



HARROW STRATEGIC PARTNERSHIP BOARD MEETING

THURSDAY 16 JUNE 2005 AT 6.00 PM

COMMITTEE ROOM 5, HARROW CIVIC CENTRE

AGENDA

Members:

Councillor Paddy Lyne	The Worshipful the Mayor; Leader of the Liberal Democrat Group	Harrow Council
Councillor Navin Shah	Leader; Strategic Overview and External Affairs PH	Harrow Council
Councillor Marie-Louise Nolan	Communications, Partnership and Human Resources PH	Harrow Council
Councillor Jean Lammiman	Conservative Representative	Harrow Council
Geoff Rose	Chair, Harrow Primary Care Trust	Harrow Primary Care Trust
Dr Karim Murji	Metropolitan Police Authority	Metropolitan Police Authority
Ruth Djang	Director, ABI	Business Sector Representative
Denis Lock	Kodak Limited	Business Sector Representative
Allen Pluck	Harrow In Business	Business Sector Representative
Vacant		Business Sector Representative
Mike Coker	Community Linkup	Voluntary and Community Sector Representative
Asoke Dutta	Harrow Association of Voluntary Service	Voluntary and Community Sector Representative
Kris Fryer	Harrow Citizen's Advice Bureau	Voluntary and Community Sector Representative
Janet Smith	MIND in Harrow	Voluntary and Community Sector Representative
Professor Keith Phillips	University of Westminster	Higher Education Representative
Raj Saujani	Stanmore College	Further Education Representative

Officers:

Joyce Markham	Chief Executive	Harrow Council
Robert Carr	Borough Commander, Harrow Police	Metropolitan Police Service
Barbara Field	Principal, Harrow College	Further Education Sector
Andrew Morgan	Chief Executive, Harrow Primary Care Trust	Health Authority Sector
Julia Smith	Chief Executive, Harrow Association of Voluntary Service	Voluntary and Community Sector

Contact: Claire Vincent, Committee Secretary
Tel: 020 8424 1637 E-mail: claire.vincent@harrow.gov.uk

AGENDA - PUBLIC

1. **Appointment of Chair and Vice-Chair:**
To appoint a Chair and Vice-Chair of the Board for the year 2005/06.
2. **Apologies:**
To note any apologies received.
- Enc. 3. **Minutes:** (Pages 1 - 8)
That the minutes of the Board Meeting held on 6 April 2005, having been circulated, be taken as read and signed as a correct record.
4. **Matters Arising:**
(if any)
- Enc. 5. **Change Up:** (Pages 9 - 10)
Paper submitted by the Chief Executive, Harrow Association of Voluntary Service.
- Enc. 6. **Sharing a Vision for Customer Service - the Business Transformation Partnership and the Harrow Strategic Partnership:** (Pages 11 - 14)
Paper submitted by the Director of Business Services, Harrow Council.
- Enc. 7. **Multi-agency Strategy for the Development of Services to Refugees and Asylum-seekers:** (Pages 15 - 38)
Paper submitted by the Executive Director (People First), Harrow Council.
- Enc. 8. **MORI Quality of Life Survey:** (Pages 39 - 62)
Paper submitted by the Policy and Partnership Service, Harrow Council.
- Enc. 9. **Harrow Strategic Partnership Annual Report May 2005:** (Pages 63 - 80)
Paper submitted by the Policy and Partnership Service, Harrow Council.
- Enc. 10. **Harrow Strategic Partnership Summit:** (Pages 81 - 84)
Paper submitted by the Policy and Partnership Service, Harrow Council.
- Enc. 11. **Harrow Strategic Partnership Scorecard:** (Pages 85 - 88)
Paper submitted by the Policy and Partnership Service, Harrow Council.
12. **Any Other Urgent Business:**
Which cannot otherwise be dealt with.
13. **Date of Next Meeting:**
It is suggested that a meeting of the Board be held on the morning of Thursday 8 September 2005.

(The next scheduled meeting of the Board is due to take place at 2.30 pm on Thursday 8 December 2005).

AGENDA - PRIVATE - NIL

IT IS EXPECTED THAT ALL OF THE ABOVE LISTED ITEMS WILL BE CONSIDERED IN PUBLIC SESSION.



HARROW STRATEGIC PARTNERSHIP BOARD

Minutes of the meeting held on Wednesday 6 April 2005

(1) Present:

Harrow Strategic Partnership Board Members:

Geoff Rose (Vice-Chair) (in the Chair)	Chair, Harrow Primary Care Trust	Harrow Primary Care Trust
Councillor Miss Lyne	Leader of the Liberal Democrat Group	Harrow Council
Councillor Marie-Louise Nolan	Communications, Partnership and Human Resources PH	Harrow Council
Dr Karim Murji	Metropolitan Police Authority	Metropolitan Police Authority
Denis Lock	Kodak Limited	Business Sector Representative
Mike Coker	Community Linkup	Voluntary and Community Sector Representative
Kris Fryer	Harrow Citizen's Advice Bureau	Voluntary and Community Sector Representative
Professor Keith Phillips	University of Westminster	Higher Education Representative
Raj Saujani	Stanmore College	Further Education Representative

Apologies were received from:-

Councillor N Shah (Chair)	Leader; Strategic Overview and External Affairs PH	Harrow Council
Councillor Jean Lammiman	Conservative Representative	Harrow Council
Asoke Dutta (Vice-Chair)	Harrow Association of Voluntary Service	Voluntary and Community Sector Representative
Janet Smith	MIND in Harrow	Voluntary and Community Sector Representative

(2) Present as Representatives of the HSP Executive:

Joyce Markham	Chief Executive	Harrow Council
Barbara Field	Principal, Harrow College	Further Education Sector
Julia Smith	Chief Executive, Harrow Association of Voluntary Service	Voluntary and Community Sector

Apologies were received from:-

Andrew Morgan	Chief Executive, Harrow Primary Care Trust	Health Authority Sector
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(3) Also Present:-

David Craig	Senior Research Executive	MORI Social Research Institute
Paul Najsarek	Director of Organisational Performance	Harrow Council
Bindu Arjoon	Service Manager Policy and Partnership Section	Harrow Council

ACTION

1. Minutes:

The minutes of the Board meeting held on 27 January 2005 were agreed, subject to them being amended to reflect that Councillor Miss Lyne and Dr Karim Murji had given their apologies.

2. Quality of Life Survey:

Paul Najsarek, Director of Organisational Performance, Harrow Council, introduced a report which advised of a proposal to carry out a Quality of Life survey, in order to facilitate the planning of partnership activities aimed at increasing the quality of life in Harrow. The Board was invited to comment on the draft questionnaire, which was appended to the report.

At the meeting, David Craig of the MORI Social Research Institute provided more detailed information on the survey methodology and timescale. He also advised that there had been a number of changes to the questionnaire since the publication of the agenda: the HSP logo had been added in, the covering letter had been reviewed in light of comments by the HSP Executive that it was rather sterile, and formatting and typographical errors had been amended.

Discussion focused on how to ensure a good response rate to the survey, and the level of response required in order for the results to be statistically valid was outlined. Councillor Miss Lyne expressed concern that the survey would be circulated during the run-up to a general election, and that recipients might therefore discard it. Whether the survey could be done face to face was queried, but it was pointed out that a postal survey was quicker and less expensive. In addition, there was a set question about the Council which had to be asked via a postal survey, otherwise the comparability of the results was invalidated.

It was also noted that only one copy of the survey would be sent to each nominated household, and it was suggested that other members of the household should be able to ask for additional copies, in case they also wished to complete it. It was advised, however, that this would also compromise the randomness of the survey and the comparability of the results.

In response to a query from Kris Fryer about the arrangements for enabling more vulnerable people to complete the survey, it was advised that it would be available in large print, and that an additional page would also be slotted in offering the survey translated into other languages. Councillor Marie-Louise Nolan requested that translations be offered in all community languages, not just a few, and that officers ensure that the document followed the Council's usual guidelines.

PN/DC

Dr Karim Murji expressed concern as to whether the information resulting from the survey would be precise enough, and suggested that those completing the survey be asked to provide the first part of their postcode. It was advised, however, that this would make the survey more complex, and would also raise data protection issues. In response to question from Mike Coker, it was reported that MORI had a lot of historical data which would enable them to interpret what was driving people's perceptions, and to compare the results with perceptions of local government generally, and within Harrow. The Council also had other data with which to compare the results; it was only one part of a data set. Mr Coker felt that the voluntary sector would be interested in having access to the results of the survey to inform funding bids, and it was advised that officers were considering ways of publishing the results more widely.

Geoff Rose commented that the survey felt very much a Council document, and suggested that more mention be made of the HSP in first sentence of the covering letter; officers undertook to review this. He acknowledged that the survey would be a valuable benchmarking tool, and requested that future surveys be submitted to the Board earlier, in order that partners could have more time to contribute to and influence them.

PN/DC

AGREED: That (1) the timing of the survey and consultation process be approved; and

(2) members' comments on the draft questionnaire and methodology be noted.

3. Potential Funding for Partnership Priorities:

The Board received a report of the Policy and Partnership Service, Harrow Council, which advised of the second round of Local Public Service Agreements (LPSAs), and suggested that this was a potential source of funding for partnership priorities.

At the meeting, Paul Najsarek, Director of Organisational Performance, Harrow Council, reported that subsequent to the production of the report, the Government had announced that it would no longer be proceeding with LPSAs. Harrow could, however, now bid for a Local Area Agreement (LAA). An LAA had some of the same features as an LPSA, and would involve the Council, on behalf of the Partnership, agreeing key priority outcomes with central Government around three key functional blocks: safer and stronger communities; healthier communities and older people; and children and young people.

The process for bidding for an LAA was outlined. The Board was requested to determine whether Harrow should proceed with a bid and, if so, to consider the focus areas, and the process for putting the bid together. It was suggested that, if it was agreed to proceed with a bid, there would need to be a meeting of the HSP Executive in early May.

In response to a number of questions, further information was provided on LAAs. In particular, it was advised that the government had not yet finalised the guidance on LAAs, and it was not known how much funding would be available. The indication from the ODPM, however, was that

LAAAs would incorporate some features of LPSAs, such as pump-priming and reward grants, and also offer the opportunity to merge ring-fenced funds. If a bid was successful, the funds obtained would be administered by the Council, but the Local Strategic Partnership would be expected to be signatories to the bid and to monitor achievement.

There was concern that Harrow may be at a disadvantage in bidding for an LAA because it was not a Neighbourhood Renewal Area (NRA), but it was noted that the Local Government Association was making the case to the Government on behalf of areas which were not NRAs. It was hoped that this, coupled with a strong bid, could result in Harrow being successful. Geoff Rose highlighted the usefulness of the vitality profiles in supporting the bid, and the usefulness of the MORI data and the community strategy consultation data was also highlighted.

Barbara Field suggested that, in light of the Government not having finalised its guidance on LAAs, proceeding with a bid would provide an opportunity for Harrow to influence the programme as a non-Neighbourhood Renewal Area. Julia Smith also indicated that the Voluntary and Community Sector would be interested in taking a lead on the LAA, as it had for the LPSA. With regard to the administration of funding and the involvement of partners, Mike Coker referred to the Government's Compact Code of Practice on Funding and Procurement, and the Home Office publication "Think Smart...Think Voluntary Sector!" and requested that the ethos of these documents be taken on board.

PN to note

AGREED: To proceed with a bid for a Local Area Agreement.

PN

4. Harrow Strategic Partnership Summit - 18 May 2005:

The Board received a report of the Policy and Partnership Service, Harrow Council, which set out the proposed structure of the HSP Summit to be held on 18 May 2005.

It was advised that the 2005 Summit had been intended to have various aims, including the refresh of the HSP priorities and a discussion on the Local Public Service Agreement. However, in light of the Board's decision to now proceed with a bid for a Local Area Agreement (LAA), it was suggested that the Summit not go ahead, as work would need to focus on preparing the bid.

It was noted that, if the Summit did not go ahead, another vehicle for the publication of the HSP Annual Report would be required. Bindu Arjoon suggested that a Summit could be held later in the year, in September or October, and that the Annual Report could then also include information on future plans. Barbara Field suggested that highlights from the Annual Report be published in the meantime, to keep up momentum. Councillor Marie-Louise Nolan highlighted the need to publicise the work of the Partnership, and Dr Karim Murji noted that there would be a need to present the findings of the MORI survey to the Partnership.

BA

Joyce Markham suggested that, once the process for bidding for an LAA was firmed up by the ODPM, a revised timetable for the Summit be drawn up and circulated.

AGREED: That (1) the HSP Summit on 18 May 2005 be postponed until later in the year; and

All to note

(2) a revised timetable for the Summit be produced, once further information on the process for bidding for a Local Area Agreement is received from the ODPM.

BA

5. **Update on the Development and Activities of the HSP Management and Reference Groups:**

Bindu Arjoon, Service Manager (Policy and Partnership Section), Harrow Council, introduced a report which set out the current status and activities of the HSP Management and Reference Groups. A considerable amount of work had been done in the past month to ensure that the work of the Monitoring Groups was on track, and most were now focusing on producing monitoring reports. The report also advised of a mechanism endorsed by the HSP Executive for reporting and communication between the Executive and the HSP Reference Groups.

In response to a question from Mike Coker, further information was provided on the memberships of the Management Groups. It was noted that the Voluntary and Community Sector Forum was the main vehicle for voluntary and community groups to engage in the Partnership, having been established following consultation with stakeholders such as the Harrow Association of Voluntary Service. The Forum also had links, however, to the Management Groups. It was agreed that the memberships and Terms of Reference of the Management Groups be circulated prior to the next meeting. This would enable partners to make contact with particular Groups, if they had issues which they wished to feed into them.

BA

All to note

In response to a question from Keith Phillips, it was confirmed that officers would still be working to ensure that the Learning for All Management Group met by 18 May, even though the HSP Summit was not now going ahead on that date.

AGREED: That (1) the development and activities of the HSP Management and Reference Groups be noted;

(2) the proposals agreed by the HSP Executive at its 22 March meeting for reporting and communication links between the HSP Reference Groups and the Executive be noted; and

(3) the HSP Constitution be amended at the 2005 Summit to reflect the arrangements agreed at (2) above.

BA/CV

6. **Monitoring of the 2004 Community Strategy and the Development of the Refresh of the Community Strategy:**

Bindu Arjoon, Service Manager (Policy and Partnership Section), Harrow Council, introduced a report which advised of the progress of the Management and Reference Groups in monitoring the 2004 community strategy and developing the refresh.

At the meeting, it was noted that it was still intended to try and complete this work by the original 18 May deadline, and that monitoring information had now been received from the Healthy Harrow Management Group. It

was also noted that some Management Groups had expressed a desire to supplement the 12 HSP priorities.

In response to a question from Keith Phillips, it was confirmed that it was still intended to produce the HSP action plan by late May, as this could be used to support the bid for a Local Area Agreement, and that the action plan would be submitted to the next meetings of the Board and the Executive.

AGREED: (1) To note the monitoring plans that have been completed so far by the Management Groups;

(2) to note that additional work still needs to be done by some Management Groups to fully complete the monitoring plans, and that the Policy Partnership Service will continue to work with the Management Group chairs to ensure the finalisation of these plans;

(3) that an action plan for the HSP for 2005-06 (and beyond as appropriate) be developed by drawing on:

- the action plans that are being developed by Management Groups, in consultation with the Reference Groups;
- the outcomes of the MORI survey; and
- the work being done around the Local Area Agreement negotiation and outcome.

BA

7. **Report on Tsunami Disaster Multi-Faith Memorial Service and Community Conference on 22 February 2005:**

Bindu Arjoon, Service Manager (Policy and Partnership Section), Harrow Council, introduced a report which detailed the outcome of the Harrow multi-faith Memorial Service and Community Conference held on 22 February 2005.

It was noted that a steering group had been established locally to oversee the provision of medium to long-term support to affected areas, and that a working group had been set up with a specific focus on rebuilding a village in Sri Lanka. The steering group was keen to know of any activities being undertaken locally as part of the relief effort, to see if they could be linked in with other activities. Barbara Field advised of a fashion show organised by the Students' Union at Harrow College to raise funds for the disaster relief effort.

