 - ★ Be Courageous
 - ★ Do It Together
 - ★ Make It Happen
- 4.4. We presented these back to employee focus groups and facilitated another workshop to begin to pull together the associated behaviours we need to demonstrate to truly live our values, gaining consistency in what we say and what we do. The values, and importantly the behaviours have been developed with employees. They are staff led, owed by them and so it is essential that we engage with all employees to begin to embed these values and drive culture change.

5. Next Steps on Council Values

- 5.1. Our values need to underpin everything that we do. From the way we work together, to how we make decisions and how we deliver our objectives. In order to become a values led organisations we need to recruit on our values, to be measured on our behaviours by embedding them in our appraisal process and to ensure that our

senior officers are leading by example. Our values have therefore been built in to the new Harrow Ambition Plan and we have designed a 12 month long embedding programme, beginning with launching them at the managers' conference in March 2016

6. Consultation

6.1. Some of the actions or proposals within the plan have already been the subject of consultation. Where necessary, consultation will be undertaken with residents and communities to shape the delivery of the other proposals contained within the Corporate Plan, in keeping with the ambition of the Administration to consult and engage.

6.2. With regards the values, the consultation that has been undertaken is highlighted above.

7. Risk Management Implications

Risk	Mitigation
The Plan is not delivered due to external factors beyond our control or a lack of capacity internally	The delivery plan is deliberately ambitious as we want to achieve the best for our residents. We will monitor performance and progress quarterly through Improvement Boards so we can take action should it become apparent things are not happening to plan.
Change in Government policy or legislation impacts adversely on our ability to deliver the plan	We will monitor closely government policy in key areas related to the plan and should for example the funding settlement, guidance around the introduction of Universal Credit or the draft Housing Bill change and impact negatively in our plans we will reassess those plans and consider lobbying Government.
New values do not lead to a change in behaviours	A comprehensive 12 month plan for communicating and embedding the values and behaviours has been drafted and will be rolled out across the organization.
Failing to link the Harrow Ambition Plan and new values to the Appraisal process for the 2016/17 performance year	A detailed project plan for automating and updating the appraisal process is being developed and will cover communication/engagement and the supporting training package that will underpin the rollout

Risk included on Directorate risk register? No

Separate risk register in place? No

8. Legal Implications

8.1. Approving the Council's policy framework is reserved to full council. The Corporate Plan will therefore be considered at Council on 25th February 2015.

9. Financial Implications

9.1. The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2016-17. The Corporate Plan incorporates those key activities that the Administration wish to be delivered between now and 2020 within the current spending envelope. The programme to embed the Council's new Values is being delivered from within the Council's Organisational Development Budget.

10. Equalities implications / Public Sector Equality Duty

10.1. The equalities implications of the Corporate Plan are set out in the attached EQIA which concludes there is no adverse impact as a result of this plan. A number of the activities referenced in the Corporate Plan are still proposals and final business cases need to be developed, so EQIAs will be developed to support these.

11. Council Priorities

11.1. The Corporate Plan sets out the delivery plan for making the Council's corporate priorities a reality.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 4 February 2016		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 February 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Alex Dewsnap

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp, Head of Policy, 0208 424 8774
rachel.gapp@harrow.gov.uk

Background Papers: None.

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in does not apply as the decision is reserved to Council]</i>
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**Working Together to
Make a Difference for
Harrow**

Leader's Introduction

We are ambitious for Harrow, the Council and our residents.

In 2014 the administration was elected on a pledge of making a difference for communities, families, businesses and vulnerable people.

At the time Harrow Council was facing its largest ever funding shortfall. Since then the Government has imposed further cuts on Harrow Council; in total £83m of cuts will be imposed on Harrow Council and our residents from 2014 to 2018 – this is over 50% of our controllable spend on services from street cleaning to care for our older people. National decisions are having local consequences in Harrow including cuts to police officers and increased waiting times at our local hospital.

We are showing leadership and ambition even in these difficult circumstances. We are continuing to make Harrow a better place to live and do business.

For the first time ever, we are producing a three year budget. This will give long term stability to the Council so we can plan ahead for a sustainable future and deliver fewer but higher quality services.

Our approach is now much more business-like. We know we can no longer rely on Government funding so we are becoming much more commercial with our growth of new business ventures and sharing services with other Councils, which is saving us hundreds of thousands of pounds in back office costs. At the same time we are creating new jobs and apprenticeships, giving opportunities to our young people.

Meanwhile our ambitious regeneration plans to 'Build a Better Harrow' will create thousands of much needed affordable and high-quality homes, bring jobs and investments into the Borough, new schools, cleaner and greener neighbourhoods and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets.

By 2020 Harrow Council will be moving into a new Civic Centre, designed in consultation with residents to be at the heart of the community and Wealdstone, supporting local businesses, local families and turning round an area that has been ignored for far too long.

Our vision and priorities for Harrow are to work together to make a difference for all our communities, families, businesses and vulnerable people, ensuring everyone has access to opportunities to improve their lives.

Together we can create the places and the opportunities that our communities deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of. Together we can build a better Harrow, for today, and for future generations.

Cllr David Perry
Leader of Harrow Council

How we will deliver our Vision

The Council's strategy to deliver its vision of 'Working together to make a difference for Harrow', between now and 2020 is to:

- **Build a Better Harrow**

Together we are building a better Harrow, for today, and for future generations, creating the places and the opportunities that all our residents deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of.

Harrow is a good place to live, but we want to make Harrow a great place to live. Many residents are not feeling the benefits of economic growth and we want all our residents to have the opportunity to get a good job, access good education, improve their skills and live in a house they are proud to call a home. We have over £1.75bn of public and private investment lined up to deliver thousands of affordable homes, new schools and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets. We need to create more jobs that will remain in Harrow and offer our residents from school leavers to parents the chance to move onwards and upwards.

We want our local businesses to be successful and able to reach their full potential with access to more commercial workspace and the ability to employ local people in the many jobs they are able to create. We want local businesses to be able to tender for work locally and benefit from the £1.75bn investment in Harrow by investing in their workforce to help build prosperous communities.

We want Harrow to be an attractive place to live, work and invest in. We want young people who grow up in Harrow to be able to afford to build a life here. We also

want a good cultural, leisure and night-life offer that is celebrated and well used. We want to support people to be healthy and our environment to be safe, clean and accessible. We want local people to take pride in their neighbourhoods. We want to help our communities to help themselves, either by increasing their skills, getting a better job, or accessing information and advice that can solve a problem. We will seek to empower and inspire local people to become more active citizens, able to contribute to local decision-making and play a greater part in their community.

- **Be More Business-like and Business Friendly**

We want to be seen as a Council that understands the needs of local businesses, and supports them to grow and be successful. We also want to be seen as a well-run Council, with our residents supporting our growing set of business ventures. We want our commercial services to be profitable and used by local residents and businesses, so the profits can then be re-invested back into those services most valued by our residents.

Our efforts to increase business growth in Harrow will increase as Councils are expected to become self-financing by 2020. Businesses are essential to *Build a Better Harrow*, so we will focus our efforts on increasing business activity in the borough. We will also use the opportunities from devolution to London and the West London Economic Prosperity Board to continue to invest in skills and apprenticeships so our residents can benefit from growth, and we can gain income from a growing and profitable business base.

