

Cabinet Supplemental Agenda

Date: Monday 24 January 2022

Agenda - Part I

KEY 13. Accommodation Strategy Update (Pages 3 - 50)

Report of the Corporate Director, Resources.

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Report for: Cabinet

Date of Meeting:	24 th January 2022
Subject:	Accommodation Strategy Update
Key Decision:	Yes - this report represents a key decision because of the financial value of the requested procurement
Responsible Officer:	Charlie Stewart - Corporate Director Resources
Portfolio Holder:	Graham Henson - Leader of the Council and Portfolio Holder for Strategy, Regeneration, Partnerships and Devolution; Councillor Natasha Proctor – Deputy Leader and Portfolio Holder for Finance and Resources
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Equality impact assessments for: <ol style="list-style-type: none">1. Forward Drive – from May 2021 Cabinet report.2. Initial assessment for ancillary sites January 2022.

Section 1 – Summary and Recommendations

This report updates Members on progress with the Council's Accommodation strategy, including the arrangements for provision of ancillary space, and seeks approval for a key part of the strategy. Approval is requested to procure the fit out of the two commercial units on the ground floor of Sheldon House, Gayton Road for the purpose of providing client facing office accommodation for the Citizens Advice Bureau and Emergency Front Door council services.

Recommendations:

Cabinet is requested to:

1. Note the proposals for the delivery of the Council's Accommodation Strategy including the use of ancillary spaces;
2. Approve the procurement of a contractor to undertake works to fit out the ground floor of Sheldon House, Gayton Road to provide the Council's emergency front door service and accommodation for the Citizens Advice Bureau, to the maximum value of £875k (construction costs including 10% contingency) from the £1.5m existing Capital Programme budget
3. Delegate authority to award a contract following a compliant procurement to the Corporate Director for Community in consultation with the Portfolio Holder for Community and Portfolio Holder for Finance and Resources and the Director of Finance and Assurance to appoint contractors to complete the works set out in the report, noting the overall capital cost cap of £1.5m for works to all ancillary sites referred to in this report. And to note existing delegated authority granted (in November 2018) to the Corporate Director for Community to agree any leases relating to the commercial units in Sheldon House.
4. Note that there will be a need for low-cost procurement for other ancillary site fit-out as mentioned in the paper and these will be managed using delegated powers as set out in the Council's Contract Procedure Rules.
5. Delegate authority to award a contract following a compliant procurement to the Corporate Director for Community in consultation with the Portfolio Holder for Community and Portfolio Holder for Finance and Resources and the Director of Finance and Assurance to appoint a Relocation Service contractor to deliver all move requirements for a smooth transition to Forward Drive and the Ancillary Sites, noting the budget of £200k that has been set for this purpose.

Reason: (for recommendations)

The provision of space to accommodate those services which cannot be moved to Forward Drive is a key part of the agreed Accommodation Strategy. Procurement delegations now need to be agreed to move forward with the provision of this accommodation.

The fit out of Gayton Road supports the cessation of use of the existing Civic Centre at Poets Corner by the Council and its handover to the Harrow Strategic Development Partnership (HSDP) for the development of over 1000 new homes including affordable homes (subject to obtaining planning permission). These new homes will provide significant additional social value and place making benefits. It

Section 1 – Summary and Recommendations

provides the site for key services that are moving from the Civic Centre and for our partner, the Citizen's Advice Bureau, who are moving from the Civic centre site.

Section 2 – Report

Introductory paragraph

- 1.1 The report to Cabinet on the Accommodation Strategy in May 2021 developed a strategy based on the use of the new build at the Forward Drive depot as the Council's principal staff collaborative space, a new Civic Centre at Wealdstone and the accommodation of some resident-facing services, partner needs and member requirements separate from the build at Forward Drive.
- 1.2 The Accommodation Strategy will support the cessation of use of the existing Civic Centre at Poets Corner by the Council and its' handover to the HSDP for the development of over 1,000 homes including much needed affordable homes with the associated additional social value and place making benefits (subject to obtaining planning permission). The delivery of new homes and the social and economic regeneration of the Borough are key components of the Council's corporate priorities. Relocation of the CAB, one of the Council's key partners is also essential in the short term. They are currently temporarily accommodated in Civic 6, to enable the development at Milton Road, and will need to be moved to permanent accommodation to support the Civic Centre site being mainly vacated by October 2022.
- 1.3 The new Civic Centre in Wealdstone is entitled the Harrow New Civic (HNC) in this paper and is to be developed by the HSDP as part of the development of Peel Road. It will be the Council's 'front door' and principal location for resident interaction, as well as the Council's Civic heart.
- 1.4 The use of the new build at Forward Drive depot will enable the use of agile working to establish flexibility in the organisation, as well as bringing Depot and main office staff together in a more cohesive organisation.
- 1.5 The final location for those resident-facing services, partners and member requirements that could not be located in the new-build at Forward Drive (together called 'ancillary' spaces) were not defined in the paper of May 2021 as the full options appraisals had not been completed. This paper outlines the planned options and requests approval to commence procurement to fit out spaces as required.

2. Options considered

1. Review of the existing estate

An extensive review of the existing estate was conducted to analyse if it could accommodate the ancillary spaces with the following options considered:

It was found that all non-emergency People Directorate services could be accommodated within that Directorate's existing estate. This would provide benefits to users and staff through co-location of key activities. However, it was felt that their emergency services could not be accommodated in their current estate as the type of activity undertaken in their buildings was not compatible. Additionally, it was considered that the needs of Housing emergency services fitted well with those of the People Directorate so bringing them together in one location would be of benefit to residents.

Located on Kymberley Road by Harrow on the Hill station, Kings House is an 8-storey building providing office accommodation. All but the 3rd floor units are currently let. The site was deemed unsuitable for resident facing services, partner and member space due to the lack of appropriate entrance facilities and the tenants use of the space

The historic site at Headstone Manor was previously considered as the preferred location for the Register Office as it provides a large setting suitable for weddings and access to the secure archive facility run by the Museum. Although a large part of the service, ceremonies are not the only function provided by the Registry service. It was felt that the facility did not provide the right environment for interviews and registration appointments. Accessibility problems, due to limited public transport links were also a significant negative factor. However, the Great Barn at Headstone Manor is a licenced venue for ceremonies and is very suitable for larger events and the secure archive can be utilised for storing registers and deeds, but alternative space was needed to house the main base of the Registry Service.

2. Review of Commercial Property

A review of the commercial property market was undertaken to identify potential options. The price of available units ranges from £30 to £35 per sq ft and suitable ground floor space was limited. Additionally, several of the potential spaces required significant fit outs (both Category A and B) at significant capital investment on sites that are not owned by the Council. As no ideal units were found and the cost significant, they were discounted as suitable alternatives.

3. Background

3.1 The Council's agreed objectives in procuring the Harrow Strategic Development Partnership (HSDP) were:

- To deliver wider regeneration across the Borough via new and improved mixed tenure housing, civic and community facilities, new employment space and the enhanced use of property assets within the Borough.
- To accelerate the pace of housing delivery across the portfolio of its sites.
- To secure wider economic and social benefits for local residents, including skills and training, health improvement and new employment opportunities.
- Use existing and new property assets to optimise value for the Council.

- To contribute to the delivery of well-designed, high-quality places that make a difference for communities, businesses, residents and families both now and in the long term.
- 3.2 Following the procurement process, the bid and the appointment of Wates as the Council's partner the Council's ambition for the HSDP is to create 1,500 new homes across the borough, bringing with it affordable homes, community and commercial space, enhanced public realm and significant social value including jobs and training, support to the voluntary sector and environmental benefits. The partnership's development of market sale homes helps fund these benefits, as well as the HNC.
 - 3.3 Leaving Poets Corner Civic Centre in 2022, earlier than originally planned, brings forward the development of the site and the provision of affordable and market sale housing (subject to obtaining planning permission) with all the benefits to local residents that entails, contributing to the mitigation of housing need. It will significantly improve the appearance and quality of the place and the economy of Wealdstone. It will also bring forward the Council's receipts from development as well reducing the need to continue to run the old and inefficient civic centre.
 - 3.4 As agreed by Cabinet in May 2021, the Accommodation Strategy is based on plans for new Civic Centre in Wealdstone, sets out the use of Forward Drive as the Council's principal staff collaboration space and noted the need for additional ancillary space. This approach is based on an agile model of working which will bring in much greater flexibility in where and when staff can work to the benefit of staff welfare and morale, as well as services. Bringing Depot-based and Civic office staff closer together on one main collaborative site will also make everyone feel more part of one organisation which has been a key request from Depot staff.
 - 3.5 The new build at Forward Drive, being completed by Kier, is currently scheduled to complete in early March 2022. The Council-managed installations of furniture, network, audio visual equipment, the kitchen and café counter will overlap with the completion of the Kier works and are due to be finished allowing occupation to start in Spring 2022.
 - 3.6 Forward Drive is not suitable for general resident interactions, such as those routinely carried out by front-facing services currently delivered in the Civic Centre. This is because the building is designed for back-office purposes and as a working depot with significant vehicle and heavy equipment movement throughout the day.
 - 3.7 In the report of 27th May 2021, Cabinet established an Accommodation Strategy budget and identified the need to find alternative, often temporary, space for those resident-facing services, partners and member requirements that could not be located in the new-build at Forward Drive. This included space for Group Offices, Mayoral events, Committee and Council meetings prior to them being accommodated in the new Civic building on its completion in 2025.