BA to note

Geoff Rose suggested that the rebuilding of a village in Sri Lanka was an initiative of which Harrow should be proud. The Steering Group were doing excellent work and Mr Rose suggested that the people of Harrow be informed of the work which was being undertaken. He suggested that there be appropriate publicity for this Harrow multi-faith project, and it was agreed that consideration be given to the production of a simple leaflet for circulation within the Borough.

BA

AGREED: That (1) the report be noted;

(2) the Policy and Partnership Section be advised of any activities already on-going, or of any opportunities for joint working between HSP members

All

in local relief efforts, particularly relating to medium and long-term support;
and

(3) the actions being taken by the Council, as set out at Appendix 1 to the report, be noted.

8. Harrow Strategic Partnership Board Meetings 2005/06:

The Board considered proposed dates for its meetings in 2005/06.

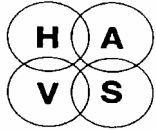
In light of the Board's earlier decision that the HSP Summit on 18 May 2005 be postponed, it was agreed that the next meeting of the Board, which was scheduled to take place on 4 August 2005, be brought forward to June.

AGREED: That the next meeting of the Board be brought forward to a date in June.

All to note

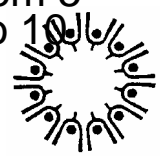
[Note: The Meeting, having commenced at 6.02 pm, closed at 7.12 pm]

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HARROW ASSOCIATION OF VOLUNTARY SERVICE

Agenda Item 5
Pages 9 to 10



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REPORT FOR HARROW STRATEGIC PARTNERSHIP BOARD MEETING **16th June 2005 ON CHANGEUP**

The purpose of this report is to update the Board on the progress of the ChangeUp plans in Harrow.

Government Office London requires each London Borough and sub Regional Council for voluntary service (the generic name for organisations like HAVS) to develop an infrastructure plan for their area. The structure of the plan is prescribed and is detailed in an earlier report to the Board.

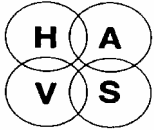
In Harrow, a Steering Group administered by HAVS has been meeting since January. This group consists of eighteen people, many of them members of voluntary and community sector groups in Harrow plus representatives from Harrow Council and Harrow Primary Care Trust. The group has developed a draft plan which has been accepted by the London ChangeUp consortium and is now in the process of looking at draft plan which needs to be ready before 1st July 2005. The primary purpose of the proposal is to enable each Borough group to draw down the first instalment of two for ChangeUp funding. At present the amount allocated to Harrow is around £42,000 and this needs to be spent through HAVS by June 2006.

Copies of the draft plan are available through Julia at HAVS.

A present work is underway to look at mapping voluntary and community sector organisations in the area, analysing their areas of interest and their most pressing issues. To date, responses from the respondents plus members of the ChangeUp group suggest that the following are priorities.

NB, these are not mutually exclusive and could be filled by a combination of part- time, full-time and/or consultancy work.

- Post to advise on income generation and social enterprise plus sustainability
- Worker to help develop policies particularly around IT and Human Resources.
- Post to strengthen relationships between the Council, Primary Care Trust and other statutory agencies and the voluntary sector – awareness training for both sectors
- Training and support for users and reps in terms of participation and attendance at events.
- Post to identify premises and ways of working collaboratively to reduce costs



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- Post to look at infrastructure needs particularly around BMER organisations.
- Development of website for the voluntary sector to use an on-line discussion forum. sharing best practice and performance tools.
- Workshops to consult with BMER groups about their needs, culminating in development of an action plan to move this forward
- Arrange conference on topics that can discuss solutions as to how key statutory stakeholders can facilitate the improvement of infrastructure in the voluntary and community sector organisations
- Use some of the funds to develop training around time management, financial planning etc. (in conjunction with TIDE).
- Community accountancy advice

The final plan which at the present needs to be prepared before October 2005 will need to fit in with the sub-regional and London plan. It will also need to be approved by the HSP Board. Further reports will be brought to the Board as work progresses.

Julia Smith
6 May 2005

ChangeUp060505

New Harrow Business Transformation Partnership

Sharing a vision for Customer Service: The Business Transformation Partnership and the Harrow Strategic Partnership

1. Background to the Business Transformation Partnership (BTP)

The Council has been in the process of procuring a transformation partner since May 2004. From an original list of 19 serious bidders it has now been narrowed down to two potential partners – Capita and Fujitsu. It is hoped that the final evaluation of their bids will be completed and a contract signed by the end of July.

2. What will the Partnership deliver?

- 2.1 The Partnership will last 10-15 years and will be the catalyst for driving forward the Council's programme of modernisation, and take a leap forward in terms of the capability and capacity to change.
- 2.2 The Council has agreed that the first three projects to be undertaken by the partner will be:
 - First Contact (covering how people access and use all Council services)
 - Improved operating systems (new Council wide back office systems covering HR, payroll, procurement and finance)
 - Management information systems (new ways for the Council to manage its performance)
- 2.3 In addition the new partner will support the development of Harrow's IT services, helping it to improve performance and develop new skills. At a wider level the Partner will also be required to transfer knowledge into the Council in areas such as project management, business process re-engineering, and change management.
- 2.4 After the initial projects, which will last about 2 ½ years, Harrow will be looking for proposals for new projects, in consultation with all its stakeholders and partners. These can be of any nature that will have a significant and strategic impact on Harrow, but must justify themselves as viable a business case.

3 How will the Business Transformation Partnership support improved services?

3.1 The initial projects were selected on the basis that they would have the most dramatic effect on improving Council services and efficiency.

The Council also stated specific requirements of its initial projects related to improving the effectiveness of its links and work with partner organisations. This is particularly relevant to the First Contact project, which will deliver:

- a Contact Centre which will deal with all telephone calls from the public;
- a One Stop Shop (OSS) at the Civic centre providing a single point of contact for all citizens requiring a Council service;
- the roll out of One Stop Shops at locations across the borough, designed to match patterns of need and use;
- the installation of a series of automated kiosks at locations across the borough, allowing citizens access to a variety of Council services, including bill paying;
- a Customer Relations Management (CRM) system to provide customer related information to the OSS and Contact Centre staff to enable them to handle enquiries more successfully at their 'first contact' with the Council.

3.2 To obtain the most from the new technology the Council will have to review its processes and combine information to allow it to get a complete picture of each inquiry.

3.3 First Contact will enable the Council to further improve service through:

- capturing and analysing customer transaction data, building up a comprehensive set of accurate information on each customer;
- tracking individual transactions over time, enabling the development of choice, and the personalisation of the delivery of service;
- more detailed knowledge of operational 'hot spots', customer service standards and internal best practice;
- the delivery of services through the channels preferred by customer (visits, telephone, e-mail, text etc.).

3.4 So far both partners have submitted plans for the development of the Civic Centre. When a Partner is selected the relevant plan can continue to be progressed. This will ensure that there is no delay in progressing the project to the agreed timescales. In addition the Council is in the process of recruiting its own team. It is anticipated that a joint team of 150 people will be required to deliver the initial projects.

4. Benefits to our Partners

- 4.1 The Council has specifically stated that the new systems and processes must support its work with its community partners. This will be achieved specifically through:
- the linking of systems to support the further development of a holistic picture of an individual or family, to support integrated action by the Council and its Partners;
 - the potential to share information (as allowed under data protection and freedom of information legislation) by teams and projects;
 - the development of a pro-active and co-ordinated approach to our relationship and transactions with members of the community;
 - the removal of barriers to successful and equal access by individuals to Council Services, such as language and disability;
 - improved information about the needs of residents;
 - the creation of an informed referrals function by the Council to Partner organisations;
 - support to Harrow's Corporate University through access to the Partner's leading edge knowledge base and training facilities, and as a means of completing the initial training of Harrow staff on the new systems;
 - assistance in joint performance management of activities with community partners.

5. The Way Forward

- 5.1 As stated earlier, we aim to have the partner in place by mid-July. Once appointed, the partner will immediately begin work on the first three major projects. We aim to have the contact centre and OSS operational within six months of the start of the partnership and new finance systems in place by the next financial year.
- 5.2. Upon the commencement of the partnership, the partner will begin scoping future projects across the Council. The Partners know of the importance of Harrow Strategic Partnership and are aware that Harrow Council is keen to form stronger links with its partners, with the eventual aim of providing a better service to Harrow citizens.

6. Conclusion

6.1. In conclusion, the BTP will bring many advantages to Harrow Council and its partners.

- The introduction of a call centre will not only vastly improve the interface the Council has with its customers, it will provide an unprecedented level of information about Harrow residents, at both a macro and micro level;
- Improved finance and procurement systems will make the Council a far simpler organisation to deal with, and the prospect that some of these benefits could potentially be shared with Harrow's strategic partners;
- Improved management of information will mean that the wealth of information held by the Council will be far more accessible and easier to manipulate.

We expect to sign the final contract with the chosen partner in mid-July, with work on the Partnership beginning immediately. We would like to bring along the chosen partner to meet the Harrow Strategic Partnership Board at a future meeting to encourage their deeper understanding of the role of the HSP.

Carol Cutler

Director of Business Services



Harrow Strategic Partnership Board

Wednesday 16 June 2005

Multi-agency Strategy for the Development of Services to Refugees and Asylum-seekers

Purpose of Report

This report presents a proposed Multi-agency Strategy for the Development of Services to Refugees and Asylum-seekers, and invites the Board to formally adopt the Strategy.

The HSP Board is requested to note:

1. That Harrow Council Cabinet at its meeting on 17th March 2005 agreed to approve the Strategy and to support its presentation for formal adoption by the Harrow Strategic Partnership.
2. That the Strategy has been developed in partnership with the Harrow Refugee Forum; and on the basis of extensive consultation with local refugees and asylum-seekers, with local Refugee Community Organisations, and with a full range of local statutory and independent sector agencies.
3. All the main statutory and voluntary sector partners who responded to the final round of (formal) consultation signalled their support for and willingness to sign up to the Strategy.

The HSP Board is requested to agree that:

1. The Strategy be formally adopted.
2. That the multi-agency strategic planning group proposed within the Strategy be formally constituted as a Delivery Group within the Partnership framework, reporting to the 'Regenerating Harrow' Management Group.

Harrow Strategic Partnership Board

Wednesday 16 June 2005

Multi-agency Strategy for the Development of Services to Refugees and Asylum-seekers

1. Brief History

A cross-departmental project group of Council officers has been working for some time in partnership with the Harrow Refugee Forum, and in close association with staff from other key agencies, to develop a draft multi-agency strategy for the development of services to refugees and asylum-seekers in the Borough.

The aim has been to develop an agreed framework through which to improve the strategic co-ordination of services and the planning of their future development under enhanced partnership working; to make more effective use of currently committed resources; to better match local services with identified local needs; and to support further capacity-building for local refugee organisations.

2. Options considered

The proposed Strategy identifies the main strategic issues affecting the future development of services for these groups, and evaluates various options for progressing those.

The Strategy, as revised following formal consultation, now reflects a broad consensus view about those options, taking account of the need to build an approach which takes account of the impact of current resource constraints.

3. Consultation

The revised Strategy has been developed on the basis of extensive consultation with a broad range of local stakeholders which has taken the form of:

- a project group managed in partnership with the Harrow Refugee Forum;
- informal discussions with a number of representatives of local service providers, and with the local Refugee Practitioners Group;
- one major public consultation event held directly with local refugees and asylum-seekers, and local Refugee Community Organisations (attended by over 200 people);
- one consultation meeting held with a broader group of local stakeholders / interest groups
- a presentation to the Community Consultative Forum;
- a final round of formal consultation on the Final Consultation Draft version of the Strategy (concluded earlier this year).

4. The Strategy

The proposed Strategy is attached as Annex 1.

Lorraine O'Reilly
Executive Director – People First
Harrow Council
June 2005

HARROW STRATEGIC PARTNERSHIP

**working in partnership with
HARROW REFUGEE FORUM**

**MULTI-AGENCY STRATEGY FOR THE
DEVELOPMENT OF SERVICES TO
*REFUGEES AND ASYLUM-
SEEKERS IN HARROW***

Partner Agencies

Harrow Strategic Partnership
Harrow Refugee Forum
(on behalf of local Refugee Community Organisations)
Harrow Council for Race Equality
Harrow Citizens Advice Bureau
Harrow Council
Harrow Primary Care Trust
Metropolitan Police
Central and North West London Mental Health NHS Trust

June 2005

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Entitlement to benefits and services
Cost of current service provision
Current areas of concern
Current remit of the Asylum-Seekers Team

4. Policy issues and other considerations

5. Key strategic issues

- 5.1 Co-ordination of services
- 5.2 Role of Harrow Refugee Forum and RCOs
- 5.3 Funding
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Appendices

- Appendix 1: Services used most significantly by refugees and asylum-seekers
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- Appendix 3: Options in relation to the remit and location of the Asylum-Seekers Team

Background paper: Mapping of needs and services to inform strategy: April 2004

Glossary

The following acronyms / abbreviations are used at various points within this document:

A/S Team	Asylum-Seekers Team, Harrow Council – part of the People First Directorate (see below); this is the team responsible for providing support and practical help to some local adult asylum-seekers, primarily those who are not eligible for support from NASS (see below)
B&B	Bed and Breakfast accommodation – usually fairly basic standard of accommodation, providing a place to sleep and one early morning meal only
CAB	Citizen’s Advice Bureau – the main voluntary sector agency which (as part of a national network) provides specialist advice and information to local people
CNWLMT	Central and North West London Mental Health NHS Trust – the NHS (see below) organisation which provides mental health services to the people of Harrow
DL / DLR	Discretionary Leave (to Remain) – a discretionary permission for an asylum-seeker to remain in this country, subject to a particular time-limit (administered by the Home Office)
ECHR	European Convention on Human Rights – the main legal agreement, now supported by (most) European Governments, which provides a definition of certain basic human rights which should be honoured for all people, and which can be used as the basis to challenge certain parts of a country’s national legal framework
EMAS	Ethnic Minority Achievement Service – a service provided by Harrow Council to ensure special support for pupils from ethnic minority backgrounds to help them maximise what they gain from within the school education system
ESOL	English for Speakers of Other Languages – a range of learning provision for people whose first language is not English, to help them become more proficient in its use
GP	General (Medical) Practitioner – the community-based NHS doctor who provides primary medical and diagnostic / treatment services to a group of patients registered with that doctor or practice (often a group of doctors)
HCRE	Harrow Council for Racial Equality – the main voluntary organisation working in Harrow to promote racial equality, equitability of treatment for minority ethnic groups, and racial harmony
HIV	Human Immunodeficiency Virus – the virus infection that can lead to AIDS (Acquired Immune Deficiency Syndrome)
HP	Humanitarian Protection – a discretionary power exercised by the Home Office which provides (temporary) right of refuge on humanitarian grounds to those asylum-seekers who would otherwise be liable to be deported
HRF	Harrow Refugee Forum – the umbrella voluntary organisation responsible for co-ordinating and providing support to the Harrow RCOs (see below)
HSP	Harrow Strategic Partnership – the main umbrella local partnership arrangement in Harrow, involving the Council and other statutory business and voluntary sector partners responsible for broad local strategic planning
IL / ILR	Indefinite Leave (to Remain) – a discretionary permission for an asylum-seeker to remain in this country, which is not limited to a particular period of time; administered by the Home Office
IT	Information Technology – the use of computers and other forms of electronic and communication technology
NASS	National Asylum-Seekers Service – the main Home Office agency responsible for providing support services to adult asylum-seekers, providing they meet certain requirements as to how their claim for asylum is made
NHS	National Health Service – the main central Government agency responsible for planning and providing all forms of health care across the country
NWLHT	North-West London Hospitals NHS Trust – the NHS (see above) organisation providing acute hospital services at Northwick Park Hospital and some of the other hospitals which are regularly used by Harrow residents
PCT	Primary Care NHS Trust – the NHS (see above) agency responsible for planning and arranging local community and primary health care services, and for commissioning acute health care services for the local population
PF	People First (Directorate) – part of Harrow Council, the directorate responsible for all education and social care services
PFDG	People First Director’s Group – the main management group within the People First Directorate (see above)
PLAB	Professional Linguistic Assessment Board – the body responsible for testing medical staff from abroad who wish to work in this country, so as to assess their competence in both professional and language aspects of their work
PMS	Personal Medical Services – part of the primary health care service - providing a range of personal medical care and treatment for individuals and families - especially for those in ‘hard to reach’ groups
RCO(s)	Refugee Community Organisation(s) – voluntary sector agencies who provide support for and campaign on behalf of refugees and asylum-seekers – usually working on behalf of people from a particular part of the world
TB	Tuberculosis – a serious infectious illness affecting the lungs

Definitions

Under international law, the term 'refugee' has a very precise meaning, as set out in the 1951 United Nations Convention Relating to the Status of Refugees. In the Convention, a refugee is defined as an adult or child who has been recognised by the government of another country as having:

- a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group, or political opinion;
- is outside the country they belong to or normally reside in, and
- is unable or unwilling to return home for fear of persecution.