We want to have as lean a management structure as we can, enabling as much of our money as possible to be spent on those services that matter most to residents. It is important that we are able to manage the levels of demand for services so the Council will still be investing

in early intervention - preventing problems from escalating. This will be important in our regeneration programme, for example by designing out crime and making homes more energy efficient to avoid fuel poverty, but also through those services that help older people remain healthy and stay in their homes for longer, and working with families to prevent breakdown where it is in everyone's interest to do so. Where residents are vulnerable, we will ensure that vital services are still available, even if we are not providing those services.

We want to deliver an excellent customer experience for our residents when they contact us, which will increasingly be online, meaning residents can contact us when it suits them, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.

Finally, we want to maintain our position as one of the top recycling boroughs in London and increase recycling to 50% so we can reduce the overall costs to residents of disposing of waste in landfill.

- **Protect the Most Vulnerable and Support Families**

We want to make sure that those who are least able to look after themselves are properly cared for and supported. We want to safeguard adults and children from abuse and neglect, keep them safe and ensure they have access to opportunities and a good quality of life.

We want to increase people's ability to look after themselves, and reduce their long term dependency on the Council. We want to increase the choice that our service users have through a more personalised approach so they are more in control of the services they receive and can access the things that will make the biggest difference to their lives.

We want to work more closely with our voluntary and community sector, so they can take a greater role in supporting our most vulnerable residents. We want our youngest and most vulnerable children to have access to the key services that will help to reduce child poverty and give them the best start in life and support those families at risk of losing their homes to find the means to help themselves.

Families are at the heart of our communities in Harrow, and we recognise that for some the last few years of ‘austerity’ have been a struggle. We want to make sure that Harrow is a place where families can thrive, from good quality housing and safe neighbourhoods, to good schools for their children and jobs which enable the aspiration of families to be met. We know that the cost of living continues to rise in Harrow, and we will do all we can to support families through this, targeting our resources as best we can so that families can feel the full benefits of economic growth.

Our Budget:

This is what we have to spend on delivering this plan.

Table 1: The Council’s Net Controllable Revenue Budget

Net Controllable Revenue Budget	Budget 2016/17	Description of service
	£000	
<u>Resources & Commercial</u>		
Council contribution to freedom passes scheme	9,803	Every resident should have their independence. This is millions of pounds of funding to allow our older residents - or those with a disability - independence and free travel across Harrow and London.
The Council's call centre, main reception and website administration costs	4,012	Residents want to contact us in a number of different ways. This is what we spend so residents can contact the council in a way that is convenient for them, whether it is online or over the phone.
Support for residents revenue and benefit claims	2,705	This is money we spend assisting those in need and helping them access the support they need.
Resources	21,357	This covers a range of back office functions necessary for the running of the council including Legal, HR, procurement and IT support for the Council, including in all of our community facilities.

<u>Community</u>		
Keeping Harrow clean & green	16,280	The council spends millions on street cleaning, parks maintenance, collecting and preventing fly-tipping, licensing and preventing Anti-Social Behaviour. This budget includes investing in neighbourhood facilities and pro-active action to stop our streets becoming dirty in the first place.
Promoting culture in the Borough	1,830	Libraries and cultural facilities are so important to residents. This money maintains our state of the art libraries, as well as other cultural facilities in the Borough.
Housing General Fund	3,539	The Council has a duty to ensure all our residents have somewhere to live. This money is spent providing temporary accommodation for residents and families in need. This also goes towards housing vulnerable residents, who, for example, are fleeing domestic violence.
<u>People</u>		
Adults' Services		
Support for people with a disability and older people.	42,031	We spend millions of pounds on caring for older residents, and those with a disability. This covers thousands of residents in the Borough and includes day care centres, overnight respite care and home visits by support workers. Our support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance & commissioning services	9,873	We want to ensure our residents receive the care they deserve. This is the money we spend on safeguarding to ensure that the care our residents receive in the borough - including in private care centres - adheres to the highest standard of care.
Children's Services		
Children & Young People's Services	21,566	We provide valuable support to families and young people across the Borough. This includes Children's Centres to support young families and social workers to work with our most vulnerable children and families. This also includes adoption and fostering services.
Education Services	6,955	Our schools are amongst the best in the Country and we spend money on support services for them, as well as education services for children in care or with special educational needs.
Regeneration		
Economic Development & Research	622	The council team that works with local businesses and employers to create hundreds of jobs, apprenticeships and training opportunities, particularly for our young people. They also bid for grants from Government to support businesses and regenerate Town Centres in the Borough. It is this team that is one of the reasons we were awarded the best small business friendly Borough in London.
Planning Services	298	This is money spent processing planning applications and enforcing planning standards across the Borough.
Total Service Budgets	140,871	

Further information can be found in the Council's Budget.

Our Achievements in Difficult Circumstances

Despite the challenging financial situation we find ourselves in, we continue to provide many vital services to residents. This is a summary of what we have achieved so far in 2015/16.

Build a Better Harrow

Regeneration

The Council is committed to developing a thriving, modern, inclusive and vibrant borough and in 2015 some major steps were taken towards making this a reality. The Council approved a major regeneration plan in the autumn which opens up new sites for redevelopment and will inject major new investment into the borough. This includes a £1.5million grant from the Mayor's London Regeneration Fund to contribute towards the regeneration of Wealdstone by helping to create new jobs, work spaces for creative businesses and a new public square, making Wealdstone a place people are proud to live and work in. Planning approval has been secured for the former Kodak site which will deliver much needed new jobs and housing, and for a new town centre library as part of a residential development at 51 College Road. We have also signed an agreement with the GLA to accelerate our house building targets in the Heart of Harrow Opportunity Area, in return for some £31m of funding to the Council and other lead developers.

The Grange Farm estate regeneration project continues to progress and a contract for the first new-build Council homes has been awarded. The scheme to purchase 100 properties for temporary housing use was approved by Council in September and the first properties are expected to be purchased in early 2016. The Council's Warm Homes Healthy People initiative has been awarded one of only five National Energy Action Community Action Awards. The money received will enable further work to be undertaken.

Along with housing, we have also been investing in our schools. School standards as judged by Ofsted are higher in Harrow than the London and England average. In particular Key stage 1 (infant) performance in Harrow schools has improved and now exceeds the England and London average across all 5 areas measured, including disadvantaged pupils. Phase 2 of the School Expansion Programme has delivered 15 school expansions and 151 more Special Educational Need places over the last two years.

And in terms of arts leisure and cultural provision we successfully bid for £3.6m from the Heritage Lottery Fund to help us turn the medieval Headstone Manor and its grounds into Harrow's heritage centre and visitor attraction. The Great Barn has now been beautifully restored as a first class functions venue to generate income for the Museum and over 60 volunteers support the site. We have brought disused park buildings back into commercial and community use. So far this year we have opened a nursery in Centenary Park, a Boxing Club at the Croft and created 19 Green Gyms in parks around Harrow, helping to contribute to a healthier Harrow.

Environment

We want Harrow to be an attractive place to live, work and invest in and our environment to be clean, safe and accessible. We are maintaining high performance in recycling (45% 2014/15) against a trend of declining performance in most authorities, and in-year improvements are saving the council money on expensive landfill.

The condition of our roads is improving, with latest national figures putting us in the top third of London boroughs; and we have invested in more LED street lighting and reduced by a third the average time taken to repair streetlights.

A programme of Days of Action has been held across the borough, with 10 held by January 2016. With the combined resources of partner agencies, activities ranged from the seizure of illegal tobacco and counterfeit tobacco to the provision of advice to residents by colleagues from Age UK Harrow and the Alzheimer's Society. A Community Clear Up day in Wealdstone Town Centre was held in December and was supported by around 50 volunteers including major suppliers and local businesses.