- 3.8 A key requirement in finding alternative space for resident facing services was to also improve those services by co-locating them with related functions and making them more accessible to residents.
- 3.0 The selected sites and operational implications for each of the functions requiring ancillary space have been set out in this report and Cabinet is requested to agree the capital investment required to fit-out the identified solutions.

4. Services and Functions Moving to Permanent Accommodation

4.1 Resident Facing People Directorate Services

Appointment based services, and planned work with citizens and their families which were previously delivered from the Civic Centre are progressively being relocated across the People Directorate's current estate, and shared venues across the Borough. Spaces such as those at Children's Centres, Schools and NRCs will continue to be used instead of Civic 1, 5 and 6.

- 4.2 This promotes the benefits of delivery of core services close to where Residents live, within their own communities across the Borough. This model also establishes better synergy in service delivery with other statutory providers, and especially with the voluntary and community sector, allowing teams to work more closely together, in a more integrated and collaborative manner. This has been a successful development emanating from the Covid pandemic, and the shared responses to it, across the health, care and education system. Our accommodation strategy has sought to build on these positive developments and consolidate this more community orientated model as the norm for many of our core services in Adults, Children and Educational Services.

- 4.3 There is no capital cost associated with these moves.

4.4 General Front-Door Services

The majority of resident visits to the current Civic Centre are planned to be moved to other more suitable accommodation which will allow co-location with other related teams and better service to residents. The remaining resident requirements are planned to be managed in the following ways: (Those planned to be delivered from libraries may eventually move to the Harrow New Civic building subject to evaluating the provision of the service from libraries)

- General enquires (including Council Tax, Benefits, Parking and other service requests), which currently make up 35% of resident visits, are planned to be moved to Greenhill library subject to any planning and other legal requirements. Libraries already provide a wide range of general information to residents, so this is an extension of their use which has successfully been introduced in other Councils. In addition, our on-line services will continue to be enhanced to provide more readily available information in the way that is to be consumed by a growing number of residents. This library is only 1.5km distance from the current site and the equalities impact assessment concludes that the fully accessible Town Centre location provides a modern and welcoming facility ensuring a positive impact on service users.

- At present 15.56% of visits are to drop off documents and letters that are then verified, scanned and then returned to the resident. This service will be replaced through a self-scanning solution at Greenhill library with assistance for those for whom English may not be their first language or that may have other issues accessing technology.
- Currently 21.43% of visits to the Civic Centre are made by residents to make payments, mainly for Council tax and Housing. It is planned to move the Council to handling a minimum amount of cash through improving our on-line payment methods, making it easier for the residents to transact, handling cash through 3rd party vendors and moving any residual enquires on payments to the general information provision through libraries where assistance will be available for those groups who will find this transition difficult ..
- Casual visits (such as people using the toilet, picking up a local newspaper, staff collecting equipment) accounts for just under 20% of demand at Reception and this traffic will either disappear or move to Forward Drive when the Civic Centre closes.

4.5 Trade Unions

The Trade Unions (GMB and Unison) are considering two options on the Depot site for private work and interview space. Both these options will require capital investment. They will also be able to book work settings and meeting rooms within the main office block at Forward drive in the same way that they currently have access to meeting rooms in the Civic Centre.

4.6 Storage

Departments have large amounts of non-paper storage that is needed for operational purposes, for example, car seats, cleaning stocks and emergency supplies. The proposal is to store these items that are needed regularly, but not necessarily daily, in a centralised storage facility. There is a unit available at the depot that can be utilised for this purpose. It has the advantage of providing easy drop off and pick up access at the main location for staff.

- 4.7 Work requiring capital investment is needed to complete the internal structure, install access control and fit secure storage cages over two storeys.

4.8 3rd Party Tenants

In discussions with integrated services, such as the CCG or CNWL, it has been agreed in principle that they can be incorporated into the agile model for occupancy in the new build at Forward Drive and therefore there is no need to provide them with dedicated separate space.

- 4.9 Other 3rd party tenants, such as the police and Relate, have decided in principle to find their own, alternative accommodation so there is no need for the Council to provide other space.

- 5.0 The existing tenancy arrangements with third parties at the Depot have been reviewed and will largely be re-instated in units across the site at a commercially appropriate rent. To accommodate the entire Council fleet and maximise space

for Council use, notice to quit has been issued to Barnet Council. To smooth the transition for their vehicles and office space, it is planned that temporary accommodation will be provided at the Driving centre site by Byron Leisure Centre, until such time as vacant possession is required for the Byron Quarter Development. Vehicle parking and office accommodation for integrated service partners will be re-provided at the Depot site.

5.1 Citizens Advice Bureau

To allow the Milton Road development to commence in early 2022, which provides for 39 affordable homes (subject to planning permission), the Citizens Advice Bureau (CAB) has moved temporarily to Civic 6 ground floor.

- 5.2 In discussions with CAB it has been agreed in principle that Unit 1 of Sheldon House, Gayton Road would be a suitable permanent solution for their accommodation needs. This would be fitted out to their specification to best meet the requirements of their volunteers and visitors. Shared services such as air handling, IT network, security and utilities would be provided across unit 1 and 2 to reduce project costs and to provide greater efficiencies in the running costs.

- 5.3 The cost for this fit-out would be £510k (total cost). The associated procurement is covered below in the Emergency Resident Facing Services section.

5. Services and Functions Moving to Temporary Accommodation

- 5.1 As part of the Accommodation Strategy a new but smaller, Civic Centre (the Harrow New Civic – HNC) will be built by 2025. The HNC will accommodate several services and functions that need to move from the current Civic Centre. However, as the Civic Centre needs to be closed by October 2022, they will need to be moved to temporary accommodation until the HNC is built.

5.2 Emergency Resident facing services

Several emergency services to vulnerable residents are currently provided from the current Civic Centre. These services are not considered suitable to move to the current People Services' estate because of the unplanned and complicated nature of the presenting resident needs. Eventually they will move to the HNC.

- 5.3 The services that fall into this category include, Integrated Learning Disabilities, urgent social care for Children and Adults and Homelessness. Such is the close link between the 'emergency' services provided by People Services and Housing, it is considered beneficial to residents to co-locate them in a purpose-built space. It is proposed that a centralised unit known as the 'Emergency Front Door' be established. This facility will need a temporary location until such time as they can be moved to the new Civic building. The proposal is to use a unit on the ground floor of Sheldon House, Gayton Road subject to lease arrangements being agreed. This location is considered to be suitable and the attached Equality Impact Assessment considers the impact on protected groups of this move.

- 5.4 The units in Sheldon House are currently built to a standard of shell and core. To allow occupation of the Emergency Front Door, the site needs Category A and Category B build works completed which is costed at £675k (total cost). Works are needed to provide reception, private interview space, back-office space, toilet facilities (including a changing place facility), access control, air flow management, heating and cooling.
- 5.5 As this is a temporary move, it is proposed to re-use existing furniture wherever possible, so the budgeted cost for new furniture is £30k.
- 5.6 Register Office**
- 5.7 An alternative temporary location is needed for the Register Office, providing licensed ceremony space, private interview facilities and back-office accommodation, prior to its move to HNC. The proposal is to relocate the service to Greenhill Library and Pavilion. Limited build works are expected to be required to accommodate the Register Office, but it will need to be licenced, a process that can take up to 9 months, and as the service has ceremonies booked through the summer it is proposed that the service remains in Civic 1 until September 2022. An Equality Impact Assessment has been completed and it is considered that there is a neutral impact on those using the services.
- 5.8 Mayor's Parlour**
- Forward Drive is not considered to be suitable for the function of the Mayor's parlour and alternative arrangements are being made to provide rooms in Harrow Arts Centre (HAC) for meetings, entertaining and similar events until the parlour can be moved to the new Civic building. In addition, the intention is for the gallery space to be used for larger events, which will be fitted in alongside the exhibition space used for local artists.
- 5.9 Some of the heritage items, currently displayed in the Civic Centre and intended to be in the new Civic Centre when built, will be relocated to the HAC along with the mayoral paraphernalia for the purposes of public display and safe storage.
- 6.0 Full Council Meetings**
- Until the completion of the HNC in 2025, full Council meetings from October 2022 will need to be held at an alternative venue. Elliot Hall at the HAC provides significant capacity for such events and has the required seating options, lighting and audio facilities. Equipment for webcasting of the meeting would be installed as appropriate for each meeting. If there were conflicts between Council meeting dates and other bookings, the Kadwar Patidar Centre could also be used.
- 6.1 Cabinet and Committee Meetings**
- Temporary accommodation, prior to the move to the new Civic building, is required for Cabinet, and Committee Meetings. Cabinet and most Committee meetings held in the evenings can be accommodated in Forward Drive in the large area adjacent to the entrance (the café) which has flexibility in how it can be laid out. It is planned to move the new audio visual currently in the Civic Centre Council Chamber to this space

