

Harrow Strategic Partnership Board

Thursday 8 December 2005

Harrow's Local Area Agreement Submission to the Government Office for London

Background

Further to the September submission by the Harrow Strategic Partnership (HSP) to the Government Office for London (GoL), work has seen progressed by the Policy & Partnership Service with the Local Area Agreement (LAA) Block Leads in order to develop the attached submission.

The requirements of the submission were that it should:

- Identify targets and indicators under the outcomes identified in the November submission;
- Indicate areas of 'stretch' performance and the reward grant being allocated to each stretch;
- Identify the freedoms and flexibilities being sought as part of the LAA.

The next stage of the LAA process is a negotiation between Harrow and GoL, commencing in early December. The expectation is that the agreement will be finalised by the 6 February 2006. Implementation commences on the 1 April 2006.

The HSP Board is requested to:

1. Note the details of the Submission;
2. Identify areas that should be addressed during the negotiation; and
3. Note that further work will be done on the stretch targets and associated funds.

Paul Najsarek
Director of People, Performance and Policy
December 2005



Harrow Strategic Partnership

Local Area Agreement 2006 - 2009

Draft Submission

30 November 2005

**‘Building a Strengthened and Sustainable
Community in Harrow’**



Contents	Page number
1. Introduction	3
2. The Harrow Strategic Partnership (HSP)	3
3. The context in Harrow	5
4. Our Vision for Harrow	6
5. What the LAA will help us achieve	7
6. Key local priorities and challenges	8
7. Our approach to developing the LAA	10
8. Working with the Voluntary and Community Sector	12
9. The Blocks	13
Block 1 - Children and Young People	13
Block 2 - Safer and Stronger Communities	22
Block 3 - Healthier Communities and Older People	44
Block 4 - Economic Development and Enterprise	49
Cross Cutting	56
10. Links between the blocks	64
11. Funding streams	65
12. Freedoms and Flexibilities	65
13. Cross-borough LAA working	67
14. The reward element of Harrow's LAA	70
15. Governance arrangements	71
Governance structure	71
Performance management of the LAA	72
Leadership	75

1. Introduction

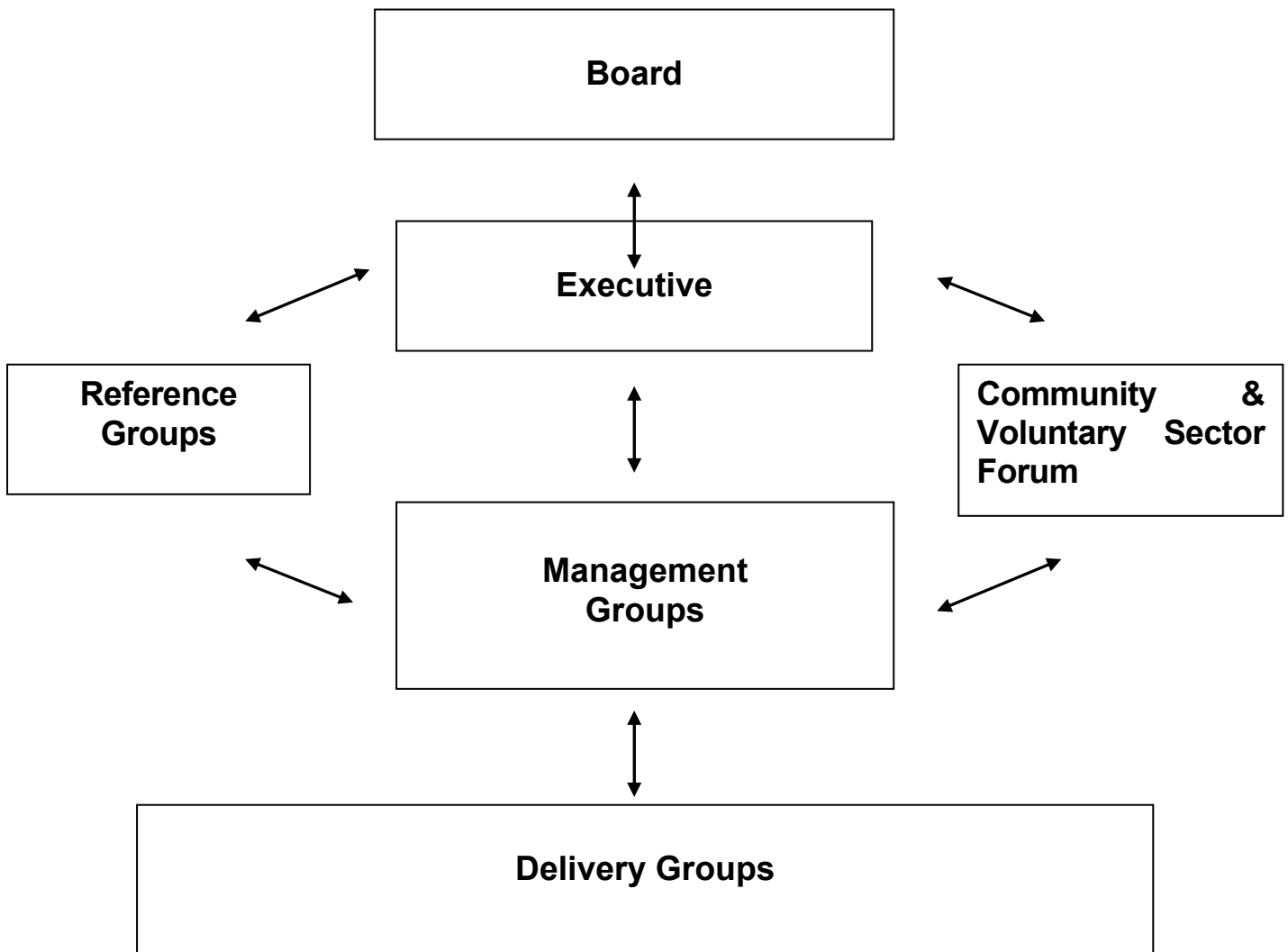
Harrow's Local Area Agreement (LAA) reflects and responds to the needs of our community. The Harrow Strategic Partnership (HSP) proposes through this LAA, the three-year priority outcomes that matter locally for four blocks of services: Children and Young People, Safer and Stronger Communities, Healthier Communities and Older People, Economic Development and Enterprise and identified cross-cutting themes.