Community engagement & volunteering

We want residents to be able to play a greater role in their communities. This year, alongside our programme of Days of Action, the Housing Service has also held five successful estate action days with tenants and residents groups, police and contractors to clean, repair and tackle anti-social behaviour. We are working to improve the situation of vulnerable tenants living in high risk conditions and satisfaction with housing repairs and maintenance has improved significantly.

A series of training events for Community Champions – one of the Council's biggest volunteering schemes – has been launched, with 22 new volunteers trained in just one month alone. Around 25 Champions have also had 'Heartstart' training, with more training scheduled including instruction for Snow Champions. We have also launched Park User Group Forums and a Borough Parks Forum to allow residents to make decisions on the use and maintenance of our parks.

We held our most successful Harrow's Heroes awards yet this year celebrating the vital, but unsung contribution that countless volunteers make to our communities. One of the winners from the Gurkha community even got a letter of recognition from the Prime Minister as a result of winning a Harrow's Heroes award. Community consultation is also at the heart of our regeneration activities. So this year we have established the Harrow Residents Panel, to have an on-going dialogue with the community about the borough's regeneration programme. It had its inaugural meeting in the autumn and will continue to meet on a bi-monthly basis.

Be More Business-like and Business Friendly

What we are doing for businesses

We want to be seen as a Council that understands the needs of local business and supports them to grow and be successful. So we were thrilled when Harrow was chosen as the "Best All Round Borough" at the 2015 London Small Business Awards. Our business mentoring programme is helping to connect new businesses with experts in established businesses. The Business Den initiative has helped new businesses with things like access to retail space at our "pop up" shop and over 650 Harrow businesses have been supported through workshops, tender meetings,

networking events and mentoring. Harrow Council's local procurement policy has led to a spend of millions of pounds with local businesses this year and to help both businesses and residents we have provided 20 minutes' free on-street parking to shoppers.

Harrow Council has also been involved in the establishment of a new formal legal partnership - the West London Economic Prosperity Board - with our neighbouring boroughs to deliver economic prosperity and growth in West London. The Board will work with local partners, including businesses and the voluntary sector, to boost local economic activity, build more affordable homes, support businesses, improve skills levels in line with what the economy needs and so help to create apprenticeships and job opportunities for local people.

Commercialisation and shared services

The public sector is still under tremendous financial pressure and as a council we continue to have to make significant savings year after year and work towards becoming self-financing by the end of the decade. To this end the Council agreed a Commercialisation Strategy in the summer to enable the Council to set up various trading companies, the profits from which can be re-invested back into important council services. Significant work is in train. Project Phoenix, which aims to achieve cost neutrality for environmental services by 2020, became operational in September and the first two business cases have been developed and in Adults Social Care, Digital First have been re-commissioned to engage with the market as part of a joint venture proposal for the further development of MyCommunity ePurse.

As well as generating income, we continue to drive further efficiencies in the Council. Multiple shared services developments are under way in our back office functions including Legal, HR, Procurement and Commercial Property services involving five other authorities. The food waste recycling service was launched on 19 October. We have collected 1,914 tonnes of food and 1,936 tonnes of garden waste, which has generated a saving of £105k so far in disposal costs. And in our Public Health contracts, Harrow is leading the re-procurement of a pan-London joint sexual health services contract; has let a new substance misuse (Drug and Alcohol) contract which started on 1 October and has awarded the School Nursing contract to Central London Community Health Services with effect from 1 November 2015. The new management structure of the council went live on 1 October 2015 reducing the number of senior managers and the provision of our IT services passed from Capita to Sopra Steria on 1 November 2015.

Customer service

The experience residents have when they contact the Council is very important to us and over the last few years we have been making more and more services available online, making it easier for residents to contact or transact with the council at a time that suits them. Some 80% of customer interactions with the Council are now self-serve and there are over 90,000 My Harrow Accounts open which means residents can securely keep track of a variety of council services online including council tax, housing benefits and rent, as well as subscribe for alerts such as council tax payment reminders, planning applications, bin collections and updates in their local area. The overall average transaction cost is now down to 59p.

Protect the Most Vulnerable and Support Families

Families & children

Families are at the heart of our communities in Harrow and we want to ensure that Harrow is a place where families can thrive. We have provided a wide range of support to children and families via Children's Centres this year, reaching over 7,000 children under five; 3,200 of these from the more deprived areas of the borough. The First short breaks unit achieved an Ofsted grading of 'Outstanding' for the 7th consecutive year this year, providing valuable respite care for families with children with learning disabilities. The Harrow/Coram Adoption Partnership entered its 10th year this year and has increased the number of children adopted and we have recruited more in-house foster carers, which is leading to greater security, stability and permanency for our most vulnerable young people. In October we successfully took on responsibility for the Health Visiting service and gained an increase in funding for Health Visiting services from £113 to £160 per child.

As a Council we have signed up to the British Sign Language Charter to ensure deaf people across Harrow are given better access to council services. The Health and Wellbeing Board has agreed to sign up to the Disabled Children's Charter. We have invested £255,000 into a new contract for services to support victims of domestic violence and are piloting an innovative new couples programme for families. Arrangements have been put in place with our partner agencies to support families with multiple problems in Phase 2 of our Troubled Families programme. The First Response service for children and young people is now fully operational. A Child Sexual Exploitation champions network has been set up, with training being provided across social care staff and foster carers and the Chandos Family Library opened at Chandos Children's Centre in November 2015.

Adults

We want to increase people's ability to look after themselves and reduce their long-term dependency on the Council. So far this year we have supported over 150 unemployed residents back into work and over 4,000 residents have learnt new skills through community learning provision. We secured £223,000 for a mental health and employment programme. This will support over 100 unemployed Harrow residents with mental health conditions to secure employment over the next three years. We also started the Active Minds project with MIND this year. It is funded by the Department for Business Innovation and Skills and the Skills Funding Agency as part of a national pilot for adults 19 years and over to support their recovery from mild to moderate mental health problems (such as depression, anxiety and sleep disorders). It is also good to see that more Harrow people were active than ever in 2015/16 with a record 22.1% taking part in sport or physical activity at least three times a week and over 1.2 million visits to Harrow Leisure Centre - a 6% increase. For the less physically able, the Housebound Library Service visited 447 people on a monthly basis, with 47 visits to nursing homes and 12 to sheltered accommodations.

The council remains one of the national leaders in personalisation with over 380 long term service users on My Community ePurse which gives adult social care clients the facility to receive and manage their cash personal budget online. A new Quality Charter for people in Residential or Nursing Care has been developed with the Local Account panel with people who use services advising on standards. We have also implemented reforms arising from the Care Act which amongst other things places a duty on Councils to provide information and advice to residents. Contracts for these

services were awarded to a number of local voluntary sector organisations in the autumn.

Why this Strategy – our local context

Population Growth: 7.1% of the population are aged 0-4; 13.4% aged 5-15; 64.7% are aged 16-64 and 14.8% are aged 65 plus. As with most areas in the country, the borough has an aging population. It is expected that the number of residents aged 65 plus will increase by nearly 39% and those aged 85 plus could increase by over 60% by 2029.

Growing diversity: 42.6% of the population identify as being Asian which ranks 2nd nationally. Since 2001 there has been a 59.4% increase in the number of residents who are Asian. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages.