An 'asylum-seeker' is someone who is seeking refugee status.

People cease to be regarded as asylum-seekers when a final decision is made on their claim. This can either be because:

- they are granted refugee status;
- they are granted leave within the Immigration Rules;
- they are granted a period of humanitarian protection or discretionary leave; or
- their claim for asylum is finally determined as unsuccessful.

Those awarded refugee status will be granted indefinite leave. Those allowed to remain under the Immigration Rules will be granted a period of leave to remain, the length of which will depend on their new basis of stay.

Where asylum falls to be refused, consideration will be given to whether a grant of Humanitarian Protection (HP) or Discretionary Leave (DL) would be appropriate. HP would normally be granted where removal from the UK would breach Article 3 of the European Convention on Human Rights (ECHR): that is, removal would put them at risk of torture or inhuman and degrading treatment. DL may be granted for other reasons, for example where removal would breach Article 8 of the ECHR (right to respect for private and family life). They can be granted leave for a period of up to three years and must make arrangements to leave or seek further leave to remain when that leave expires. Each case is decided on its individual merits and it is difficult to give a definitive list of instances where DL may be granted, but it will not be appropriate to grant discretionary leave to nationals of countries where, for example, the Immigration Service is not currently enforcing removal. The length of leave granted depends on the individual circumstances of a particular case.

Unsuccessful asylum-seekers are responsible for ensuring they leave the UK as soon as possible and are liable to be removed if they do not do so. Those who are unable to leave immediately due to circumstances entirely beyond their control may be eligible to receive support under section 4 of the Immigration and Asylum Act 1999. Information on this can be obtained from the National Asylum Support Service (NASS). The Home Office will enforce the removal of those who do not leave voluntarily.

Unsuccessful asylum-seekers unable to leave immediately due to circumstances entirely beyond their control may be eligible to receive support under section 4 of the Immigration and Asylum Act 1999. Information on this can be obtained from NASS.

Aim of the strategy

We value the contribution which refugee families have made to the borough over many generations.

We aim to work in partnership with all agencies and communities to support more recently arrived refugees and asylum-seekers.

Our objective is that they are able to settle and integrate fully within the broader community of Harrow, so that they can play a full and active part in their own future development and contribute to the future development of the borough.

MULTI-AGENCY STRATEGY FOR THE DEVELOPMENT OF SERVICES TO REFUGEES AND ASYLUM-SEEKERS IN HARROW

1. Introduction

Background / reasons for developing a strategy

Until the introduction of the Asylum and Immigration Act 1996, asylum-seekers arriving in the UK were able to receive Income Support under ad hoc arrangements administered by the Department for Social Security. Following the introduction of the 1996 Act, only asylum-seekers making their claim on arrival at a UK port were able to receive Income Support. Those claiming asylum after arrival could only receive practical help (subsistence and accommodation costs) from local authority Social Services Departments, under the National Assistance Act and the Children Act. Some, but not all, of the costs of providing this support are recoverable by the local authority from Central Government funds.

An Asylum-Seekers Team was established within Harrow Social Services in 1996 as a short-term response to these new pressures. On 3rd April 2000 a new system of support was introduced, administered by the National Asylum Support Service (NASS). The new arrangements were introduced on a phased basis but from 24th July 2000 NASS became responsible for supporting those living in London who made their claim for asylum after arrival. From 25th September 2000, NASS also became responsible for the support of those who had been in receipt of Income Support and who had a first negative decision recorded on their claim. Thus, from 25th September 2000, the only asylum-seekers falling to Harrow to support were unaccompanied asylum-seeking children, and family members of those already being supported by the council.

After 1996, the workload of the Asylum-Seekers Team became steadily heavier and more complex and this remained the trend up until very recently. Towards the end of 2001, the Team was subject to a review by the District Auditor. One of the key recommendations in their report was that the Team should be given greater strategic direction and clarity of purpose through the development of a local Asylum-Seekers Strategy.

Purpose and Scope

Initial discussions concluded that the Team could best develop strategically within a broader and more comprehensive approach to meeting the needs of local refugees and asylum-seekers. The specific role and functions of the Team could then be placed within a general overarching framework.

The work to develop this strategy was undertaken in order to pull together all currently available information about local needs, services and expenditure; to use this to identify key underlying issues; and to try and secure agreement amongst key local stakeholders as to what this more comprehensive approach should look like.

2. Process

Project Steering Group

A Project Steering Group (made up of officers from Housing Services, the Education Service, the Asylum-Seekers Team, Harrow Council Partnership Unit, and People First Strategy Department), was set up and has worked throughout in partnership with the Harrow Refugee Forum. The Project Sponsor was the Executive Director, People First. Although it was not possible to secure active representation from all relevant organisations on the Steering Group itself, key contacts were identified within partner organisations during the course of the work.

The broad approach adopted was one of:

- Gathering all relevant and available background information about the refugee and asylum-seeking communities in Harrow, and the current state of local services;
- A two-stage detailed consultation process:
 - to test the broad picture emerging from that work against the directly reported experience of refugees and asylum-seekers in Harrow; and
 - to engage key local stakeholders in work to refine understanding of the key strategic issues which require attention, and to help shape proposals for how best to respond to those;
- Circulation of this draft strategy to all key local stakeholders, for comment and amendment prior to seeking formal 'sign-up' and adoption by partner agencies.

Work Undertaken

During the second half of 2003, the Group held extensive discussions with many staff working for London Borough of Harrow, Harrow Primary Care Trust, voluntary sector organisations, (including RCOs) as well as London-wide organisations working to address the needs of refugees and asylum-seekers. The Group also worked closely with the Harrow Practitioner and Refugee Support Group, which was set up in 2002 to share information and best practice amongst practitioners in different fields, with the aim of ensuring an improved and more joined-up service for refugees and asylum-seekers.

Consultation

A public consultation event was held with refugees and asylum-seekers in February 2004 to develop understanding of their experience of living in Harrow and to hear suggestions for service improvements. This was attended by more than 200 local refugees and asylum-seekers, from a wide range of linguistic groups. Further consultation, held in May 2004, was attended by approximately 40 workers in the voluntary and statutory sectors, and considered the underlying strategic issues as well as more detailed suggestions for service development.

Subsequently, an earlier 'Final Consultation Draft' version of this Strategy was widely distributed for formal comment and response by partner agencies and other local stakeholders, as a result of which further drafting changes were made and this 'Revised Final Draft' version produced.

3. Current Picture

Refugee and Asylum-seeking communities in Harrow

- There is no readily available means for calculating or estimating the total number of refugees and asylum-seekers living in Harrow at any one time. No single source of information is available, and the changing legal status of individuals makes it difficult to access up-to-date and reliable data for either group.
- The total number of known asylum-seekers in Harrow is currently just over 1,000 (January 2005). This figure includes those for whom Harrow is the 'host' authority (those placed by other authorities or agencies) - who account for about 80% of this figure. It will also include a number of people who have been settled in the Borough for some considerable length of time. For reasons explained later in this document, the number of new arrivals is not expected to rise significantly from now on.
- Since it was established (nine years ago), the Asylum-Seekers Team has dealt with a total of just over 4380 individuals – some of these will have since achieved refugee status, some will have been deported, and a substantial proportion will have moved to other areas or to other countries. The team is currently supporting about 200 people.
- Of those who arrived before 2000, single adults accounted for roughly 15% of the total number of applicants - and for roughly 26% of all adult applicants (i.e. the majority of adult applicants at that time were couples with or without children). However, NASS statistics, reflecting people who arrived after 2000, indicate that nearly 75% to 80% of applications for asylum are now from single people.
- The Council is also responsible for supporting a smaller number of unaccompanied minors (those aged under 16), and these are currently supported by Children's Services.
- It is known that there are about 3,500 children in schools speaking a language from refugee / asylum-seeker communities, together with their parents. However, this is not itself a very useful guide, as many of these will be children of parents who have full legal status and it will include those from families who have been settled here for a long time.
- Analysis of service users, and of the languages being used in Harrow, give a picture of the main countries of origin:- Sri Lanka, Somalia, Iran, Afghanistan, Kosovo, Croatia. French and Portuguese speaking countries are the most prominent. Romanian, Slovenian, Turkish, Lingala, Kurdish, and Polish are also used.
- At some point in the future it may become possible to plot the main areas within the Borough where particular national / cultural groups are located, using GIS-mapping techniques.

Entitlement to benefits and services

Refugees and those granted a period of humanitarian protection or discretionary leave are allowed to work and contribute, and have access to mainstream benefits. Asylum-seekers supported directly by NASS may receive both accommodation and financial assistance, or a combination of both. Asylum-seekers who require accommodation to be provided for them will normally be housed in a designated dispersal area. Asylum-seekers who choose to live with family and friends and do not require housing to be provided for them by NASS can receive purely financial assistance. However, they are not provided with additional money to assist with any rent liability. Asylum-seekers supported directly by Harrow may receive full or reduced benefits; or a subsistence allowance, with or without housing.

Asylum-seekers can access a limited range of mainstream statutory services aimed at residents generally - the most significant ones being education and health care. Only those who have been granted some form of status (e.g. refugees and those with HP or DL) can access housing.

There are also some services which are aimed at all residents, or specially at minority ethnic groups, but which are used to a significant extent by refugee, asylum-seeking and migrant communities in Harrow - e.g. the African well-woman clinics, or the Ethnic Minority Achievement Service in schools (EMAS). There are also some specially targeted services, e.g. the Asylum-Seekers Team, a dedicated health visitor for asylum-seekers, and a new specialist GP service being developed by the Harrow PCT.

Several mainstream voluntary organisations are also used to a significant extent by refugee, asylum-seeking and migrant communities in Harrow - e.g. CAB - and there are now a significant number of Refugee Community Organisations (RCOs) aiming to address the needs of their own members, usually those from particular countries of origin. These organisations are often involved in providing support and services which people may not be entitled to receive from mainstream provision.

Appendix 1 outlines the main services provided to refugees and asylum-seekers by the local authority, by the PCT, and by the voluntary sector.

Costs of Current Service Provision

In some areas, it is possible to identify / estimate the specific cost of services to refugee, asylum-seeking and migrant communities in Harrow. Other services are provided in such a way that the elements of spending which relate to refugees and asylum-seekers cannot be practically disaggregated.

The current overall estimated net costs of Harrow-specific services (where this can be identified) is in the order of £1.6 million annually (as at April 2004), with a further £0.426 million coming to local RCOs via Central Government regeneration-scheme funding streams (largely 'Renewal' funding).

Current Areas of Concern

The main areas of concern identified by those who were consulted (those applying for or who had been granted refugee status in the UK; Refugee Community Organisations; and practitioners) were: housing, financial worries, getting advice, post-16 education / training, language difficulties, health, and care of unaccompanied minors. There was some concern about the impact of crime and drugs, difficulty in accessing sports and leisure facilities, and the unhelpful attitude of some professionals. School education was generally viewed very positively, and tends to be seen as something which off-sets other difficulties; although there were some concerns and suggestions for improvement.

Appendix 2 details the key concerns which were identified.

Current remit of the Asylum-Seekers Team

Following various legislative and policy changes (and the shifting role of NASS), the remit of the Asylum-Seekers Team is now limited to the direct provision of subsistence and accommodation support, and / or specialist assessment services, for:

- Single adults and families who made their claim for asylum after arrival in the UK before 24 July 2000;

- 'Dis-benefited cases', i.e. those asylum-seekers with children under 18 who lost benefits on or after 25th September 2000 because of an initial negative decision on their application. The Team supports them, on behalf of NASS, with subsistence and accommodation;
- Those people who are not entitled to NASS support due to restrictions placed by the Act of 2002; but who may otherwise be eligible for specific services (e.g. under the provisions of Fair Access to Care Services guidance) and / or who require support in order to prevent a breach of the ECHR. The Team has a significant role in these cases, because of the advice they provide for other groups of staff, and in relation to the administration of the benefits support to claimants in this category;
- Unaccompanied minors aged 16 years and over (the People First Children's Services teams work with unaccompanied minors under 16).
- Although 'NASS subsistence-only' asylum-seekers are not within the remit of the Team, they do come for advice and may require 'signposting' assistance.

The impact of the concession announced in October 2003 in relation to families with long-outstanding asylum applications (allowing those whose application dates from prior to October 2000 to apply for ILR status) has already led to a significant reduction in the numbers of families being supported through the Team, and the count of people in these groups is expected to fall still further to minimal levels within the next few months.

The number of single asylum-seekers supported by the Council has also fallen as more final decisions are taken on claims for asylum. It had already been planned that there would also be a gradual transfer to NASS of responsibility for all adult asylum-seekers for whom the local authority is providing support under interim regulations, but the time-scale for this remains uncertain. Moreover, people in the last four of the categories detailed above would continue to require support from the Asylum-Seekers Team.

The major responsibility of this team is now therefore for Unaccompanied Asylum-Seeking Minors (those aged under 18), and this group accounts for about 80% of the current caseload.

4. Policy issues and other considerations

National policy concerned with the way newly-arrived applicants for asylum are supported, and the range of support available to them whilst their case is being considered, remains somewhat unpredictable and is the subject of considerable public and media interest. This may well be subject to further considerable change as political imperatives and priorities develop over the next few years. This creates a degree of unavoidable uncertainty in relation to the policy context within which local agencies and local services function. There is also a considerable history of change in the functioning of the NASS, and in the pace and timing of their ability and capacity to take on the support responsibilities formerly held by local authorities.

It is also important to recognise that (by the very nature of the issues at stake) it will always be difficult to predict future patterns of arrival. In particular, it is difficult to anticipate what proportion of (currently dispersed) people may seek to make their way back to the Harrow area once their immediate status issues are resolved, or (almost by definition) about the numbers of people who may be here illegally, anxious to remain hidden, but potentially likely to call on some local services (especially local health services) at some time.

However, it should now be possible to position local services so that these are better attuned and more responsive to future changes in need and patterns of demand.

The current and anticipated future functioning of NASS and the operation of the dispersal scheme means that it is very likely that this local authority will have to provide for relatively smaller numbers of new adult asylum-seekers in the future. The work required will increasingly be with people who have been settled in the UK, and perhaps in the borough, for a few years. It should also be noted though that the anticipated decline in numbers may be less directly relevant for some other services, especially the local health services.

However, the range of countries of origin involved and the spread of languages used is considerable. This, of itself, suggests a possible need to refine some commonly held perceptions about the diverse nature of Harrow's community, to recognise more fully the very wide range of national and cultural groups now present. This is especially true in relation to linguistic variation.

There is however a very strong foundation available to build upon, provided by Harrow's recent experience of welcoming and being enriched by the presence of very significant numbers of people from minority ethnic groups.

This should mean that the future positioning of local support services for these groups can be presented in a clear and positive way, although it is recognised that much national media attention and some local opinion towards refugee and asylum-seeking groups is likely to remain predominantly negative in tone.

Recent changes in national policy and in the development of nationally-managed services means that it is becoming possible to define the future role of the Asylum-Seekers Team more clearly. The location of the Team within the new structure of the People First Directorate can also be more appropriately decided; and discussions to resolve this issue are under way.

RCOs are a major resource for local asylum-seekers, and are often their first port of call on arrival or when seeking services: any strategy needs to pay particular attention to their role and how this can be effectively and progressively developed.

