

**Council**

**Thursday 4 July 2013**

**CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS**

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
	<p>Recommendation I: Cabinet (20 June 2013)</p>	
9.	<p>ADOPTION OF THE DEVELOPMENT MANAGEMENT POLICIES DPD, SITE ALLOCATIONS DPD AND HARROW AND WEALDSTONE AREA ACTION PLAN DPD</p>	<p>Report of Corporate Director of Environment and Enterprise (Pages 1 - 10)</p> <p>Due to their size, the appendices have not been printed and are available to view on the Council's website</p>
	<p>Recommendation I: Health and Wellbeing Board (19 June 2013)</p>	
10.	<p>HEALTH AND WELLBEING STRATEGY IMPLEMENTATION PLAN</p>	<p>Report of Director of Public Health (Pages 11 - 80)</p>

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**REPORT FOR: CABINET**

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<b>Date of Meeting:</b>	20 June 2013
<b>Subject:</b>	Adoption of Site Allocations DPD, Harrow and Wealdstone Area Action Plan DPD and Development Management Policies DPD
<b>Key Decision:</b>	Yes
<b>Responsible Officer:</b>	Caroline Bruce, Corporate Director of Environment and Enterprise
<b>Portfolio Holder:</b>	Councillor William Stoodley, Portfolio Holder for Planning and Regeneration
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Enclosures:</b>	Site Allocations Local Plan Harrow and Wealdstone Area Action Plan Local Plan Development Management Policies Local Plan – <b>due to the size of these 3 documents, they been circulated electronically only and are available for viewing on the Council’s website with the agenda</b> Reference from O&S Committee – 4 June 2013 Recommendation from LDF Panel – 10 June 2013 – <b>to be circulated</b>

**Section 1 – Summary and Recommendations**

This report documents the outcome of the independent Examination in Public of the above three Local Plans (formerly known as DPDs) and advises that the Local Plans be recommended to Council for adoption as part of the local development plan for Harrow.

**Recommendations:**

Cabinet is requested to:

1. Note the outcome of the independent Examination in Public of the three Local Plans;
2. Recommend that the Council adopts the Harrow & Wealdstone Area Action Plan Local Plan, the Site Allocations Local Plan, and the Development Management Policies Local Plan;
3. Recommend that the Portfolio Holder for Planning and Regeneration be notified as soon as practicable when the post-adoption statutory requirements for the Local Plans have been complied with.

**Reason: (For recommendation)**

To progress the Local Plans to adoption in accordance with the current Local Development Scheme, to ensure that an up-to-date Development Plan for the Borough is in place and to comply with regulatory requirements.

## **Section 2 – Report**

### **Introduction**

1. It is a priority of the Council to prepare a series of statutory planning policy documents that together comprise the Local Plan (formerly known as the LDF) for the Borough. The three policy documents form a substantial part of the Local Plan for the Borough, and contain the detailed policies and site allocations that will be used to determine the acceptability of planning applications over the next 15 years. They have been prepared to help deliver the spatial strategy and strategic objectives and policies of Harrow's adopted Core Strategy.

2. Consultation on the content of the three Local Plans (formerly referred to as DPDs) commenced in 2010 and since then have been the subject of two further rounds of formal consultation during their preparation: preferred option (2011); and pre-submission (2012). In addition, the Area Action Plan was subject to an additional Preferred Option Consultation to refine the strategy contained in the plan in January 2012. At each stage of consultation the Local Plans have been revised to respond to comments received, and on 8<sup>th</sup> October 2012 the documents were submitted to the Planning Inspectorate for independent Examination in Public (EiP). Shortly following submission, a consultation was held on minor modifications that the Council put forward to the Local Plans in response to the Pre-Submission consultation responses. These were then taken to be part of the Local Plans that were examined during the public hearing sessions held on various dates between 22<sup>nd</sup> and

30<sup>th</sup> January 2013. Following on from these hearings, a consultation was held on main modifications to the documents that arose from the examination process. The Planning Inspector's Report was received by the Council on 17<sup>th</sup> May 2013, and subject to the agreed modifications being made, the Inspector has concluded that the three Local Plans are sound and can be adopted by the Council for use in managing development proposals within the Borough.

## **Options considered**

3. This report recommends the adoption of the three Local Plans incorporating the modifications as agreed and as appended to the Inspector's Report. The modifications have been made in light of the discussion of the main issues between the Council's officers and other participants at the EiP hearing sessions and the Inspector's comments throughout the process. They have been the subject of public consultation and, in making the modifications, the Planning Inspector has taken into account the responses received.

4. The only other option other than adoption that can be considered is withdrawal of one or more of the Local Plans. This would be at odds with the Council's adopted Local Development Scheme and, as the saved policies of the Unitary Development Plan (2004) are no longer automatically afforded full weight, it would leave Harrow without a substantial part of an up-to-date Development Plan. Given the National Planning Policy Framework's (NPPF) presumption in favour of sustainable development that applies where Borough's do not have an up to date development plan, a decision not to adopt would leave the Council with little local policy control over the determination of applications, relying solely on the Core Strategy, and those UDP policies which are in full conformity with the NPPF. It would also be a significant barrier to implementing the objectives of the Core Strategy and securing the infrastructure necessary to meet the demands of growth in the Borough. However, there are no grounds currently that would warrant Council's consideration of this option.

## **Purpose and Outcome of Examination in Public**

5. Section 20 of the Planning and Compulsory Purchase Act requires every local development plan document to be submitted to the Secretary of State for independent examination. The purpose of the Examination is to determine that the plan has been prepared in accordance with legal requirements and that it is 'sound'.

6. Legal compliance means that the plan has been prepared:

- in accordance with the Council's Local Development Scheme and Statement of Community Involvement;
- has been the subject of sustainability appraisal;
- has regard to national policy;
- conforms generally to the regional spatial strategy; and
- has regard to the sustainable community strategy for the area.