Housing: Of the total amount of occupied dwellings in the area, 10.6% of Harrow's households live in social rented housing. Harrow has the lowest proportion of social housing of any of the London boroughs and 21.7% of households live in private rented accommodation. There are almost 50,000 households in housing need and the number of homeless families has increased over the past 5 years, with homelessness now a significantly growing issue. We will continue to work to help families remain in their accommodation whenever possible and find new housing solutions for families who need to move.

Health: Health in the borough is generally good; however, 14.6% of residents in Harrow have a limiting long-term illness or disability. This is an increase of 13.2% (+4,000) since 2001. Harrow's rate is now higher than the average for London (14.2%).

22.5% of all 4-5 year olds are classified as over-weight. 9% of 4-5 year olds are considered obese. 34.5% of 10-11 year olds are classified as over-weight. 20% of 10-11 year olds are classified as obese. This is higher than the national average.

Education: There are 57 schools in the borough, of which 93% are judged as good or outstanding by Ofsted. Despite population growth every Harrow child has been offered a school place at a Harrow school, achieved through our successfully delivered school expansion programme.

Crime: Over the past year crime levels have increased by 5%. The most common crime in the borough was anti-social behaviour although relative to London rates are low. The borough has a crime rate of 53

offences per 1,000 which is one of the best rates in London, making Harrow one of the safest boroughs in London.

Environment: 45% of household waste was recycled in 2014/15.

Employment and Skills: Unemployment in 2015 was 1.1% below the London and national average. There are more than twice the number of residents with higher level qualifications in Harrow (37%), compared to those with no qualifications (17%). The borough also has one of the lowest levels of NEETs (not in education, employment or training) in both London and nationally. 17% of those aged 16-64 have no qualifications (lowest being NVQ4).

Harrow Ambition Plan 2020

This is the first Harrow Ambition Plan. All Councils are experiencing immense budgetary pressures and Harrow is no different. This document is designed, not only to set out how this Council is responding to those challenges, but it also sets out our aspirations for the Borough, our commitment to the residents of the Borough and our commitment to staff.

1. Build a Better Harrow

Our aim is by 2020 to:

What we will do	Ambition
Deliver the largest number of new homes in a decade	5,400 new homes by 2020/21
Deliver the biggest Council Estate Regeneration scheme in decades	500 new council houses by 2020
Improve the quality of our homes and estates by implementing the Harrow Better Homes Standard and rolling 5 year Better Homes Programme	Successfully deliver our capital programme, maximising value for money, social value and collection of any income due from leaseholders Approved rolling 5 year Better Homes programme
Continue to improve the appearance of our estates working closely with caretakers, tenants and leaseholders.	Improved service performance – measured by tenant and leaseholder feedback surveys
Reduce housing fraud	Complete 600 leasehold audits to confirm occupation and the protection of our freehold Recover 10 properties in 2016/17 where fraud is identified and allocate to those in genuine housing need
Deliver a thriving cultural offer through regeneration and commercialisation projects (arts, libraries, heritage, sports & leisure and night-life)	Six libraries will have been refurbished or rebuilt, Headstone Manor Museum will be completely refurbished, Harrow Arts Centre will be delivering from improved buildings, an improved or new Harrow Leisure Centre will be at the centre of a new residential and leisure led quarter next to Byron

	<p>Park</p> <p>In 2020 the annual Active People Survey will show 25% of the population aged 16+ engaging in sport or physical activity three times a week</p> <p>By 2020, there will be at least 2.5 million visits per annum across our cultural offer, which would include Harrow libraries, Harrow leisure centres and Headstone Manor</p> <p>Harrow will be seen as the place for creative industries/artists to locate and conduct business (e.g. Artisan Place)</p> <p>Deliver S106 funded improvements to outdoor sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023 by 2019</p> <p>Resident feedback: 90% of library users rate the Library Service as Very Good or Good</p>
<p>Deliver a new Civic Centre in the heart of Wealdstone, providing the catalyst for total regeneration of that part of the Borough, and regenerate Harrow Town Centre</p>	<p>To have moved into a new civic centre by 2019</p> <p>Create over 500 new jobs</p> <p>Support 500 young people into apprenticeships and jobs</p> <p>Support over 5,000 adult community learners</p> <p>Helped 300 unemployed residents back into work</p>
<p>Prevent homelessness whenever possible</p>	<p>By 2020 all families facing homelessness in the borough will be helped to remain in their accommodation or be offered an alternative housing solution. No families will stay in shared bed and breakfast accommodation longer than 6 weeks</p>
<p>We will continue to support local</p>	<p>We aim to double the number of</p>

private landlords and work with our social lettings agency (Help2Let) to offer well managed private rented accommodation in the borough	Harrow Landlords accredited through the London Landlord Accreditation scheme by 2020
Continue to be one of the safest boroughs in London	<p>Crime rates continue to fall and are the best in London</p> <p>Remain one of the best places in London for people from different backgrounds to get on</p> <p>We will regularly review our Road Safety Plan</p> <p>Aim for a year on year reduction in people killed or seriously injured on our roads</p>
Ensure sufficient places in childcare for vulnerable 2 year olds and encourage uptake	Uptake of formal childcare to improve from 48% to 67% and increase to 80% by 2018
Support our schools to continue to be among the best in the country	<p>95% of Harrow's maintained schools to be judged as good or outstanding by Ofsted for all children</p> <p>No "Coasting" schools</p> <p>Harrow school's Key Stage 2 results remain in the top 10% nationally and 5+A* to C GCSEs including English & Maths in the top 20% nationally</p>
Maintain one of lowest rates of young people Not in Education, Employment or Training in the country	Increase the number of young people who partake successfully in Apprenticeships and on Pre-Apprenticeship programmes
Promote wellbeing and reduce inequalities in the borough	<p>Life expectancy differences</p> <p>Deliver improvements against our Corporate Equality Objectives</p>
Promote and support volunteering and greater community action	<p>Increase number of volunteers and volunteer hours across the borough</p> <p>Achieve a target of 1100 trained Community Champions by 2016/17</p>

	To have established a Park User Group in every major park by the end of 2016/17
Continue to be tough on enforcement including on-the-spot fines for littering our streets and other anti-social behaviour	<p>Fly tipping will be removed within one working day. We will carry out targeted enforcement and education activity based on areas with higher activity</p> <p>Reduction in the total number of anti-social behaviour incidents per 1,000 residents</p>
To have a good quality, clean and sustainable environment	<p>To maintain our position as one of the top recycling boroughs in London and develop a recycling strategy to meet our ambition to be the top performer in London achieving a target of 50% by 2020</p> <p>To increase sustainable modes of transport in the borough to support improvements in air quality and public health by:</p> <ul style="list-style-type: none"> Reducing the % of children travelling to school by car Increasing the % of trips by walking and cycling

2. Be More Business-like and Business Friendly

Our aim is by 2020 to:

What we will do	Ambition
Generate new sources of income for the Council to pay for vital services	Bring in commercial contributions worth £15m by 2019 Deliver 2000+ new homes on council-owned land in the next decade and use any profit to support council services and become more self-sustaining. To aim for cost neutrality in Environmental Services by 2020, with 70% complete by 2018, through the work of the Project Phoenix commercialisation programme
Launch a new Private Lettings Agency	Have a portfolio of c.500 homes for letting and management
Deliver more workspace for Harrow's enterprising businesses	Create workspace to support the needs of growing local businesses, and attract new businesses into Harrow
Continued growth of Harrow's business base through our spend with local businesses	15% of council spend will be with local businesses
Improve resident satisfaction with our services, despite our need to	Resident satisfaction is constantly above 60%