This agreement brings together the key partners in the borough and their services to deliver these outcomes to the people of Harrow. By doing so we will help to further build a strengthened and sustainable community in Harrow.

To help us to deliver these outcomes we have reviewed our existing programmes of activity and organisational arrangements to establish where changes would improve the delivery of services. Our agreement provides an opportunity for neighbourhoods and communities across the borough to engage in its delivery.

2. The Harrow Strategic Partnership

The Harrow Strategic Partnership (HSP) was launched in May 2003 and brings together organisations from the statutory, public, voluntary, community and business sectors in Harrow. Below is a diagram showing the structure of the HSP:



The HSP Board:

The Board provides the strategic direction for the Harrow Strategic Partnership. The HSP monitors the delivery of the Community Strategy and other key strategic documents, such as this proposed LAA. The Board currently consists of 4 voluntary/community sector representatives, 4 business representatives, 4 Councillors representing the political structure of the Council, the Chairperson of the Primary Care Trust and a representative of the Metropolitan Police Authority.

The HSP Executive:

The Executive determines priorities within the Community Strategy, works to identify resources to address the priorities and makes executive decisions on behalf of the Board. It also identifies and directs champions to establish Management Groups for each priority area and holds these groups to account. The Executive supports the Management Groups by working to resolve problems they may find when addressing the priority areas. It also identifies areas of overlap between the Management Groups and issues that need tackling that are not the responsibility of any agency but has been identified as important to quality of life.

The Executive has been a key body in the development of this agreement and will play an important role in monitoring the achievement of the outcomes identified.

Membership of the Executive currently includes: the Chief Executives of the Council and the Primary Care Trust, the Harrow Police Borough Commander, the Councillor responsible for Partnership working, a voluntary/community representative, a business representative and a representative from further education.

The HSP Management Groups:

The Management Groups of the HSP have been established based around the priority areas of the Community Strategy. Each Management Group has been responsible for delivering the targets within their respective priority area in the Community Strategy. Membership of the Management Groups was determined initially by the chair of each group and people with a specialism or knowledge of the priority area.

Voluntary & Community Sector Forum:

A Voluntary and Community Sector Forum has been established to ensure that the HSP is made aware of issues being faced by the community and voluntary sector in Harrow. It will also be used by the Board, Executive and Management Groups to communicate and consult with the sectors and vice versa.