7. The National Planning Policy Framework amplifies what is meant by 'sound' in relation to Local Plan Documents. To be sound, a DPD must be:

- justified (in relation to the evidence base and reasonable alternatives);
- effective (deliverable, flexible, and capable of being monitored);
- positively prepared (does not stifle development); and
- consistent with national policy.

8. The Planning Inspector's Report confirms that Harrow's Development Management Policies, Site Allocations, and the Harrow and Wealdstone Area Action Plan Local Plans are legally compliant and 'sound'.

## **Main Issues and Inspector's Modifications**

9. Following the Examination in Public hearing sessions, the Planning Inspector's Report into the three Local Plans addresses two key issues in order to make the DPDs sound. These are: ensuring policy text in each of the DPDs is only contained in Policy, and not in justification text, and that Sites Allocated are available, viable and deliverable within the plan period. These issues have led to the bulk of the changes in each Local Plan, the others are as a result of representations or the Council's proposed modifications to make the Local Plans policies more concise and focused.

10. The following sections outline the main changes to each Local Plan as arising from the Examination and as set out in the appendices to the Inspector's report.

## **Site Allocations Local Plan**

11. Due to the Inspector's concerns regarding site availability and deliverability over the plan period, a number of sites have been omitted from the final Local Plan. Some sites have also been removed from the Local Plan because they are now underway such as RAF Bentley Priory. The sites omitted are:

- R1 Land between High Street and Love Lane, Pinner
- R6 Land at Junction of Kenton Road and Honeypot Lane, Kingsbury
- EM3 Ballard Mews, High Street, Edgware
- EM4 47-49 High Street, Edgware
- EM5 57-59 High Street Edgware
- H3 79-89 Greenford Road
- H7 Former Vaughan Centre, Wilson Gardens, West Harrow
- H10 North Harrow Library and Children's Services, Pinner Road, North Harrow
- GB1 Former RAF Bentley Priory, The Common, Stanmore
- GB4 Wood Farm, Wood Lane, Stanmore

12. The allocated site R4 – North Harrow Methodist Church has been moved from the retail section to the 'other' section to reflect the sites revised main use as a community facility with the potential for some retail.

13. In his report, the Inspector acknowledges that the omission of these sites will not impact upon the Council's ability to meet its targets for housing or employment as set out in the Core Strategy.

## **Development Management Policies and Harrow and Wealdstone Area Action Plan**

14. The majority of changes to both Local Plans arose due to the Inspector's initial findings that there were sentences within the reasoned justification to policies that could be interpreted as actual policy text or as administrative requirements. Therefore numerous changes were made to either incorporate the 'policy text' within the policies themselves, or delete text that was considered repetitive. Administrative text and references have now been added to helpful 'Key reference' boxes at the end of each section. These changes led to the merging of some policies where it was felt it would aid the interpretation of policy and to provide a more concise user experience. This is predominantly in the Conservation and Heritage chapter of the Development Management Policies Local Plan where all the existing policies have been rationalised and merged into one key policy. This rationalisation was aided by the Inspector's reasoning that certain policies were already covered by either NPPF or London Plan policy, and thus there was no reason to repeat them again in this document. In making these amendments, Council officers are satisfied that the policy coverage and the intent of the policies have not been eroded.

15. As with the Site Allocations Local Plan, sites that are now underway or developed were recommended for removal from the Area Action Plan. Therefore Neptune Point is removed as an allocation as the development is now completed. There has also been clarification added to all the site allocation diagrams to clarify that all the layouts shown are illustrative only to help demonstrate what is currently viable, and that the actual final form of development on site could be different. The only other changes within the Area Action Plan was to remove the illustrative concept for the Dandara site, where the principle land uses and design considerations were not at dispute but it was not possible, without further detailed design work, to confirm that any illustrative concept could be deliverable. As a result, the Council and Inspector agreed that it was appropriate to retain only the red line boundary of the development envelope.

## **Sustainability Appraisal and Habitats Assessment**

16. Section 19 of the Planning and Compulsory Purchase Act (2004) and the Environmental Assessment of Plans and Programmes Regulations (2004) require local planning authorities to carry out sustainability appraisal of Local Plan documents and to prepare a report of the findings of the appraisal. The Regulations prescribe the requirements for Environmental Assessment pursuant to relevant European Union directives. However as a matter of national policy, the UK Government requires sustainability appraisal to also assess economic and social effects, as well as those in relation to the environment.

17. At all stages of preparation of the three Local Plans the Council has undertaken sustainability appraisal of the document, in accordance with requirements and proportionate to the level of detail contained within the documents at the stage reached. This includes the public consultations on modifications made throughout the EiP process, as described above. The Sustainability Appraisal Report has been made available alongside the Local Plans at each stage of public consultation. The final Sustainability Appraisal Report will be permanently available for inspection alongside the three Local Plans. The Inspector has stated that no further Sustainability is necessary as a result of the modifications made.

18. The Conservation of Habitats and Species Regulations 2010 (the Habitats Regulations) requires local planning authorities to make an 'appropriate assessment' of the implications for designated 'European' sites of a plan that they intend to bring into effect. The Habitats Regulations prescribe the requirements for Habitats Assessment pursuant to relevant European Union directives.

19. The Council has undertaken an assessment in accordance with the Habitats Regulations, and in consultation with Natural England, of the impact of the three Local Plans on all European sites within a 15 kilometre radius of the Borough boundary. The assessment was first carried out for the Preferred Option stage and updated at each subsequent stage of the Local Plans preparation. As with the Sustainability Appraisal, the Habitats Assessment has also been made available alongside the three Local Plans for public consultation. The final Assessment will be permanently available for inspection on the Council's website.