- 6.2 As this facility is provided at ground floor level, security of the workspace on the upper floors can be maintained by access control and on-site security management when such space is utilised for public access. Only one meeting of this nature can be scheduled at a time so there will need to be alternative spaces booked if there are diary clashes. The nearby Kadwar Patidar Centre provides a range of meeting facilities that will be booked by Democratic Services as a suitable alternative.
- 6.3 Small meetings where the public attend by invitation, and therefore security can be maintained, can be held within the Forward Drive offices in upper floor meeting rooms. School Admission appeals would fall into this category.
- 6.4 Although Forward Drive has the potential flexibility to support the need for large scale statutory appeals or investigations, it would likely have a significant impact on Council operations and as these can happen at any time separate arrangements will be needed. The proposal is to establish a call off arrangement with an external provider to keep space available for the Council to use as and when it is needed. This will only be required for the time between the Civic Centre closure and Harrow New Civic being opened, as this type of facility will be incorporated into the design of the new building.
- 6.5 Members' Group Office and General Working Space**
Pre-cabinet and committee meetings could be held in the meeting rooms on the upper floors ahead of the public sessions held on the ground floor. Additionally, Members can book meeting rooms in the Forward Drive office space as required and there will be other space in council buildings across the Borough which will be available.
- 6.6 Discussions are currently on-going as to how Group Offices can be provided in Forward Drive. Allocation of specific rooms has been proposed.

5. Staff Travel and Parking

- 5.1 The Transportation Consultancy has been commissioned to evaluate the number of active essential car users, likely travel patterns of staff, the availability of parking spaces and other modes of transport with the aim to produce a sustainable travel plan for staff working in the borough. Their work will concentrate on promoting modal shift, providing sustainable alternatives for staff to travelling to work by car as the borough aims to meet the objectives of the green travel plan.
- 5.2 Measures likely to be considered by the Travel plan include pool cars (likely to be all electric vehicles) to be available for staff use, identifying all potential transport links across the sites, and improved bike hire access across the borough. An impact assessment will be completed as part of this exercise to ensure matters of equality are duly considered.
- 5.3 Although reduced by comparison to the Civic Complex, car parking is available at Forward Drive with the addition to the Depot of a multi-storey facility providing

at least 120 secure parking spaces. There are also 6 accessible parking bays outside the front of the building and 13 spaces for visitors. Based on agile working patterns this will be sufficient for staff and for Members' needs. There will also be sufficient space for evening meeting requirements.

- 5.4 The Gayton Road site has on-site parking available to the units and although there are no on-site facilities at Greenhill library it has excellent public transport links and is close to St Anne's Car park.

6. Health, Safety and Wellbeing

- 6.1 The wellbeing of staff has been a central consideration to the selection and design of all the sites proposed in the Accommodation Strategy.

- 6.2 At Forward Drive in particular, measures have been taken to demonstrate this, including:

- Along with sections of replacement road surfaces, the existing street lighting system will be replaced with a new lighting scheme that ensures appropriate lighting levels with good uniformity across the depot
- Designated footpaths and pedestrian crossings on all routes and links across the site enhanced by specific illuminated bollards along the footpath leading from the pedestrian entrance off Kenmore Road through to the new office entrance
- Full CCTV camera coverage and on-site 24/7 security team
- On site secure parking for staff and visitors including accessible spaces
- Extensive changing and shower facilities for all staff
- First aid room including space for returning mothers
- Multi-faith room with Wu-du washing facilities
- On site café and large seating area on the ground floor and centralised tea points and adjacent seating on the upper floors
- Mix of work settings provided with 50% sit/stand adjustability, ergonomic and adjustable task chairs, breakout space and soft seating for taking time away from a desk

- 6.3 In preparation for occupancy of Forward Drive, and through engagement with forums like DAWN, staff will be engaged to test out the new furniture (COVID permitting) with demonstrations of the new task chair being a priority, ensuring everyone is able to adjust it to meet their DSE requirements. Individuals requiring reasonable adjustments will also be guided through a process that meets their needs from an occupational health and comfort perspective.

- 6.4 Similar processes will be rolled out in the ancillary spaces and consideration will also be given to public access for residents.
- 6.5 Individual Equality Impact Assessments will be completed for all new or changed locations, evaluating the impacts on each of the protected characteristics. The overall impact is expected to be largely positive, particularly in Forward Drive. The physical measures implemented need to complement the broader policy measures introduced by the Great People, Great Culture Programme.

Relevant risk assessments will be completed or updated for all buildings.

7. Ward Councillors' comments

A briefing was held to consult with Ward Councillors for those wards where the specific, relevant services not being accommodated in Forward Drive will be located. The feedback was very supportive with appreciation that the locations will bring additional benefits to residents.

8. Environmental Implications

- 8.1 As a new development, Sheldon House was built to the latest environmental standards required by law and the Council's occupation of the ground floor units will reflect this. Similarly, the Greenhill Library site was completed in 2020 and is designed to maximise natural daylight and circulation space.
- 8.2 The work planned to encourage modal shift in staff travel, promoting more sustainable options will contribute to improving environmental targets and ambitions.
- 8.3 The existing buildings on the Civic Centre complex are not energy efficient, have considerable challenges with infrastructure and are much bigger than is required for the Council use. The closure of the site is making way for transformative development schemes bringing new public realm, green space and homes to the borough. These projects will be designed to be considerate of the environment and have sustainability as a key success factor.

9. Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **Yes** – project risk registers are created and are managed by the respective programme boards.

The relevant risks contained in the registers are summarised in the table below.
No

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
By not adopting the plans for ancillary space, the Council will be unable to close the Civic Centre	<ul style="list-style-type: none"> To agree the recommendation of this report To maintain service delivery in the Civic Centre (albeit in concentrated locations) until such time as the new spaces are ready 	Amber
Reduced level of car parking impacts the agility of the workforce	<ul style="list-style-type: none"> Staff parking and / or appropriate permits to be provided on sites for those likely to need it for their jobs Travel plan to assess current requirements and the trend for modal shift Improved cycle and footpath links across the borough as part of the borough wide transport strategy 	Amber
Public access to Council Services becomes confused and unclear	<ul style="list-style-type: none"> Clear communications with staff to provide clarity of intention and changes that impact them Campaign to provide clarity to the public To provide certainty of timescale 	Amber
Removal of means for residents to pay Council in cash (or with cards if this is the case) leads to a reduction in income and an increase in bad debts.	<ul style="list-style-type: none"> It is planned to move the Council to handling a minimum amount of cash through improving our on-line payment methods, making it easier for the residents to transact, handling cash through 3rd party vendors and moving any residual enquires on payments to the general information provision through libraries 	Amber
Dissemination of services leads to increased travel/journeys for residents.	<ul style="list-style-type: none"> A benefit from most of the dissemination is that the service is delivered closer to community and joined up with other services residents currently use. Campaign to provide clarity to the public Improved cycle and footpath links across the borough as part of the borough wide transport strategy Improving online services 	Amber
Loss of income from Barnet Council has a detrimental impact on the revenue budget	<ul style="list-style-type: none"> Estimated loss £182k. To be managed within the overall principal of all running costs to be contained within the net revenue budget of £1.833m. 	Amber
New license for Register Office not obtained in time for move to Greenhill Library and Pavilion.	<ul style="list-style-type: none"> Can take up to 9 months – the process has been initiated Engagement with the GRO and review of the design of the space 	Amber
The total cost of the capital works to deliver all the ancillary sites detailed in this report exceeds the £1.5m cap	<ul style="list-style-type: none"> Budget monitoring Project Management Capital plans must be value engineered down to fit within the budget envelope 	Amber
The spread of services across the borough increases running costs for the estate leading to the revenue budget of £1.833m being insufficient to	<ul style="list-style-type: none"> Two sources of one-off income have been identified that can be used to support running costs as there will be some dual running costs during the transition period Effective budget monitoring 	Amber

Risk Description	Mitigations	RAG Status
cover the day to day running costs of Forward Drive, the ancillary sites (some of which are temporary until they move into the HNC) and the HNC when completed.	<ul style="list-style-type: none"> Review FM service delivery model 	

10. Procurement Implications

- 10.1 The value of the procurement of a contractor to undertake category A and B fitout work to allow the Citizen Advice Bureau and the Council's emergency front door services to be able to move in requires cabinet approval but is under the financial threshold values of the Public Contract Regulations 2015. However, a compliant procurement process will be undertaken to identify and appoint a suitably qualified design and build company to undertake the work.
- 10.2 Additionally, as has been stated in the recommendations and the body of the report, there are also a number of lower value procurements that will be required for the ancillary sites. These procurements will also be undertaken compliant with the Public Contract Regulations and the Contract Procedure Rules.

