



HARROW STRATEGIC PARTNERSHIP BOARD MEETING

WEDNESDAY 5 APRIL 2006 AT 2.30 PM

COMMITTEE ROOM 4, HARROW CIVIC CENTRE

AGENDA

Chair:

Councillor Navin Shah	Leader; Strategic Overview and External Affairs PH	Harrow Council
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Members:

Geoff Rose (Vice-Chair)	Chair, Harrow Primary Care Trust	Harrow Primary Care Trust
Councillor Jean Lammiman	Conservative Representative	Harrow Council
Councillor Paddy 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
Ruth Djang	Director, ABI	Business Sector Representative
Denis Lock	Kodak Limited	Business Sector Representative
Malcolm Parr	Harrow in Business	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
Allan Conway	President, North West London Chamber of Commerce	London Chamber of Commerce

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
Paul Najsarek	Director of People, Performance and Policy	Harrow Council
John Robinson	Director of Corporate Governance	Harrow Council
Deborah Palmer	Senior Policy Officer, Policy and Partnership Service	Harrow Council

Contact: Kate Boulter, Committee Administrator
Tel: 020 8424 1269 E-mail: kate.boulter@harrow.gov.uk

AGENDA - PUBLIC

1. **Apologies:**
Apologies for absence were received from
2. **Minutes:** (Pages 1 - 10)
That the minutes of the Board Meeting held on 9 February 2006, having been circulated, be taken as read and signed as a correct record.
3. **Matters Arising:**
(if any)
4. **Corporate Assessment and Joint Area Review:** (Pages 11 - 16)
Paper from the Director of People Performance and Policy, Harrow Council.
5. **Quality of Life Survey:** (Pages 17 - 20)
Paper from the Director of People Performance and Policy, Harrow Council.
6. **Harrow's Local Area Agreement - Final Agreement:** (Pages 21 - 30)
Paper from the Director of People Performance and Policy, Harrow Council.
7. **Future Monitoring of Harrow's Compact and its Codes:** (Pages 31 - 32)
Paper from the Chief Executive of Harrow Association of Voluntary Service.
8. **Any Other Urgent Business:**
9. **Date of Next Meeting:**
Future Board Meetings have been scheduled for:

Thursday 1 June 2006 at 6.00 pm in Committee Room 3
Thursday 3 August 2006 at 6.00 pm in Committee Room 3
Thursday 5 October 2006 at 6.00 pm in Committee Room 3
Thursday 7 December 2006 at 6.00 pm in Committee Room 3

AGENDA - PRIVATE - NIL

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

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HARROW STRATEGIC PARTNERSHIP BOARD

Minutes of the meeting held on Thursday 9 February 2006

(1) Present:

Harrow Strategic Partnership Board Members:

Councillor Jean Lammiman	Conservative Representative	Harrow Council
Councillor Paddy 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
Malcolm Parr	Harrow in Business	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
Allan Conway	President, North West London Chamber of Commerce	London Chamber of Commerce

(* in the Chair)

Apologies were received from:-

Councillor Navin Shah (Leader, Harrow Council), Geoff Rose (Chair, Harrow Primary Care Trust) and Denis Lock (Kodak Limited, Business Sector Representative).

(2) Also Present as Representatives of the HSP Executive:

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

(3) The following Harrow Council Officers attended:-

Myfanwy Barrett	Director of Financial and Business Strategy	
Paul Najsarek	Director of People, Performance and Policy	Harrow Council
Deborah Palmer	Senior Policy Officer, Policy and Partnership Service	Harrow Council
Bindu Arjoon	Service Manager, Policy and Partnership Service	Harrow Council

ACTION

20. Election of Chair:

AGREED: That in the absence of the Chair and the Vice-Chair, Councillor Marie Louise Nolan be elected to Chair the meeting.

21. Apologies:

The Chair welcomed everyone to the meeting and reported the apologies received. She welcomed Malcolm Parr (Harrow In Business, Business Sector Representative) and Allan Conwy (President, North West London Chamber of Commerce) to the meeting.

22. Minutes:

The minutes of the meeting held on 8 December 2005 were agreed as a correct record.

23. Matters Arising:

There were no matters arising from the minutes.

24. Budget 2006/07:

The Harrow Strategic Partnership Board received a presentation from Harrow Council's Director of Financial and Business Strategy, which provided an overview of Harrow Council's Draft Budget for 2006/07 and the consultation process undertaken.

The Director stated that the Council set its budget in three areas as follows:-

- the main Revenue Budget which determined the Council Tax;
- the Housing Budget and Rents;
- the Capital Investment Programme.

She outlined the key issues, details of which are set out below:-

Spending – The Director stated that the total amount of money that the Council intended to spend during 2006/07 on services was £484m, of which a significant proportion (£125m) would be spent on schools. She identified other services on which the Council spent its money such as Community Care and Children's Services.

Funding – The Board was informed that the main source of funding was in

the form of central government grants and that from the general government grant of £166m, £110m would be ring-fenced for schools from next year. The Director identified other funding sources such as the council tax and fees and charges levied that were collected from a number of sources.

The Financial Settlement – The Director reported that the final settlement was announced by central government on 31 January 2006 and that the announcement was for two years. This would assist local authorities with medium-term planning. She added that a formulae, which had recently been restructured, was used to calculate the grant allocated to local authorities and that a number of indicators were used.

The Board was informed that the settlement of 2% received by the Council was poor when compared nationally and with the grant received by the London local authorities in London. She stated that an additional £1.3m had been received for concessionary fares. However, the total cost of providing concessionary fares was high and the funding received was a small proportion of the total cost.