Other key considerations which are recognised as being specially relevant are:

- The increasing significance of the 'West London' dimension in relation to patterns of movement and settlement among refugee and asylum-seeking communities, and the consequential need for new service initiatives to be planned and managed on a cross-authority basis. This has special significance in relation to the way in which new bids for external funding are evaluated, and on the emerging significance of the 'West London Alliance' in extending capacity-building work with local RCOs and in securing funding support for the service-development initiatives which they seek.
- The range of work being focussed on developing and supporting 'community cohesion' across West London, which is now gathering momentum, which has the potential both to help secure additional resources and to allow access to developing good practice in this area.
- In this connection, attempts to work more effectively across the West London area will hopefully lead to a reduction in service fragmentation, and should also reduce the motivation for 'hard to reach' groups to move around in search of increased levels of support.
- The emphasis being given within recent policy developments (both nationally and locally) to promoting social inclusion and tackling health inequalities. The task of promoting the full integration into the local community of refugees and those asylum-seekers who are entitled to remain, and enabling them to more effectively access

education, health, housing, cultural and other services remains a considerable challenge for all relevant public sector agencies.

- Recent developments within the Council, especially the New Harrow Project with its emphasis on developing area-based service delivery models, provides a timely opportunity to enhance cross-directorate and multi-agency working, developing more corporate responses to housing, education, health, leisure and employment issues.

5. Key strategic issues

The Project Group has identified a number of key strategic issues, response to which should provide the key foundations for this strategy. These were tested and broadly endorsed by those who participated in the second (stakeholder) consultation discussions.

5.1 Co-ordination of services

It is very clear from the information gathered to date (and especially from the initial consultation meeting) that existing services are seriously fragmented and uncoordinated, and are experienced as such by those seeking to use them. By and large, these services have been developed in an ad hoc way in response to immediate issues / changes in national policy and / or NASS practice, but without any effective strategic overview. Potential service users, and also those professionals working most closely with these communities, find the greatest difficulty in locating information, in knowing what services are available and how to secure access. This criticism effectively echoes the District Auditor's findings from their earlier review.

There is a clear need to secure a better co-ordinated approach to the strategic development of local services, and the Project Group strongly felt that this should be led at a senior level within each of the main partner organisations (Director level within the Council); tied in to the Harrow Strategic Partnership framework, and to the Community Cohesion programme being managed through the West London Alliance; and undertaken in partnership with the voluntary sector.

A possible model for establishing a co-ordinating group would be:

A Director level lead; strategic as well as operational leads from relevant identified services - Urban Living (Housing, Regeneration and Environmental Health); People First (Children's Services, Community & Learning, and Area Directorate, Manager of Asylum-Seekers Team); Harrow PCT; NWLHT; CNWLMHT; Police; representatives from CAB and HCRE; Chair of Harrow Refugee Forum. To function using a Partnership Board model, meeting perhaps quarterly, and reporting through to the Harrow Strategic Partnership framework.

This needs to go hand in hand with clarifying the role of the Harrow Refugee Forum and RCOs, and reviewing funding. This arrangement would also provide for the continuation (and possible expansion) of the work of the current Refugee Practitioner Group, but should ensure that that group can report through at a more senior level group with capacity to review strategic direction and co-ordinate local policy and service development. The Refugee Practitioner Group may itself need to be re-activated and re-focussed.

The provision of regular information updates for all those working in this area (covering national and local policy, resourcing and service developments) would also facilitate more cohesive working, in an area where many of these aspects are fast changing.

5.2 Role of Harrow Refugee Forum and RCOs

As a key part of the inter-agency co-ordinating group, it is likely that the Forum will need to be supported with its own development, so that it can most effectively represent the full range of RCOs' concerns and issues, contribute to their resolution, and so that it can support the RCOs to meet their own objectives.

Steered by the co-ordinating group, RCOs could work with each other and with other groups to set up services. However, it is likely that many of the RCOs will have concerns about how they can best access the support of the new Funding Officer; and it will also be necessary for the inter-agency planning group to recognise that the impact of competition for limited resources poses a risk to that kind of collaborative working. These issues will need careful management.

However, if their role were clarified and the necessary support made available, RCOs could begin to access more funding and appropriate training, so that at least some of them could move progressively towards being direct providers of specified services – e.g. in relation to information services, accredited advice services, support for those dealing with low-level mental-health problems / the effects of trauma, etc.

5.3 Funding

The District Audit report recommended that grants to voluntary sector organisations be reviewed and that grant-giving be used to support the delivery of the strategy.

The grant system needs to be reviewed to evaluate if RCOs are appropriately funded to deliver certain services as part of the overall strategy. This needs to be taken account of within the scope of the general review of grant-support for the voluntary sector, which the Council has been undertaking. Targets and funding criteria for mainstream voluntary organisations need to be sharpened to ensure that these agencies are better able to respond to the needs of refugees and asylum-seekers – an issue which it is hoped the current Council review of its voluntary sector grant support may be able to address.

External funding opportunities for RCOs need to be maximised, with the aim of building up and extending their role so that they can move more securely towards becoming specialist service providers, not just campaigning / lobbying / support agencies. This will require some dedicated officer time, together with knowledge and capacity to enable RCOs to make successful bids - on their own, or jointly. Possible areas in which local RCOs could be encouraged to develop as service-providers include: collation, maintenance and dissemination of systematic service and guidance information; provision of translation and interpreting services; provision of accredited advice services; provision of support for those experiencing the effects of trauma, stress, or other 'low-level' mental health problems. It will obviously be important to ensure that RCOs are supported and enabled to provide services of appropriate quality.

Quite frequently, refugees will move across and between different boroughs in West London. Funding organisations (e.g. Renewal) are also now moving towards funding larger projects which cut across all of West London, and which provide for different refugee communities.

Hence, building links with other councils in terms of strategy development is important, as is the need to work across a range of RCOs within the council. Wherever possible, we should seek to develop schemes where more than one agency (more than one RCO, or RCOs together with a statutory partner) work together, as this will help to reduce fragmentation and encourage collaboration, including between newly-arrived and longer-established communities. This consideration again reinforces the need to establish an overall umbrella planning group with multi-agency input and a strong strategic focus

5.4 Location and function of the Asylum-Seekers Team

Questions about the future of the current Asylum-Seekers Team within the People First Directorate formed an important strand of discussion during the second and third round of consultation, and was also effectively a key theme within the original District Audit review which prompted the work to develop this strategy. The Team currently provides specialist support to those adult asylum-seekers who are not eligible for NASS support, as well as to unaccompanied minors aged over 16. It also provides advice and specialist assessment for other services, including where the age of a claimant is in doubt.

During the consultation process, respondents were invited to comment on two possible approaches to the future development of this team and a range of views were presented. Appendix 3 below gives a more detailed summary of these approaches, and outlines the reasons why the preferred option is felt to be more appropriate.

The Integration Model

As documented earlier, the original core functions of the Team are beginning to diminish and it is now possible to consider working towards some shift in their role and function in the future. This strategy therefore includes as one of its key strands a proposal to begin to move the Team towards the kind of model outlined as 'model 2' in the Appendix 3 – the Integration Model.

The development of area-based working as a key feature of the way Council services are now managed and delivered provides an ideal platform from which to begin to develop this kind of approach. Linked in to the emerging Area Directorate structures, it would be possible over time to move towards a much stronger 'community development' type of focus - working to promote community cohesion, and to address health and social inequalities. This was an approach that was favoured by many of those who took part in the consultation activities that contributed to the development of this strategy.

This role would certainly not be incompatible with their retention of one of providing a 'safety-net' of direct subsistence and accommodation support for those not covered by NASS arrangements, and in providing specialist advice and expertise / assessment input to support other Council services.

Such an approach would also be consistent with a key theme of this strategy, which would be to secure the provision of a that kind of continuing 'safety-net' of direct provision where this is needed, but to begin to move towards ensuring that mainstream provision is better geared to provide for the needs of this group of people, as opposed to building further specialist services.

Funding Implications

Whatever the precise shape of and time-frame for the Team's future development, the issue of funding is a key one.

Under current Government policy, most of the costs of providing support to those aged 16 and over are refunded to the Council through Central Government grant – the costs of supporting those aged under 16 are currently borne directly by the Council.

If, as is currently expected, the number of people supported by the Team continues to fall, it will be possible and necessary to reduce staffing accordingly, but any savings accruing would be offset by an equivalent fall in the level of Government grant received. Similarly, only those

staffing costs associated with the kind of 'case-level' welfare support provided at present are eligible for Government funding support.

Therefore the move to an alternative 'community-development' style of service for the team can only be achieved as and when overall funding resources become available to provide for the new staffing and other costs that would be involved.

For the foreseeable future therefore, it is likely that the Team's core remit will necessarily remain largely unchanged. However, this should still allow for greater multi-agency and cross-Directorate collaboration; especially through developing stronger links with the local community health services, the EMAS service, and the Regeneration Team within the Urban Living Directorate. The proposed new Partnership Board would be expected to stimulate and oversee those kinds of developments.

In the meantime, the Team's functioning would benefit from the provision of some dedicated support from the Council's Legal Section - to help them keep up with and interpret legislative changes, and the impact of rapidly developing case-law decisions as these emerge. Dealing with those cases which may have potential Human Rights implications is a key area in which ready access to legal advice is especially important.

5.5 Addressing specific areas of concern in relation to current services

Given the broad resource constraints under which all local public service agencies now operate, it is likely that there will always remain a range of service development and resourcing issues in this area which will require attention and prioritisation along with other local needs.

However, there is a clear need to take practical steps to progressively address identified gaps in and concerns about local services, as and when resources allow; some of the priorities being:

- Improvements to the range and distribution of appropriate information about local services and support frameworks;
- A review of the spend on language services in order to maximise benefit;
- Employment and training (for those entitled to work):
 - Co-ordinated efforts between local colleges, the Early Years and Childcare Team, and educational lettings / other venues to set up a more readily accessible range of ESOL provision and other courses;
 - Enable RCOs to provide some direct services, which will help to open up job opportunities for those refugees and asylum-seekers who are allowed to work;
 - Explore the capacity of 'Refugees into Jobs' to have a higher and more local profile within Harrow, and develop initiatives with them - e.g. work-placements etc;
 - Maximise the use of Connexions and the Careers Service to provide advice about qualifications etc.
- Promote positive images of asylum-seekers, initially focusing efforts on young people, perhaps including through the use of the Internet.

In relation to health services more specifically, the Harrow PCT is now in the process of establishing a Refugee Health Forum, which in turn will address the health issues outlined elsewhere in the strategy. It is anticipated that this forum would include a champion GP who can take forward issues such as stigmatisation of those with TB / HIV, and sharing of

information on entitlement and cultural issues. It should also include a representative from community dietetics, who can lead on the issues of poor nutrition.

It is expected that this new Refugee Health Forum would operate under the overall umbrella of the strategic co-ordinating group proposed under section 5.1 above.

In relation to Adult Learning and Employment, it is recognised that links with Adult Learning and Job Seekers will need to be a priority. Where appropriate, the development of mentoring type work placements within linked organisations, can lead to the establishment of mainstreamed refugee-filled positions for those who are entitled to work. Links with the Learning and Skills Council across the whole of London are also important. For example, the encouragement of volunteers to participate in the PCT GP Unit and offering relevant employment to refugee doctors seeking to complete the standard Professional Linguistic Assessment Board test (PLAB), are potential ways of ensuring a positive approach to refugees and Asylum-Seekers.

In many instances, it may also be important to ensure that we are making the best use of available provision, rather than always just seeking additional resources. This will often involve adapting the format of provision so that it better matches users' needs and / or improving publicity about services available to encourage take-up.

6. Commitment of Key Agencies

The key partner agencies, identified on the title page of this document, have agreed to endorse this strategy and to support its implementation. They have further committed to supporting the further on-going strategic development and direction of local services in partnership with each other and with local community groups, and have agreed to be accountable to the Harrow Strategic Partnership for the delivery of their contribution to achieving the Aim of this strategy.

June 2005

Appendix 1: Services used most significantly by refugees and asylum-seekers

Local Authority Services

- Housing service (25% of temporary housing)
- Schools (1800 refugees and asylum-seekers receive EMAS support in addition to the range of mainstream services, including school meals and clothing allowance)
- Colleges. Refugees and asylum-seekers are entitled to access further and higher education courses - provided they can meet the entrance requirements, can pay the course fees, and maintain themselves financially. The fees structure applied varies according to immigration status, and access to Learner Support Funds for asylum-seekers (which provides some financial assistance) is limited to those aged 16-18 years who are in receipt of NASS or income-based benefit.
- Connexions Service provides a Personal Adviser for refugees
- Language and IT classes in colleges and community venues
- Asylum-Seekers Team (caseload of about 200 in January 2005)
- Mental Health Teams (4% of Team's caseload)
- Children and Families Team (7-10 unaccompanied minors per year)
- HIV Team (over 50% of Team's caseload)
- Environmental Health (poor housing, neighbours' complaints and Khat distribution points)
- Youth Offending Team (victims and perpetrators, as well as those involved in gang conflict)
- Translation and interpreting services
- Local Authority gives approximately £20,000 in grants to approximately 12 Refugee Community Organisations (RCOs); who provide a support and advice service to refugees and asylum-seekers. In addition, some of the groups are based at the Community Premises, free of charge, which offers them the services of a full-time premises co-ordinator.

PCT Services

- 1 health visitor for asylum-seekers and refugees
- 1 health visitor for the homeless, which would include some asylum-seekers and refugees
- Information booklets for refugees and asylum-seekers, and for professionals
- Female genital mutilation clinic, African well-woman clinics, use of HIV clinics
- Translation and interpretation
- Personal Medical Service (PMS) due to open shortly – funding to employ 1 GP, 1 nurse practitioner, for hard-to-reach groups including refugees and asylum-seekers (at Butler Avenue)
- PCT Advice and Support Centre based within the Wealdstone Centre
- Health Service links with established community groups (such as Rayners Lane Regeneration), will be dealing with some people from these groups
- GPs are able to refer patients who are survivors of extreme experiences to the Medical Foundation for specialist counselling

Local Voluntary Sector Services

- Approximately 12-15 main RCOs, with a much larger number of related groups
- Several specific projects, e.g. Mental Health Worker, Access Development Worker, 'Refugees into Jobs', two Children's Fund projects
- Several mainstream voluntary sector organisations are used to a significant extent by refugees and asylum-seekers, e.g. CAB and HCRE
- London-wide organisations offer services to Harrow RCOs and individuals, especially the Community Cohesion programme managed through the West London Alliance.

Appendix 2: Identified gaps and concerns in relation to current services

Housing

This has been identified as a major area of difficulty:

- Long periods spent in temporary accommodation
- The poor quality and overcrowding of housing, particularly for NASS subsistence-only households
- No statutory access to housing for single former asylum-seekers
- Insufficient access to information about housing options
- Poor quality and cost of privately-rented accommodation
- Impact on young people settling into schools, etc.

Money

Not enough, especially to pay for private housing and to pay for activities for children - for nearly everyone.

Advice

- Anxiety about legal status, lengthy procedures, etc. Variable quality of solicitors.
- RCOs themselves would like to become accredited providers of Information, Advice & Guidance
- Not aware of other entitlements, and where to go to find out - need for 'one-stop shop'
- Asylum-Seeker Team does not work with refugees, would benefit from an attached worker

Post-school education and training / employment

- More community-based ESOL provision needs to be established.
- Information and assistance in accessing education, training and employment
- Information and encouragement for potential employers
- Need for skills analysis of refugee communities and careers advice
- Delays and difficulty in getting recognition for existing qualifications, or converting
- Getting access only to unskilled jobs
- Child-care support

Language services

- Most groups urgently need information to be supplied in their own languages
- PCT workers have experienced difficulties with the use of interpreting services (now intending to link more with the UK Asian Women's Conference, with Language Line and with volunteers so as to improve access)
- RCOs themselves want to play a greater role in providing language services

Health

Some groups have no concerns, but the following are quite frequently mentioned:

- Lack of information on rights and benefits in appropriate formats
- Information for health professionals on entitlements to services, and cultural issues

- Difficulties in registering with a GP, and GP understanding of refugee needs
- Specific issues, e.g. women with male GPs; Somalis using Khat; TB; new arrivals being run down after a difficult journey and poor nutrition; female genital mutilation, etc.
- Need for one-stop health needs assessment on arrival
- Interpreting services
- Same-language GPs, if possible, e.g. Tamil
- Community stigma for HIV patients

Mental Health

- Many communities, some more than others, report loneliness, isolation, and depression
- Often GPs cannot differentiate between physical and mental health issues
- Need for support and preventative work, which the specialist mental health teams do not currently address
- Little access to counselling services
- Stigma surrounding mental health problems, and insensitivity of services to it
- Joined-up working between the Asylum-Seeker Team and the Mental Health Teams

Unaccompanied Minors

- Anxiety about reaching 18. Very limited support for 16+, who are in B&Bs. Need advice and training. Various workers attempt to provide advocacy, life-skills and independence training, emotional support, help with accessing services - but resources are limited and work is not fully joined-up

School Education

Many people are happy with the education service and feel this off-sets many other difficulties. Some concerns do exist however:

- According to a recent Ofsted report, asylum-seeker children perform well once appropriate language support is in place. Good practice needs to be explored
- Most children requiring EMAS support need 3-5 hours per week, but only get an hour each
- EMAS have lost links with supplementary schools due to lack of time
- Need for a comprehensive needs-assessment and personal education plan
- Many children need counselling support, which schools are not resourced to provide
- Some have experienced long waiting-times for admission, far-off schools, difficulty in settling in, and being encouraged to follow 'soft options'
- Some RCOs feel schools could play a role in mother-tongue teaching
- Significant progress in working with refugees and asylum-seekers is already being achieved through the role of the school cluster co-ordinators and by the Youth Inclusion Support Panel

Sports and Leisure

Refugees and asylum-seekers are frequently unable to access facilities, due to lack of funds, information, and perhaps due to public attitudes. However, this is particularly important in view of poor housing and mental ill-health, as well as increasing use of Khat; and the fact that people socialising on the streets can fuel negative images in the neighbourhood and may be affected by the Anti-Social Behaviour Bill.