11. Legal Implications

- 11.1 Under the Local Government act 1972 the public have a right to attend formal Committee meetings of the Council except where there are exempt items being discussed.
- 11.2 In certain circumstances public notices and documents need to be displayed at the Council's principal office.
- 11.3 Sheldon House**
Sheldon House formed part of the Fairview Homes Lexicon Development which retained the freehold but provided the Council with a 999-year lease and the Council having granted an underlease (of which there are approximately 8 years remaining) to Concilium LLP.
- 11.4 The commercial space (ground floor units) is still owned by the LLP, and subject to agreement a further underlease is required to effectively transfer the commercial space from the LLP back to the council. This will then enable the council to grant tenancies or further underleases of the individual units.
- 11.5 The Local Planning Authority has confirmed that both units are appropriate for the intended use as both are designated as Class E.

- 11.6 The procurement for the fit out works at two commercial units on the ground floor of Sheldon House, Gayton Road as well as the requirement for low value tender exercises for other ancillary site fit-outs shall be undertaken in accordance with the Public Contract Regulations (2015) (as amended) and the Procurement Principles of fairness, non-discrimination and transparency. HB Law will support the process and ensure it complies with the law and the Council's Contract Procedure Rules.
- 11.7 **Greenhill Library**
The existing 999-year lease of part for the Library Facilities from 51 College Road LLP permits use of the Pavilion for the purposes of Register office business (between the hours of 08.00 and 22.00).

12. Financial Implications

- 12.1 The Accommodation Strategy Report, approved by Cabinet in May 2021, detailed the financial implications of the Council's accommodation strategy being based at Forward Drive, including the suitable fit out of an agile workspace for staff. The report approved total budget provision of £6.265m which covered £5.540m additional capital budget for the fit out of Forward Drive to support agile working and £725k revenue funding to fund ancillary space requirements (£500k) and to manage decant (£225k).

12.2 Capital

It was always envisioned that a level of fit out would be required for Sheldon House, Gayton Road. and, for this reason, a provision is already included in the Capital Programme. There is a capital budget in the 2021/22 programme for £2.293m.

- 12.3 This report makes reference to various estimated capital sums required to deliver the ancillary sites including the emergency front door (£675k) and the Citizens Advice Bureau (CAB) (£510k). The total cost of the capital works to deliver all the ancillary sites detailed in this report, not just the emergency front door and CAB, is capped at a maximum of £1.5m with all efforts being made to deliver under this cap For clarity, the ancillary sites requiring capital works are detailed in this report as Trade Unions, storage, Citizens Advice Bureau, emergency resident facing services, Registry Office, and Mayors Parlour This cap includes all costs, including architect fees, construction, fit out and contingencies. If the sums are expected to exceed £1.5m, then capital plans must be value engineered down to fit within the budget envelope, there is no further capital capacity for existing ancillary sites, or any future ones identified.
- 12.4 After accounting for the £1.5m, the balance on the capital budget of £2.293m, £793k, will be moved to the HNC capital budget and this will be accounted for as part of the Financial Capital Programme report to Cabinet in February 2022.

12.5 Revenue

The creation of new ancillary sites will naturally incur additional day to day running costs, including business rates. Due to the financial challenges across

the Council's Medium Term Financial Strategy, there is no additional revenue budget available to fund the ancillary sites and the overall principle that costs must be contained within the net revenue budget of £1.833m, allocated to running the existing Civic Centre and Depot, must be adhered to. If this cannot be adhered to, equivalent savings will have to be identified. Therefore, the working assumption is that the revenue budget of £1.833m must cover the day to day running costs of Forward Drive, the ancillary sites (some of which are temporary until they move into the HNC) and the HNC when completed. This is a significant period of transition as the Council moves off the existing Civic Centre site to Forward Drive and the ancillary sites, both in terms of timings and new operating models required to support the agile working environment. There will naturally be some dual running costs as services decant from the Civic Centre and the new operating models will evolve as the transition process proceeds which will inform the new running costs budgets required, repeating that the overall working assumption is that the existing revenue budget will cover all new sites.

12.6 Accepting that there will be some dual running costs during the transition period, there are two sources of one-off funding that can be used to support such costs:

- An application has been submitted to the Valuation Office for a business rates refund as a result of taking out of use a number of spaces within the Civic Centre. The refund is estimated to be received around September. It is estimated to be between £300k to £500k, subject to confirmation.
- As referenced at the start of this financial implications section, there is a one-off revenue provision of £500k to support ancillary sites as agreed by Cabinet in May 2021. The breakdown of this provision is £500k for ancillary sites, £200k for moves management and £25k for storage.

12.7 This report makes reference to potential external spaces that may need to be called upon for full council meetings, Cabinet and Committee meetings and Member Group Office and general working space. Use of such external space will incur additional revenue costs, and these must be contained within the £1.833m existing revenue budget and the one-off revenue sources identified in the previous paragraph.

12.8 The section of this report, titled '3rd Party Tenants', makes reference to the notice to quit which has been issued to Barnet for part of the space they occupy at Forward Drive. The loss of income is estimated at £152k and will have to be managed within the overall net budget of £1.833m.

13. Equalities implications / Public Sector Equality Duty

13.1 The introduction of new settings for staff and visitors will be created in line with current regulations and Council standards, including all reference to Equalities. The Depot Refurbishment project has an existing Equalities Impact assessment that will be reviewed and updated before occupancy commences. An initial

EQIA assessments for the ancillary spaces is attached to this report and it will be updated as detail design commences.

14. Council Priorities

- 14.1 The Council's Accommodation Strategy, will help deliver a flexible and agile workforce working in a range of venues, including the Council's principal buildings which will be modern, environmentally efficient buildings. The strategy will help improve performance allowing a flexible approach to service delivery and allowing staff to optimise their working time and practices.
- 14.2 Fundamentally the provision of ancillary space enables the closure of the Civic Centre and corresponding development on the Poet's Corner site, helping the economy of Wealdstone and bringing a net increase in spend to the borough. During the construction period of the planned development additional spend and opportunities will arise in the area.
- 14.3 The proposal to build affordable housing units contributes to the Council's ambition to build homes and this will also bring health and well-being benefits with it. The Milton Road Development is the first step to providing additional affordable housing that is both enabled and supported by the plans laid out in this report.
- 14.4 While there is reduction in the parking available across the borough as a direct consequence of the developments planned by the HSDP, this helps take a step towards greener transport opportunities in line with the targets for addressing climate change.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 17 January 2022

Statutory Officer: Jessica Farmer

Signed on behalf of the Monitoring Officer

Date: 18 January 2022

Chief Officer: Charlie Stewart

Signed off by the Corporate Director

Date: 17 January 2022

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 17 January 2022

Head of Internal Audit: Susan Dixon

Signed by the Head of Internal Audit

Date: 13th January 2022

Mandatory Checks

Ward Councillors notified: YES

EqlA carried out: YES

EqlA cleared by: Jessica Farmer & Shumaila Dar

Section 4 - Contact Details and Background Papers

Contact:

- Julian Wain, Interim Commercial Director - julian.wain@harrow.gov.uk - 07881 349175
- Charlie Stewart, Corporate Director Resources – charlie.stewart@harrow.gov.uk -
- Rebecca Drinkwater, Accommodation Projects Manager – rebecca.drinkwater@harrow.gov.uk - 07720 772823

Background Papers:

- [Cabinet Report on the Accommodation Strategy in May 2021](#)

Call-in waived by the Chair of Overview and Scrutiny Committee

NO



You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	Harrow New Civic Centre and Accommodation Strategy	Date EqIA created May 2021
Name and job title of completing/lead Officer	Julian Wain – Interim Commercial Development Director	
Directorate/ Service responsible	Communities	
Organisational approval		
EqIA approved by Directorate Equalities Champion	Name	Signature <input type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal? The proposal is to establish the Council's Accommodation Strategy for the future including the development of the Harrow New Civic Centre. The Council has resolved to develop three Core sites in Wealdstone, and to erect a new Civic Centre at Peel Road to replace the dated and soon to be obsolete Civic Centre at Poets Corner.

The Council plans to locate its principle staff area at Forward Drive Depot, which is the Council's newly redeveloped depot and office space. This will be the principal area for staff to work, meet and collaborate. This will begin to be occupied from completion in October 2021. Staff will be able to work on an agile basis from the office, from other Council sites, from home and in non-specific locations to suit. It is anticipated that they will attend the main office on average 2.5 days per week.

In the short-term public facing services will be delivered from other existing Council sites, as well as predominantly by digital channels. When the new Civic Centre opens in 2025 this will be the Council's public face and transactions with the public will take place there.

Staff will visit the Civic Centre as and when required for meetings, for interaction with the public and for interaction with elected members.

b) Summarise the impact of your proposal on groups with protected characteristics

The Council's approach to flexible and agile working has a generally overall positive effect and given the state of the art design of new buildings the approach will have benefits for all staff and client groups. For some groups there is no impact. There are no major negative impacts and all minor impacts can be mitigated.

c) Summarise any potential negative impact(s) identified and mitigating actions

Negative impacts and actions to mitigate are set out in detail in section 2 and in summary in section 3.