The Director reported that the Council was in the process of finalising its budget. The staff pay award and the increase in pension contributions had been reflected in the budget. She identified other pressures which would affect the base budget, such as the costs associated with children's placements, asylum seekers and the services provided to children and older people. She added that after taking all these variances into account, a Council Tax increase of approximately 3% was likely. This was before any new growth or savings had been considered by the Council. In addition, inflation and the general slump in the property market required consideration. She considered this to be a challenging year for the Council.

Urban Living/People First/Corporate Directorates - The Board was informed of the types of spend in each of the Directorates and their importance. The Director mentioned that there had been a number of legislative changes in the care provided to children and that the Council had had to respond to the changes. In addition, demographic changes were a major issue, as were the increase in demand for children's services and the services to the elderly. The Council was in the process of identifying the impact of these issues on future budgets.

The Director referred to the Business Transformation Project (BTP) and the savings expected from this area. She identified other service issues in the Corporate Directorate and mentioned the Local Area Agreement (LAA) which would generate some additional funding for the Council and its partners. She stated that schools had been the main beneficiaries of the settlement.

Greater London Authority (GLA) Precept – The Director stated that a significant increase was expected. The precept would include a payment of £20.00 for the 2012 Olympics and £11.00 for extra policing. She added that the final figure would be available on 16 February 2006 and would be reported to the Cabinet on that evening.

Consultation – The Board was informed of the consultation carried out,

which included the Open Budget Process and a series of meetings with stakeholders. It was noted that the Cabinet on 16 February 2006 would consider the responses and that the full Council on 23 February 2006 would debate and determine the budget for 2006-07 to enable council tax billing to commence.

Housing Budget – The Director reported that the Council was required to maintain a separate account for its housing stock and spent £17m a year on maintenance costs. She added that:-

- the Council had, some years ago, agreed to retain its housing stock;
- £7m was spent each year to adhere to the Decent Homes Standard;
- that there would be no increase in rent in 2006/07 and that the increase thereafter would be 4.7%.

Capital Investment Programme – The Director described the Council's intended programme and how it would be funded. She highlighted the work being undertaken on the First Contact Centre and the regeneration projects. The Board was informed that the Council received some external funding for its Capital Programme and that the majority of the balance was funded by borrowing, subject to the Council having sufficient resources.

Some members of the Board commented as follows:

- that the priority for the Open Budget Process Assembly had been services provided to the 'youth' and that no mention had been made in the budget of how the Council would address this issue;
- that the voluntary sector was dependent on the money received from the Council either through grants or Service Level Agreements (SLAs). Concern was expressed that the proposed budget might lead to a reduction in the in SLAs and the grant allocated. This, in turn, would lead to a cut in the services provided by the voluntary sector;
- that the voluntary sector had been informed that the uplift would be of 2%;
- that central government's approach was for local authorities and such other bodies to "deliver more for less".

In response, Harrow Council's Director of Financial and Business Strategy and the Director of People, Performance and Policy stated that:-

- the Open Budget Panel (established following the Open Budget Process Assembly) would be presenting its report and findings to Cabinet. She confirmed that the voting at the Assembly had identified 'youth' as its priority;
- grants allocated by the Council had been inflated and not reduced, and that a response on the issue of the SLAs would be forwarded to members of the Board;
- the Council was also under pressure and that the poor settlement

from the government had not assisted the situation;

- 'ring-fencing' of £110m for schools out of £166m of general government grant would not result in any surplus for the Council;
- a considerable proportion of the resources received through the LAA would be spent on the voluntary sector;
- the additional money received from the government on concessionary fares would not result in the expansion of the service.

The Board thanked the Council's Director of Financial and Business Strategy for the presentation.

AGREED: To note the report.

DG/MB

25. Harrow Strategic Partnership Performance Management:

Andrew Morgan (Chief Executive, Harrow Primary Care Trust), in his role as the Performance Management Champion, introduced the report which updated the Board on the progress made by the HSP Performance Management Working Group. He sought agreement on the overall approach being taken in relation to the Performance Management of the HSP.

Andrew Morgan recommended the use of a balanced scorecard approach to measure outcomes as this would provide a snapshot of performance. The traffic light system would then be used to identify areas that were under performing, off target or exceeding target. He mentioned that the balanced scorecard would initially be developed to capture the indicators in the Local Area Agreements (LAA) and then applied to other areas of the Partnership's work.

The Board was informed that a benchmarking exercise of the current perceptions of the HSP would also be carried out. Attention was drawn to the questionnaire circulated with the agenda, which would initially be sent to a select group. Consideration would be given to a wider survey at a future time.

In response to questions, Paul Najsarek (Harrow Council's Director of People, Performance and Policy) reported that the intention was to send out the questionnaire before the local government elections in May 2006 so that the views of the existing councillors could be captured.

AGREED: That (1) the overall approach being taken in relation to Performance Management of the HSP be agreed;

AM/PN to
note

(2) the content of the questionnaire on Performance Management issues relating to the HSP be noted;

(3) it be noted that the benchmarking survey would be carried out in Spring 2006 before the London local government elections in May 2006.

AM/PN

26. Community Engagement in Harrow:

Bindu Arjoon (Harrow Council's Service Manager) introduced the report, which provided a summary of Harrow Council's Corporate Community Engagement Strategy and set out the proposals for a similar strategy for the HSP. She referred to the work carried out by the Council's Scrutiny Officers on community engagement.

Bindu Arjoon sought endorsement of the principles set out in the report and asked for nominations from the HSP partners to attend the Council's Link Officers' meetings to share good practice for community involvement across Harrow. She stated that it was important for the HSP partners to contribute to the Council's database of engagement activities and their outcomes through the Link Officers' Group.