Reference Groups for Older People and Community Cohesion:

Because issues related to older people and community cohesion were specifically raised during consultation on the development of the Community Strategy and particularly by the voluntary sector, reference groups have been established with a focus on each of these areas. The purpose of the reference groups is bring together voluntary and community sector agencies with a particular interest in older people's issues and community cohesion respectively. The Reference Groups ensure that the HSP Board, Executive and Management Groups are paying due regards to the relevant issue in these areas.

As a result of the LAA, the structure of the Management Groups is being reconsidered. Further details of these changes are outlined in section 16 - Governance Arrangements.

The HSP has been established for several years, and there is maturity in partnership working in the borough. However, we recognise that unlike some communities that have had the benefit of receiving neighbourhood renewal funding, we have had to remain self-motivated to achieve local outcomes. We see the creation and delivery of the LAA as an opportunity to strengthen the direction and focus of the work of the HSP. It is a catalyst for maintaining the enthusiasm of our partnership and has provided us with the opportunity for us to work more effectively by engaging all partners more fundamentally in initiative and delivery decision making processes.

3. The context in Harrow

Harrow is located in the northwest of London and is 12 miles from central London. Harrow has excellent road, rail and London Transport links to all parts of the country. The 2001 census has shown that Harrow has an increasing population, which has put pressure on the environment and need for housing. The population stands at 206,814 of that over 41% belong to a minority ethnic group. This influx of minority ethnic communities has contributed in making Harrow rich with a mix of cultures spread throughout the borough.

Over 37% of the population in Harrow are aged 45 and over and 14.5% are aged over 65. This is balanced by the fact that 23% of residents are 17 and under. Well over half of all people aged over 16 are married and just over a third of households in Harrow have dependent children. Lone parent households with dependent children make up 5.6% of all households in the Borough.

Over the life of the LAA we project that there will be an increase in the number of people aged 0-10 years and of middle age years within the borough. We also anticipate that there will be an increase in the level of diversity of the population during this period.

As with other London boroughs, the price of purchasing a home has outstripped increases in average wages. An average 3 bed terraced house in Harrow costs around £228,000 whilst average annual earnings in the borough are just £26,000.

Harrow is one of the safest London boroughs in which to live and work across all aspects of crime although people's perceptions of this may differ. However, Harrow has a number of crime challenges that it must continue to address.

One of the major factors, which impact on Harrow's local economy, is the relatively high dependence on the small business activity.

Harrow has been one of the key areas of London for new business start up, business development and entrepreneurial activity for well over a decade. The trend towards small firm development and self-employment remains strong and shows little sign of abating in the future.

These levels of entrepreneurial activity whilst providing a vibrant local economy, also bring difficulties as Harrow lacks what could be termed a suitable secondary development space for these new businesses as they grow.

4. Our Vision for Harrow

Our vision for Harrow, as expressed in our Community Strategy, is to deliver to the people of Harrow 'a borough that is safe, clean, healthy and prosperous, with equal life opportunities for all – a friendly and vibrant place to be'.

This LAA builds on our Community Strategy. The Community Strategy encapsulates our eight priority areas as identified by residents. These priority areas are to:

- Empower local communities by building community cohesion and enhancing the quality of life of older people.
- Ensure the life chances of children and young people are enhanced and supported by the provision of universal and targeted services. The services that we provide for children, young people and their families will be provided at appropriate times in their development and transition in an accessible, transparent and seamless fashion across all agencies. We will also ensure that every child has the chance to fulfil their potential by reducing levels of educational failure, ill health, substance misuse, teenage pregnancy, abuse and neglect, crime and anti-social behaviour.
- Create a cleaner, greener, sustainable and more attractive Harrow in which to live, work and visit.
- Improve the health of local people by tackling health inequalities and enhancing health and social care services in Harrow
- Create a borough where everybody has the opportunity to fulfil their potential through improved standards of education and wider participation in lifelong learning.
- Develop the availability and use of information and communications technology across Harrow to enable better and faster access to information and services for the residents of Harrow and facilitate 'joined up' working between all partner organisations.
- Create a more vibrant and sustainable community with a diversity of employment, thriving businesses and a broad range of good quality homes, and a dynamic town centre.
- Promote and increase the safety of the whole community by working in partnership to reduce crime, disorder and the fear of crime. We will also work to reduce the incidents of personal, home, fire and road accidents within Harrow.