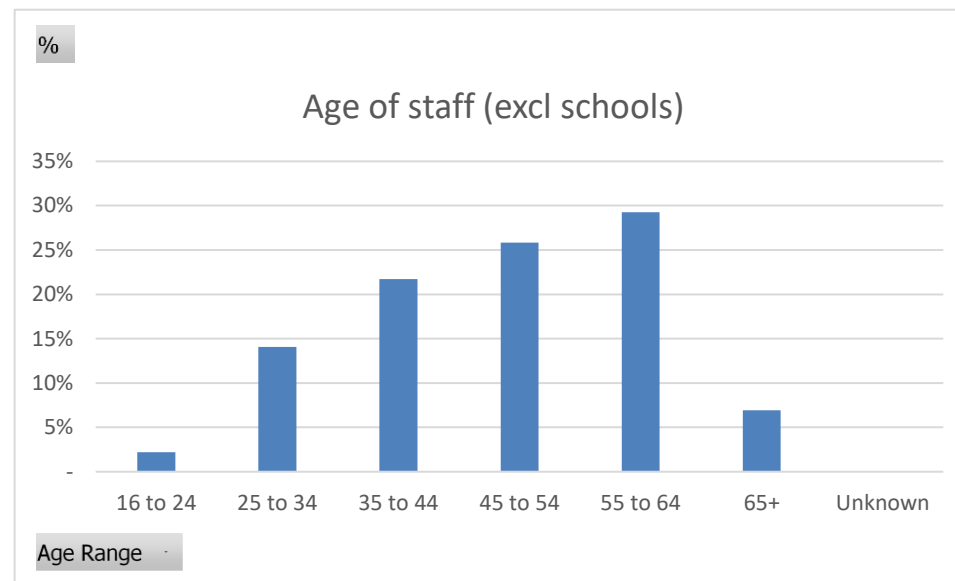
2. Assessing impact					
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data , equalities data , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on each group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact			
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	
Age	<p><u>Residents</u></p> <p>Harrow profile:</p> <p>20 per cent of Harrow's residents are aged under 16 (48,200).</p> <p>65.9 per cent (158,400) of Harrow's population fall within the working age bracket (16 to 64) and 14.1 per cent (33,900) of Harrow's residents are 65 years of age and older.</p> <p>The average (median) age in Harrow is approximately 36 years, which ranks Harrow 284th out of 348 local or unitary authorities for age, depicting a younger average than the majority of local authorities.</p> <p>A high percentage of our customers are on housing benefit and council tax support, the breakdown below is relevant for this assessment.</p> <p>The Housing Benefit /Council Tax Support caseload is made up of 15,032 (73%) working age households and 5,652 (27%) pensioner.</p> <p>An average of 5,500 new claims are made every year of which 85% are made by working age households, and 15% by pensioners.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Less than 250 residents visit the Civic Centre to access a service and supported self-service offer will be initially be available at Greenhill library with a view to operate across the library network when appropriate. A suitable location for Homelessness, Adult Social Care and Childrens' Services is being assessed.

The new HNC will have facilities designed to accommodate people with disabilities and mobility issues and will be user friendly.

There may be some minor impact on residents as a result of the reduction of available car parking spaces in Wealdstone. However, the Council is mitigating this by exploring the development of such additional parking spaces as is feasible. Wealdstone in general, and Peel Road are well served with public transport. In the short term the interim facilities will be in suitable existing Council buildings and will be those with existing car parking and associated facilities. Individual equality impact assessments will be carried out on each of these locations.

Staff

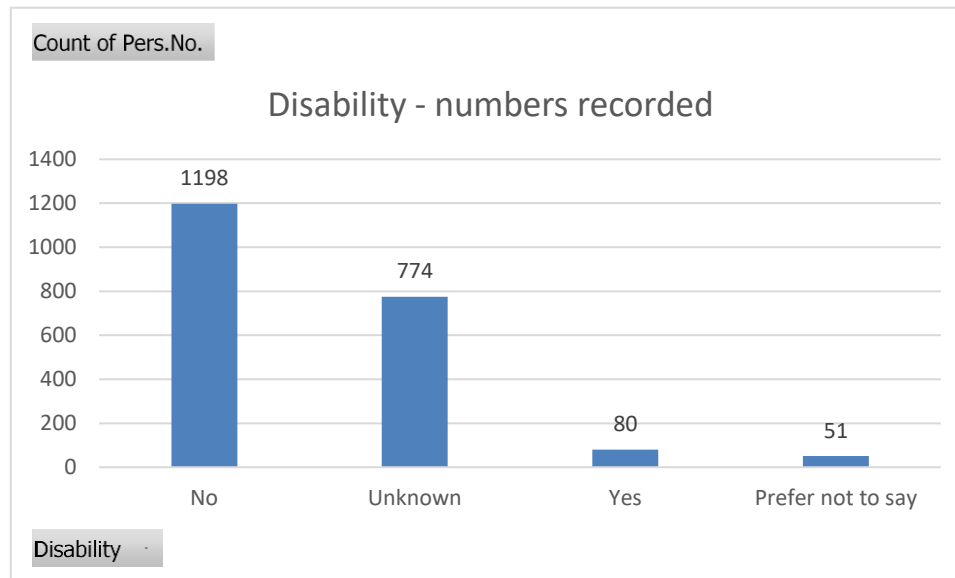


	<p>Any minor impact on staff as a result of the reduction of car parking will be mitigated by the spaces available at Forward Drive, together with the potential provision of pool cars. Forward Drive has adequate public transport and Peel Road is in the highest PTAL rating.</p> <p>The adoption of flexible and agile working may give rise to minor impacts on older staff who may struggle with new IT when working at home without a support network around them. This will be mitigated by the IT adoption officer available through IT.</p> <p>Younger (more junior) staff are more likely to be in shared accommodation and therefore not have a suitable area to work in. However, it should be remembered that the policy is not to require staff to work from home but to offer a mixed opportunity of work from home, Forward Drive, other Council spaces and non specific venues outside the Council estate subject to the requirements of their role.</p>				
Disability	<p>Harrow profile:</p> <p>17.3% of Harrow's working age population (16-64) classified themselves as disabled within the 2011-12 period (July to June), a total of 26,600 individuals. This signifies a decrease of 4.6% for the same period in 2010-11.</p> <p>13,800 (17.3%) are men and 12,900 (17.7%) are women</p> <p>Housing Benefit/Council Tax Support claimants in receipt of Disability Living Allowance, Severe Disablement Allowance or Employment Support Allowance (Support Component) are classified disabled under the regulations. 4,826 households fall under this category.</p> <p>The proposals for office/collaboration space are likely to have a positive impact on this group. Both buildings are being designed and built to current disability standards and disabled parking will be available at both venues. This will also be true of additional touchdown space and service delivery points, each of which will be assessed to ensure that they meet relevant standards and have the appropriate facilities for all client groups and all staff needs.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For public facing services the public areas will be fitted out to meet the needs of all client groups. This is likely to include

- Adjustable desk heights
 - Seating area for those who require seats.
 - Wheelchair accessible .
 - Hearing Loop
 - Plasma Screen meeting audio and visual needs
 - Larger computer screens with the ability to increase the size of the text on screen
 - Fully functioning keyboards and mice. Ergonomic workstations (2)
 - Access to disabled toilets.
 - Rooms available for privacy.:

Staff



	<p>Forward Drive, as the main collaboration workspace, is being designed with access in mind. Touchless building controls for doors, etc, will make moving around the building easier for those with physical disabilities. Ergonomic chairs that will better meet the needs of the majority of staff are being purchased minimising the need for specially adapted chairs, while the range of work settings and the limited time period that staff are expected to use them should help reduce physical strain on people. Hearing loops are proposed for all the main group collaboration areas. The use of a dyslexia friendly font for signage is being considered. The access procedures for shared workplace are being developed and will be consulted on with DAWN and MADG. The personal risk assessment process will need to be followed for those with more specific accessibility needs that cannot be met through these measures. Similar considerations will apply in the HNC at Peel Road.</p> <p>For those periods of time when staff with disabilities are working from home individual risk assessments will be carried out and reasonable adjustments to facilitate their adopting the agile working made as necessary.</p> <p>There are currently 6 disabled parking bays at Palmerston Road, and this number of surface spaces will be replicated in surface parking for the new HNC. In addition there will be 5 disabled spaces at Forward Drive. While this is a reduction on the 12 available at the present Civic Centre, and thus a minor negative impact, this should be mitigated by the new working patterns of agile working. In addition demand for spaces will be monitored on an ongoing and continuous basis, and the option is available to increase the number of disabled spaces available should this be necessary.</p>				
Gender reassignment	<p>The proposals for office/ collaboration space will have a minor impact on this group as at present there are no gender neutral toilets or showers at Forward Drive Depot and this is an area of concern that will require monitoring. In the longer term the new HNC will be designed to modern standards and will have gender neutral toilets. Consideration will be given to the allocation of existing toilets and the situation monitored for further review six months from opening.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