There is an example of good practice at Hatch End swimming pool in the provision of single-sex swimming sessions and in relation to flexibility regarding swimming costumes; something which could be enhanced with the availability of further funding support.

Crime, drugs etc

- Not identified as a big issue, although some areas felt to be not safe, and some people have experienced racial abuse. A few communities are concerned that children may get involved in drugs, and there is some distrust of Police from the Somali groups
- There are some specific concerns focussed on the Harrow Bus Station
- The local DAT is already supporting initiatives designed to address the use of Khat amongst Somali refugee communities in the Borough – something which can give rise to local concern
- Concerns about crime within and amongst refugee groups, e.g. Tamil and Somali, and young people becoming involved in it

Attitude of professionals

Users report that attitudes vary from helpful to rude or unaware

It is hoped that developments like the Refugee Health Forum (linked with the PCT GP unit for hard to reach groups) can begin to lead and address these issues amongst health service staff groups. The GP Forum may be able to seek supporters and key influencers, as well as help to raise awareness.

Background paper: Mapping of needs and services to inform strategy: April 2004

Copies of this paper (which provides a more detailed description and analysis of the local information summarised in the Appendices) are available on request from:

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Planning and Research Officer
People First Directorate
Planning and Performance Management Team
Room 309
Harrow Civic Centre

Tel: 0208 420 9235

E-mail: poonam.jain@harrow.gov.uk

Appendix 3: Options in relation to the remit and location of the Asylum-Seekers Team

This issue clearly needs to be considered in view of the role the Council wishes the Team to play in meeting the needs of unaccompanied minors as well as refugees and asylum-seeker communities generally. However, there are also considerable funding issues involved.

Two possible models suggest themselves:

1. To develop the Team as a multi-agency, multi-professional service (possibly on a similar model to that underpinning the Youth Offending Team) so that this can provide a comprehensive, 'one-stop shop' service to all local refugees and asylum-seekers (not just those for whom the Council has a formal responsibility for the provision of welfare subsistence support). This would involve an approach in which the specialist expertise in working with these groups is 'concentrated' in one specific team.
2. To develop using an alternative model in which that specialist expertise is 'distributed' across a rather wider group of people and is therefore more immediately available within other key services – an approach we have styled as the 'Integration' model. This would probably mean retention of a smallish core unit centrally, to provide services for what will almost certainly be a steadily diminishing number of adults for whom the Authority retains formal responsibility; but encouraging the identification of 'local specialists' within other relevant service teams. The role of the core team would include co-ordinating, monitoring, training, and developing links with the voluntary sector. This might involve some team members being out-posted to other relevant services, and / or working more directly with RCOs. It is possible that the three recently defined Strategic Areas might form the basis for this approach as part of the move towards area-based service delivery.

The Project Group recommendation is that the second of these models would be the more appropriate. The reasons for this recommendation are twofold:

1. The anticipated decline in the numbers of adults requiring the range of services currently provided by the Team suggests that the future workload would not warrant establishing a multi-professional team along the lines suggested in 'model 1' above; and inevitably there would also be major funding issues.
2. Given that a key aim of this strategy is that of ensuring that our local arrangements should support refugees and asylum-seekers to access mainstream services effectively and to take their place as full citizens whenever their legal status allows for this. It would therefore be appropriate for local services to be developed in such a way as to ensure that as far as possible the local expertise required to support these groups effectively is also 'integrated' within the way those mainstream services function.

It is expected that the specialist support required by those under 16 year-olds who arrive as 'unaccompanied minors' without local parental-style support will continue to be provided through the specialist services of the Children's Services social work and Leaving Care teams within People First. This group includes those for whom use of the Looked-After Children system is felt appropriate. This is likely to be a significant and continuing aspect of the Authority's role, as numbers arriving and the extent of the authority's commitment to these children will almost certainly remain significant in resource terms, and it is not currently envisaged that this function will pass to NASS. The policy and resource implications of the recent "Hillingdon Judgement" will continue to have potentially very significant impacts, but also suggest that the continued provision of this range of specialist support will need to be delivered from that kind of basis.

Given the changing workload of the Asylum-Seekers Team, it is anticipated that at some point in the near future, the Team may well be brought together with relevant parts of Children's Services and structurally re-located within that area. Whatever approach future structure is adopted the close integration of health service partners will be critical to effective working.

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Harrow Strategic Partnership Board

Thursday 16 June 2005

MORI Quality of Life Survey

In November 2004 the council contracted with MORI to provide two surveys. The first survey helped inform the budget process (and has been successful delivered). The second survey was designed to look at quality of life locally to inform the work of the Harrow Strategic Partnership (HSP).

In April 2005 the HSP Board agreed to conduct the quality of life survey in May 2005. The survey aimed to:

- Inform the council and HSP's priorities and planning;
- Collect perception of residents' quality of life and understand what drives these perceptions;
- Refresh our understanding of residents' satisfaction with the Council; and
- Understand more fully what drives satisfaction.

The results of this survey will assist the HSP in its intention to focus on delivery and addressing improvements in quality of life locally. It will also help inform the future plans (or actions) that the HSP wants to see addressed through the updated Community Strategy.

The attached report from the MORI group outlines the key findings of the quality of life survey.

Bindu Arjoon
Manager, Policy & Partnership Service, Harrow Council

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**Marked-up questionnaire for residents’ survey for London Borough of Harrow
Full Results – Weighted**

- Questionnaires were mailed out to 7,000 randomly selected addresses in the London Borough of Harrow. In order to boost the response from ethnic minorities, an additional 2,000 questionnaires were mailed to randomly selected address in the four wards with the highest proportion of BME residents (Kenton East, Kenton West, Queensbury and Edgware). A reminder questionnaire was sent to all non-responders to boost the response rate.
- Fieldwork took place between 15 April and 17 May 2005. 2,601 responses were received representing a response rate of 29%.
- Data are weighted by number of adults in household, age, gender, working status and ethnicity. Weights were also applied to address the booster in four wards.
- Where results do not sum to 100, this may be due to multiple responses, computer rounding or the exclusion of don’t knows/not stated.
- An asterisk (*) represents a value of less than one half or one percent, but not zero.
- The base is all residents unless otherwise specified.

SECTION 1: QUALITY OF LIFE

We would like to know what you think are important in making somewhere a good place to live and your views on the quality of life in your local area.

THE QUALITY OF LIFE IN THIS AREA

Q1. Thinking about your part of Harrow, how satisfied or dissatisfied are you with it as a place to live?

	%
Very satisfied.....	16
Fairly satisfied	51
Neither satisfied nor dissatisfied	11
Fairly dissatisfied	10
Very dissatisfied	4
No opinion/not stated	9

Q2. **Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?**

Base: All valid responses (2,575)

	%
Level of crime	79
Clean streets.....	57
Health services.....	56
Public transport	42
Parks and open spaces	34
Affordable decent housing	32
Shopping facilities	29
Education provision.....	28
Level of traffic congestion	25
Road and pavement repairs.....	23
Level of pollution	20
Job prospects	19
Activities for teenagers	17
Facilities for young children	15
Access to nature	15
Race relations	14
Cultural facilities (e.g. cinemas, museums)	14
Sports and leisure facilities	13
Wage levels and local cost of living	9
Community activities	8
Other	3
None of these.....	*

Q3. **Thinking about this local area, which of the things below, if any, do you think most need improving?**

Base: All valid responses (2,528)

	%
Level of crime	53
Road and pavement repairs	40
Level of traffic congestion	37
Health services	36
Clean streets	36
Affordable decent housing	30
Activities for teenagers.....	30
Public transport	24
Parks and open spaces	17
Job prospects.....	16
Facilities for young children	16
Sports and leisure facilities	15
Wage levels and local cost of living	15
Shopping facilities	15
Level of pollution	14
Community activities	13
Cultural facilities (e.g. cinemas, museums)	11
Education provision	11
Race relations	9
Access to nature	7
Other	6
None of these.....	1

CHANGES IN YOUR QUALITY OF LIFE

Q4. Thinking about your local area, do you think that each of the following things has got better or worse over the last three years or so, or has it stayed the same?

Base: All valid responses

		Better	Stayed the same	Worse
<i>Base:</i>		%	%	%
(1,899)	Access to nature	4	86	10
(1,376)	Activities for teenagers.....	7	51	42
(1,876)	Affordable decent housing	6	31	63
(2,398)	Clean streets	33	38	28
(1,405)	Community activities	11	70	20
(1,956)	Cultural facilities (e.g. cinemas, museums)	11	70	19
(1,610)	Education provision.....	14	67	19
(1,369)	Facilities for young children	10	68	21
(2,205)	Health services.....	13	51	36
(1,466)	Job prospects.....	6	59	35
(2,207)	Parks and open spaces	10	70	20
(2,187)	Public transport	21	53	26
(1,570)	Race relations	13	57	30
(2,281)	Road and pavement repairs.....	22	33	45
(2,263)	Shopping facilities	23	59	18
(1,893)	Sports and leisure facilities	15	69	16
(2,113)	The level of crime.....	6	27	67
(1,952)	The level of pollution	3	40	57
(2,250)	The level of traffic congestion	2	20	77
(1,730)	Wage levels and local cost of living	2	38	60

SECTION 2: YOUR LOCAL AUTHORITY

The questions in this section ask for your views on your local council.

Harrow Council provides many services to the local community and also has a role in planning, supporting, encouraging or overseeing many other services. We would like to hear your views on those services.

WHAT DOES YOUR COUNCIL DO?

This section summarises what some of your local authority service departments do:

Transport Services

- Transport planning and traffic management
- Information provision on local transport routes, timetables and costs etc

Environmental Services

- Household waste collection and disposal
- Recycling facilities and civic amenity sites
- Street cleaning and litter collection
- Special collections of garden waste or unwanted household items such as furniture, fridges etc

Local Authority Education Services

- Education planning, spending and provision
- Curriculum development and monitoring
- Schools admissions and appeals policies
- Welfare and Special Educational Needs services to help children experiencing difficulty at school or with special educational needs
- Pre-school education for children under 5 years of age
- Youth Service

Personal Social Services

- Care services for older people including home care, meals-on-wheels, residential and day care
- Care services for disabled people and other groups living within the community
- Child protection, fostering and adoption services

Planning Services

- Strategic planning of housing, industrial and commercial development, traffic and transport for the area as a whole
- Development control of individual developments, based on local consultation and understanding the environmental impact on the surrounding area

Cultural and Recreational Services

- Sports and leisure facilities
- Parks and open spaces
- Museums, art galleries, theatres and support for the arts
- Encouraging tourism
- Libraries

Housing Services

- Co ordination, provision, management and maintenance of housing to ensure local needs are met, including provision of homes for elderly, disabled and homeless people
- Housing administration, including managing housing waiting lists, transfers, exchanges and care-taking; selling houses to tenants, under the 'right to buy' scheme, housing benefit, rent collection and housing arrears
- Resolution of tenancy issues and neighbour disputes etc

Trading Standards

YOUR VIEW OF HARROW COUNCIL

Q5. How well informed do you think Harrow Council keeps residents about the services and benefits it provides?

Base: All valid responses (2,423)

	%
Keeps us very well informed	10
Keeps us fairly well informed	36
Gives us only a limited amount of information	34
Doesn't tell us much at all about what it does.....	19

Q6. Which of these statements comes CLOSEST to your own attitude towards Harrow Council?

	%
I'm not interested in what the Council does, or whether they do their job.....	1
I'm not interested in what the Council does, as long as they do their job.....	9
I like to know what the Council is doing, but I'm happy to let them get on with their job	50
I would like to have more of a say in what the Council does, and the services it provides	35
I already work with/for, or am involved with, the Council and the services it provides	2
Don't know/not stated	4

Q7. Have you contacted Harrow Council in the last year or so?

	%
Yes	62
No.....	34
Don't know/not stated	4

Q8. Thinking about the last contact you made, how did you contact the Council?

Base: All who have contacted the council in the last year or so (1,596)

	%
By 'phone	69
In person	21
Letter	11
Email	5
Through a website	2
Through a local councillor	2
Through someone else	1
Fax	*
Through digital TV	-
Other	*
Don't know/can't remember/not stated	1

Q9. What was the main purpose of your last contact?

Base: All who have contacted the council in the last year or so (1,596)

	%
Report an issue or a problem.....	28
Make an enquiry	26
Apply or register for a service	13
Ask for advice or help	12
Complain about a service	11
Make a suggestion about a service	1
Other	6
None of these.....	1
Don't know/not stated	2

Q10. And when you contacted the Council, did you find staff there...?

Base: All who have contacted the council in the last year or so (1,596)

		%
A	Helpful	70
OR	Unhelpful	17
	Neither / don't know / does not apply/not stated.....	13
B	Efficient	54
OR	Inefficient.....	22
	Neither / don't know / does not apply/not stated.....	23
C	Able to deal with query / enquiry.....	62
OR	Unable to deal with query / enquiry	21
	Neither / don't know / does not apply/not stated.....	17

Q11. **And overall were you satisfied or dissatisfied with the final outcome of your enquiry?**

Base: All who have contacted the council in the last year or so (1,596)

	%
Very satisfied.....	22
Fairly satisfied	41
Fairly dissatisfied	14
Very dissatisfied	18
Don't know/can't remember/not stated	4

EVERYONE PLEASE ANSWER THE FOLLOWING QUESTION

Q12. **Overall, how strongly do you agree or disagree with each of the following statements about Harrow Council?**

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know/not stated
	%	%	%	%	%	%
The quality of Council services is good overall	9	38	27	13	5	7
The Council is too remote and impersonal	7	25	32	16	4	17
The Council gives residents good value for money	3	13	28	25	15	16

OVERALL SATISFACTION WITH THE AUTHORITY AS A WHOLE

Q13. **Which of these statements comes closest to how you feel about Harrow Council?**

	%
I speak highly of Harrow Council without being asked.....	4
I speak highly of Harrow Council if I am asked about it	16
I have no views one way or the other	37
I am critical of Harrow Council if I am asked about it	24
I am critical of Harrow Council without being asked.....	7
None of these.....	10
Not stated.....	3

Q14. Have you or any other member of your family used any of the following services provided by Harrow Council in the last 12 months or so:

Base: All valid responses (1,947)

	%
Transport services	47
Environmental services	43
Local Authority Education services	25
Cultural and recreational services.....	19
Planning services	19
Housing services.....	16
Personal social services	14
Trading standards	3

Q15. How satisfied or dissatisfied are you overall with the following services provided by Harrow Council:

Base: All valid responses

	Very satisfied	Fairly satisfied	Neither/ nor	Fairly dissat- isfied	Very dissat- isfied
<i>Base:</i>	%	%	%	%	%
<i>(2,194)</i> Transport services	9	43	33	12	3
<i>(2,125)</i> Environmental services	10	42	30	13	4
<i>(2,012)</i> Local Authority Education services...	8	30	52	8	2
<i>(1,997)</i> Personal social services	5	19	68	6	2
<i>(2,017)</i> Planning services	5	22	60	9	4
<i>(1,982)</i> Cultural and recreational services.....	4	27	56	10	2
<i>(2,015)</i> Housing services.....	4	17	66	9	4
<i>(1,941)</i> Trading standards	3	16	76	4	2

Q16. Taking everything into account, how satisfied or dissatisfied are you with the way Harrow council runs things?