What we will do	Ambition
do more for less	
Have a reputation for being a good employer and an inclusive organisation, attracting and retaining the best staff	<p>Maintain Investors in People and Disability '2 tick' accreditation.</p> <p>Improve our Stonewall Equality Index Score to achieve Top 100 employer status</p> <p>Improve our staff survey 'engagement' scores.</p> <p>Achieve London Healthy Workplace Charter Excellence Award</p>
Have a reputation for being an innovative council	<p>National reputation for being a commercial council</p> <p>Leader in West London for shared services</p>
Involve residents more in decisions that impact them and their neighbourhoods, devolving decisions where we can	<p>Community consultation is at the heart of our regeneration activities though the active involvement and engagement of the Residents' Regeneration Panel</p> <p>Increase number of residents who feel able to influence local decisions</p>
Continue to deliver excellent customer service and the right 'First Impression'	<p>Measured through:</p> <ul style="list-style-type: none"> • Improved resolution at the first point of contact • Reduction in avoidable contact • Increased Customer Satisfaction • Enhanced self-service offering
Become a truly digital Council with residents increasingly dealing with the Council online, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.	<p>Reduce advisor appointments by 10%, advisor answered phone calls by 10% and email traffic by 20% by 2020</p> <p>Increase logins to MyHarrow accounts by 50,000 pa and integrated web form usage by 20%</p>

What we will do	Ambition
	Reduce postage costs by £30,000 pa
Continue to develop shared service arrangements with other Councils in order to save money	Save £100K in 2016/17 on Procurement services, £250K on HR services in 2017/18, £280K on Legal services and put sharing in place for Registrars services in 2016
Embed effective standards for countering fraud and corruption in the organisation to minimise impact on service provision	Ensure that risks associated with fraud & corruption are managed effectively across all parts of the council by identifying fraud risks; developing a counter fraud strategy; providing resources to implement the strategy; and taking action in response to identified fraud & corruption
Support a sustainable voluntary sector to deliver services in the borough	Develop and deliver a strategy for working with the Voluntary and Community Sector in Harrow

3. Protect the Most Vulnerable and Support Families

Our aim is by 2020 to:

What we will do	Ambition
<p>Safeguard vulnerable children and adults in need of protection and be pro-active in reducing the risk of abuse within families</p>	<p>Pro-actively counter all forms of abuse; including child trafficking, child sexual exploitation, serious youth violence, gangs, on-line grooming, modern slavery and elder abuse</p> <p>Reduce rate of first time entrants to the youth justice system</p> <p>Reduce rates of reoffending amongst young offenders</p> <p>The independent Local Safeguarding Adults Board (LSAB) judges that safeguarding adults work is person centred</p> <p>The LSAB judges that prevention of abuse of adults at risk is a high priority in Harrow</p>
<p>Continue to support those residents who are victims of domestic and sexual violence, including female genital mutilation</p>	<p>Improve the 'Outcome Star' performance for those residents who use our Domestic and Sexual Violence services, meaning they feel more safe as a result of our interventions</p> <p>Deliver the 'Harrow Couples Domestic Violence Project' in 2016</p>
<p>To improve the lives of vulnerable families with multiple problems through the transformation of local</p>	<p>1360 families have measurably improved outcomes by 2020</p>

What we will do	Ambition
services	
Deliver Project Infinity, an innovative programme to develop a contemporary, fresh and leaner adult social care system so the most vulnerable, their carer(s) and their family are at the centre of adult social care	Achieve outcomes and commercial ambitions for the Infinity programme
Integrate adult social care services and health services further	Partners agree Better Care Fund plans
Continue to ensure people have maximum choice and control over the care services they receive through personalisation	% of long term service users who report having as much control over daily life as they would like % of long term service users who report having choice over care and support services
Deliver an effective health visiting service to ensure children get the best start in life	Percentage of births that receive a face to face New Birth Visit within 14 days by a Health Visitor with a target of 88-90% by April 2017
Continue to deliver effective intervention services through our Children's Centres	Increase reach of Children's Centres to Harrow's most vulnerable children and families
Establish a new respite care unit and increase the offer of respite care for children with disabilities within the borough	Sign off business case and identify site by end of 2016/17
Continue our School Expansion Programme	Every Harrow child has a school place each year to 2020
Improve access to high quality local contraception and sexual health services	To reduce sexually transmitted infections and unplanned pregnancies in Harrow
Improve mental health and wellbeing and in particular pilot an integrated employment/ mental health support offer	Residents with common mental health problems who are out of work are supported to return to employment Percentage of adult social care

What we will do	Ambition
	<p>users/adult carers who have as much social contact as they would like</p> <p>Proportion of adults in contact with secondary mental health services in paid employment</p> <p>Reduce number of working days lost due to stress and mental ill health in the Council</p> <p>Emotional wellbeing of children looked after</p>
<p>Develop community assets aimed at keeping people independent for longer</p>	<p>Improve Quality of Life measure in annual adult social care user survey</p>
<p>Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns</p>	<p>Proportion of people who use services who find it easy to find information about services</p>
<p>More residents from hard to reach groups will participate in sport and physical activity at the Council's leisure facilities</p>	<p>An increased number of users of Harrow's leisure facilities from specific target groups including females, those with a disability, those aged 60+, and those who are Black, Asian, and Minority Ethnic</p>

What it means for the Council and Our Staff

The Administration see staff as the lifeblood of the organisation and the foundation to making 'Our Harrow Ambition Plan' a reality

What will it be like working for Harrow?

By 2020 we will be a smaller organisation, based at a new Civic Centre that is an open and accessible community building. We will be an employer of choice offering a range of modern and flexible working arrangements and reflecting the diversity of the borough throughout the organisation. Our new values will support us in achieving this so that wherever people work, they will know they work for Harrow Council in the way they are treated and the rewards and opportunities they have access to.

We will have shared service arrangements for most of our back office functions, which means that more staff will increasingly work for more than one Council, or will have transferred to other organisations to deliver services for Harrow residents. They may or may not work in the new Civic Centre, but our technology will link them ensuring they feel part of Harrow Council.

We will be working with a range of suppliers and partner organisations from the private sector, voluntary and community sector and other Councils to deliver services, and together with our partners, we will look at all ways of maintaining the services that residents value.

Our biggest innovation will be our commercial strategy to bring in new income to support other services in the Council as we are expected to become self-financing by 2020.