In this Agreement we have focussed on some specific areas of need within the borough and those that fall within the central Government predetermined four block structure of the LAA. Our Community Strategy was about to be reviewed before we began the process of developing the LAA, so the priorities that we now focus on through the LAA will also help support this process. The LAA will become the delivery mechanism for the Community Strategy and will build on the link with sustainable development as outlined in 'Securing the future: delivering the UK sustainable development strategy' March 2005.

5. What the LAA will help us achieve

By delivering our LAA, we propose to further build a strengthened and sustainable community in Harrow. We will strengthen our community by focusing on a range of activities that are aimed at promoting community cohesion and we will sustain our community by working to narrow the gap between neighbourhoods. We will deliver this by focusing on the following headline themes within each of the blocks of the Agreement:

Block	Headline theme
Children and Young People	<ul style="list-style-type: none"> • The best start in life • Sexual health of teenagers • Life chances for Children Looked After • School exclusions
Safer and Stronger Communities	<ul style="list-style-type: none"> • Reduce the fear of crime – creating community ownership of safety in their neighbourhood • Tackling anti-social behaviour • Keep the levels of crime in Harrow low • Reducing the harm caused by illegal drugs and alcohol • Aftercare of Priority and Prolific Offenders • To empower local people to have a greater voice and influence over local decision-making and delivery of services • Valuing diverse communities
Healthier Communities and Older People	<ul style="list-style-type: none"> • Healthy and active lifestyle: Tobacco Control • Support for independent living and healthy and active lifestyles for older people
Economic Development and Enterprise	<ul style="list-style-type: none"> • Responding to changes in the employment market (including skills development) • Incubation and support of business • Renewed Neighbourhood with a sustainable community and increased social inclusion in Wealdstone by increasing the liveability of the area

Each of the headline themes has the potential to impact across the blocks and our approach has been to try and promote integration across the blocks as much as possible, to ensure the delivery of the LAA is co-ordinated. There are some headline themes we have highlighted as specific issues that cut across the blocks:

Cross cutting issues	Headline theme
	<ul style="list-style-type: none"> • Providing cultural services and public spaces that meet the needs of Harrow's communities • Manageable traffic congestion (impact on air quality) • Capacity building

By successfully delivering the LAA our aim, as with the Community Strategy, is to deliver effective services to narrow the gap between neighbourhoods and improve people's quality of life. To support efficient delivery of these local and national priorities identified in the LAA, the Agreement has the following characteristics:

- Full commitment from partners within the HSP
- It responds to Harrow's local needs and characteristics, with delivery and outcomes tailored to local circumstances
- It will allow partners to deliver services more flexibly within simplified partnership arrangements. We aim that delivery of these services will be simpler to administer and monitor within the partnership and back to central Government than some existing arrangements
- It provides a catalyst for further engagement with the local community – relying specifically on the Voluntary and Community Sector to help deliver many of the key aspects of the agreement.

The scope of the LAA includes:

- Clear local commitment to delivering some of the key headline national priorities
- Clear local commitment for dealing with the priority issues that matter locally
- Identification of indicators and targets which have been selected as suitable to be stretched over the coming three years in return for the payment of a reward grant from central Government on the successful achievement of these stretched targets (the 'reward element of the LAA).

The LAA will help inform the future strategic and business plans of the partners and will become a core component of programs to deliver social and economic well being across the borough.

The central Government required four-block structure of the LAA has not favourably lent itself to the strong emphasis of environmental and sustainability outcomes. Traffic congestion, one of issues identified by residents as a priority through our local Quality Of Life Survey conducted in May 2005, is one of the key environmental issues we have been able to address through the LAA. We look forward to the opportunity throughout the life of the agreement to negotiate into the agreement additional environmental and sustainability considerations. Our hope is that these newly negotiated environmental and sustainability aspects will have a strong London-wide approach, as it is our belief that many environmental issues are best tackled on a regional basis. It will also help to facilitate future work on the environmental well being of the borough.

6. Key local priorities and challenges

Harrow is one of the most ethnically and religiously diverse boroughs in Britain. Appendix 1 presents information about Harrow's diverse communities and their distribution across the borough.

All HSP partners have an important role to play in strengthening Harrow's individual and diverse communities and in bringing stronger relations between them.

The July 2005 bombings in London highlighted to the Harrow community the need to focus on strengthening the relationships between communities within the borough. Following the July attacks, a number of the partners of the HSP were approached by community groups to respond to concerns about how to reinforce community cohesion to ensure the sustained well being of the community.