Base: All valid responses (2,546)

	%
Very satisfied.....	6
Fairly satisfied	48
Neither satisfied nor dissatisfied	28
Fairly dissatisfied	14
Very dissatisfied.....	4

Q17. Thinking about the way Harrow council runs things, do you think this has got better or worse over the last three years, or has it stayed the same?

Base: All valid responses (2,206)

	%
Better.....	23
Stayed the same	56
Worse.....	21

Q18. For each of the following services provided by Harrow Council, do you think the service has got better or worse over the last three years, or has it stayed the same?

Base: All valid responses

		Better	Stayed the same	Worse
		%	%	%
Base:				
(2,290)	Keeping public land clear of litter and refuse	37	38	25
(2,427)	Collection of household waste	40	44	17
(2,204)	Local recycling facilities	52	41	7
(2,111)	Doorstep collection of items for recycling	54	33	13
(1,753)	Local tips	24	68	9
(1,916)	Local transport information	20	66	14
(2,059)	Local bus service	27	54	19
(1,710)	Sport/leisure facilities	11	72	16
(1,955)	Libraries	34	56	10
(1,208)	Museums/galleries	8	76	16
(1,214)	Theatres/Concert halls	6	77	17
(2,089)	Parks and open spaces	13	66	21

SECTION 3: LIVING IN HARROW

The questions in this section ask for your views on your local area. We would like to hear your views on what it is like living in Harrow, what you think has changed over time, and what you think it will be like in the future.

Q19. How strongly, if at all, do you feel you belong to each of the following places?

	Very strongly	Fairly strongly	Not very strongly	Not at all strongly	Don't know/not stated
	%	%	%	%	%
Your neighbourhood	24	39	22	9	6
Harrow	20	38	26	11	5
London	24	40	20	9	7
Britain	37	34	14	7	8

Q20. Thinking about the following as a place to live, how satisfied or dissatisfied are you with...?

	Very satisfied	Fairly satisfied	Neither/nor	Fairly dissatisfied	Very dissatisfied	No opinion/not stated
	%	%	%	%	%	%
...your local neighbourhood	19	51	9	12	5	4
...Harrow as a whole	12	46	15	16	7	5

YOUR VIEWS ON YOUR LOCAL AREA

Q21. We would like you to think about what it is like living in your part of Harrow at the moment. What two or three changes do you think would most improve your quality of life?

Analysis of open-ended data to follow

Q22. Again, thinking about your part of Harrow, how would you say it compares with most other areas as a place to live?

	%
Better.....	36
Worse.....	13
About the same.....	39
Don't know/not stated.....	12

Q23. To what extent do you agree or disagree with the following statements about your local neighbourhood?

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	No opinion /not stated
	%	%	%	%	%	%
I feel I personally can influence decisions affecting my neighbourhood.....	4	15	24	28	15	14
I get involved in decisions affecting my local area.....	3	15	26	23	15	19
There is a strong sense of community in my local area.....	5	22	22	23	16	12
This neighbourhood is a place where people from different backgrounds get on well together.....	11	44	21	10	6	9
This neighbourhood is a place where residents respect ethnic differences between people.....	11	46	20	10	4	10
By working together, people in my neighbourhood can influence decisions that affect the local area.....	12	37	20	11	6	13

Q24. In general, what kind of neighbourhood would you say you live in – would you say it is a neighbourhood in which people do things together and try to help each other, or one in which people mostly go their own way?

	%
Help each other.....	17
Go own way.....	38
Mixture.....	40
Don't know/not stated.....	5

Q25. **Have you taken part in any voluntary work in the last 12 months? By voluntary work, we mean any activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or groups) other than or in addition to, close relatives, or to benefit the environment.**

	%
Yes	31
No.....	63
Don't know/not stated	5

Q26. **Here is a list of a number of everyday situations. In which of these situations, if any, would you say you regularly meet and talk with people of a different ethnic origin to you?**

Q27. **And in which of these situations, if any, would you say you regularly meet and talk with people of a different social class to you?**

	Q26	Q27
	Different ethnic origin	Different social class
	%	%
At local shops.....	76	48
In your neighbourhood	64	40
At work	57	43
At restaurants, pubs, cinemas, community centres etc	50	35
On buses and trains.....	49	35
At a place to study (e.g. school, college, university).....	31	23
At sports or fitness activities	31	23
At a place of worship.....	27	25
At a relative's home	24	19
At youth clubs.....	10	8
At other places	31	25
None.....	3	5
Not stated.....	4	17

Q28. **Now thinking about the range of organisations working in Harrow, such as the Council, the police and fire services, health organisations and others, overall, how successful or unsuccessful would you say they are in dealing with the following?**

	Very successful	Fairly successful	Neither/nor	Fairly unsuccessful	Very unsuccessful	Don't know/not stated
	%	%	%	%	%	%
Supporting the local economy and creating jobs.....	2	24	30	8	2	33
Tackling poverty and deprivation	1	20	26	13	3	37
Reducing crime and maintaining community safety	4	28	18	24	12	14
Improving the environment	6	34	22	16	6	17
Meeting the education needs of all residents.....	3	27	22	10	5	32
Providing access to good health and social care services for those in need	6	33	21	14	7	20

CHANGES IN YOUR LOCAL AREA

Q29. **We are interested in your sense of how your part of Harrow is changing, based on what you know or have heard. For each of the following, please tell us whether, over the last 3 years or so, you think they have increased, decreased or stayed about the same.**

	Increased a lot	Increased a little	Stayed the same	Decreased a little	Decreased a lot	No opinion /not stated
	%	%	%	%	%	%
The level of crime.....	29	33	18	7	1	11
Levels of traffic.....	50	30	10	2	1	6
The number of people living here	44	31	13	*	*	11

Q30. **And please could you tell us whether over the last three years or so you think that your part of Harrow has got better, got worse or stayed about the same for the following?**

	Got a lot better	Got a little better	Stayed the same	Got a little worse	Got a lot worse	No opinion /not stated
	%	%	%	%	%	%
Exam results in schools	7	25	16	4	1	47
Health services.....	5	20	32	19	10	15
Relations between different communities.....	4	16	40	12	4	24
Employment opportunities ...	1	8	33	13	5	40
Training and education opportunities for adults.....	4	20	27	6	3	41
The quality of public services overall	4	22	39	15	6	14

HARROW NOW AND IN THE FUTURE

Q31. **Overall, how safe do you feel . . .**

	Very safe	Fairly safe	A bit unsafe	Very unsafe	Not stated
	%	%	%	%	%
...in the area where you live.....	13	55	24	6	2
...walking alone in the area you live after dark	5	29	37	27	2
...when you are alone in your own home after dark.....	17	52	23	6	2

Q32. **How much is your own quality of life affected by fear of crime, on a scale from 1 to 10, where 1 is no effect and 10 is total effect on your quality of life?**

	%
No effect - 1.....	8
2.....	8
3.....	14
4.....	10
5.....	21
6.....	11
7.....	10
8.....	6
9.....	2
Total effect – 10	6
Not stated.....	4

Q33. **Taking everything into account, would you say that, as a place to live, your part of Harrow has got better, worse or stayed about the same during the last three years or so?**

	%
I think it has got better.....	11
I think it has got worse	34
I think it has stayed about the same	44
Don't know/lived in area less than 3 years	9

Q34. **And looking ahead, how, if at all, do you think that your part of Harrow will change as a place to live over the next three years or so?**

	%
I think it will get better	17
I think it will get worse	35
I think it will stay about the same	31
Don't know/lived in area less than 3 years	14

Q35. **We would now like you to think about the following descriptions of the part of Harrow where you live. For each one, please indicate the extent to which each applies to your area at the moment.**

	A great deal	A fair amount	Not very much	Not at all	Don't know/ not stated
	%	%	%	%	%
At the moment my part of Harrow is...					
An economically successful area	9	48	21	5	17
A quiet area	14	49	23	10	5
A clean area	11	52	24	8	5
A safe area with low levels of crime and disorder.....	6	38	30	18	8
An area with affordable housing.....	3	17	33	32	16
An area that is easy to get around	18	58	14	4	6
An area with good road links to the rest of the country.....	25	57	8	2	8
An area with good public transport links to the rest of the country.....	19	47	19	5	9
An area with strong communities	6	34	30	11	19
An area with good schools	14	46	14	4	23
An area with good further and higher education opportunities.....	10	38	20	7	26
An area with good training and education facilities for adults.....	6	35	18	5	35
An area with good facilities for young people.....	3	20	29	14	34
An area with good facilities for older people	4	22	24	11	39
An area with good health and social care services for older people	6	27	21	9	37
An area with good leisure facilities for local people.....	5	35	31	11	19
An area with good resources for tourists.....	2	14	29	24	31
An area with good night life.....	3	19	28	25	27
An area with good quality hospitals.....	8	31	28	24	10
An area with good local health services (e.g. GPs, dentists, pharmacists, nurses)	15	50	18	10	8
An area with low unemployment	4	25	17	6	48
An area with good quality jobs					3
	3	21	25	10	41
An area which is good for culture and the arts.....	3	22	28	16	32
An area with good health and social care services for people with physical/sensory disabilities.....	6	22	16	7	48
An area with good support services for those caring for adult family members	6	17	15	8	55

Q36. **Now we would like you to think about how you think your part of Harrow will look 5 years from now. Please indicate which, if any, you think will apply to your area in 5 years' time.**

	Will apply %	Will not apply %	Don't know/ not stated %
I think my part of Harrow will be...			
An economically successful area.....	40	20	40
A quiet area.....	35	39	26
A clean area.....	46	27	27
A safe area with low levels of crime and disorder.....	28	40	32
An area with affordable housing.....	17	48	35
An area that is easy to get around.....	59	18	23
An area with good road links to the rest of the country.....	68	11	22
An area with good public transport links to the rest of the country.....	60	16	23
An area with strong communities.....	30	30	40
An area with good schools.....	46	16	38
An area with good further and higher education opportunities.....	40	16	45
An area with good training and education facilities for adults.....	35	17	48
An area with good facilities for young people.....	24	25	51
An area with good facilities for older people.....	25	22	54
An area with good health and social care services for older people.....	30	20	50
An area with good leisure facilities for local people..	35	24	41
An area with good resources for tourists.....	15	35	50
An area with good night life.....	22	33	44
An area with good quality hospitals.....	37	29	34
An area with good local health services (e.g. GPs, dentists, pharmacists, nurses).....	53	18	29
An area with low unemployment.....	29	19	52
An area with good quality jobs.....	24	20	56
An area which is good for culture and the arts.....	24	27	49
An area with good health and social care services for people with physical/sensory disabilities.....	25	17	58
An area with good support services for those caring for adult family members.....	23	17	60

Q37. **Next, we would like you to think about the type of area you *would like to see* 5 years from now. Which three or four would you single out as being most important in making your part of Harrow a good place to live?**

	%
A safe area with low levels of crime and disorder.....	74
A clean area	45
A quiet area.....	37
An area with good quality hospitals	35
An area with good local health services (e.g. GPs, dentists, pharmacists, nurses)	29
An area with good schools.....	29
Economically successful	22
An area with good health and social care facilities for older people	19
An area with affordable housing	18
An area with good facilities for young people	11
An area with good quality jobs	11
An area that is easy to get around	11
An area with good facilities for older people	11
An area with good public transport links to the rest of the country	10
An area with good further and higher education opportunities.....	10
An area with good leisure facilities for local people ..	9
An area with good health and social care services for people with physical/sensory disabilities	7
An area with strong communities.....	7
An area with low unemployment.....	6
An area with good night life.....	6
An area with good road links to the rest of the country	5
An area which is good for culture and the arts	5
An area with good support services for those caring for adult family members.....	4
An area with good training and education facilities for adults	4
An area with good resources for tourists	2
Other	3
Don't know/not stated	2

SECTION 4: ABOUT YOURSELF

To ensure that we are meeting the needs of all residents it is important that we ask you a few questions about yourself. As with all the questions, your answers will be completely confidential.

Q38. Are you...

	Weighted %	Unweighted %
Male	45	46
Female	53	53
Not stated.....	2	2

Q39. What was your age on your last birthday?

	Weighted %	Unweighted %
18-24	10	2
25-34	19	11
35-54	35	36
55-64	12	17
65+	18	28
Not stated.....	7	7

Q40. How long have you/your household been living in this area?

	Weighted %	Unweighted %
Under 1 year	6	3
1-2 years	8	6
3-5 years	14	11
6-10 years	12	13
11-20 years	21	22
21+ years	37	43
Don't know/can't remember/not stated	2	2

Q41. Which of the following best describes the ownership of your home?

PLEASE TICK ONE BOX

	Weighted %	Unweighted %
Owned outright	32	41
Buying on mortgage.....	40	36
Rented from council.....	6	7
Rented from Housing Association/ Trust	4	4
Rented from private landlord.....	13	8
Other	2	2
Not stated.....	3	2

Q42. Does anyone in your household receive housing benefit or Council tax benefit (that is based on income)?

	Weighted %	Unweighted %
Yes, housing benefit	10	12
Yes, council tax benefit	12	14
No, neither of these.....	79	78
Don't know/not stated	6	5

Q43. How many adults aged 18 or over are living here?

	Weighted %	Unweighted %
One	15	30
Two	44	43
Three.....	16	12
Four.....	12	6
Five	5	2
More than five	3	1
Not stated.....	6	6

Q44. Do you have any children in your household in these age ranges?

	Weighted %	Unweighted %
Aged 0-4	15	11
Aged 5-8.....	9	9
Aged 9-11.....	8	8
Aged 12-17.....	17	15
None under 18	38	38
Not stated.....	25	31

Q45. Which of these activities best describes what you are doing at present?

	Weighted %	Unweighted %
Employee in full-time job (30 hours plus per week) ..	37	34
Employee in part-time job (under 30 hours per week)	10	9
Self employed full-time (30 hours plus per week).....	7	7
Self employed part-time (under 30 hours per week).....	3	2
On a government supported training programme (e.g. Modern Apprenticeship/Training for Work).....	*	*
Full-time education at school, college or university ..	7	2
Unemployed and available for work.....	3	2
Permanently sick/disabled	5	5
Wholly retired from work	18	27
Looking after the home	7	6
Doing something else	2	2
Not stated.....	2	3

Q46. Do you have any long-standing illness, disability or infirmity? (Long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time.)

	Weighted %	Unweighted %
Yes	23	29
No.....	74	67
Not stated.....	3	4

Q47. Does this illness or disability limit your activities in any way?

	Weighted %	Unweighted %
Yes	70	70
No.....	28	28
Not stated.....	2	2

Q48. To which of these groups do you consider you belong to?

	Weighted %	Unweighted %
WHITE.....	58	64
British	50	56
Irish	3	4
Any other White background.....	6	5
BLACK OR BLACK BRITISH	5	5
Caribbean	2	3
African	2	2
Any other Black background.....	*	*
MIXED	1	1
White and Black Caribbean	*	*
White and Black African	*	*
White and Asian	*	*
Any other mixed background	*	*
ASIAN OR ASIAN BRITISH.....	32	27
Indian	24	20
Pakistani	2	1
Bangladeshi	*	*
Any other Asian background.....	6	5
CHINESE OR OTHER ETHNIC GROUP	2	1
Chinese	1	1
Other ethnic group	1	1
Not stated.....	2	2

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Harrow Strategic Partnership Board

Thursday 16 June 2005

Harrow Strategic Partnership Annual Report May 2005

Purpose of Report

This informs the Harrow Strategic Partnership (HSP) Board of the HSP Annual Report May 2005.

The HSP Board is requested to approve the report.

Harrow Strategic Partnership Annual Report

The HSP has produced an annual report of its activity in May each year.