## **Procedure upon Adoption**

20. Section 23 of the Planning and Compulsory Purchase Act (2004) gives power to a local authority to adopt a local development plan document following compliance with any modifications recommended by the inspector who carried out the independent examination of the document. Regulation 26 of the Town and Country Planning (Local Planning) (England) Regulations 2012 as amended requires the local planning authority to fulfil the following obligations as soon as reasonably practicable after the adoption of a local development plan document. They are to:

- make available for inspection, at the same locations as the pre-submission document, the adopted document, an adoption statement and the sustainability appraisal report;
- publish the adoption statement on the authority's website;
- advertise the availability of the adoption statement and the adopted local development plan document;
- send the adoption statement to any person who has requested to be notified of the adoption of the local development plan document; and
- send the local development plan and the adoption statement to the Secretary of State.

21. Officers of the LDF team have prepared an adoption statement and will comply with the post adoption requirements following a decision by Council to



adopt the three Local plans. Officers will notify the Portfolio Holder for Planning and Regeneration once all of the post adoption requirements of the local planning authority have been discharged.

22. Prior to final publication, the existing documents are to be subject of desktop publishing to improve their legibility. This re-design will not change the content, but is focused on improving the “look and feel” of the documents to future users.

## **Legal Comments**

23. The effect of adoption of the Local Plans is to make them part of the development plan for the Borough. This means that when a decision needs to be made, for example, on a planning application, the decision must be made in accordance with the policies set out in the relevant Local Plan plus the already adopted Core Strategy unless material considerations indicate otherwise.

24. Following adoption of the Local Plans, any person aggrieved by the adoption of the documents may challenge the validity of the documents by making an application to the High Court under Section 113 of the Planning and Compulsory Purchase Act (2004). Any such application must be made within six weeks of the date of adoption of the Local Plan.

## **Equalities Impact**

25. An equalities impact assessment has been undertaken for each of the Local Plans. This builds on the previous EqIA's prepared for all previous formal stages of the three Local plans production. This confirms that the proposed policies of the Local Plans will have a positive impact on target groups. The EqIA is available to view on the Local Plan pages of the Council's website.

## **Financial Implications**

26. The cost of complying with the post adoption requirements and publishing the adopted Local Plans is contained within the existing LDF budget.

## **Performance Issues**

27. A key piece of Local Plan evidence base is the Authorities Monitoring Report (AMR), which highlights the performance of Local Plan policies against relevant local indicators. The findings of the latest AMR have been used to inform the Sustainability Appraisal of the three Local Plans, which seek to ensure they, where relevant, address areas of weak performance and to build on those areas where the Borough is performing well. The following tables summarise how the relevant performance indicators are expected to be influenced by the adoption of the Local Plan documents:

<b>What is the current performance of these indicators?</b>	The AMR shows the most recent data (where available) for the current year. The adoption of the documents will provide the capacity and delivery means that will enable the Council to improve performance against the indicators in the AMR in future years.
<b>How much will current performance be improved or other negative effects be mitigated?</b>	The adoption of the documents will ensure the Council delivers upon these performance indicators in a positive and proactive manner.

## Environmental Impact

Does the proposal comply with all relevant environmental legislation? Yes

28. The consideration of environmental impacts has been an integral and ongoing part of the process of preparing the Local Plans as described under the Sustainability and Habitats Assessments section above.

## Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? Yes

Potential Risks	Commentary	Mitigation Measures
Non Adoption of the DPDs	Non adoption of the Local Plans will result in significant deviation from the Local Development Scheme. This will also result in planning applications being determined by national policy.	None – It is for the Council to decide to adopt the Local Plans, or accept that there will be a loss of local control over the determination of future planning applications.

## Corporate Priorities

29. The adoption of the three Local Plan documents will aid in the achievement of the following corporate priorities:

- Keeping neighbourhoods clean, green and safe: by protecting and enhancing our open spaces and residential gardens; and
- Supporting our Town Centre, our local shopping centres and businesses: by providing the policy framework to manage change and maximise the benefits of new development and growth, including securing retail growth, office renewal and improvements to the environment and infrastructure in the Intensification Area and other town centres.
- United and involved communities: each Local Plan has been through numerous public consultations, and this is reflected in the final policies that have sought to address many of the comments received.

- Supporting and protecting people who are most in need: the Local Plans have undergone EqIA and have been found to perform positively with regards to many equalities groups, and seeks to improve the social infrastructure of the Borough.

### **Section 3 - Statutory Officer Clearance**

Name: Kanta Halai	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 21 May 2013		
Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 23 May 2013		

### **Section 4 – Performance Officer Clearance**

Name: Martin Randall	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning
Date: 17 May 2013		

### **Section 5 – Environmental Impact Officer Clearance**

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Environmental Services)
Date: 16 May 2013		

### **Section 6 - Contact Details and Background Papers**

**Contact:** Matthew Paterson, Senior Professional Planning Policy, Environment and Enterprise

**Background Papers:**

Planning Inspector's Report into the Three Local Plans

[http://www.harrow.gov.uk/info/856/local\\_development\\_framework\\_policy/2654/examination\\_in\\_public\\_on\\_three\\_development\\_plan\\_documents/6](http://www.harrow.gov.uk/info/856/local_development_framework_policy/2654/examination_in_public_on_three_development_plan_documents/6)

Site Allocations DPD Pre Submission document

[http://www.harrow.gov.uk/info/856/local\\_development\\_framework\\_policy/2654/development\\_management\\_policies\\_area\\_action\\_plan\\_and\\_site\\_allocations\\_consultation/3](http://www.harrow.gov.uk/info/856/local_development_framework_policy/2654/development_management_policies_area_action_plan_and_site_allocations_consultation/3)

Development Management Policies DPD Pre Submission document

[http://www.harrow.gov.uk/downloads/file/12233/development\\_management\\_policies\\_dpd\\_pre\\_submission](http://www.harrow.gov.uk/downloads/file/12233/development_management_policies_dpd_pre_submission)

Harrow and Wealdstone Area Action Plan Pre Submission document

[http://www.harrow.gov.uk/downloads/file/12232/area\\_action\\_plan\\_dpd\\_pre-submission](http://www.harrow.gov.uk/downloads/file/12232/area_action_plan_dpd_pre-submission)

