

**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 meet 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