The Harrow Strategic Partnership (HSP) produced its first Community Strategy in May 2004. The Community Strategy set future plans in each of its chapters. During the first part of 2005, the HSP Management and Reference Groups were asked to report back on how the future plans from the 2004 Community Strategy have been achieved. The information submitted by the Management and Reference Groups has been used to develop the HSP Annual Report May 2005.

Due to the length of the monitoring document that was produced with the input of the Management and Reference Groups it was decided that a more easily readable document be produced for the HSP's Annual Report May 2005.

The Annual Report summarises the activity of the HSP during May 2004 - May 2005, highlighting some of the key achievements against the future plans in each of the chapters of the Community Strategy 2004. The Annual Report highlights that a more detailed report that monitors the achievements against all of the future plans identified in the Community Strategy 2004 is available on request from Policy and Partnership Service.

If the HSP Board approves the HSP Annual Report May 2005, it will be distributed to all partner agencies and made available through the Harrow Council website.

The HSP Board is requested to approve the HSP Annual Report May 2005.

Bindu Arjoon
Manager, Policy & Partnership Service, Harrow Council

**Annual Report of the
Harrow Strategic Partnership
May 2005**



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Foreword

The Harrow Strategic Partnership (HSP) produced its first Community Strategy in May 2004. This strategy was launched to the Harrow community, including statutory, public, voluntary, community, business and public sectors through the at the HSP Summit. At this summit it was widely acknowledged that local partnerships are the way forward in achieving a better quality of life for all residents.

The HSP has embraced partnership working to deliver the vision that the HSP has set for Harrow to improve the quality of life for all within the borough by ensuring that Harrow is *'a borough that is clean, healthy and prosperous, with equal life opportunities for all – a friendly and vibrant place to be'*.

Over this year a substantial amount of work has taken place towards achieving our vision. Most of the future plans that we set ourselves within the Community Strategy to achieve during May 2004 - May 2005 have progressed significantly, with many of the actions outlined in these plans achieved. This report summarises the activity of the HSP during May 2004 - May 2005, highlighting the key achievements against the future plans in each of the chapters of the Community Strategy 2004. We are now in the process of developing what our new future plans (or actions) will be to replace those that we have achieved. By doing this we are ensuring that we maintain our commitment the achievement of our vision and an evolving and up-to-date Community Strategy.

The aim of the HSP continues to be to make a significant difference to Harrow for the benefit of all our residents, visitors and businesses. The HSP continues to need the help of the Harrow community to make this happen and looks forward to the challenges in the year ahead to achieve this.



**Councillor Navin Shah
Chair HSP Board &
Leader of Harrow Council**



**Joyce Markham
Chair HSP Executive
Chief Executive, Harrow Council**

1.0 Membership of the Harrow Strategic Partnership Board and Executive

HSP BOARD MEMBER 2003/04	REPRESENTING
Cllr Navin Shah (CHAIR)	Harrow Council
Geoff Rose (VICE CHAIR)	Harrow Primary Care Trust
Dr Karim Murji	Metropolitan Police Authority
Ruth Djang	Business Sector Representative (Asian Business Initiative)
Asoke Dutta	Harrow Association of Voluntary Service
Cllr Jean Lammiman	Conservative Group, Harrow Council
Cllr Paddy Lyne	Liberal Democrat Group, Harrow Council
Cllr Marie-Louise Nolan	Labour Group and Partnership Portfolio Holder, Harrow Council
Kris Fryer	Voluntary and Community Sector Representative (Harrow Citizens' Advice Bureau)
Janet Smith	Voluntary and Community Sector Representative (MIND in Harrow)
Mike Coker	Voluntary and Community Sector Representative (Community Linkup)
Allen Pluck	Business Sector (Harrow in Business)
Denis Lock	Business Sector Representative (Kodak)
Raj Saujani	Further Education Representative (Stanmore College)
Prof Keith Phillips	Further Education Representative

HSP EXECUTIVE MEMBER	REPRESENTING
Joyce Markham (CHAIR)	Harrow Council
Julia Smith (VICE CHAIR)	Harrow Association of Voluntary Service
Bob Carr	Harrow Police
Cllr Marie-Louise Nolan	Partnership Portfolio Holder, Harrow Council
Andrew Morgan	Harrow Primary Care Trust
Barbara Field	Further Education (Harrow College)

2.0 Key Successes of the Harrow Strategic Partnership in 2004-05

- West London Alliance Community Cohesion Pathfinder programme. Harrow was a part of a unique programme of six West London boroughs who came together to jointly, and successfully bid for the pathfinder programme. This programme identified good practice in developing and maintaining community cohesion both within the borough and the West London area.
- Joint funding by Harrow Council and the Voluntary and Community Sector of a faith worker to work with the faith communities. The role of the faith worker is to increase communication, and build strong relations, with all sections of the faith community in Harrow and to assist in the building of community cohesion.
- The Northwick Park and St Mark's Hospital redevelopment. This project continues to transform the Northwick Park and St Mark's Hospital into a modern local urban hospital whilst integrating the local District General Hospital (DGH) functions with local community and primary care services.
- Completion of the purpose built Wealdstone Multi Function Centre. This centre has been widely supported by the community and in the first 2 months of opening membership has risen by 800. This centre was built in partnership with the Harrow Council, the Primary Care Trust, the Healthy Living Centre and Youth & Connexions and delivers a range of services from across these agencies.
- The 14-19 Pathfinder and High School Flexibility Consortium establishment of a range of additional vocational opportunities at the colleges to enhance 14-16 programmes in schools. All of our high schools took part in training to support the introduction of vocational programmes and qualifications. The development of these opportunities in partnership with Harrow's high schools, colleges and the London West Learning and Skills Council has provided a strong foundation on which to launch other projects and collaborative working.
- Development and submission of the Safer and Stronger Communities target and funding template. Feedback from the Government Office for London (GOL) indicated this template was excellent. GOL subsequently provided Harrow's template to other boroughs to give them guidance on what to produce.
- Black History Month events in 2004.
- Development of a shared joined up agenda for the delivery of services to children and young people. Through the Children and Young Persons Strategic Partnership (CYPSP) of our partnership, we have agreed a shared joined up agenda for the delivery of services to children and young people. This agenda addresses the requirements for children's services set by Central government through the 'Every Child Matters – change for Children Programme', and will assist in the achievement of the standards set in the National Service Framework for Children, Young People and Maternity Services.

- Establishment of a business portal: 'Smart Connections'. This is a web-based system that invites businesses to tender for the vast range of goods and services the council purchases every year, as well as creating links between local companies and setting up opportunities to meet and do business together. The website is one of the few local authority websites specifically designed for and with the local business community. It incorporates three key elements: a complete listing of Council Services, an e-Directory and an e-Tendering functionality.

3.0 Development of the Harrow Strategic Partnership Reference and Management Groups

Two Reference Groups and Six Management Groups and have been established within the HSP. These groups are at different stages of development, but all have begun to contribute to the HSP's vision for Harrow.

The Reference Groups

Issues relating to older people and community cohesion were specifically raised during the Community Strategy consultation particularly by the voluntary sector. To ensure these issues are appropriately addressed within the borough, the HSP has worked with local groups to develop two Reference Groups: the Community Cohesion Reference Group and the Older Person's Reference Group. Julia Smith the Chief Executive of the Harrow Association of Voluntary Services chairs the Community Cohesion Reference Group, and Councillor Ann Groves chairs the Older Persons Reference Group. These Reference Groups bring together voluntary and community sector agencies with a particular interest in older people's issues and community cohesion respectively. Their purpose has been to monitor the areas in the chapter of the Community Strategy entitled 'Empowering Local Communities', as well as advising the HSP Board, Executive and Management Groups on issues relating to older people and community cohesion. These issues will cut across all of the chapters of the Community Strategy. Both of these Reference Groups have met on a number of occasions this year and are providing excellent input to the achievement of the HSP's vision for Harrow.

The Management Groups

The Management Groups have played an important role in working with the HSP Board and Executive over the past year to develop work to tackle inequalities in the borough and plan for social, economic and environmental changes.

The Management Groups are largely based on the chapters in the 2004 Community Strategy. Each Management Group within the Harrow Strategic Partnership (HSP) is responsible for overseeing the objectives within their respective focus area in the Community Strategy.

This year it was decided that due to a number of cross-cutting objectives in the Regenerating Harrow and Greener Harrow chapters of the Community Strategy, these groups would be brought together to form one group – the Regenerating and Greener Harrow Management Group.

Many of the Management Groups have established Delivery Groups to carry out specific tasks to meet the overall objectives set by the Community strategy. The

establishment of these Delivery Groups has further assisted with the development of joined up working between partners and has promoted greater understanding of partners needs.

The Children & Young Persons Strategic Partnership, Safer Harrow, Healthy Harrow and Making ICT Work for Harrow Management Groups have been in operation for over a year. The remaining Management Groups: Learning for All, and the Regeneration and Greener Harrow Management Groups have each had terms of reference agreed by the HSP Executive and will hold inaugural meetings in June. Details on the achievement of the future plans identified within the chapters of the Community Strategy 2004 are included in more detail below.

4.0 The Voluntary & Community Sector Forum

The Voluntary & Community Sector Forum (VCSF) has been developed to ensure that the HSP is made aware of issues being faced by the community and voluntary sector in Harrow. It has also been utilised by the Board, Executive and Management Groups to communicate and consult with the sectors and vice versa.

5.0 The Community Strategy for Harrow 2004

The Community Strategy was developed by the Harrow Strategic Partnership (HSP) with the local community in 2004. The Community Strategy for Harrow explains broadly how agencies in the borough from the public, private and community and voluntary sector are working to address issues related to the quality of life of the people who live, work and visit Harrow.

The Community Strategy is written around seven focus areas (which form chapters in the Community Strategy):

- Children and Young People
- Greener Harrow
- Healthy Harrow
- Learning for All
- Making ICT work for Harrow
- Regenerating Harrow
- Safer Harrow

Each of the chapters of the Community Strategy identifies:

1. A mission – an overarching statement of what the focus area is attempting to achieve
2. Objectives – states what the outcomes are going to be
3. Current initiatives of what is being done within the focus area to achieve the mission (these are the current actions that are taking place)
4. Future plans – state what will be done in the future to achieve the mission (these are the future actions that will take place)

As the current initiatives and future plans (or action plans) of the 2004 Community Strategy are progressed and achieved they will need to be updated and in some cases replaced with different action plans. To do this the HSP Board has agreed to a 2005 'refresh' of the Community Strategy in order to keep it up to date and relevant. It is proposed that this refresh of the Community Strategy will be released in the second part of 2005.

6.0 Implementation of the Community Strategy

Significant progress has occurred on the Community Strategy 2004. Many of the goals and plans that the HSP set have been achieved or significantly advanced. This report highlights some of the key achievements that have occurred under each of the chapters of the Community Strategy. A more detailed report that monitors the achievements against all of the future plans identified in the Community Strategy 2004 is available on request from Policy and Partnership Service, Harrow Council, telephone: 020 8424 2393.

6.1 Empowering Local Communities

Key advancements for empowering Harrow's local communities in 2004-05 have included:

- The development of the Community Cohesion Reference Group in 2004-05. This Group has consistently ensured that the HSP Board is made aware of issues in Harrow that need to be addressed to promote social cohesion.
- The development of the Older Persons Reference Group in 2004-05. This Group brings together various forums representing older people in the borough in order that their needs can be established and effective communication undertaken.
- The encouragement of more working between faith groups, the community, voluntary and statutory sectors and the promoting and supporting of the increased use of faith groups for information sharing and networking through the placement of faith worker with the Harrow Association for Voluntary Services. This position is funded through Harrow Council and is a practical example of effective partnership working.
- Contributed to the development of the West London People booklet that introduces the communities and faiths within West London. This booklet was produced in conjunction with the West London Community Cohesion Partnership. This has helped to meet the Community Strategy's aim of building cohesiveness within Harrow's diverse communities.
- The development and signing of the Harrow Local Compact. This compact sets out the principles for how the community and voluntary sector, statutory sector and Harrow Council will work together. There are a number of codes of good practice being developed in partnership that support the compact. The codes for community groups and volunteering, and consultation and policy have been developed this year, while the codes for funding and supporting black and minority ethnic groups will be developed in 2005-06.

6.2 Children and Young People

Paul Clark, Director of Children's Services - People First at Harrow Council, chairs the Children and Young Persons Strategic Partnership. This partnership has primary responsibility for the delivery of the plans set out Children and Young People's chapter of the Community Strategy. The partnership's membership is drawn from the Council, Harrow Primary Care Trust, Harrow College and Harrow Police. The Children and Young Persons Strategic Partnership builds upon the work that has been done by the Children & Young People Local Strategic Executive, which met for the first time in March 2003 and then held several meetings over the course of 2003/2004. The Children and Young Persons Strategic Partnership has progressed significant work to develop a shared joined up agenda for the delivery of services to children and young people.

Key advancements for children and young people in 2004-05 have included:

- Launch of the Health Link Project in September 2004. The aim of this project is to ensure vulnerable children and families will be able to access local support and advice by ensuring a link health visitor for all Harrow pre-school and private nurseries who will visit at least once per term.
- To meet out objective of keeping children and young people safe by protecting them from harm and neglect a local Safeguarding Board has been established and has established a work programme for working on an area basis.
- We have developed programmes through the Early Years and Childcare Plan, the Education Plan and the Special Needs Strategy to raise levels of attainment and improve learning outcomes for underachieving groups. Examples include the Early Bird Programme that delivers assistance to parents who have a child with a diagnosis of Autism. In November 2004 the Early Support Pathfinder Programme was launched. This programme allocates families with a very young child with profound and complex needs a keyworker who will provide support and advice.
- We have increased leisure and exercise opportunities for young people at Harrow's Youth Centres. The Youth Service has not increased its level of activities to cover all school holidays, not just the summer. The programme is wide and varied to encourage young people to participate. We have increased our PAYP referrals and also through Youth Participation Youth Workers vulnerable young people are fully support and encourage to take part. We have created links between the voluntary sector to support their activities and also encouraged them to join in the Youth Service activities.
- We have developed the partnership between Harrow Early Years and Childcare and Jobcentre Plus to provide information to parents and carers and the community about benefits and employment opportunities. This partnership has provided 5 information and recruitment roadshows to parents and carers.

- In our Community Strategy 2004 we stated we would identify and target at least 200 young people at risk of offending for intervention and support. This target was exceeded in 2004, through the use of various multi-agency schemes and programmes, such as the YISP, Summer Activity Schemes, the Crossroadz DVD project, PAYP and the Young Mothers support group.
- In our Community Strategy 2004 we said we would ensure that 75% of all relevant victims of youth crime are offered the opportunity to participate in restorative processes and ensure that at least 75% of these victims are satisfied with the process. We exceeded this by offering 100% of the relevant victims were offered the opportunity to partake of restorative processes in 2004 and 91% were satisfied with the process.

6.3 Greener Harrow

Anna Robinson, Director of Strategy – Urban Living, Harrow Council chairs the Regeneration and Greener Harrow Management Group. This group will hold its inaugural meeting in June 2005. Membership of the group will be drawn from across the council, the business and community and voluntary sectors. This group has primary responsibility for the delivery of the plans set out in the Greener Harrow Chapter of the Community Strategy. Partnership working has been occurring in a less formal sense across the borough over the past year and this has assisted with the achievement of some key advancements that are creating a greener Harrow.

Key advancements for creating a greener Harrow in 2004-05 have included:

- We have co-ordinate enforcement of environmental health, trading standards, highways enforcement, anti-social behaviour etc., into a single service, with the establishment of Community Services during 2004-05.
- In our Community Strategy 2004, we stated we would roll-out New Harrow Project clean and green standards to the rest of the Borough by 2006. We are on track to achieve this with six areas rolled out by 2004-05 and the remaining 3 areas will be rolled out during 2005-06.
- We have drafted a borough Transport Local Implementation Plan – a statutory document setting out how the Council proposes to plan and deliver an integrated transport package. We are currently consulting on this plan with all key stakeholders on the draft plan. In doing so we are meeting the timing requirements set out in the London Mayor's Transport Strategy.
- We have consulted on last year's major re-survey by the Greater London Authority of important nature conservation sites in Harrow. This has led to the development of a local Bio-diversity Action Plan which is included in Harrow Council's service plan for 2005-06.

- We have effectively established an ongoing programme of remove racist graffiti within 24 hours of it appearing.