Cabinet Report on the above DPDs 20 June 2012

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=61243>

LDF Evidence Base Studies

[http://www.harrow.gov.uk/info/856/local\\_development\\_framework\\_policy/1923/evidence\\_base\\_documents](http://www.harrow.gov.uk/info/856/local_development_framework_policy/1923/evidence_base_documents)

NB: All of the above background papers are available via the above links to Council's website

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

**NOT APPLICABLE**

*[Call-in applies]*

**REPORT FOR: HEALTH AND WELLBEING BOARD**

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<b>Date of Meeting:</b>	19 June 2013
<b>Subject:</b>	Health and Wellbeing Strategy Implementation Plan
<b>Responsible Officer:</b>	Dr Andrew Howe, Director of Public Health
<b>Exempt:</b>	No
<b>Enclosures:</b>	Health and Wellbeing Strategy Implementation Plan

## **Section 1 – Summary and Recommendations**

This report sets out to update the Health and Wellbeing Board on the Health and Wellbeing Strategy Implementation Plan for 2013-16.

### **Recommendations:**

The Board is requested to:

- Accept the implementation plan.
- Following the HWB, on the advice of the Legal Department, both the strategy and the implementation plan then be sent to Council for information only.

## **Section 2 – Report**

### **Background**

In June 2012, the Shadow Health and Wellbeing Board accepted the Health and Wellbeing Strategy 2013-2016. The strategy was drawn from the joint strategic needs assessment and, following extensive consultation with local stakeholders, identified seven key priority areas for action:

- Long-term conditions
- Cancer
- Worklessness
- Poverty
- Mental health and wellbeing
- Supporting parents and the community to protect children and maximise their life chances
- Dementia

The attached implementation plan describes at high level the actions that Health and Wellbeing Board (HWB) partners are taking and are planning to take over the lifetime of the strategy to address these priorities. Some of the actions were already captured in existing strategies and action plans, which support delivery of the HWB agenda. For others, partners took account of the HWB strategy while developing their own strategies and action plans to ensure coherence and consistency and that the health and wellbeing priorities were addressed.

The HWB agreed to structure the strategy around the pathway of care – from Primary Prevention: Maternal Health and Early Intervention, through Primary Prevention, involving lifestyles and community; early detection, services and interventions; secondary prevention; to dignity and choice at the end of life. Therefore, the implementation Plan is structured along the same lines. The approaches used are evidence-based and grounded on the needs of the local population, as described in the JSNA, dealing with the social determinants of health and not just health services. The plan demonstrates that the strategy can only be delivered by everyone working together.

This is a three year implementation plan, so actions for year 1 are more fully developed than for subsequent years. The equality impact assessment is still to be completed, so this flexibility in the plan allows the opportunity to amend it in response to the EqIA findings and other opportunities that arise.

### **Financial Implications**

The plan will be delivered within the available financial resources of the partner agencies. If the financial resources available were to reduce then the plan would need to be refined accordingly.

Financial and other resources required to implement the strategy have been largely accounted for in existing strategies and action plans. Some of the plans have still to be fully developed and will be subject to full business cases

being produced and submitted to the appropriate committee within the relevant partner organisation. E.g. some public health programmes have been outlined in the 2013/14 commissioning intentions, but are subject to detailed business cases and project plans being produced during the course of the year. Detailed plans for subsequent years from Public Health and other partners will need to be revisited and further developed to take account of changes and to plan the detailed resource implications for each financial year.

## **Risk Management Implications**

Risk included on Directorate risk register? No

Separate risk register in place? No

The risks associated with the separate objectives and actions have been identified and controls put in place by the relevant strategy groups and project boards. These risks have been captured in separate risk registers in HWB partner organisations and council directorates.

## **Equalities implications**

Was an Equality Impact Assessment carried out? Yes – in progress

An Equality Impact Assessment has been started and is still in progress: not all groups have been consulted yet. Once the consultation is complete the EqlA will be circulated to partners with the implementation plan, so that actions can be amended to mitigate the negative impacts and maximise any positive ones.

## **Corporate Priorities**

As a partnership strategy, the Harrow Health and Wellbeing Strategy incorporates not only the Council's corporate priorities, but also partner agencies' and key national priorities. These are indicated in the Implementation Plan.

## **Section 3 - Statutory Officer Clearance**

Name: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 5 June 2013		
Name: Linda Cohen	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 10 June 2013		

## **Section 4 - Contact Details and Background Papers**

**Contact:** Sandra Husbands,  
Consultant in public health medicine  
020 8420 9521

### **Background Papers:**

- Harrow Health and Wellbeing Strategy Implementation Plan

If appropriate, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES / NO



## HARROW HEALTH AND WELLBEING ACTION PLAN (2013 - 2016)

### 1. PRIMARY PREVENTION: LIFESTYLES AND COMMUNITY

Objectives	Action	Time Scale	Lead Directorate/ Partner	Lead Manager	Resources	Related Strategies	Which outcome does this contribute to (e.g. in PHOF)	Progress	R A G	Link Strategy
1.1 TOBACCO	Revise the Tobacco needs assessment	Nov-13	Public Health	Carole Furlong	Finance: none required Workforce: Public Health Intelligence (PHI) Team	Tobacco Needs Assessment 2010; Tobacco Strategy for Harrow 2010	PH2.3. Smoking status at time of delivery; PH2.9. Smoking prevalence - 15 year olds (Placeholder): PH2.14. Smoking prevalence - adults (over 18s)			
	Re-establish tobacco control alliance	Jun-13	Public Health/ Trading Standards/ Licensing/ Environmental Health/ CCG/ Stop Smoking Service Providers/ Fire Service	Carole Furlong	Finance: £10k required – within PH ring-		PH2.3. Smoking status at time of delivery; PH2.9. Smoking prevalence - 15 year olds (Placeholder): PH2.14. Smoking prevalence - adults (over 18s)			