Our commercial strategy will mean that more of what we do will be delivered by a separate trading company, to allow us to generate income. We will look to market these services to other Councils and to residents and local businesses where we

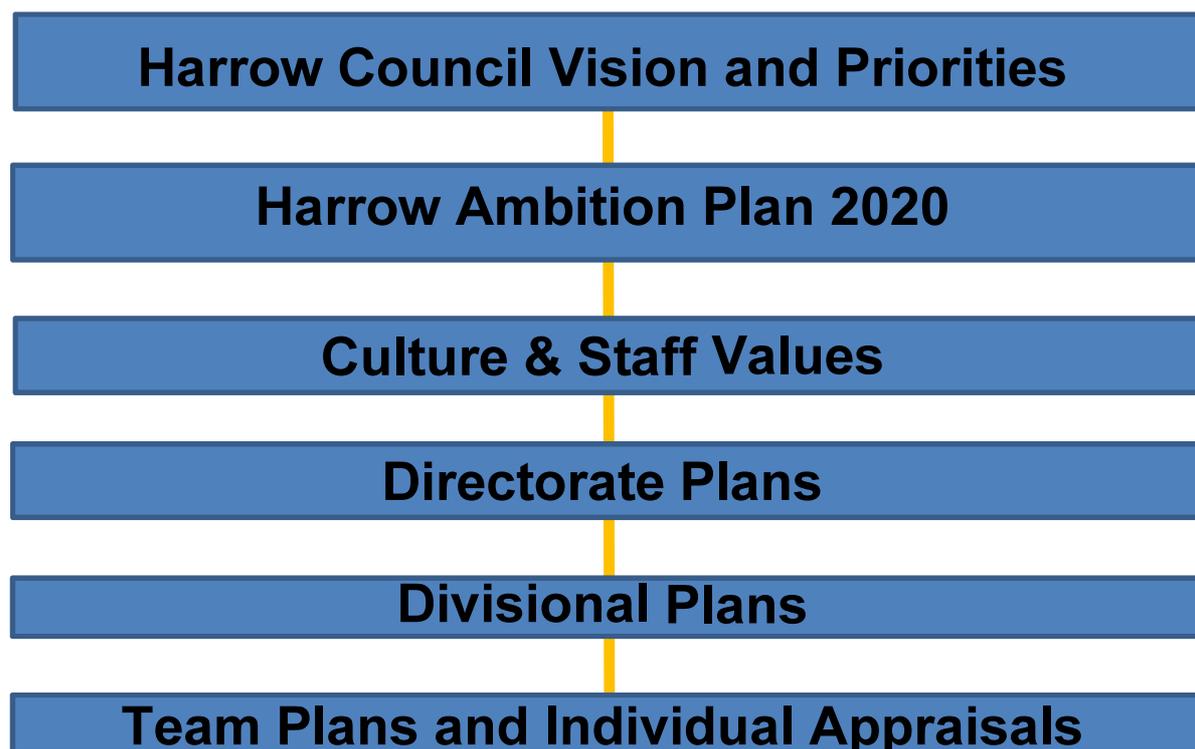
believe that we can offer something that meets a real need in the borough.

Finally, digital access to information, advice and transactions will be the default position, enabling the remaining capacity to be used to deal only with the most complex cases face to face.

Council Golden Thread

2016-2019

How it all fits together



Our Workforce Ambition

In order to deliver our ambitions we need a leaner, more flexible and resilient workforce. We need a workforce that is commercially skilled and equipped and incentivised to work together in this more complex environment. We want to be an employer of choice with a diverse workforce that embodies our values and behaviours and who:

- Are committed to delivering for Harrow
- Are 'can do'
- Collaborate to get the best outcomes for customers
- Put the customer at the centre of their thinking
- Demonstrate increased cost consciousness
- Are risk aware not risk averse
- Look for opportunities to do things differently

Our values have been developed by our staff and they are the foundation for the behaviours that will shape the way we work with each other, our partners and the way in which we deliver our services. Our values and behaviours are:

Be Courageous

It means I will –

- Challenge the status quo and be ready to step up and accept a challenge
- Make brave decisions to achieve success – be risk aware not risk averse
- Look for ways to do things differently
- Be conscious of my actions and take responsibility for the outcomes
- Look for opportunities to learn and develop
- Trust myself to have a go – change starts with me
- Learn from failure, accept and act on feedback

When I work with others –

- Give and earn trust
- Challenge others and be open to challenge back
- Stop and review. Have the courage to speak up when it's not working, seek out solutions to achieve success

Do it Together

It means I will –

- Actively seek the views of others and share knowledge
- Break down silos
- Think 'Us' not 'I'
- Build effective relationships across the organisation
- Treat everyone with respect and value diversity
- Involve all stakeholders. Think through the issues and impact, engaging with all those affected or impacted
- Put myself in others' shoes

When I work with others –

- Communicate honestly
- Tackle problems together
- Praise the work of others, acknowledge contribution
- Value the views of others – my colleagues and my customers
- Show I care
- Celebrate success
- Establish clear roles and responsibilities

Make it Happen

It means I will –

- Be positive
- See things through
- Be agile and quick to act
- Act with confidence
- Take initiative, be proactive and less reactive

- Be outcomes focused
- Stop when it's not working
- Know what to do and have the conviction to do it

When I work with others –

- Take responsibility – don't pass the buck
- Be clear about expectations
- Agree clear outcomes
- Have a common purpose
- Support others' enthusiasm

Our leadership commitments set out how the Senior Management Team of the Council will support the workforce to embody our values in order to deliver our ambitions to: build a better Harrow; protect the most vulnerable and support families; and be more business-like and business friendly.

The Senior Management of the Council is made up of the Council's Directors and Divisional Directors, led by the Chief Executive Michael Lockwood.

Who we are:

Chief Executive:	Michael Lockwood
Corporate Director Community:	Tom McCourt
Corporate Director People:	Chris Spencer
Corporate Director Resources:	Tom Whiting
Director of Finance	Dawn Calvert
Director of Legal & Governance	Hugh Peart
Director Adult Social Services	Bernie Flaherty
Director Public Health	Andrew Howe

As leaders we will:

1. Be Courageous

- Encourage freedom within a framework
- Provide the framework and guidance for others to perform
- Set clear expectations and outcomes
- Take ownership and work to prevent a blame culture
- Be ambitious about what's possible, inspiring others to

'Think Big'

- Have high expectations of others
- Hold others to account
- Review performance regularly
- Be authentic
- Deliver on my promises
- Build on experience and adapt. Plan, review, do.

2. Do it Together

- Be visible, have a presence with our teams and across the organisation
- Drive collaboration with others who share the same outcome
- Actively seek the views of the customer
- Listen to others opinions to inform decision making
- Engage, not just communicate
- Move from 'them' and 'they' to 'us' and 'we'
- Listen and ask, don't tell
- Involve members
- Adapt my style to support people to deliver results
- Create a coaching environment, mentoring and developing others
- Openly share my knowledge and experience

3. Make it Happen

- Give responsibilities to others, let go of control
- Remove barriers. Enable others to be more effective
- Be decisive
- Trust staff to work on the basis of results not tasks
- Make the process for change faster and more dynamic
- Articulate clearly what success looks like
- Celebrate and encourage innovation
- Set and review priorities

We have also put in place a culture change programme with a

range of communications, activities and tools for managers and employees so that they can:

- understand the Harrow Ambition Plan and are aware of how they, as individuals, contribute to that vision
- understand our values and what they mean for their team
- demonstrate those values and behaviours in the workplace
- develop the skills to work in a commercially minded, customer focused and innovative way

Harrow Ambition Plan 2020: Culture Change

Our aim is by 2020 to:

What we will do	Ambition
Develop and deliver a set of activities, tools and communications that enable colleagues to demonstrate the new values and behaviours	All staff understand the new values and demonstrate the behaviours (measured at appraisal)
Develop and deliver a culture change programme that supports the mobile and flexible working programme	All staff are working in a mobile and flexible way and are comfortable doing so (measured at appraisal)
Develop and deliver a strategy to position Harrow Council as an employer of choice that attracts and retains commercially minded, energetic people who enjoy working at pace in a fast changing environment	Positions are filled at first time of asking Turnover (resignations) is better than London Boroughs' mean Staff feedback positively about being employed by Harrow (measured via the staff survey)
Put in place a set of learning solutions – e-learning, coaching, workshops - that enable staff to work in a commercially minded, agile and digital way	All staff have the appropriate skills for their role (measured at appraisal)
Develop and deliver a leadership programme that enables leaders to lead commercially minded, collaborative and digital teams	All managers have the required skills (measured via the staff survey and at appraisal)
Develop and deliver an Employee Wellbeing Strategy that promotes healthy living, the right work/life balance and builds a resilient and resourceful workforce.	Staff feed back positively about wellbeing at work (measured via the staff survey) Sickness absence is better than London Boroughs' mean

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Equality Impact Assessment (EqIA) Template

In order to carry out this assessment, it is important that you have completed the EqIA E-learning Module and read the Corporate Guidelines on EqIAs. Please refer to these to assist you in completing this assessment.