The results of our Quality Of Life Survey show that the overall picture within Harrow in terms of community cohesion seems to be largely positive. However, while more residents feel a strong sense of belonging to their neighbourhoods and agree that people of different backgrounds respect and get on with each other than disagree, Harrow's Quality Of Life Survey results suggest that further work needs to be done in particular areas of the borough where fewer residents perceive that this is the case.

Areas where community cohesion is more of a concern than others are:

- Central Harrow (Wealdstone, Marlborough & Greenhill)
- East Harrow (Belmont, Queensbury & Edgware)
- Hatch End and Harrow Weald
- South Harrow & Rayners Lane (Rayners Lane, Roxbourne & Roxeth)
- Stanmore (Stanmore Park and Canons)

These areas are the most ethnically and religiously diverse areas in Harrow, and the central, southern and eastern parts of the borough in particular are the most deprived. Crime statistics also point to some of these areas (Greenhill, Edgware, Stanmore Park) as having higher concentrations of reported racist offences than other areas. Also of concern is the Quality of Life Survey finding that very few Harrow residents feel that there is a strong sense of community in their area.

The HSP's response has been to work even more closely with the community to establish a range of responses that tackle some of the inequalities that exist between neighbourhoods with the borough. This approach of reducing inequalities and promoting community cohesion is seen across all of the LAA blocks. Many of the supporting projects that are currently in development to help achieve the outcomes across the blocks clearly reflect this approach.

Other key issues and priorities for the borough and therefore inclusion in the LAA draw on our strengths including:

- Diversity
- Economic and Community vibrancy
- Cohesion
- Low levels of crime
- Strong education
- Improving public services and partnership

And on the challenges that lay ahead for us including:

- Inequality and different views of the borough
- Differences between the young and old in our community
- Between neighbourhoods
- Between communities
- New and established residents
- Health inequality

Which may be contributed to by:

- Population growth and migration

- The borough will increase in diversity
- Increase in young population
- Unequal economic growth.

These challenges have been established by looking closely at the evidence that is available about the borough. In particular we have considered the information collected through the Harrow Vitality Profiles and the Quality of Life Survey of residents. The Harrow Vitality Profiles sets out factual performance down to neighbourhood level and gives clear direction as to where local effort should be focused.

The survey of residents has identified the baseline of a range of quality of life indicators. It is our intention to conduct the survey on a yearly basis to measure how these quality of life indicators have changed. This will assist us in measuring the impact of a LAA.

7. Our approach to developing the LAA

Our LAA has been developed around the principles of reducing bureaucracy, integrating service delivery, increasing efficiencies, focusing on prevention and adopting a neighbourhood approach where appropriate.

Learning from the experience of the first round LAA's, our approach to creating Harrow's LAA was strategic. We established a project team that first suggested a range of headline themes, which responded to the needs of the community as determined by a strong evidence base including the Harrow Vitality Profiles, the results of our local Quality Of Life Survey and other evidence sources. We deliberately spent considerable effort in the early part of the LAA development process gaining agreement to the headline themes. We then developed the outcomes, indicators, baselines and targets that would then help to address these headline themes. Consideration was then given to the freedoms and flexibilities required from central Government to better enable these headline themes to be supported, before then identifying funding streams to be included in the Agreement.

We have largely drawn on existing partnership structures for the development of the Agreement, using these structures as one of the key consultative forums.

Paul Clark, Director of Children's Services, Harrow Council has led the work around the Children and Young People Block. Javed Khan, Director of Learning & Community Development, Harrow Council and Jean Bradlow, Director of Public Health and Health Strategy, Harrow Primary Care Trust (PCT) has also supported the development of this block. This block has been developed through the Children and Young Persons Strategic Partnership and the Harrow Learning Alliance.

Bob Carr, Borough Commander, Harrow Police and Julia Smith, Chief Executive, Harrow Association of Voluntary and Community Sectors (HAVS) have jointly led the development of the Safer and Stronger Communities block. Paul Najsarek, Director, People, Performance and Policy, Harrow Council and Gareth Llywelyn-Roberts, Head of Community Safety, Harrow Council have supported them in the development of this block. The Safer Harrow Management Group, the Voluntary and Community Sector Forum and the Community Cohesion Reference Group have been important in providing input into the development of this block.

Penny Furness-Smith, Director of Community Care, Harrow Council and Shikha Sharma, Head of Health Promotion, Harrow PCT have jointly led the development of the Healthier Communities and Older People block. The Older Persons Reference Group provided valuable

input into the development of the agreement as a whole, and in particular the Healthier Communities and Older Persons block.