<b>PHYSICAL ACTIVITY &amp; OBESITY</b>										
1.2		Undertake a needs assessment on obesity and physical activity	Oct-13	Public Health	Sandra Husbands	Finance: none required Workforce: PHI & health improvement teams		PH2.6. Excess weight in 4-5 and 10-11 year olds PH 2.12. Excess weight in adults; PH 2.13. Proportion of physically active and inactive adults		
		Develop and deliver obesity action plan	Dec-13	Public Health	Sandra Husbands	Finance: to be determined – within PH ring- Workforce: PHI & health improvement teams		PH2.6. Excess weight in 4-5 and 10-11 year olds PH 2.12. Excess weight in adults; PH 2.13. Proportion of physically active and inactive adults		
1.3	<b>ALCOHOL</b>	Review the annual alcohol assessment and identify hot spots for alcohol abuse/misuse	Oct-13	Joint Analytica I Group	Carole Furlong	Finance: None required Workforce: police crime analyst; community safety analyst.		PH 2.18. Alcohol-related admissions to hospital Supporting and protecting people who are most in need		













	<p>Improve the mental and physical health of children and young people and help them to make healthy lifestyle choices</p>	<p>Implement school-based wellbeing programme</p>		<p>Public Health/ C&amp;FS</p>	<p>Laura Fabunmi/ Leora Cruddas</p>	<p>Finance: Workforce:</p>	<p>The Children's and Young People's Commissioning Plan 2011-2014</p>	<p>PH 2.6 Excess weight in 4-5 and 10-11 year olds; PH 2.7 Hospital admissions caused by unintentional and deliberate injuries in under 18s; PH 2.8 Emotional wellbeing of looked after children (placeholder); PH 2.4 Under-18 conceptions</p> <p>Supporting and protecting people who are most in need</p>			<p><a href="http://harrowhub.harrow.gov.uk/do wnload/5396/harrow_children_and_young_peoples_commissioning_plan_2011-2015">http://harrowhub.harrow.gov.uk/download/5396/harrow_children_and_young_peoples_commissioning_plan_2011-2015</a></p>
	<p>Review CAMHS services and referral pathways into them; develop new service specifications and care pathways</p>		<p>CCG/PH</p>	<p>Amol Kelsiker/ Sandra Husbands</p>	<p>Finance: Workforce:</p>		<p>PH 2.8. Emotional wellbeing of looked after children (placeholder)</p> <p>Supporting and protecting people who are most in need</p>				

























Ensure people with dementia are in suitable and safe housing	Implementation of the housing strategies developed in 2012	2013-18	Housing	Lynn Pennington	Finance: Identified in business plan Workforce:	Private Sector Housing Strategy (2013-2018)	Supporting and protecting people who are most in need	Strategy received Cabinet Approval April 13	<a href="http://www.harrow.gov.uk/info/20003/housing_policies_and_planning_for_housing/2388/housing_changes">http://www.harrow.gov.uk/info/20003/housing_policies_and_planning_for_housing/2388/housing_changes</a>
	support people to live in their own homes as long as possible		CCG/Audit Social care	Dilip Patel/Bernie Flaherty	Finance: Workforce:	Early Intervention Strategy 2013			<a href="http://www.harrow.gov.uk/downloads/file/5341/carers_strategy_2008">http://www.harrow.gov.uk/downloads/file/5341/carers_strategy_2008</a>
	Continue contracts with Handyperson Scheme to maintain properties of vulnerable adults		Housing	Lynn Pennington	Finance: Workforce:	Private Sector Housing Strategy (2013-2018);			<a href="http://harrowhub.harrow.gov.uk/download/5400/private_sector_housing_strategy">http://harrowhub.harrow.gov.uk/download/5400/private_sector_housing_strategy</a> ; <a href="http://harrowhub.harrow.gov.uk/download/5403/tenancy_strategy">http://harrowhub.harrow.gov.uk/download/5403/tenancy_strategy</a> ; <a href="http://harrowhub.harrow.gov.uk/download/5192/housing_commitments_2012">http://harrowhub.harrow.gov.uk/download/5192/housing_commitments_2012</a> ; <a href="http://harrowhub.harrow.gov.uk/download/5192/housing_commitments_2012">Homelessness Strategy</a>



	Ensure people with dementia and their carers have access to the services and benefits that they need	Ensure access to high quality social care and continuing care based on need.	2013 - ongoing	Adult Social Care/CCG	Bernie Flaherty/Dilip Patel	Finance: Workforce:		related quality of life for older people (Placeholder); ASCOF 2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services; ASCOF 3C: The proportion of carers who report that they have been included or consulted in discussion about the person they care for; ASCOF 3D: The proportion of people who use services and carers who find it easy to find information about services; ASCOF 4A: The proportion of people who use			
	Ensure all carers have a regular health review			Adult social care/CCG	Bernie Flaherty/Dilip Patel	Carers strategy – Making change happens (2008-2011)					