It will also help you to look at the EqIA Template with Guidance Notes to assist you in completing the EqIA.

Type of Project / Proposal:	Tick ✓	Type of Decision:	Tick ✓
Transformation		Cabinet	✓
Capital		Portfolio Holder	
Service Plan	✓	Corporate Strategic Board	
Other		Other	✓
In year cost savings		Full Council	
Title of Project:		Corporate Plan	
Directorate / Service responsible:		Resources, Strategic Commissioning	
Name and job title of lead officer:		Alex Dewsnap	
Name & contact details of the other persons involved in the assessment:		Rachel Gapp	
Date of assessment:		January 2016	

Stage 1: Overview

All Councils are experiencing immense budgetary pressures and Harrow is no different. The Corporate Plan is designed, not only to set out how this Borough is responding to those challenges, but it also sets out our aspirations for the Borough, and our strategy to deliver on our vision of 'Working together to make a difference for the vulnerable, communities, families and businesses'. That strategy is between now and 2020 to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like.

The Corporate Plan, entitled 'Harrow Ambition Plan 2020' is set in three parts. A first section that sets out the context, ambition and strategy, section two which is the delivery plan, which sets out the projects and initiatives and the targets we aspire to achieve and a third section which is aimed internally at staff which sets out what all of this will mean for the Council as an organisation and a place to work.

1. What are you trying to do?

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

	<p>The Corporate Plan will be delivered within the same cost envelope as the approved MTFs in February 2016. Given the approved budget, there are no new savings proposals being put forward as part of this Plan. There are therefore no equality implications from the perspective of additional savings.</p> <p>From the perspective of the activity which is set out within the Plan they are all supporting the Corporate Priorities which encompass all protected characteristics. Therefore there are no direct adverse implications from the delivery plan. However, for some of the substantial areas where work is to start on developing business cases or on new ways of delivery, officers will need to carry out initial EQIAs to ensure that any indirect implications are appropriately managed and mitigated against.</p>																														
<p>136 Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)</p>	<table border="1"> <tr> <td>Residents / Service Users</td> <td>X</td> <td>Partners</td> <td>X</td> <td>Stakeholders</td> <td>X</td> </tr> <tr> <td>Staff</td> <td>X</td> <td>Age</td> <td>X</td> <td>Disability</td> <td>X</td> </tr> <tr> <td>Gender Reassignment</td> <td>X</td> <td>Marriage and Civil Partnership</td> <td>X</td> <td>Pregnancy and Maternity</td> <td>X</td> </tr> <tr> <td>Race</td> <td>X</td> <td>Religion or Belief</td> <td>X</td> <td>Sex</td> <td>X</td> </tr> <tr> <td>Sexual Orientation</td> <td>X</td> <td>Other</td> <td></td> <td></td> <td></td> </tr> </table>	Residents / Service Users	X	Partners	X	Stakeholders	X	Staff	X	Age	X	Disability	X	Gender Reassignment	X	Marriage and Civil Partnership	X	Pregnancy and Maternity	X	Race	X	Religion or Belief	X	Sex	X	Sexual Orientation	X	Other			
Residents / Service Users	X	Partners	X	Stakeholders	X																										
Staff	X	Age	X	Disability	X																										
Gender Reassignment	X	Marriage and Civil Partnership	X	Pregnancy and Maternity	X																										
Race	X	Religion or Belief	X	Sex	X																										
Sexual Orientation	X	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>Some of the activities proposed in the Corporate Plan are delivered in partnership with statutory partners like the health service, e.g. related activity to deliver health and social care services to adults. For activity involving partners which is new within the Corporate Plan EQIAs will be completed where appropriate to do so.</p>																														
<p>Stage 2: Evidence / Data Collation</p>																															
<p>4. What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.</p>																															

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage 7)

The following table has been taken from the Harrow Annual Equality in Employment Monitoring Report 2012/13, the 2011 census. It shows the known make up of staff working for Harrow Council and residents in Harrow.

		Whole Council Workforce 5,125 employees	Harrow Community Data 2011 Census
Ethnicity	BAME	36.08%	57.75%
	White	52.08%	42.25%
	Unknown	11.84%	0.00%
Sex	Male	22.36%	49.40%
	Female	77.64%	50.60%
Disability	Yes	1.81%	16.40%
	No	93.66%	83.60%
	Unknown	4.53%	0.00%
Age	16 to 24	3.34%	11.70%
	25 to 34	17.39%	30.40%
	35 to 44	22.67%	
	45 to 54	32.76%	23.60%
	55 to 64	21.15%	
65+	2.69%	14.10%	
Religion or Belief	Unknown	0.00%	0.00%
	Christianity	11.00%	37.30%
	Hinduism	4.12%	25.30%
	Islam	1.44%	12.50%
	Judaism	0.57%	4.40%
	Jainism	0.51%	No category

	Sikh	0.39%	1.20%
	Buddhism	0.20%	1.10%
	Zoroastrian	0.02%	No category
	Other	0.86%	2.50%
	No Religion/Atheist	2.09%	9.60%
	Unknown	78.81%	6.20%
Sexual Orientation	Heterosexual	15.92%	
	Gay Woman/ Lesbian	0.06%	
	Gay Man	0.08%	
	Bi-sexual	0.14%	No category
	Prefer not to say	1.07%	
	Other	0.04%	
	Unknown	82.69%	
138 Pregnancy/ maternity in last 2 years?	Yes	4.02%	No category
	No	95.98%	
Same gender assigned at birth?	Yes	95.47%	No category
	No	0.00%	
	Unknown	4.53%	

Age (including carers of young/older people) For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.

Disability (including carers of disabled people) For activity which is new within the Corporate Plan which has a potential impact on this group an Initial

	EQIA will be completed where appropriate to do so.
Gender Reassignment	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Marriage / Civil Partnership	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Pregnancy and Maternity	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Race	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Religion and Belief	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sex / Gender	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
Sexual Orientation	For activity which is new within the Corporate Plan which has a potential impact on this group an Initial EQIA will be completed where appropriate to do so.
5. What consultation have you undertaken on your proposals?	
Who was consulted?	What consultation methods were used?
For all actions set out in the Plan the relevant consultation will have either been undertaken before these were put forward to	Where consultation took place, there were a range of consultation methods used in developing the proposals,
	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? (This may include further consultation with the affected groups, revising your proposals).
	Given the Ambition Plan has within it projects which are either about the creation of efficiencies (i.e. no impact on outcome but
	No equalities issued identified.