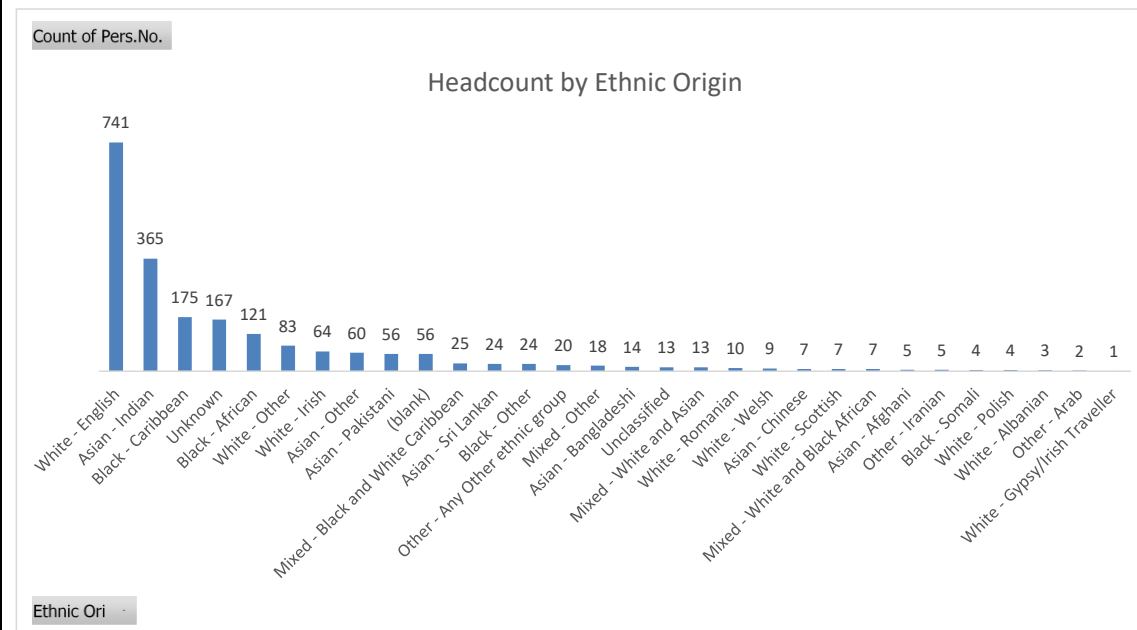
	The proposals for public facing services will have no impact on this group				
Marriage and Civil Partnership	<p>The proposals for office/ collaboration space will have no impact on this group.</p> <p>Consideration is currently being given to the site for the registrar service on an interim basis. It is likely that this will also be the site for this service to be relocated on a permanent basis, to an improved site owned by the Council and in the long term this may have a positive impact.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and Maternity	<p>The Council's flexible and agile approach to working will have a positive impact on this group, allowing work from home and at Council offices and where feasible at non Council sites. Staff in this category may receive personal risk assessment for the provision of car parking where necessary. Adequate public transport is available to Forward Drive Depot and excellent public transport to Peel Road in the longer term. Facilities will be available for nursing mothers.</p> <p>For public service there will be no impact in the short or long term as in the period until the opening of Peel Road HNC services will be available from Council locations with suitable transport and parking. Peel Road has excellent transport links and the highest PTAL rating. Consideration is currently being given to the location of registrar services for registration of births, and this will be located in an accessible existing Council building. It should also be noted that there is a low level of birth registration within Harrow, as the main maternity hospital is located outside the Borough.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

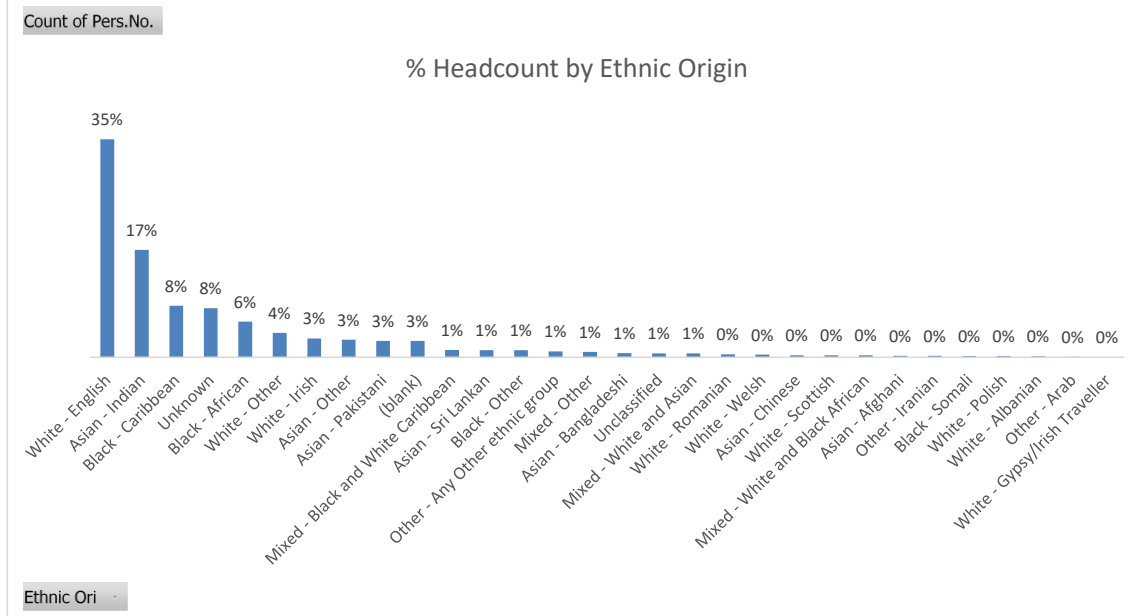
Race/ Ethnicity

Ethnicity overview – employees:

The breakdown of Council staff by ethnic origin is set out below as at March 2020.

Composition of staff group by ethnic origin (highest level of detail)





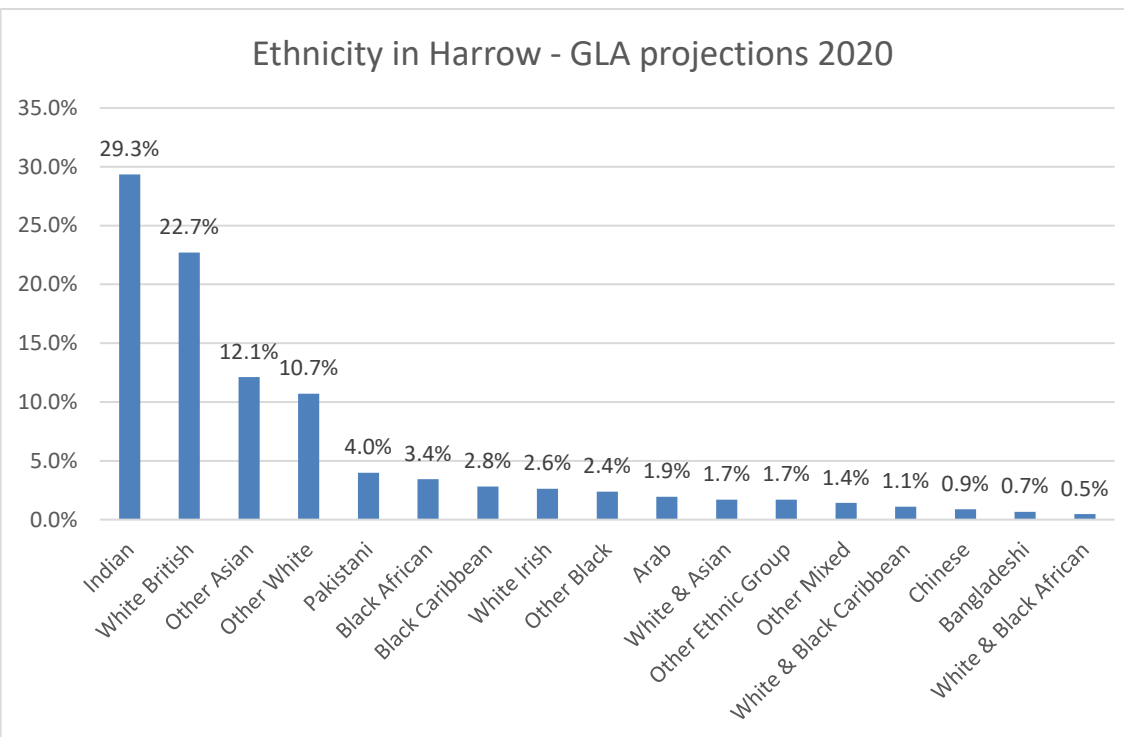
The largest group by ethnic origin is White English, followed by Asian Indian, then Black Caribbean.

It is likely that the Council's flexible and agile approach to working will have a positive impact on all staff allowing work from home and at venues to suit. The venues at Forward Drive and Peel Road are Wealdstone based and are well served by public transport with appropriate feasible car parking.

There will be no impact on this group in terms of the proposals for office/ collaboration space.