Councillor Jean Lammiman (Conservative Representative, Harrow Council) commended the proposal to develop a Community Engagement Strategy for the HSP. However, Councillor Jean Lammiman stated that consultation fatigue was an issue and that the toolkit ought to be tailored.

The Chair, (speaking in her capacity as Harrow Council's Portfolio Holder for Communications, Partnership and Human Resources), commended the development of an HSP Community Engagement Strategy and highlighted the importance of engagement with the voluntary sector. She stressed the need to ensure that engagement was meaningful and that feedback was provided to those consulted.

Members of the Board commented as follows:-

BA to note

- that it was essential that those consulted were informed of what decisions they could influence and change;
- the process by which this could be achieved;
- that plain English ought to be used in any consultation exercise;
- that collaboration and empowerment of people was to be welcomed.

In response, Bindu Arjoon stated that the voluntary sector would be asked to carry out the consultation exercise on behalf of the Board and that training would be provided. In addition, a toolkit identifying a portfolio of techniques for effective community involvement would be developed. Consultees would be informed of those services that had to be provided (statutory services) and those that they could influence.

AGREED: That (1) Harrow Council's Engagement Strategy be noted;

(2) the proposed principles for community engagement be agreed;

BA

(3) a report on the development of a joint Community Engagement Strategy for the HSP be submitted to a future meeting of the Board.

PN/DP

27. Office of the Deputy Prime Minister (ODPM) Consultation Document - Local Strategic Partnerships: Shaping their Future:

Deborah Palmer (Senior Policy Officer, Harrow Council) introduced the report, which set out the response to the consultation document on Local Strategic Partnerships. She stated that, in addition to responding to the questions posed in the document, Council officers had included additional issues and that these were set out in the report and the draft letter.

A member of the Board expressed their surprise that the government did not consider the voluntary sector as a key partner even when this sector was being asked to deliver public services. The Chair hoped that other local authorities would also bring this issue to the attention of the ODPM. She stated that Harrow Council had always recognised the importance of involving the voluntary sector.

Councillor Lammiman was of the view that the attachment included with the letter ought to reflect that Overview and Scrutiny was not only an internal mechanism but that it extended into the community as well.

AGREED: That the draft response to the ODPM consultation document 'Local Strategic Partnerships: Shaping their Future' be approved and submitted to the ODPM before 3 March 2006, subject to the amendment to reflect the role of the Overview and Scrutiny Committee.

PN/DP

28. Harrow's Local Area Agreement:

Paul Najsarek (Director of People, Performance and Policy, Harrow Council) tabled a paper, which set out the stretched targets for Harrow's Local Area Agreement (LAA). He explained that the following three key issues had emerged following discussions with the Government Office for London (GOL):-

- that voluntary and Community Sector involvement and engagement with the public in the development of the LAA had been fully met;
- that GOL had expressed concern about the pooling and aligning of resources and that this was the weakest component for Harrow;
- that GOL had expressed concern about Harrow's ability to reach final agreement on the stretched indicators.

Paul Najsarek apologised that the final paper had not been available at the meeting but stated that it required submission to GOL the following day. He sought the Board's agreement to the final paper being compiled by officers and submitted to GOL.

Deborah Palmer (Policy Officer, Harrow Council) confirmed that 75% of the stretched targets would have to be agreed with GOL the following day and reported that the HSP Executive had agreed that the final number of stretched indicators be reduced from 15 to 13. She identified the stretched targets that had been deleted following further negotiations with GOL. She thanked everyone for the work undertaken and for support provided to her on the LAA.

All to note

Deborah Palmer referred to the tabled paper and briefed members on

GOL's views on each of the targets listed in the report. She reported on the long and protracted discussions with GOL that day and indicated that further changes to the stretched targets would be required. Members were informed that at least 9 stretched targets out of the total of 12 would need to be signed off the following day.

Robert Carr (Borough Commander, Harrow Police) referred to the meeting with GOL, which he had attended. He criticised the process and was of the view that targets were being imposed from the centre and that individual local authorities were not being allowed to develop targets suited to local needs. Deborah Palmer commented that targets, which addressed local issues, had been included.

Members expressed concern that the process appeared to go against the spirit of the LAA and agreed that their concerns should be conveyed to GOL separately.

The Board thanked all the partners for their contributions to the work on the Harrow's LAA.

AGREED: That the final paper on Harrow's LAA be compiled by officers and submitted to GOL.

PN/DP/RC

29. Final Codes of Conduct for the Compact:

In agreeing the Final Codes of Practice for the Compact, the Board noted that a multi-agency group would meet on 14 March 2006 to discuss Harrow Compact.

AGREED: That the Final Codes of Practice for the Compact be agreed.

All members/
JS

30. Update on Membership of the Harrow Strategic Partnership Board:

Bindu Arjoon (Service Manager, Policy and Partnership Section, Harrow Council) introduced the report, which set out the process for the election of the Voluntary and Community Sector Representatives to the Board, the quorum and the representation from the Further Education and Business Sectors.

A Member of the Board expressed some reservation about achieving a quorum set out in the report and suggested an alternative number.

AGREED: That (1) the process of election for the Voluntary and Community Sector representatives as set out in the report be agreed;

All members

(2) the quorum be set at four members, to include one representative from four of the following six sectors represented on the Board: the Council, the Harrow Primary Care Trust, the Metropolitan Police, the Business Sector, the Voluntary and Community Sector and the Education Sector;

DG/All
members

(3) the representation from the Further Education and Business Sectors be noted.

All members

31. Any Other Urgent Business:

Service Manager, Policy and Partnership Section, Harrow Council

The Board noted that Bindu Arjoon (Service Manager, Policy and Partnership Section, Harrow Council) was leaving the service of the Council. Members thanked Bindu for the valuable contribution she had made to the work of the Partnership. Joyce Markham (Chief Executive, Harrow Council) stated that the Council would miss Bindu's vast knowledge and her excellent sense of humour.