Graham Jones, Director of Strategic Planning, Harrow Council has led the development of the Economic Development and Enterprise block with the support of Javed Khan, Director of Learning & Community Development, Harrow Council.

Paul Najsarek, Director, People, Performance and Policy, Harrow Council, Harrow has led the development of the themes within the cross-cutting section of the Agreement. Javed Khan, Director of Learning and Community Development, Harrow Council, Graham Jones, Director of Strategic Planning, Harrow Council, Julia Smith Chief Executive, Harrow Association of Voluntary Service (HAVS), Deven Pillay, Chief Executive, Harrow Mencap and Tunde Raji, Principal Engineer, Harrow Council have all supported the development of this section of the Agreement.

Some of the key activities and consultation processes that have occurred in the development of the agreement included:

- In May 2005, we conducted the Quality of Life Survey of resident's needs and their considerations of where local priorities should be. This survey identified the baseline of a range of quality of life indicators that have been included in the LAA
- Establishment of a LAA Project Team drawing together the Lead Officer from each block, a representative from finance, a representative from communications and a representative with performance management expertise. To develop the blocks in detail Theme Development Officers were also identified to help determine and expand upon the headline themes within the blocks
- Throughout August to November 2005, individual meetings were held with Government Office for London (GOL) to determine the initial scope, priorities and potential impacts of the LAA
- A stakeholder event involving around 20 key partners was held on 4 August was held to warm up parties, raise awareness and identify a preliminary list of outcomes
- The HSP Summit was held on 8 September 2005 to discuss an initial set of proposed headline themes and outcomes to be addressed through the LAA. The Summit helped to:
 1. Bring together 90 representatives of the partner organisations in an open forum to discuss and agree the headline themes to be addressed and the outcomes to be included in Harrow's LAA based on clear evidence of need
 2. Allow delegates to agree to the principle of identifying multi agency approaches to delivering the agreed headline themes and outcomes and to promote better partnership working
 3. Identify the partnership resources to enable the delivery of the LAA outcomes
- Numerous meetings (including specially held meetings) of the Management and Reference Groups of the HSP
- Special meetings of the Voluntary and Community Sector Forum, hosted by HAVS
- Presentations to community groups such as the Harrow Woman's Forum

- Discussions with the Harrow Youth Council
- Meetings with the Somali and Asian communities in the second part of 2005 to talk about a range of issues, particularly community cohesion
- The IDEA facilitated a workshop on 11 November 2005 to bring together the Block Leads and Theme Development Officers to concentrate on defining indicators, targets and freedoms and flexibilities.

The HSP has gone to extensive lengths to engage with partners and stakeholders in the development of the agreement. However, we feel that the level of consultation could have been expanded upon and made more inclusive if further time had been allocated by central Government to discuss the proposals around targets, indicators and funding streams. This would have proven particularly beneficial for engagement with smaller community and voluntary groups and small to medium enterprises.

The timetable for the development of the LAA has meant that we envisage that in the will may take the opportunity to revisit the Agreement during the course of its operation of its life to see whether it can be updated and improved upon. We may also look to add further aligned or pooled funding streams into the Agreement as partners become more comfortable with the workings of the Agreement, and as more opportunities for joint working are identified.

8. Working with the Voluntary and Community Sector

The Voluntary and Community Sector has been a key partner in the development of the LAA, and have been in involved in all aspects of its development. Julia Smith, the Chief Executive, HAVS lead on the stronger element of the Safer and Stronger Communities block. Other Block Leads and Theme Development Officers have also involved the Voluntary and Community Sector in the development of the Agreement. The sector will also be a key delivery partner in some of the key aspect of the Agreement, including our targets around Children and Young People and empowering local people to have a greater voice and influence over decision-making.

Development of the LAA will also complement local work on responses to the Government's "Change Up and Firm Foundations" strategies.

Harrow's statutory partners have developed a Compact with the voluntary and community sector. Our Compact describes the working relations and aims to create a new partnership approach and framework that recognizes their similar values and complementary functions. The local Compact will continue to be used to provide the basis for partnership working with the VCS. To help support the Compact a number of Codes of Practice have recently been developed including:

- Volunteering
- Black and Minority Ethnic
- Funding
- Disability
- Consultation.