It may be that staff within this protected group are more likely to be in shared or multi generational accommodation and therefore not have a suitable area to work in. However, it should be remembered that the policy is not to require staff to work from home but to offer a mixed opportunity of work from home, Forward Drive, other Council

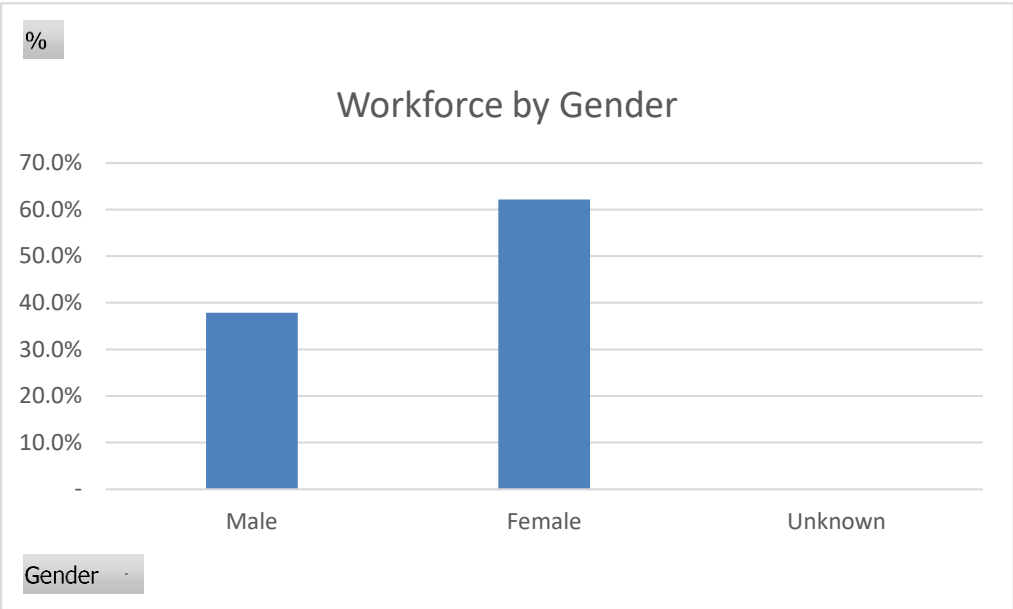
spaces and non specific venues outside the Council estate subject to the requirements of their role. This should mitigate any minor negative impact.



For public service there will be no impact in the short or long term as in the period until the opening of Peel Road HNC services will be available from Council locations with suitable transport and parking. Peel Road has excellent transport links and the highest PTAL rating.

A venue for citizenship ceremonies is currently under consideration. This will be based in existing Council buildings with good public transport links and is not expected to have any negative impact

Religion or belief	<p>The proposals for public facing services will have a minor negative impact on this group. The removal of car parking at Poets Corner will have an effect on those attending the Harrow Central Mosque in Station Road as it will no longer be available for use, although there is no contractual right for this. Mitigation is being provided through discussions of alternative solutions, potentially park and ride from a town centre site or from dispersed sites.</p> <p>Similar considerations will apply to the ISSC Temple as a result of the redevelopment of Peel Road and Palmerston Road Car Parks. The ISSC are in ongoing discussions with the Council as part of their relocation and have been part of a landswap deal with the Council.</p> <p>As noted above the location for the registrar service is currently being considered. This will be located in existing Council buildings with all appropriate facilities and access.</p> <p>For staff there is no impact on this group.</p> <p>Space will be devoted at Forward Drive and at the HNC enabling multi faith prayer for staff who wish to utilise this facility.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Sex	<p>The proposals for public facing services will have no impact on this group.</p>  <p>For staff any negative impact from the loss of the extent of car parking will be mitigated by the Council's approach to the improvements of Wealdstone town Centre including lighting, the provision of car parking spaces as feasible and appropriate and the secured by design approach to both buildings. Female staff may be more likely to have caring responsibilities to to head up single parent families, therefore more flexibility in terms of working from home and other locations is expected to have a positive impact.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sexual Orientation	<p>The proposals for office/ collaboration space will have a minor impact on this group as at present there are no gender neutral toilets or showers at Forward Drive Depot and this is an area of concern that will require monitoring. In the longer term the new HNC will be designed to modern standards and will have gender neutral toilets. Consideration will be given to the allocation of existing toilets and the situation monitored for further review six months from opening.</p> <p>The proposals for public facing services will have no impact on this group</p>				
<p>2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?</p> <p> <input type="checkbox"/> Yes, <input checked="" type="checkbox"/> No </p>					
<p>If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below</p>					
<p>2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?</p> <p> <input type="checkbox"/> Yes, <input checked="" type="checkbox"/> No </p>					
<p>If you clicked the Yes box, Include details in the space below</p>					

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact, please state below.	Deadline date	Lead Officer
Reduction of car parking	Consideration of pool cars Assessment of feasibility for further spaces Individual risk assessment for buildings Secured by Design Town centre improvements Monitoring of take up and demand for disabled parking Search for alternative solutions for the Harrow Central Mosque	Ongoing risk and equalities impact assessments	To be reviewed in 6 months	Mike Butler/ HSDP Project Team/Rahim St.John
Lack of IT support at home	IT Support officer Remote IT control	Ongoing risk and equalities impact assessments	To be reviewed in 6 months	Ben Goward
Difficulty in finding suitable work space at home	Mixed opportunity for work space	Ongoing risk and equalities impact assessments	To be reviewed in 6 months.	Tracey Connage

		Actions arising from the risk assessments relating to the building including making of reasonable adjustments	As above	Rahim St John
Absence of gender neutral toilets in Forward Drive	Potential reallocation of toilets on certain floors	Ongoing monitoring and further risk and equalities impact assessments	To be reviewed in six months of opening	Tracey Connage/ Rahim St. John

4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

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 groups
3. Foster good relations between people from different groups

Include details in the space below

The Council's Accommodation Strategy will provide high quality modern office accommodation for staff and public alike which will enable flexible and agile working for people from all the different groups and equality of access to services for all.

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

☐ 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

☒ Outcome 2

Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4

☐ Outcome 3

This EqIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Include details here

Equality Impact Assessment (EqIA) Template

Type of Decision: Tick ✓	✓	Cabinet		Portfolio Holder		Other (explain)	
Date decision to be taken:	January 2022						
Value of savings to be made (if applicable):	N/A						
Title of Project:	Accommodation strategy – Ancillary Spaces and Forward Drive						
Directorate / Service responsible:	Resources						
Name and job title of Lead Officer:	Charlie Stewart, Corporate Director Resources						
Name & contact details of the other persons involved in the assessment:	Rebecca Drinkwater – rebecca.drinkwater@harrow.gov.uk						
Date of assessment (including review dates):	January 2022						

Stage 1: Overview

<p>69</p> <p>1. What are you trying to do?</p> <p>(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>The assessment here relates to the recommendations and updates provided to Council members on the provision of space to accommodate those services which cannot be moved to Forward Drive is a key part of the agreed Accommodation Strategy into alternative sites known as ‘Ancillary Spaces’.</p> <p>The fit out of Gayton Road supports the cessation of use of the existing Civic Centre at Poets Corner by the Council and its handover to the Harrow Strategic Development Partnership (HSDP) for the development of over 1000 new homes including affordable homes (subject to obtaining planning permission). These new homes will provide significant additional social value and place making benefits. It provides the site for key services that are moving from the Civic Centre and for our partner, the Citizen’s Advice Bureau, who are moving from Civic 9.</p> <p>Although a number of the decisions to relocate services taken now are temporary – with their longer term location expected to be Harrow New Civic from 2025 - this is not a factor that affects the equalities assessment.</p> <p>Key changes include the following aspects:</p> <ul style="list-style-type: none"> - Children’s Centres, Schools and NRCs – appointment based People Directorate services - General enquires and document scanning – Greenhill library (and library pilot) - CAB - Sheldon House, Gayton Road - Emergency Front Door for social care and homelessness - Sheldon House, Gayton Road - Register Office, providing licensed ceremony space, private interview facilities and back-office accommodation - Greenhill Library/Pavilion - Mayor’s Parlour – HAC - Full Council meetings – Elliot Hall, HAC
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	<ul style="list-style-type: none"> - Cabinet & Committee meetings – Forward Drive and Kadwar Patidar Centre if needed - Members’ Group Offices and meetings – Forward Drive and wider estate for Ward meetings - Trade union private workspace – TBC Forward Drive - Forward Drive – large item storage to be accommodated at Forward Drive 					
2. Who are the main people / Protected Characteristics that may be affected by your proposals? (✓ all that apply)	Residents / service users	✓	Partners	✓	Stakeholders	✓
	Staff	✓	Age	✓	Disability	✓
	Gender reassignment		Marriage / Civil Partnership	✓	Pregnancy and Maternity	✓
	Race	✓	Religion or Belief		Sex	✓
	Sexual orientation	✓	Other			
3. Is the responsibility shared with another directorate, authority or organisation? If so: <ul style="list-style-type: none"> • Who are the partners? • Who has the overall responsibility? How have they been involved in the assessment?	<p>The result of the decision to relocate services impacts all three corporate directorates;</p> <ul style="list-style-type: none"> • People – on the basis that they will be delivering services in new ways and locations • Communities – on the basis that they will have responsibility for maintaining the sites involved • Resources – on the basis that they are responsible for ensuring actions are taken in line with all relevant governance and finance procedures <p>Charlie Stewart will have overall responsibility for the Accommodation Strategy and oversight of the resulting projects.</p>					