The Board presented her with a bouquet of flowers.

32. Date of Next Meeting:

Members noted that the next meeting of the Board was scheduled for Wednesday 5 April 2006 at 2.30 pm in Committee Room 4, Harrow Civic Centre. All members

[Note: The Meeting, having commenced at 6.00 pm, closed at 7.39 pm]

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Harrow Strategic Partnership Board

5 April 2006

Corporate Assessment and Joint Area Review

The HSP Board is requested to agree:

- To participate in the initial self-assessment during March/April 2006 through individual meetings.

The HSP Executive is requested to note:

- That a self-assessment process will commence immediately and continue through the period leading up to the inspection itself.
- That the Corporate Assessment/Joint Area Review Inspections will commence 27 November 2006.
- Those representatives of HSP will be requested to attend interviews with the Inspectors as an integral part of the process.
- That an HSP engagement plan will be put to the next meeting of the Executive for discussion / agreement.



Harrow Strategic Partnership Board

5 April 2006

Corporate Assessment and Joint Area Review

Introduction

The Audit Commission have now indicated to the Council, the dates for the Corporate Assessment and Joint Area Review inspections, which form part of the Comprehensive Performance Assessment (CPA) process. The on-site inspections commence on 27 November 2006 with the Corporate Assessment expected to run for 7-8 working days, whilst the Joint Area Review inspection will take around 10 days. Where possible, the Commission have indicated that they will seek to avoid duplication by arranging that Inspectors work together as much as possible.

The work involved, to prepare for these inspections, will be extensive and has already commenced. Project Managers are being identified to lead for the Council and initial work, on self-assessment aspects is about to commence.

This report sets the nature and importance of these two elements of the CPA process and how the recent changes to the approach will increase the importance of involvement with the HSP Executive.

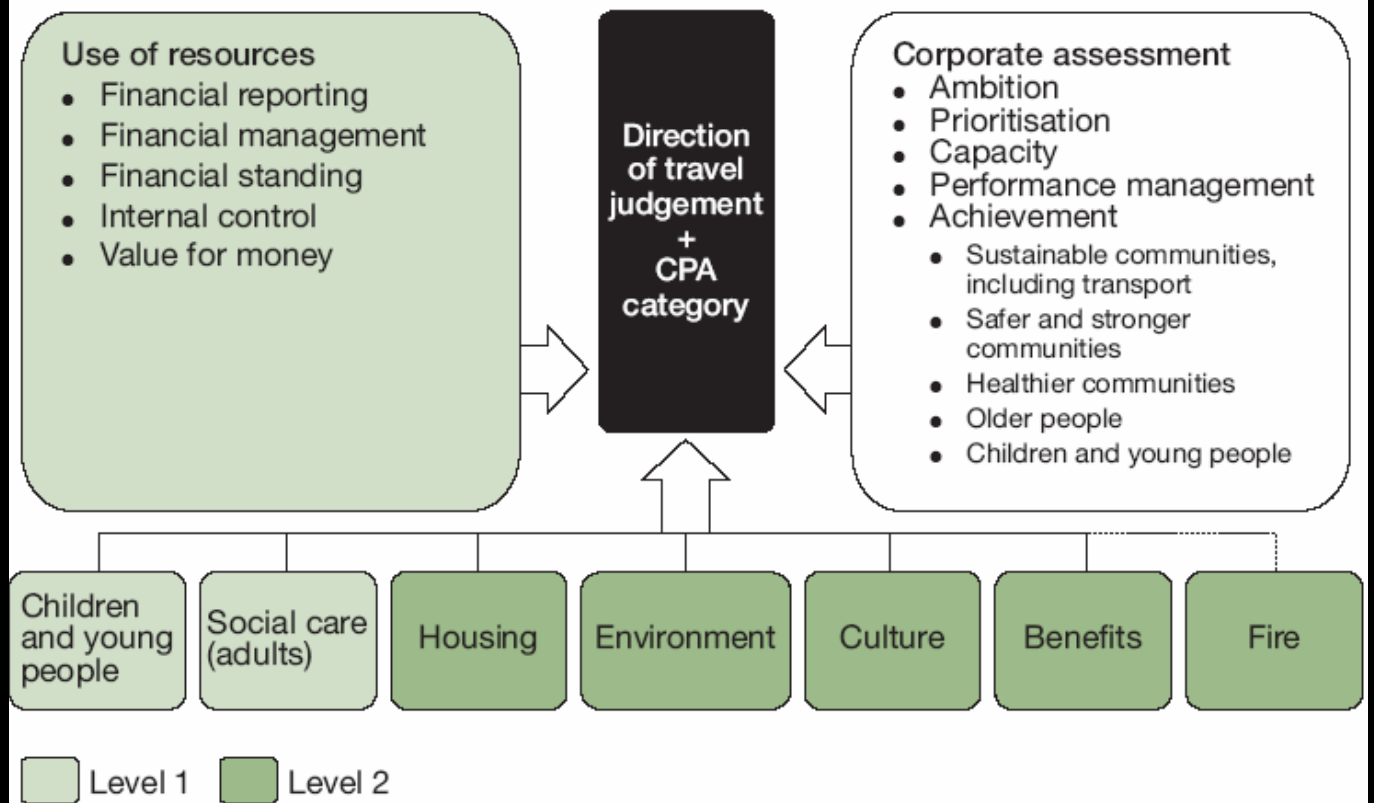
CPA – The Harder Test

The new approach is similar, in many respects, to the original CPA process. The key changes include the renaming of the five overall categories, changes to aspects of the way the service assessment scores are determined and the inclusion of a report on the “direction of travel assessment” which forms part of the inspection process.