9. The Blocks

Children and Young People

In line with the Children's Act 2004, Harrow has developed a Children and Young Persons Plan. This plan is based on a needs assessment of the Children and Young People within Harrow and identifies a number of key priorities that we wish to address the needs of our local children and young people. By undertaking this audit of need we have been able to expose areas of weakness and to try and understand why certain children and young people within our community are not doing as well as their peers and why particular services should be directed to them.

The Children and Young Persons Plan is intended to drive better joined up working and change for children. The Plan is based on the belief that every child matters and should experience well being in five outcome areas:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well being

Harrow has a good multi agency and voluntary organisation and community organisation network, particularly around children and young people's issues. This network has been working together over the last year to develop a clear focus on the Children and Young Persons Plan priorities.

The structure and systems to develop an agreed focus around Children and Young Persons issues have been many and varied; the main formalised systems have been:

- Children and Young Peoples Strategic Partnership – this has set up seven key groups to deliver an integrated approach to – Every Child Matters (ECM) five outcomes, the Children's National Service Framework and an approach to a Children's Trust
- Harrow Local Safeguarding Children's Board – a larger and more community engaged board has developed a focus on evidence informed learning and has sub group on reviewing child death and a Business plan with clear outcome improvements at its heart.
- Meeting Pupil Needs programme, this innovative approach has joined all schools, the council, Primary Care Trust and Police in a compact to reduce exclusion, better use data and improve inclusion and achievement for our most vulnerable pupils, targeting the needs of those from BME communities.
- A council wide participation strategy for young people that links school councils, youth parliament, Children Looked After group and Harrow Youth Council in delivering a strategy. This is formally endorsed by the council and supported by youth conferences. It is also supported by topic focused service evaluation meetings with councillors and providers which are run by young people.

- The development of Children and Young People's Plan links the work of the various agencies and systems into a single clear plan to meet need, improve outcomes and focus services. This work was particularly informed by the views of young people, vitality profile and linked to the council Business Planning and Performance Management Process.
- We work in partnership with a broad range of community groups and voluntary agencies. Many of these groups directly represent the needs of our local diverse population. This work helps to shape our services, making them more acceptable and accessible to our community

As a result of this partnership work, and following formal community consultation, we have identified four key areas for the LAA CYP block, agreed by all those concerned.

Rather than including all areas of the Children and young Persons Plan within our LAA we have focused the effort within this block on those issues of greatest need and identified as being of greatest importance by our community. These areas (or headline themes) are:

- The best start in life
- Sexual health of teenagers
- Life chances for Children Looked After
- School exclusions

These four areas have been highlighted in our consultations that have helped us to develop this block. This includes the HSP Summit, Harrow Youth Council and the voluntary forum. These issues all have strong links with the Every Child Matters outcomes, but particularly reflect the needs and wishes of our diverse community.

The developing programme of community engagement in Harrow has led us to debate with communities how we can support their own growth & resilience to deliver services & support to their own communities. This set of four headline themes engages the community in delivering solutions to issues they have raised.

The drive to give the best start in life to our youngest children, to ensure their continued positive engagement with school & guide them through sexual health in adolescence is crucial to our young people and the community of Harrow more widely. The Children Looked After headline theme also reflects our determination across Harrow to ensure this vulnerable group benefit from the improvement to our services.

The four headline themes are quite tightly defined and the range of targets limited and well researched to ensure they are achievable. We will link statutory agency targets and community aspirations for young people.

Part of our aspiration for this block, although not specifically addressed as a measurable outcome, is to strengthen and consolidate the positive partnerships and in particular with local community and voluntary groups, by linking their work and their expressed needs with our Every Child Matters agreed cross-cutting themes. We will use part of the funding associated with this block to build on this engagement, by improving capacity and creating ownership. This will further contribute to the capacity building outcomes we have identified within our cross-cutting section of the Agreement. Through the process of engagement which we will undertake to deliver these outcomes we will also have a positive impact on community engagement outcomes that are identified in the Safer and Stronger Communities block. However, most importantly we believe that we will be delivering outcomes that are owned, and in part, delivered by the community.

Headline theme: The Best Start in Life

Whilst Harrow has a relatively affluent and health population, infant mortality rates are relatively high. As reported nationally, the rates are higher amongst BME groups. There is good evidence to support both the long and short term benefits of breastfeeding for the emotional and physical health of both mothers and babies. In order to maximise these benefits the national guidance is for exclusive breast feeding for the first six months of life.