<p>be incorporated in the Plan, or will have consultation as part of their next steps towards delivery.</p> <p>Where there are new actions in the plan for 2016/17 and beyond, these are still based on the 2014 Labour Party Manifesto, which was developed in consultation with Harrow residents. Given the capacity of the Council, it was agreed in 2014/15 that these actions would be introduced in later years. Where necessary, further consultation will be undertaken with residents and communities to shape the delivery of these proposals, in keeping with the ambition of the Administration to consult and engage.</p>	<p>including surveys, user groups and stakeholder meetings.</p>	<p>reduction in resource investment) or activities which will enhance quality of life there is no disproportionate impact of different groups.</p>
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<p>6. What other (local, regional, national research, reports, media) data sources that you have used to inform this assessment?</p> <p>List the Title of reports / documents and websites here.</p>	<p>N/A</p>
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Stage 3: Assessing Potential Disproportionate Impact

<p>7. 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?</p>									
<p>Yes</p>	<p>Age (including carers)</p>	<p>Disability (including carers)</p>	<p>Gender Reassignment</p>	<p>Marriage and Civil Partnership</p>	<p>Pregnancy and Maternity</p>	<p>Race</p>	<p>Religion and Belief</p>	<p>Sex</p>	<p>Sexual Orientation</p>

No	X	X	X	X	X	X	X	X	X	X	X
<p>YES - If there is a risk of disproportionate adverse Impact on any ONE of the Protected Characteristics, continue with the rest of the template.</p> <ul style="list-style-type: none"> 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. <p>NO - If you have ticked 'No' to all of the above, then go to Stage 6</p> <ul style="list-style-type: none"> 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 7 											
Stage 4: Collating Additional data / Evidence											
8.	What additional data / evidence have you considered in relation to your proposals as a result of the analysis at Stage 3?										
14	Include this evidence, including any data, statistics, titles of documents and website links here)										
9.	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? (This may include further consultation with the affected groups, revising your proposals).							

Stage 5: Assessing Impact and Analysis				
10. What does your evidence tell you about the impact on different groups? Consider whether the evidence shows potential for differential impact, if so state whether this is an adverse or positive impact? How likely is this to happen? How you will mitigate/remove any adverse impact?				
Protected Characteristic	Adverse ✓	Positive ✓	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 9	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 7)
Age (including carers of young/older people)				
Disability (including carers of disabled people)				
Gender Reassignment				
Marriage and Civil Partnership				

Pregnancy and Maternity									
Race									
Religion or Belief									
Sex									
143 Sexual orientation									
11. Cumulative Impact – Considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on a particular Protected Characteristic?					Yes			No impact	
If yes, which Protected Characteristics could be affected and what is the potential impact?									
11a. 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?					Yes			No	
If yes, what is the potential impact and how likely is to happen?									

12. Is there any evidence or concern that the potential adverse impact identified may result in a Protected Characteristic being disadvantaged? (Please refer to the Corporate Guidelines for guidance on the definitions of discrimination, harassment and victimisation and other prohibited conduct under the Equality Act) available on Harrow HUB/Equalities and Diversity/Policies and Legislation

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

If you have answered "yes" to any of the above, set out what justification there may be for this in Q12a below - link this to the aims of the proposal and whether the disadvantage is proportionate to the need to meet these aims. (You are encouraged to seek legal advice, if you are concerned that the proposal may breach the equality legislation or you are unsure whether there is objective justification for the proposal)

If the analysis shows the potential for serious adverse impact or disadvantage (or potential discrimination) but you have identified a potential justification for this, this information must be presented to the decision maker for a final decision to be made on whether the disadvantage is proportionate to achieve the aims of the proposal.

- If there are adverse effects that are not justified and cannot be mitigated, you should not proceed with the proposal. **(select outcome 4)**
- If the analysis shows unlawful conduct under the equalities legislation, you should not proceed with the proposal. **(select outcome 4)**

4.4 age 6: Decision

13. Please indicate which of the following statements best describes the outcome of your EqIA (✓ tick one box only)

Outcome 1 – No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality are being addressed.	
Outcome 2 – Minor adjustments to remove / mitigate adverse impact or advance equality have been identified by the EqIA. <i>List the actions you propose to take to address this in the Improvement Action Plan at Stage 7</i>	
Outcome 3 – Continue with proposals despite having identified potential for adverse impact or missed opportunities to advance equality. 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 13a below)	
Outcome 4 – Stop and rethink: when there is potential for serious adverse impact or disadvantage to one or more protected groups. (You are encouraged to seek Legal Advice about the potential for unlawful conduct under equalities legislation)	X
13a. If your EqIA is assessed as outcome 3 or you have ticked 'yes' in Q12 , explain your justification with full reasoning to continue with your proposals.	

Stage 7: Improvement Action Plan

14. List below any actions you plan to take as a result of this Impact Assessment. This should include any actions identified throughout the EqIA.					
Area of potential adverse impact e.g. Race, Disability	Action required to mitigate	How will you know this is achieved? E.g. Performance Measure / Target	Target Date	Lead Officer	Date Action included in Service / Team Plan
All	Ensure that where appropriate key initiatives set out within the Delivery Plan of the Corporate Plan have initial Equality Impact Assessments undertaken.	Documentation completed in accordance Council policy	Before the end of 2016/17	Rachel Gapp, (Head of Policy)	
All	The Council's Strategic Performance Report includes monitoring of the Council's key deliverables, including the delivery plan of the Corporate Plan. This is reviewed by Cabinet quarterly and also includes progress against the Council's agreed Equality Objectives.	Quarterly performance monitored through CSB and Cabinet	To fit with Quarterly performance cycle	Alex Dewsnap, Divisional Director, Strategic Commissioning	

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Stage 8 - Monitoring

The full impact of the proposals may only be known after they have been implemented. It is therefore important to ensure effective monitoring measures are in place to assess the impact.

15. How will you monitor the impact of the proposals once they have been implemented? What monitoring measures need to be introduced to ensure effective monitoring of your proposals? How often will you do this? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	The Council's Strategic Performance Report includes monitoring of the Council's key deliverables, including the delivery plan of the Corporate Plan. This is reviewed by Cabinet quarterly and also includes progress against the Council's agreed Equality Objectives.
16. How will the results of any monitoring be analysed, reported and publicised? (<i>Also Include in Improvement Action Plan at Stage 7</i>)	As above, through the Strategic Performance Report
17. Have you received any complaints or compliments about the proposals being assessed? If so, provide details.	No

Stage 9: Public Sector Equality Duty

18. How do your proposals contribute towards the Public Sector Equality Duty (PSED) which requires the Council to have due regard to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between different groups.

(Include all the positive actions of your proposals, for example literature will be available in large print, Braille and community languages, flexible working hours for parents/carers, IT equipment will be DDA compliant etc)

Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Advance equality of opportunity between people from different groups	Foster good relations between people from different groups
The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the Council in eliminating discrimination, harassment and victimisation.	The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the advancement of equality of opportunity.	The Priorities agreed by Council encompass all the Protected characteristics, and the Delivery Plan if effectively delivered, will support the fostering of good relations between different groups.

→ 40 Stage 10 - Organisational sign Off (to be completed by Chair of Departmental Equalities Task Group) - completed EqIA needs to be sent to the chair of your Departmental Equalities Task Group (DETG) to be signed off.

19. Which group or committee considered, reviewed and agreed the EqIA and the Improvement Action Plan?	None at this stage	
Signed: (Lead officer completing EqIA)	Rachel Gapp	Signed: (Chair of DETG)
Date:	15/01/16	Date:
Date EqIA presented at the EqIA Quality Assurance Group	Signature of ETG Chair	
	5/02/16	5/02/16
	Alex Dewsnap	Alex Dewsnap