3.2	<b>LONG-TERM CONDITIONS</b>	<p>Redesign housing support provision to optimise impact within available resources; Implement new support model for Council sheltered housing services &amp; Plan future use of Supporting People funding &amp; Identify any affordable, alternative housing options required by people with social care needs &amp; Roll out a borough 'Circle of Support' to assist residents</p>	<p>July 13 - ongoing</p>	<p>Housing</p>	<p>Lynn Pennington</p>	<p>Private Sector Housing Strategy (2013-2018); Draft Housing Strategy 2012 - 2017; Supported Accommodation Strategy; Homelessness Strategy</p>	<p>PH 1.15. Statutory homelessness; ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family; ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently, with or without support.</p> <p>Supporting and protecting people who are most in need</p>		<p><a href="http://harrowhub.harrow.gov.uk/download/5400/private_sector_housing_strategy">http://harrowhub.harrow.gov.uk/download/5400/private_sector_housing_strategy</a>;  <a href="http://harrowhub.harrow.gov.uk/download/5403/tenancy_strategy">http://harrowhub.harrow.gov.uk/download/5403/tenancy_strategy</a>;  <a href="http://harrowhub.harrow.gov.uk/download/5192/housing_commitments_2012">http://harrowhub.harrow.gov.uk/download/5192/housing_commitments_2012</a>;  <a href="#">Homelessness Strategy</a></p>
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		<p>to have lower level needs met &amp; Review housing options for looked after children &amp; Work with social housing providers in their asset management strategies for existing supported housing, to ensure any plans for reprovision are in line with Harrow's priorities</p>									
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	Reduce the impact of poor housing on people with long term conditions	Invest in housing stock particularly in supported housing sector		Housing	Lynn Pennington	Finance: Workforce:	Private Sector Housing Strategy (2013-2018); Draft Housing Strategy 2012 - 2017; Supported Accommodation Strategy; Homelessness Strategy	PH 1.15. Statutory homelessness; ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family; ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently, with or without support. Supporting and protecting people who are most in need		<a href="http://harrowhub.harrow.gov.uk/do wnload/5400/private_sector_housing_strategy">http://harrowhub.harrow.gov.uk/do wnload/5400/private_sector_housing_strategy</a> ; <a href="http://harrowhub.harrow.gov.uk/do wnload/5403/tenancy_strategy">http://harrowhub.harrow.gov.uk/do wnload/5403/tenancy_strategy</a> ; <a href="http://harrowhub.harrow.gov.uk/do wnload/5192/housing_commitments_2012">http://harrowhub.harrow.gov.uk/do wnload/5192/housing_commitments_2012</a> ; <a href="#">Homelessness Strategy</a>
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	<p>Implement the housing strategies developed in 2012:  including  Increasing housing stock;  Increasing and improving access to good quality private sector housing;  Enable and enforce better housing conditions in the private sector  Bringing houses back into use;  Improving existing stock and prioritising according to need;  Procuring additional supported housing;</p>		Housing	Lynn Pennington / Taiq Chowdry	Finance: Workforce:	Private Sector Housing Strategy (2013-2018); Draft Housing Strategy 2012 - 2017	<p>PH 1.15. Statutory homelessness;  ASCOF 1G:  Proportion of adults with learning disabilities who live in their own home or with their family; ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently, with or without support.</p>		<a href="http://harrowhub.harrow.gov.uk/do wnload/5400/private_sector_housing_strategy">http://harrowhub.harrow.gov.uk/do wnload/5400/private_sector_housing_strategy</a> ; <a href="http://harrowhub.harrow.gov.uk/do wnload/5403/tenancy_strategy">http://harrowhub.harrow.gov.uk/do wnload/5403/tenancy_strategy</a> ; <a href="http://harrowhub.harrow.gov.uk/do wnload/5192/housing_commitments_2012">http://harrowhub.harrow.gov.uk/do wnload/5192/housing_commitments_2012</a> ;
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								PH 2.22. Take up of the NHS Health Check programme – by those eligible; PH2.21 Access to non-cancer screening programmes Supporting and protecting people who are most in need				
							Finance: £10k – within the health checks budget Workforce: Rosanna Cowan	Sandra Husbands/ Mary Cleary	Public Health	Jun-13	Promote uptake of health checks including use of social marketing	
							Finance: none required Workforce: Rosanna Cowan	Sandra Husbands/ Mary Cleary	Public Health	Mar-14	Evaluate outcomes and referrals onto other services as a result of health checks programme	
							Finance: to be identified within health checks budget Workforce: Rosanna Cowan	Sandra Husbands/ Mary Cleary	Public Health	Sep-13	Implement a programme of activity to provide health checks to Harrow residents who are not yet registered with GPs	Early identification of cardiovascular disease and diabetes though the health checks programme





									United and involved communities: A Council that listens and leads			
3.3	<b>MENTAL HEALTH</b>	Support healthy lifestyles through sport and physical activity		CHW (C&C)	Marianne Locke	Finance: Existing budgets/contracts Workforce: Sports Development team/Contractors						
		Promote awareness of mental health issues		PH/Comms/C&C/ Adult Social Care	Sandra Husbands	Finance: to be determined Workforce: health improvement team; comms team				PH1.6. People with mental illness and or disability in settled accommodation; PH1.19. Older people's perception of community safety (Placeholder); PH1.18. Social connectedness (Placeholder); PH2.23. Self-reported well-being		
		Mental health promotion campaign	Autumn							Supporting and protecting people who are most in need		



										<a href="http://harrowhub/downloads/file/5396/harrow_children_and_young_peoples_commissioning_plan_2011-2014;">http://harrowhub/downloads/file/5396/harrow_children_and_young_peoples_commissioning_plan_2011-2014;</a>
Reduce stigma of mental ill health	Support national campaigns		Education/PH/Comms /C&C	Lindsay Coulson/Carole Furlong/Marianne Locke/Leora Cruddas	Finance: Workforce:	The Children and Young People's Commissioning Plan 2011-2014				
	Promote community cohesion to improve sense of belonging		Education/PH/Comms /C&C/Adult Social Care	Leora Cruddas/Lindsay Coulson/Laura Fabumni/Marianne Locke/Bernie Flaherty	Finance: Workforce:	Harrow's Involvement and Reputation Plan 2012/13				<a href="#">Communications Plan</a>
Promote early identification of mental health problems	Raise awareness of postnatal depression in pregnant women, new parents, midwives, health visitors and general practice staff		CCG/PH/Comms	Dilip Patel/Sandra Husbands/Lindsay Coulson	Finance: Workforce:	Harrow's Involvement and Reputation Plan 2012/13				<a href="#">Communications Plan</a>
	Promote early identification of mental health		CCG/PH/Comms	Dilip Patel/Sandra Husbands/	Finance: Workforce:					