6.4 Healthy Harrow

Andrew Morgan, Chief Executive, Harrow Primary Care Trust chairs the Healthy Harrow Management Group. Members of this group are drawn from the Harrow Primary Care Trust, Harrow Council, Harrow Voluntary and Community Sector, the NHS Trust and PPIH. This group held its inaugural meeting in 2005 and will hold a further two meetings in 2005. Establishment of this group formalises the existing partnership arrangements between the members and provides an opportunity for joint working between the partners. This group has primary responsibility for the delivery of the plans set out in the Healthy Harrow chapter of the Community Strategy.

Key advancements for creating a healthier Harrow in 2004-05 have included:

- We have developed a physical activity strategy. The strategy was presented to and accepted by the Harrow PCT and Council management teams in May 2004.
- In order to tackle health inequalities we stated we would target the Harrow Primary Care Trust's Voluntary Sector Fund to those most at risk. To facilitate this a joint criteria for bidding has been developed in partnership between the Harrow PCT and Harrow Council. This criteria has a specific focus on health inequalities.
- In the 2004 Community Strategy we stated that we would increase the availability of Cardiac Rehabilitation services within local community settings and introduce individual rehabilitation for those who are housebound. We have progressed this through the pilot of the 'Flexi-heart plan' cardiac rehabilitation programme.
- We have improved screening for cervical cancer through introducing Liquid Based Cytology, a new and far more accurate form of screening. We said we would achieve this by December 2004, but were able to implement this in August 2004.
- We have created a team of Primary Mental Health Workers to work alongside GPs, teachers, children's social workers, foster parents and health visitors and support their work with children and young people with mental health problems.

6.5 Learning for All

Javed Khan, Director of Learning and Community Development, is the Chair of the Harrow Learning Alliance. The alliance will hold its inaugural meeting in July 2005. The alliance is responsible for the delivery of the plans set out in the Learning for All chapter of the Community Strategy. Significant work has occurred this year to advance the opportunities for learning for all within the borough. This has occurred as a result of

partnership working amongst key stakeholders. These stakeholders have welcomed the opportunity to work in a more formalised partnership to contribute to the HSP vision for Harrow.

Key advancements for proving opportunities for learning for all in Harrow in 2004-05 have included:

- We have provided high quality continuing professional development opportunities for all staff working with children birth to 5. All practitioners have had access to at least 4 days relevant training per year.
- In September 2004 we implemented a 'transition' programme for all children aged 2 to 5 transferring between 'settings' (e.g. nursery to school).
- In the Community Strategy 2004 we stated we would achieve non – accredited learning secured through Stepping Stones project (MIND) and Family Welfare Association, with a target of 120 learners by July 2005. This is currently on track.
- Harrow Council has provided support and assistance to the voluntary sector to work with black, minority ethnic and refugee children to receive appropriate mentoring and to further their personal, social and health development through the ongoing work by team members within the Ethnic Minority Achievement Service to support schools in raising achievement and in making links between voluntary sector support to work with schools and young people. The Healthy Schools programme continues to recruit schools to work towards achieving the Healthy Schools Standard. This includes programmes for personal, social and health development and the role of the voluntary sector in supporting personal development programmes in schools, including the needs of specific groups.
- Harrow Family Learning Network received funding from the Children's Fund for the period 2003-2006. The funding has significantly increased the organisation's capacity to deliver parenting support services to families in Harrow. This has also enabled the organization to establish and deliver innovative projects such as the Mother Tongue Parenting project, which delivers parenting workshops in a number of community languages.
- Completion of the purpose built Wealdstone Multi Function Centre. This centre has been widely supported by the community and in the first 2 months of opening membership has risen by 800. This centre was built in partnership with the Harrow Council, the Primary Care Trust, the Healthy Living Centre and Youth & Connexions and delivers a range of services from across these agencies.
- We launched an Adult & Community Learning website in June 2004, including some e-learning programmes. There has been over 3000 'hits' on web-site. 5 E-Learning courses hosted on the website and 4 more being developed.

6.6 Making ICT work for Harrow

Manoj Badale, Chairman of Agilisis chairs the Making ICT work for Harrow Management Group. This group has met frequently in 2004-05. This group draws its membership from the business sector, the voluntary and community sector and Harrow Council. This group has responsibility for the delivery of the plans set out in the Making ICT work for Harrow chapter of the Community Strategy.

Key advancements for Making ICT work for Harrow in 2004-05 have included:

- We have started review, as part of the Adult Learning Strategy, the current provision of training for ICT available in the Community.
- We have used part of the Local Government On Line (LGOL) funding to begin to develop e-learning courses targeted at visually impaired people.
- As part of the Council's ICT strategy and First Contact development, a database covering key services/activities provided by community groups is currently being developed.

6.7 Regenerating Harrow

Anna Robinson, Director of Strategy – Urban Living, Harrow Council chairs the Regeneration and Greener Harrow Management Group. This group will hold its inaugural meeting in June 2005. Membership of the group will be drawn from across the council, the business and community and voluntary sectors. This group has primary responsibility for the delivery of the plans set out in the Regenerating Harrow chapter of the Community Strategy. Partnership working has been occurring in a less formal sense across the borough over the past year and this has assisted with the achievements of some key advancements which are regenerating Harrow.

Key advancements for regenerating Harrow in 2004-05 have included:

- We have an ongoing program of improving accessibility into and within the town centre and are working towards establishing the town centre as a 'Disability Friendly' area. A number of projects are helping to contribute to this eg. Shop mobility scheme, bollards in St Ann's Road and the work currently being done to have direct access from Harrow on the Hill station.
- The Harrow Town Centre Forum and others are helping to ensure high standards in town centre management. This is an ongoing work and part of a 3 year Town Centre Management Strategy. Money is raised from businesses, lettings activities and barrow lettings and is ringfenced and managed in accordance with strategy priorities.
- In our Community Strategy 2004 we stated we would continue to bring empty properties back into use to support sustainable neighbourhood

renewal. This is a continuous initiative. In the 2004-05 financial year there were 353 properties brought back into use.

6.8 Safer Harrow

Bob Carr, Borough Commander Harrow Police, chairs the Safer Harrow Management Group (SHMG). It has membership from the Metropolitan Police Authority, Harrow Fire Service, Harrow Police, Harrow Probation Service, Harrow Primary Care Trust and other Council officers. The group has met four times per year since its inception in 2003. This group is responsible for the delivery of the plans set out in the Safer Harrow chapter of the Community Strategy.

Key advancements for creating a safer Harrow in 2004-05 have included:

- Development and submission of the Safer and Stronger Communities Target and Funding template to Government Office for London.
- In order to tackle fear of crime a Communications Officer has been employed to use publicity to raise public awareness and reduce the fear of crime. Key achievements have been the production of a number of partnership media releases, cinema advertising, attendance at community events, two-page feature in Harrow people and development of publicity material.
- We have started implementing Safer Neighbourhoods, a four year project starting in February 2004 and projected to finish in 2007 to increase the number of visible community based police in Harrow wards. Four wards now have Safer Neighbourhood teams (Roxeth, Wealdstone, Marlborough and Greenhill) and four more wards will be implemented during the year.
- We have increased the emphasis on prevention and education aimed at vulnerable young people e.g. junior citizens scheme, anti-bullying initiatives & youth panel. To facilitate this an allocation of the Anti-Social Behaviour (ABS) Funding and staff to support Harrow's "Say No to Bullying Day" on April 20, 2005.
- In the Community Strategy 2004 we stated we would increase the number of fire safety checks within the target group by working in partnership with both statutory and voluntary organisations. This is a continuous target that is now supported by Brigade initiatives and targets. Since this initiative started in the Borough in 2002 fires have been reduced by 19%, Injuries from fire by 19% and the number of people requiring rescue from fire by 17%. The number of deaths from fire has reduced from 2 in 2002-03, 3 in 2003-04 to nil deaths this current year left.

7.0 Involving and communicating with partners and the community

The HSP aims to involve and communicate with partners and the community, being as inclusive as possible. A number of initiatives have taken place to assist this process:

- Regular updates are posted on the HSP section of the Council website www.harrow.gov.uk
- Regular features in the council's publication, *Harrow People*.

8.0 Areas for Development in 2005-06

In 2005-06 the HSP will:

- Develop 3-year action plans for implementing the priorities identified in the Community Strategy
- Implement the Codes of Practice for the Local Compact
- Undertake a survey with the assistance of the MORI organisation to determine how the residents of Harrow feel about their quality of life
- Submit an expression of interest to the Government Office for London to become a Local Area Agreement pilot borough
- Develop and implement a Performance Management Framework for the HSP. This framework will measure:
 - The outcomes of the partnership
 - Evaluate the process of the partnership
 - Determine the added value of the partnership – i.e. what would have been achieved if the partners had been working separately.

The first performance report will be produced for Quarter 3 2005-06.

- Continue to seek opportunities for funding from local, regional and national sources.
- Use the information in the Harrow Vitality Profile to show an up to date picture of the borough and its needs. This will assist the HSP to determine future demographic, social and economic trends for Harrow and thus policies and services can be developed to reflect the needs of the community resulting from these trends. This data will also be used to enable funds to be secured to address these needs.

9.0 Supporting the HSP

The work to develop and support the HSP and the Community Strategy is done by the Policy and Partnership Service based at Harrow Council. This service can be contacted on 020 8424 2393 or via email at hsp@harrow.gov.uk

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Harrow Strategic Partnership Board

Thursday 16 June 2005

Harrow Strategic Partnership Summit

Purpose of Report

This report informs the Harrow Strategic Partnership (HSP) Board of the proposed structure of the HSP Summit.

The HSP Board is requested to:

1. Note the report.
2. Identify any changes to the proposed HSP summit invite list.
3. Identify any changes to the structure of the HSP Summit.

Harrow Strategic Partnership Summit

Background

In May 2004 the HSP held its inaugural summit. The 2004 summit launched:

- The 2004 Community Strategy
- The Harrow Vitality Profiles
- The local compact for Harrow

It was agreed at the summit that another summit should occur in 2005 to look at how the partnership had progressed and what issues the partnership would look at in the future.

2005 Harrow Strategic Partnership Summit

A tentative date for the HSP Summit has been set for 8 September 2005. This date will be confirmed once Harrow has had notification from ODPM as to whether Harrow has been successful in being granted the opportunity to negotiate a local area agreement (notification expected 22 June). Confirmation is also dependent on the release of the ODPM guidelines expected in June 2005 that outline the process for the negotiation of an LAA, to ensure that the HSP is appropriately involved in the development of a Local Area Agreement.

The proposed agenda for the summit is:

1. Welcome
2. Report back from the HSP Board and Executive on key successes and challenges for 2005-06
3. The results of the MORI survey – what residents are telling us and how it impacts on the HSP's priorities and planning
4. Additional priority areas identified by the Management and Reference groups through the action planning activity
5. Review and establishment of the HSP priorities
6. The role of the HSP in the negotiation and delivery of a Local Area Agreement

This will incorporate a Lunch break from (12noon – 1pm) which will provide further opportunity for networking.

It is proposed that the format for the summit will centre on working groups developing key actions that the HSP will seek to achieve over a 1-3 year period.

It is proposed that a targeted audience be invited to the HSP summit, but should include:

- HSP Board and Executive
- HSP Management Groups
- HSP Reference Groups
- Voluntary and Community Sector Forum (Chair plus 2 reps)
- POP Panel (Chair plus 2 reps)

- Domestic Violence Forum (Chair plus 2 reps)
- HA21 Environmental Forum (Chair plus 2 reps)
- Town Centre Forum (ask HiB to assist in engaging business interest) (Chair plus 2 reps)
- Youth Council (Chair plus 2 reps)
- Homelessness Forum (Chair plus 2 reps)
- Federation of Tenants and Residents Associations in Harrow (Chair plus 2 reps)
- Children's Fund (Chair plus 2 reps)
- Women's Forum (Chair plus 2 reps)
- Harrow Council Cabinet Members and Leader and Partnership lead from each political party
- Chair of Governors' Forum
- Chairs of Primary/Secondary Head's Executive
- Representation from the PCT's PEC
- Borough Liaison Officers for Transport for London and Greater London Authority
- Age Concern (Chair and Chief Officer)
- HAVS (Chair and Chief Officer)
- HCRE (Chair and Chief Officer)
- HAD (Chair and Chief Officer)
- Harrow Refugee Forum (Chair and Chief Officer)
- HASVO (Chair and Chief Officer)
- Harrow Carers Centre (Chair and Chief Officer)
- MIND (Chair and Chief Officer)
- Link Up (Chair and Chief Officer)
- Crossroads (Chair and Chief Officer)
- YWCA (Chair and Chief Officer)
- Harrow Women's Centre (Chair and Chief Officer)
- London Development Agency
- Transport for London
- Representatives from the West London Local Strategic Partnerships
- Representative from the Government Office for London

The key outcome to be produced from the afternoon session of the summit is a clear action plan of what the HSP will be achieving over 2005-06.

Displays to be shown at the Summit include:

- Photos of the 2004 Community Strategy launch
- Photos of the local compact launch
- Photos of the Tsunami Disaster Multi Faith Memorial Service and Community Conference
- Photos of the HCU Launch
- Photos of the Northwick Park Hospital re-development
- Lists of HSP Board and Executive membership
- List of Management and Reference group membership

Bindu Arjoon, Manager, Policy & Partnership Service, Harrow Council

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Harrow Strategic Partnership Board

Thursday 16 June 2005

Harrow Strategic Partnership Scorecard

Purpose of Report

This report informs the Harrow Strategic Partnership (HSP) Board of the performance management framework that will be developed to measure the value added of the partnership and its impact on improving local quality of life.

The HSP Board is requested to:

- Note the proposed framework.
- Note that Andrew Morgan will champion the development of the HSP Scorecard on behalf of the HSP Executive.
- Identify colleagues from within their organisations with a responsibility for performance management who may be part of the team being built to develop the framework.

Harrow Strategic Partnership Board

Thursday 16 June 2005

Harrow Strategic Partnership Scorecard

The HSP Executive at its 9 May 2005 meeting agreed to the development of a performance management framework for the HSP. It was agreed at this meeting that Andrew Morgan from Harrow PCT, would champion the development of the HSP Scorecard on behalf of the HSP Executive.

Objectives of the performance management framework

- To build a performance management framework to enable the HSP to monitor, evaluate and plan joint work. The framework will specifically seek to identify the benefits of joint working through the partnership rather than single agency working.
- Meet the high priority that Central Government is placing on partnership working and performance management, as seen in:
 - Local area agreements (LAA)
 - Comprehensive performance assessment (CPA)
 - Public Health White Paper
 - Community Safety.
- To build the HSP's understanding of the benefits that partnership working can bring while also identifying the complexities in this style of working.

How the achievements of the HSP will be measured

The proposed performance management framework will measure three areas of achievement of the HSP:

- Measurement of Outcomes – A set of measures which identifies how well the HSP is meeting its stated aims
- Measurement of Partnership Working – Set of measures that are essentially questionnaire based and assess how well the HSP is working as a Partnership. This will include:
 - Leadership – Is there effective leadership for enabling the success of the Partnership?
 - People – Are Partners engaged in a way such that they want to contribute to the success of the Partnership?
 - Policy and Strategy – Is everyone clear and aligned about what the Partnership is trying to achieve?
 - Partnerships and Resources – Does the Partnership make the best use of the resources, people and Partner organisations?
 - Processes – How well does the Partnership do things?

- Measurement of Added Value – A set of outcomes that define how well the HSP is delivering outcomes that the single parties would not achieve on their own.

Work to be completed

The development of the performance management framework will require the following areas of work:

- Clarification of aims and objectives
- Identification of performance indicators
- Definition of performance indicators
- Base lining of performance
- Setting of target and intervention levels
- Development of performance reporting processes
- Development of improvement planning processes
- Setting of change management principles

To develop the performance management framework the following existing resources will be utilised:

- Harrow Vitality Profiles
- Quality of Life Performance Indicators
- Local Public Service Agreement
- Best Value
- Community Cohesion
- Partners' Indicators

The HSP Executive at its 9 May 2005 meeting also agreed to the establishment of a working group comprising performance management experts from each of the partner organisations, and representatives from the Management and Reference Groups. The HSP Board is asked to identify colleagues from within their organisations with a responsibility for performance management to be part of this working group.

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