The diagram below shows the new elements of the CPA. It can be readily seen that the impact of the Corporate Assessment will be very significant and that its components are very focussed on communities – being safer, stronger, healthier and sustainable. This element of the CPA therefore goes well beyond assessing the work of the council alone. Instead it concerns itself with the improvements achieved by all it's partners including HSP organisations.

Similarly, the Joint Area Review (JAR) inspection will concern itself with all providers of services affecting children and young people and in particular the improvements achieved through effective partnership working with the Council.

New CPA framework for single tier and county councils



Source: Audit Commission

Corporate Assessment

A Corporate Assessment measures how well a council is working to deliver improved services and outcomes for local people. It uses key lines of enquiry to gather evidence to measure how well a council understands its local communities;

- how this understanding shapes its **ambitions and priorities**;
- its **capacity** to deliver these;
- and what the council is **achieving**.

This inspection will only be carried out once in the period up to December 2008.

Corporate Assessment focuses on improvement in services and engages in a dialogue with councils through a self-assessment mechanism. The self assessment is then reviewed alongside the Council's plans prior to an extensive inspection visit involving discussions with councilors, staff and other stakeholders - including partners and residents. It continues to use key lines of enquiry as a framework to assess the Council and the Council will in turn, use these to conduct the self assessment.

The main change in corporate assessment is that it now reflects a more strategic approach and is expected to build on inspection findings from previous assessments. The Audit Commission have simplified the process by reducing the number of themes and stating that they will look

more closely at how well a council understands and takes account of the needs and diversity of its local communities and give more focus to council leadership and partnership.

Joint Area Review

Joint Area Reviews (JAR) evaluate and report on the extent to which services within an area improve the well-being of children and young people. They focus on the experience of children and young people within the local authority across the five 'Outcomes for Children' set out in 'Every Child Matters'.

- staying safe
- being healthy
- enjoy and achieve
- making a positive contribution
- achieving economic well-being

JARs are carried out every three years. In Harrow's case it will coincide with the Corporate Assessment in November 2006.

The JARs are replacing the former separate inspections of different services for children and young people, which are being phased out. Instead the JAR will inspect, and make comprehensive judgements about, the collective impact of local services for children and young people aged 0 to 19 years.

Services to be covered by the review, in addition to Council services, will include health services, police, probation services, Connexions, the Learning and Skills Council and publicly-funded services provided by community and voluntary organisations.

The JAR will include two weeks of fieldwork when inspectors will engage with children, young people, parents and carers to discuss their experiences.

The resulting report will judge the extent to which local services work together to:

- improve outcomes for children and young people,
- protect for the most vulnerable,
- respond to the views of users, of parents and carers,
- encourage the involvement of children and young people
- use self-evaluation to accurately identify their strengths and areas for future development.

Timetable

A combined CA/JAR Project Board has been set up within the Council and has already held its first meeting. At its next meeting, the Board will receive and agree a timetable of key events. This timetable will be made available to the HSP Executive.

An indication of the activities to involve the HSP will be brought to the next meeting of the HSP Executive in the form of a draft HSP Engagement Plan for discussion.

During March/April 2006 an initial self-assessment will be conducted to aid preparation for the inspection. This will be reporting back to a manager forum on Tuesday 11 April. The views of HSP Executive members will be essential to the effectiveness of this review. Contact can be via a series of 1 to 1 meetings or through a workshop approach.

Paul Najsarek
Director, People Performance and Policy
Harrow Council

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Harrow Strategic Partnership Board

5 April 2006

Quality of Life Survey 2006

The HSP Board is requested to agree:

1. The re-commissioning of MORI to conduct the Quality of Life Survey in May 2006.
2. The survey should be funded from the Local Area Agreement (LAA) pump priming grant to be paid following the signing of the LAA in March 2006.

Harrow Strategic Partnership Board

5 April 2006

Quality of Life Survey 2006

Background

In April 2005 the HSP undertook its first quality of life survey. This survey has subsequently been a crucial evidence base for the work of all local agencies and has been important in the negotiation of the Local Area Agreement (LAA). It is also an important part of our community engagement work.

It is important that we refresh the survey annually to get an up to date picture of our residents concerns. We will also be required to refresh it annually to help us monitor our LAA.

The Proposed Approach

It is important that the survey is not substantially changed between years so that it can serve for comparative purposes. We will, however, need to make some small adjustments to reflect our targets in the LAA. MORI have advised that we should avoid undertaking the survey during the local election campaign as this inhibits the comparability of the results. Our suggestion is therefore to carry out the Survey towards the end of May 2006. With final written report of the results in early August 2006. This will allow us to use the results to inform our self assessment for the Joint Area Review and Corporate Assessment. It will also allow us to provide information in the first report back to GOL on the achievement of the targets in the LAA.

The key components of the approach are summarised below:

- Postal survey including a 'booster' in wards with a high proportion of Black and Minority Ethnic residents (ie Kenton East, Kenton West, Queensbury, and Edgware)
- 9,000 questionnaires despatched to households randomly selected using the Postcode Address File – 7,000 distributed evenly across all wards and an additional 500 in each of the 'booster' wards. We will also ensure that none of the households sent a questionnaire in last year's survey are included in the sample.
- The questionnaire will be in the form of a booklet and include 16 pages of A4 in length (4 x A3 folded).
- Each questionnaire booklet will incorporate, on the front page, a covering letter, which will include a "confidentiality statement." The covering letter will be edited for the reminder mailout.