**4. DIGNITY AND CHOICE AT THE END OF LIFE (EOL)**

	Improve care for people at end of life	Update the strategy developed in 2011	CCG	Lawrence Gould	Finance: Workforce:	Draft Harrow End of Life Care Strategy Action Plan 2011	Supporting and protecting people who are most in need		
		Develop integrated care pathway for EOL care	CCG/Adult Social Care	Lawrence Gould/Bernie Flaherty	Finance: Workforce:	Quality Assurance Framework for Adult Social Care 2010;			
		Raise awareness of EOL care pathway in primary care	CCG	Lawrence Gould	Finance: Workforce:				
		Promote awareness of EOL pathway in residential and nursing homes			Finance: Workforce:				
		Find efficiencies in the EOL care pathway			Finance: Workforce:				
	Increase access to end of life care	Identify additional sources of funding			Finance: Workforce:				

	Support for bereaved families	Consider funeral support as part of emergency response fund	Complete	Benefits Team/Housing	Jennifer Townsley/ Bernie Beckett	Finance: Workforce:	DWP Social Fund The Help Scheme Policy		Grants for funeral payments remain within the elements of the Social Fund continuing in operation with the DWP Support for travel to funerals for immediate family sit within the Emergency Relief Scheme but only if the person meets the criteria for access to this fund.	
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		Review the availability of bereavement care for children	CCG	Lawrence Gould/ Genevieve Small?	Finance: Workforce:	The Children and Young People's Commissioning Plan 2011-2014	Supporting and protecting people who are most in need		
		Investigate appropriate interventions for bereaved children			Finance: Workforce:		Supporting and protecting people who are most in need		
<b>5. POVERTY</b>									
	Promote awareness of sources of advice and support for people with financial difficulties including role of CAB, Libraries and Children's centres	Ensure information is available on council website, within libraries and through Access Harrow. Local media promotion of advice and support services through Harrow People and /or	Housing/ Adult Social Care/ C&C	Lynn Pennington / Bernie Flaherty/ Marianne Locke	Finance: Workforce:		Supporting and protecting people who are most in need		
			Housing/ Adult Social Care/ C&C	Lynn Pennington / Bernie Flaherty/ Marianne Locke	Finance: Workforce:	Resident Involvement Strategy	Supporting and protecting people who are most in need	Homing-In is produced quarterly (with latest version: Spring 2013)	







<p>Identify families/households most affected by the welfare reform changes and implement actions to support them to minimise the impact including</p> <ul style="list-style-type: none"> <li>• Offering debt advice</li> <li>• Helping people learn how to budget</li> <li>• Supporting people who decide or have to move from Harrow to an area where private sector rents are cheaper</li> <li>• Supporting people into work (see work &amp; worklessness section)</li> </ul>	Establish task group;	Complete	Welfare Reform Task Group	Bernie Beckett	Finance: Workforce:	Supporting and protecting people who are most in need	Supporting and protecting people who are most in need		
	Undertake analysis	Complete	Welfare Reform Task Group	Bernie Beckett	Finance: Workforce:	Supporting and protecting people who are most in need	Supporting and protecting people who are most in need		











<p>Promote benefits available to people who are eligible but who don't claim them. Given the current economic climate and the cuts to benefits, consideration should be given with regards to collection and enforcement activities</p> <p>Support people in poverty or approaching poverty to participate in society</p>	<p>United and involved communities: A Council that listens and leads</p> <p>Supporting and protecting people who are most in need</p>	<p>Council Tax Debt Collection Policy</p> <p>Corporate Debt Collection Policy</p>	<p>Finance: Workforce:</p> <p>Bernie Beckett/Communications</p> <p>Welfare Reform Group</p>	<p>Promotion of Benefits and support available is ongoing, delivered by Communications in partnership with Housing/Benefits and Economic Development The Council Tax Debt Collection Policy has been reviewed in partnership with the Community Reference Group and Welfare Reform Project Structure. The Corporate Debt Collection</p>
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		Increase community "ownership" of parks and green space.	Public Realm	Stephen Kelly/ John Edwards	Finance: Workforce:	Place Shaping Service Plan 2012 2013; Enterprising Harrow 2007-16	Keeping neighbourhoods clean, green and safe		<a href="http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013</a>
	Maintain community infrastructure to provide free green space for people to exercise	Promote Community Warden programme in green belt			Finance: Workforce:		Keeping neighbourhoods clean, green and safe		<a href="http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013</a>
70		Develop volunteers programmes to maintain green space and use of allotments			Finance: Workforce:	Place Shaping Service Plan 2012 2013	Keeping neighbourhoods clean, green and safe		<a href="http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013</a>
		? look at use of parks in relation to community preferences			Finance: Workforce:	Open Space Strategy 2013, Harrow Green Grid Project	Keeping neighbourhoods clean, green and safe		<a href="http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/file/5165/place_shaping_service_plan_2012_2013</a>



	Promote a "grow for health" programme to provide fresh 'free' food and exercise.	Identify unallocated allotments and offer to those living in poverty – possibly as a group rental	Public Realm	John Edwards/Jerry Hickman?	Finance: Workforce:	Allotment Strategy	Keeping neighbourhoods clean, green and safe		<a href="http://harrowhub/downloads/files/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/files/5165/place_shaping_service_plan_2012_2013</a>
	Consider expansion of allotments in Harrow utilising park edge sites	Consider the establishment of a land bank scheme (those with gardens that don't/can't maintain them to allow those without gardens to use them to grow food) after scoping out with local communities			Finance: Workforce:	Place Shaping Service Plan 2012 2013; Site Allocations Development Plan Document Part 1& 2	Keeping neighbourhoods clean, green and safe		<a href="http://harrowhub/downloads/files/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/files/5165/place_shaping_service_plan_2012_2013</a>
					Finance: Workforce:	Not currently contained in any strategy	Keeping neighbourhoods clean, green and safe	TBC	<a href="http://harrowhub/downloads/files/5165/place_shaping_service_plan_2012_2013">http://harrowhub/downloads/files/5165/place_shaping_service_plan_2012_2013</a>