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
<div>41</div> <p>Age (including carers of young/older people)</p>	<ul style="list-style-type: none"> • 20.6% of Harrow's residents are under 16 • 64.2% of Harrow's population are of working age (16 to 64) and 15.2% of Harrow's residents are 65 or older • The average (median) age is 37.4 years, lower than many other places • It is expected that the number of residents aged 65 plus will increase by 41% and those aged 85 plus could increase by over 67% by 2031 • It is also expected that the number of children (0-15) will also increase by 14% during the 10 year period between 2014 – 2024 	<p>The decision to move service delivery into multiple locations may have an impact on residents and although there may be a period of adjustment (where clear communication and support will be needed) this is overall expected to have a positive impact on service users.</p> <p>In making the recommendations of the new sites, consideration has been given to:</p> <ul style="list-style-type: none"> • Proximity of transport links – Greenhill Library is a town-centre location with excellent transport links and car parking nearby, Sheldon House is close to transport links and has (limited) on-site parking, Harrow Arts Centre has on-site parking facilities • Accessibility – Greenhill Library and Sheldon House both have level access from the street and are built in line with the latest regulations, the proposed use of Harrow Arts Centre is all at ground floor level – this site already has an AccessAble assessment <p>Furniture selection for each of the sites (including those where it is being re-used) has been considered to ensure there is a mixture of chairs with and without arms and a variety of heights for differing users.</p> <p>For public events being held in Forward Drive, these will largely be arranged on the ground floor and will be managed by an on-site team, ensuring residents are able to easily find where they are going.</p> <p>For those needing to access services for payments and scanning at Greenhill library assistance will be available</p>

<p>Disability (including carers of disabled people)</p>	<ul style="list-style-type: none"> 13.7% of Harrow's working age population classified themselves as disabled, a total of 22,100 people 	<p>The decision to move service delivery into multiple locations may have an impact on residents and although there may be a period of adjustment needed (where clear communication and support will be needed) this is overall expected to have a positive impact on service users.</p> <p>A 'Changing Places' facility will be provided in Sheldon House, enhancing access for service users to appropriate facilities.</p> <p>Furniture selection for each of the sites (including those where it is being re-used) has been considered to ensure there is a mixture of chairs with and without arms and a variety of heights for differing users. Accommodating wheelchair users has also been factored into decisions about furniture size and shape.</p> <p>In making the recommendations of the new sites, consideration has been given to:</p> <ul style="list-style-type: none"> Proximity of transport links – Greenhill Library is a town-centre location with excellent transport links and car parking nearby, Sheldon House is close to transport links and has (limited) on-site parking, Harrow Arts Centre has Accessibility – Greenhill Library and Sheldon House both have level access from the street and are built in line with the latest regulations, the proposed use of Harrow Arts Centre is all at ground floor level Hearing loops – mobile units will be provided in all settings to be used as needed and all larger spaces used with staff and public alike will have enhanced audio capability. Visual assistance – manifestation and clear sight lines will be installed and maintained in the new sites <p>Visitors and staff attending Forward Drive will have access to 6 accessible parking bays. In addition to this there are 13 spaces specifically for site visitors and 120 secure spaces in the multi-storey car</p>
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		<p>park that can be utilised for Members, staff and the public attending on-site committee meetings.</p> <p>For public events being held in Forward Drive, these will largely be arranged on the ground floor and will be managed by an on-site team. These meetings will also be made available virtually so residents are able to participate in the session without attending in person.</p> <p>For those needing to access services for payments and scanning at Greenhill library assistance will be available</p>
Gender Reassignment	There is limited data held about this protected characteristic for the population	No impact anticipated from the recommendations
Marriage / Civil Partnership	There is limited data held about this protected characteristic for the population	No impact anticipated from the recommendations
43 Pregnancy and Maternity	There is limited data held about this protected characteristic for the population and in relation to this service.	<p>The facilities at Sheldon House and Greenhill Library both provide level access from the street making it easy for pushchairs and prams, and baby change facilities in the toilet facilities.</p> <p>Waiting areas in both locations will provide seating and where appropriate privacy.</p> <p>Sheldon House has been designed to provide a safe space for children to play, supervised by their parent or guardian.</p>
Race	<ul style="list-style-type: none"> 61.8% of residents classify themselves as belonging to a minority ethnic group The White British group forms the remaining 38.2% of the population, (down from 50% in 2001) 26.4% of Harrow's residents are of Indian origin – the largest minority ethnic group in the borough, followed by Kenyans and Sri Lankans. 8.2% of residents are 'White Other', up from 4.5% in 2001 	<p>Support for non-English speaking residents will remain irrespective of the location of the services and this will need to be properly communicated to avoid confusion and isolation during the transition</p> <p>Providing community-based appointments and closer integration with third sector organisations is expected to provide a positive impact on residents</p>

	<ul style="list-style-type: none"> • In 2015/16 Harrow recorded its 2nd highest levels of migration in a decade signifying a significant change in population make up since the 2011 census. The top three nationalities of these most recent arrivals are Romanian, Indian and Polish • The top 5 most recorded community languages in Harrow are: English, Gujarati, Tamil, Romanian, Arabic and there are over 155 languages spoken in Harrow schools 	
Religion and Belief	<ul style="list-style-type: none"> • The borough had the highest proportion of Hindus, Jains and members of the Unification Church, the second highest figures for Zoroastrianism and was 6th for Judaism. • 37% of the population are Christian, the 5th lowest figure in the country. Muslims accounted for 12.5% of the population • In Greenhill and Wealdstone there are proportionately more followers of Islam and slighter lower Hindus. There is a higher proportion of Bangladeshi and Pakistanis in these wards 	No impact anticipated from the recommendations
Sex / Gender	49.9% of the borough population are male and 51.1% are female	<p>Consideration has been given to the selection of alternative venues (particularly Sheldon House and Greenhill Library) in the lighting and general street position to ensure service users feel safe.</p> <p>Consideration has also been factored into the design of Sheldon House to ensure that clients feel safe, protected and in a confidential, not intimidating environment. Measures include the position of the reception, access control, manifestation and soft furnishings.</p>
Sexual Orientation	It is estimated that 10% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 24,713 of our residents	No impact anticipated from the recommendations

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	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

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

Stage 4: Further Consultation / Additional Evidence

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

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

Stage 5: Assessing Impact

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

Protected Characteristic	Positive Impact ✓	Adverse Impact		Explain what this impact is, how likely it is to happen and the extent of impact if it was to occur. Note – Positive impact can also be used to demonstrate how your proposals meet the aims of the PSED Stage 7	What measures can you take to mitigate the impact or advance equality of opportunity? E.g. further consultation, research, implement equality monitoring etc (Also Include these in the Improvement Action Plan at Stage 6)
		Minor ✓	Major ✓		
Age (including carers of young/older people)					
46 Disability (including carers of disabled people)					
Gender Reassignment					
Marriage and Civil Partnership					

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

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Stage 6 – Improvement Action Plan

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

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

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
Age, Disability, Race	Clear communication plan to be developed ensuring residents have the right information about what and where services will be delivered	Communication plan is developed and signed off	Helen Mannion – External Communications	July 2022
Age, Disability, Race	Signposting measures implemented for service users	Monitoring number of enquiries at the Civic Centre / ancillary sites	Kireen Rooney – Customer Services	August 2022
Disability	Work with AccessAble (formerly DisabledGo) to produce an online detailed access guide for Greenhill Library and Sheldon House	AccessAble website goes live with the review of each site	TBC	3 months after site opens
All	EQIA to be completed for each site when physical designs and detailed plans for service delivery are defined	EQIA document completed and reviewed by Equalities Team	Rebecca Drinkwater – Communities	Before occupancy of each site

Stage 7: Public Sector Equality Duty

10. How do your proposals meet the Public Sector Equality Duty (PSED) which requires the Council to:

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 groups
3. Foster good relations between people from different groups

The selection of ancillary spaces are recommended on their appropriateness for the service users and allocation of available space within the borough. Matters of equality and in particular access for service users and staff, where considered as part of the options analysis conducted before sites were selected or recommended. There are areas that will need further detail and communication (as specified above) to complete before the duty is properly discharged.

Stage 8: Recommendation

11. Please indicate which of the following statements best describes the outcome of your EqlA (✓ tick one box only)	
Outcome 1 – No change required: the EqlA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed.	
Outcome 2 – Minor Impact: Minor adjustments to remove / mitigate adverse impact or advance equality of opportunity have been identified by the EqlA and these are listed in the Action Plan above.	✓
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 EqlA 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)	
12. If your EqlA is assessed as outcome 3 explain your justification with full reasoning to continue with your proposals.	

Stage 9 - Organisational sign Off			
13. Which group or committee considered, reviewed and agreed the EqlA and the Improvement Action Plan?			
Signed: (Lead officer completing EqlA)		Signed: (Chair of DETG)	
Date:		Date:	
Date EqlA presented at the EqlA Quality Assurance Group (if required)		Signature of DETG Chair	

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