- In addition, each questionnaire will include instructions on the second page for residents who wish to request a translation of the survey. The Council would be responsible for providing this translation if requested (as per last year).
- Provision of questionnaires in large print format on demand from respondents.
- Printing and posting the questionnaires
- Reply paid envelopes for all mailouts – to be returned directly to MORI
- An initial mailout and one full reminder, including questionnaires and reply paid envelopes re-sent to non-respondents. The costs make provision for:
 - mailout to the full sample
 - first reminder mailout to approximately 80% original sample
- Prize draw of £100 gift voucher to encourage participation
- Envelope stuffing and despatch
- All postage (Second class)
- Booking in and data processing of returns. MORI data processing team would use the same coding frame used in the previous survey
- Weekly email updates on the progress of the survey
- Marked-up questionnaire giving topline figures. The results of the previous survey will also be included in this to track how residents' views have changed.
- Computer tables containing full results cross-tabulated by key variables
- Analysis by demographic sub-groups, including ethnicity and nine areas (as in 2005)
- Final report

Commissioning the Work

It is proposed that MORI be asked again to carry out the work in 2006. This will save money on questionnaire design and specifying the work and we will get comparative analysis from year to year.

The cost of the survey will be £31k. A £4k saving on conducting the 2005 survey.

The HSP Executive considered an earlier draft of this report at its 9 February



meeting and agreed the Quality of Life Survey be re-commissioned from MORI in May 2006.

The HSP Executive also agreed that the survey should be funded from the Local Area Agreement pump priming grant to be paid following the signing of the LAA in March 2006.

Paul Najsarek
Director of People, Performance and Policy



Harrow Strategic Partnership Board

5 April 2006

Harrow's Local Area Agreement – Final agreement

The HSP Board is requested to note:

1. Harrow's final draft of the Local Area Agreement (LAA) was submitted to GOL on 17 March 2006.
2. As at 22 March 2006, 75% of the 12 stretched targets in the agreement had been agreed. The 3 stretched targets not agreed focus on:
 - a. Volunteering
 - b. Community cohesion
 - c. Traffic congestion.
3. GOL have indicated that there is potential to still negotiate the volunteering target before June 2006. GOL expects to be able to negotiate community cohesion and traffic congestion within the first year of the agreement.
4. Harrow will receive payment for the relative proportion of the total pump-priming grant that equates to the total amount of stretched targets agreed before 1 April 2006 (eg if 75% of the 12 Stretched targets are agreed, 75% of the total pump priming grant will be paid). This will apply to all stretched targets agreed before 1 April 2006.
5. The HSP Performance Management Working Group will meet in April to work through the indicators in the LAA and how these will be incorporated into the balanced scorecard to be reported to the HSP Board. The scorecard will also include other key indicators that are identified by the HSP Management Groups together with key indicators from the Community Strategy. The frequency of reporting will be every three months, in line with the council's reporting to its cabinet. Six monthly reports will be sent to the Government Office for London (GOL).

The HSP Board is requested to agree:

1. The allocation of the pump priming grant to all stretched indicators as outlined in the attached table. Where a stretched target is yet to be agreed with GOL, payment of the pump priming grant will occur, once the Council has established a service level agreement with the relevant partner.
2. Project lead to begin work on the projects that support the achievement of the stretched indicators

Harrow Strategic Partnership Board

Thursday 5 April 2006

Harrow's Local Area Agreement – Final agreement

On 17 March 2006, Harrow submitted its final draft of the Local Area Agreement (LAA) to Government Office for London (GOL).

In order to obtain sign off on the LAA there are three key components that need to be satisfied:

1. Voluntary and Community Sector involvement and engagement with the public in development of the LAA
2. Pooling of funding streams. Where pooling of funding streams is not occurring there needs to be appropriate rationale provided
3. Agreement to 75% of the stretched indicators proposed in the agreement.

GOL have indicated that Harrow has satisfied these three requirements and has invited representatives of the Harrow Strategic Partnership (HSP) to attend a signing-off launch on 23 March 2006.

Below is a list of the final proposed stretched targets by LAA block. It should be noted that the final LAA contains around 60 additional non-stretched targets that together will form the basis of the HSP scorecard:

Children and Young People's Block

Reward Element - Target 1

Improved health of babies during first year of life

Indicator by which performance will be measured

- (i) Rates of exclusive breastfeeding at six weeks
- (ii) Breastfeeding initiation rates

Source: PCT Audit

Reward Element – Target 2

Reducing school exclusions and improving attendance

Indicator by which performance will be measured

1. Reduction in number of exclusions in Harrow LA area
 - a. Reduction of permanent exclusions
 - b. Reduction of fixed period exclusions
2. Improved attendance at 25% worst performing schools (primary and secondary) in Harrow LA are with regard to attendance
 - a. Primary schools
 - b. Secondary schools

Indicator 1 will be measured with reference to DfES national data on fixed period and permanent exclusions from school.

Indicator 2 will be measured with reference to DfES School & College Achievement and Attainment tables

Safer and Stronger Communities Block

Reward Element – Target 3

Reduce the fear of crime amongst the population of Harrow

Indicator by which performance will be measured

Proportion of adults saying that they are in fear of being a victim of crime

Source: MORI Quality of Life Survey for 2005-06 (to be conducted in August 2006, using 2004-05 survey methodology)

Reward Element – Target 4

To improve people's perception of Anti-Social Behaviour and how it affects them

Indicator by which performance will be measured

% of residents who consider suite of ASB as a 'fairly' or 'very big' problem.

Source of base data: The London Borough of Harrow General BVPI Survey. The questions will be applied in the MORI Quality of Life Survey in August 2006.