72	Develop a local food bank to support families in need to maintain a healthy diet.	Food bank to be established	Jun-13	Welfare Benefits team	Bernie Beckett	Finance: Workforce:	The Pilot Help Scheme Policy 2013	Supporting and protecting people who are most in need.	Council represented on Steering Group however Churches leading on the development of the Foodbank. Proposed that first site will open in Wealdstone in June and second site will open in September	
	Scope out a scheme link to healthy recipes and cooking skills courses	Welfare benefits team/ Public Health and C&C	Jun-13	Bernie Beckett/ Sandra Husbands/ Marianne Locke	Finance: Workforce:		Supporting and protecting people who are most in need.	This could be a project that could sit within the Help Scheme however has not been raised as yet and therefore I was unaware		

	Develop local scheme to support families with needs for furniture or white goods by recycling items from house clearances		Public Realm	Andy Parson	Finance: Workforce:		Supporting and protecting people who are most in need.	This was discussed at Manager Forum - Andy Parsons would now be lead?	
<b>6. WORK AND WORKLESSNESS</b>									
73	Develop local furniture and appliance recycle service	Through the local development framework, promote enterprise in Harrow to bring in more jobs and support people to retrain to enable posts to be filled locally and actively develop programmes to help people into work e.g. Xcite for young people.	Use planning process to create opportunities for new enterprise	Caroline Bruce/Maruk Billington/Janane Fearnley/Stephen Kelly	Enterprise/Housing	Finance: Workforce	Supporting our town centre, our local shopping centres and businesses	New employment floorspace created in 2012/13 through decisions at Kodak, Lyon Road, RNOH	<a href="http://harrowhub.harrow.gov.uk/download/5531/environmental_2012">http://harrowhub.harrow.gov.uk/download/5531/environmental_2012</a>
		Require contractors to promote local employment through the procurement process	Review annually	Caroline Bruce/Maruk Billington/Janane Fearnley/Stephen Kelly	Enterprise/Housing	Finance: Workforce	Supporting our town centre, our local shopping centres and businesses	Employment gain generated in S106 contracts Canning Rd, Douglas Close	<a href="http://harrowhub.harrow.gov.uk/download/5531/environmental_2012">http://harrowhub.harrow.gov.uk/download/5531/environmental_2012</a>
						Core Strategy; Enterprising Harrow 2007-16; Harrow Third Sector Strategies 2010; Third Sector Investment Plan		LDF nearing completion. Regen Strategy in	





	<p>Promote local procurement/local supply chain through key contracts e.g. repairs contractors.</p>		<p>Procurement</p>	<p><b>Robin Edwards</b></p>	<p>Finance: Workforce:</p>	<p>Corporate Procurement Strategy 2009-2012; Harrow Core strategy-LDF 2012</p>	<p>Supporting our town centre, our local shopping centres and businesses</p>		<p><a href="http://harrowhub.harrow.gov.uk/download/5379/core_outcomes_july_2012">http://harrowhub.harrow.gov.uk/download/5379/core_outcomes_july_2012</a>;</p> <p><a href="http://harrowhub.harrow.gov.uk/download/2009/procurement_strategy">http://harrowhub.harrow.gov.uk/download/2009/procurement_strategy</a></p>
	<p>Include a requirement in contracts for local contractor-based apprenticeships and graduate placements.</p>		<p>Procurement</p>	<p><b>Robin Edwards</b></p>	<p>Finance: Workforce:</p>	<p>Corporate Procurement Strategy 2009-2012; Harrow Core strategy-LDF 2012</p>	<p>Supporting our town centre, our local shopping centres and businesses</p>		<p><a href="http://harrowhub.harrow.gov.uk/download/5379/core_outcomes_july_2012">http://harrowhub.harrow.gov.uk/download/5379/core_outcomes_july_2012</a>;</p> <p><a href="http://harrowhub.harrow.gov.uk/download/2009/procurement_strategy">http://harrowhub.harrow.gov.uk/download/2009/procurement_strategy</a></p>

<p>Work with Chamber of Commerce and Harrow in Business to promote healthy workplaces including work with Chamber of Commerce and Harrow in Business to promote healthy workplaces including</p> <ul style="list-style-type: none"> <li>• Healthy eating options in work restaurants;</li> <li>• Stop smoking courses within work time to result in fewer smoking breaks and increased productivity</li> <li>• Stress management courses</li> <li>• Workplace exercise</li> </ul> <p>Promote healthy workplaces so that when people have a job, they have a good work-life balance. E.g. controlling volume of work, hours of work; allowing time to engage in family and personal activities and recreation.</p>			
<p>Finance: to be defined – workplace health within PH ring-fenced grant</p> <p>Workforce:</p>		<p>Taiq Chowdry/Sandra Husbands</p>	<p>Supporting our town centre, our local shopping centres and businesses</p>







		<p>identify areas of enterprise development</p>					<p>Sector Strategy; Core Strategy; Place shaping service plan</p>			<p><a href="http://harrow.gov.uk/5445/third-sector-investment-plan-2012-15">http://harrow.gov.uk/5445/third-sector-investment-plan-2012-15</a></p>
80		<p>Using the Harrow Circles of Support, develop work opportunities for people with learning difficulties and mental health problems who do not meet the need requirement of statutory services</p>				<p>Finance: Workforce:</p>	<p>Third Sector Implementation Plan; Third Sector Strategy; Core Strategy; Place shaping service plan</p>			<p><a href="http://harrow.gov.uk/5445/third-sector-investment-plan-2012-15">http://harrow.gov.uk/5445/third-sector-investment-plan-2012-15</a></p>
		<p>Continue the Volunteer awards programme Pre-retirement courses looking at options to volunteer</p>				<p>Finance: Workforce:</p>	<p>Third Sector Implementation Plan; Third Sector Strategy; Core Strategy; Place shaping service plan</p>			<p><a href="http://harrow.gov.uk/5445/third-sector-investment-plan-2012-15">http://harrow.gov.uk/5445/third-sector-investment-plan-2012-15</a></p>
						<p>Finance: Workforce:</p>				