Reward Element – Target 5

Reduce the level of Non-Residential burglary in the borough

Indicator by which performance will be measured

Source: Police PIB statistics

Reward Element – Target 6

A Harrow community that feels a strong sense of cohesion - ***Still in negotiation as at 23 March 2006***

Indicator by which performance will be measured

Proportion of adults who say that people from different backgrounds get on well in their neighbourhood (measured by residents responding to 'strongly agree' and 'tend to agree')

Source: Harrow annual Mori Quality of Life Survey

Reward Element – Target 7

Empowering people to become involved in their community through Volunteering - ***Still in negotiation as at 23 March 2006***

Indicator by which performance will be measured

Number of adults volunteering in Harrow:

- (i) Number of socially excluded adult volunteers in Harrow
- (ii) Number of other adult volunteers in Harrow

Source: Centre for Volunteering, Harrow Association of Voluntary Service, manual data collection

Healthier Communities and Older People Block

Reward Element – Target 8

Reducing the level of residential burglary where the victim is over 75 years of age

Indicator by which performance will be measured

Number of residential burglary where victim is over 75 years

Source: Data collected from police reported crime via CRIS

Reward Element – Target 9

Decrease harm from smoking and second hand smoke and reduce the number of adults smoking

Indicator by which performance will be measured

- (i) Number of homes in Harrow that sign up to be 'smokefree'

Source: Local data collected from the smoking cessation service.

- (ii) Number of 4-week smoking quitters who attended the NHS smoking Service

Source: Local data collected from the smoking cessation service.

Economic Development and Enterprise Block

Reward Element – Target 10

Improving the skills base of Harrow and the employability of residents

Indicator by which performance will be measured

- (i) Average point score per pupil at level 2

Reward Element – Target 11

Improving the life chances of young people

Indicator by which performance will be measured

Percentage of young people age 16-18 who are NEET (not in education, employment or training) in Harrow LA area.

Cross Cutting

Reward Element – Target 12 - *Still in negotiation as at 23 March 2006*

To change the modal share of journeys to Grimsdyke School away from private car, in particular, to increase walking among school children and thereby increase their personal health and fitness.

Indicator by which performance will be measured

Proportion of journeys made to school by foot, as measured by local survey

As at 23 March 2006, the stretched targets not agreed are:

1. Volunteering
2. Community Cohesion
3. Traffic Congestion.

The Policy and Partnership Service (PPS), has clearly represented to GOL that these are key local issues that have emerged through our extensive LAA negotiation process and that Harrow

hopes that GOL will work hard with Harrow to agree these stretched targets as soon as possible.

Volunteering stretched target

The volunteering target was earlier agreed with GOL, but on 8 February 2005, Harrow was notified that they target did not offer enough value for money – from GOL's perspective, one of the key components for sign off on the target.

GOL have indicated that there is potential to still negotiate the Volunteering target before June 2006. GOL expects to be able to negotiate community cohesion and traffic congestion potentially before June, but more likely within the first year of the agreement.

PPS has expressed to GOL Harrow's extreme disappointment at the late notification of GOL's concern with the volunteering target that Harrow had believed we had been agreed. Central Government has made clear the importance of involving the VCS in the development and delivery of LAA's. The HSP's commitment to closely involving the VCS in the LAA has been clearly evident throughout the process. PPS hopes to be able to work constructively with central Government over the next few weeks to see the volunteering stretched target signed off before April 2006.

PPS has urged GOL to keep perusing the Home Office to secure the highest possible value for money calculation for volunteers.

Payment of Pump Priming Grant

Harrow will receive payment for the relative proportion of the total pump-priming grant that equates to the total amount of stretched targets agreed before 1 April 2006 (eg if 75% of the 12 Stretched targets are agreed, 75% of the total pump priming grant will be paid). This will apply to all stretched targets agreed before 1 April 2006. The total maximum pump priming grant available is £961,900.00, and is due for payment by 30 April 2006.

Allocation of the Pump Priming Grant

The attached table outlines the allocation of the pump priming grant by year. The allocation of the pump priming grant to the stretched indicators and to the MORI Quality of Life survey was agreed by the HSP Executive and Board in earlier meetings. It is also proposed that £40,000 be allocated to the creation of a Community Development Officer post to be placed within the council. The post will focus on capacity building in the Voluntary and Community Sector, one of the priorities in the LAA.

Signing-off launch of the LAA

Two representatives from the HSP had been asked to witness the sign-off launch of the LAA that will take place on 23 March 2006. The HSP Executive at its 9 February meeting 2006, the launch will be attended by Councillor Marie-Louise Nolan (Communications, Partnership and Human Resources Portfolio Holder, Harrow Council) and Geoff Rose (Vice-Chair of the HSP Board).

Raising public awareness of the LAA

The HSP Executive at its 9 March meeting 2006, agreed the need to raise public awareness of the LAA. The Executive agreed the following actions, post the sign-off of the LAA:

- to raise awareness through an article in the Harrow People that specifically identifies the benefits that the LAA would provide to local residents
- to provide feedback to people who had attended the Summit on the LAA
- to provide regular feedback on the LAA to local residents.

A copy of the LAA will also be included on the Harrow Council website. Partners are similarly encouraged to also include a copy of the LAA on their websites.

Next steps in delivering the LAA

The HSP Board has previously agreed the development of a framework for the performance management of the HSP based on a balanced scorecard approach. The indicators in the LAA will be the initial indicators included in the balanced scorecard and reported against. The HSP Performance Management Working Group will meet in April to work through the indicators in the LAA and how these will be incorporated into the balanced scorecard to be reported to the HSP Board. The scorecard will also include other key indicators that are identified by the HSP Management Groups together with key indicators from the Community Strategy. As part of the Council's Business Transformation Project, Capita will be working with the Management Groups to help them develop their scorecards. The frequency of reporting will be every three months, in line with the council's reporting to its cabinet. Six monthly reports will be sent to the Government Office for London (GOL).

The second part of the performance management framework – the self-assessment Questionnaire relating to partnership and value-add was forwarded to the HSP Board, HSP Executive, Senior Management Teams of Agencies, and the Management and Reference Groups on 17 March 2006. The results of this survey will help to benchmark the current perceptions of the HSP and be used to help increase performance.

While a great amount of work by a variety of partners has been devoted to achieving agreement to the proposals in the LAA, it must be recognised that the real work begins now. The stretched targets represent a challenge to all partners that will require concentrated efforts in the coming three years to ensure that the benefits envisaged flow to residents of the Borough and that the full reward grant is obtained which will, in part, fund further partnership endeavour.

Block leads should now ensure that lead officers for each of the indicators in the LAA should now begin to develop their project plans for the delivery of these indicators. Block leads are:

Children and Young People

Paul Clark
Director of Children's Services, Harrow Council

Safer Communities

Bob Carr
Borough Commander, Harrow Police

Stronger Communities

Julia Smith

Chief Executive, Harrow Association of Voluntary Service

Healthier Communities

Shikha Sharma

Head of Health Promotion, Harrow PCT

Older People

Penny Furness-Smith

Director of Community Care, Harrow Council

Economic Development and Enterprise

Graham Jones

Director of Strategic Planning, Harrow Council

Cross-Cutting

Paul Najsarek

Director, People, Performance and Policy

The relevant Management Group should consider the project plan by the end of the 1st quarter. The PPS will be contacting all Management Group Chairs and Block leads during the first week in April to ensure the initial development of these project plans.

Paul Najsarek

Director, People, Performance and Policy

Harrow Council

Harrow's Local Area Agreement – Spend of Pump Priming Grant by year

No.	Proposed Stretched indicator	2006 (£)	2007 (£)	2008 (£)	Total Pump Priming Grant Funding sought (£)
1.	Improved health of babies during first years of life	30,000	20,000	10,000	60,000
2.	Reducing school exclusions and increasing attendance	50,000	50,000		100,000
3.	Reducing the fear of crime amongst the population of Harrow	42,000			42,000
4.	To improve people's perceptions of anti social behaviour and how it affects them	17,000	17,000	17,000	51,000
5.	Reduce the level of non-residential burglary in the borough	40,000	40,000	40,000	120,000
6.	A Harrow community that feels a strong sense of cohesion	17,000	17,510	18,023	52,533
7.	Empowering people to become involved in their community through volunteering	9,000	9,270	9,540	27,810
8.	Reducing the level of residential burglary where victim is over 75 years	20,000	20,000	20,000	60,000
9.	Decrease harm from smoking and second hand smoke and reduce the numbers of adults smoking	70,000			70,000
10.	Improving the skills base of Harrow and the employability of residents	50,000	40,000		90,000
11.	Improving life chances of young people	50,000	40,000		90,000
12.	Improving traffic congestion	50,000			50,000
	TOTAL	445,000	253,780	114,563	Total pump priming sought = 813,343

Maximum Pump Priming Grant payable = £961,900

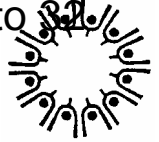
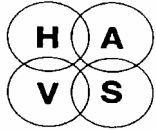
Surplus between total payable and what is sought = £148,557

Additional drawings on pump priming payable	2006
Community Development Officer	40,000
MORI Quality of Life report	31,000

Therefore there is expected to be a £78,557 maximum reserve to support the delivery of the LAA as necessary.

Harrow will receive a payment proportional to the number of stretched indicators agreed. Harrow has agreed 9 out of 12 = 75%. In year 1 Harrow will receive 75% of the total pump priming grant payable = £721,425. Additional pump priming will be paid on successful negotiation of the remaining stretched indicators.

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REPORT TO THE HSP BOARD

5TH April 2006

Future Monitoring of Harrow's Compact and its Codes

Members of the HSP Board of Executive will recall that the Harrow Compact and its five underpinning codes were approved and endorsed by the Partnership recently. When the final Codes were endorsed, it was agreed that HAVS would co-ordinate the multi-agency Steering group to look at the monitoring of the Compact.

A meeting took place on Tuesday 14 March and the following people attended.

Julia Smith	HAVS
Deven Pillay	Harrow Mencap
Desiree Mahoney	Harrow Council
Jonathan Schulten	Harrow Police
Alan Peel	HAVS
Asoke Dutta	HAVS
Don Liversidge	Harrow Humanist Society
Kris Fryer	Harrow CAB service
Indrani Rajendra	Harrow Volunteer Centre
Anne Whitehead	Harrow PCT

It was agreed that this group would comprise the Harrow Compact Monitoring group and would meet approximately twice a year.

The Group felt that the best way forward would be to produce a brief précis of the Compact and its Codes and disseminate this as widely as possible through the various Partnerships in the Borough, e.g. the Voluntary and Community Sector forum, the Community Consultative Forum, the Harrow Police and Community Consultative Group etc.

A monitoring form will also be produced. The Monitoring form will be the main way of checking that the Compact is being adhered to. Members of the HSP or Voluntary and Community groups can use this form to alert members of the Steering Group to good and bad practices. The Group intends for positive publicity to be disseminated as well as looking into cases of bad practice. In the latter case a special meeting may be called to examine the problem.

A report detailing good and bad practice and the impact of the Compact will be taken to the HSP Board on an annual basis. If there are serious breaches of the Code or the Compact then this will be brought on an individual basis as soon as is practicable

Julia Smith

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