Whilst breast feeding rates in Harrow are initially fairly good with over 60% of mothers exclusively breastfeeding their babies from birth; evidence from audits carried out in Harrow PCT indicate a reduction to only 33% of mothers breast feeding exclusively at six weeks. This rate needs to increase by 15% over the next three years to improve short and long-term health benefits for both mother and baby.

The Harrow Breast Feeding Strategy group has led a number of interventions including the development of breast feeding cafes at a number of locations in the Borough. Children’s centres will further support these and other initiatives including a ‘peer support’ programme where through joint work with voluntary organisations local mothers will be trained to support new mothers both during pregnancy and during the early months. This initiative will focus particularly on BME groups and vulnerable groups such as teenage mothers.

This work fits well with the Harrow Health Visiting Strategy, which focuses on delivering public health programmes to targeted populations and on the needs vulnerable families. In the future health visitors will work in multi-agency multidisciplinary teams, to deliver services through children’s centres. This move will facilitate a family focussed approach to improve outcomes for children. For example breastfeeding support will be one of a number of initiatives, which support parenting and healthy eating, which will be offered through children’s centres.

Outcome: Improved health of babies during first year of life

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Rates of exclusive breastfeeding at six weeks	33% (from local audit)	36%	39%	41%	Yes	Harrow PCT	Harrow Council, National Childbirth Trust and other voluntary organisations, NWLHT

How we will support the achievement of this outcome

To deliver this outcome we further implement the Harrow breastfeeding strategy

Under this headline theme we also propose to achieve the following outcomes and indicators:

Outcome: Improved take up of childcare provision and parenting support

Indicator: Stock and take up of childcare for all families

Outcome: Improved achievement of early learning goals

Indicators: Level of development reached at end of foundation stage
Young children attaining pre-school standards of competence

The baselines and targets for these outcomes and indicators need to be confirmed and will be provided as soon as possible.

Freedom and Flexibilities and Assumptions

Our stretched target on breastfeeding is measured at 6 weeks rather than at initiation. We consider that the stretched target of 41% in year 3 of the agreement will have a significant impact on mortality and morbidity rates, clearly effectively addressing our headline theme of providing the best start in life. We also consider that we are able to make a significant difference to the health of children at 6 weeks, because of the use of the support services that we are able to offer children at this time. In addition we will actively be seeking to target breastfeeding support services at groups where mortality rates are the highest, and therefore having greatest impact. We seek that the stretched indicator and target for rates of exclusive breastfeeding at 6 weeks is accepted.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Potential new resource allocation including Pump Priming Grant	£30,000	£20,000	£10,000

Headline theme: Sexual Health

Views from young people which have been collected from the Youth Conference, the Euphoria Event and the APSIG suggest that young people want choice in how they access sexual health services and clear information on what services area available and how to access them. Most favour advice and services from town centre or college based one-stop shops, others would be happy to go to a general practice which offers services to all young people whether on not they are registered with the practice. Most appeared unwilling to go to their own GP. A group of young people have been involved in developing information for young people on access to sexual health services and advice on pregnancy. This has been a very positive piece of work where young people report that their views have been taken into account.

Young people are enthusiastic to be involved in developing these services to meet their needs and the needs of their peers. This partnership working empowers both young people and service providers to develop innovative and sustainable services.

The Harrow Sexual Health Strategy Group has reviewed the sexual health needs of the local population and undertaken a baseline assessment of current services. There is recognition of gaps around access to sustainable young people specific services. The PCT will therefore be working with partners to address this gap through changes to commissioning priorities and

pump priming is required in order to engage young people and community organisations and to develop and deliver service models

Outcome: Increased take up of Sexual Health services

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Numbers of young people accessing sexual health services	To be established during the first year of the agreement	Baseline established in year 1	Baseline plus 3%	Baseline plus 6%	Yes	Harrow PCT	Harrow Council, NWLH Trust, Primary Care, Connections, School, voluntary organisations and young people
Numbers of young people from vulnerable and disadvantaged groups accessing sexual health services	To be established during the first year of the agreement	Baseline established in year 1	Baseline plus 3%	Baseline plus 6%	No	Harrow PCT	Harrow Council, NWLH Trust, Primary Care, Connections, School, voluntary organisations and young people

Under this headline theme we also propose to achieve the following outcomes and indicators:

Outcome: Reduction in Sexually Transmitted Diseases

Indicator: Numbers of young people reporting sexually transmitted diseases

Outcome: Reduction in teenage conception

Indicators: Numbers of under 18 conception rates

The baselines and targets for these outcomes and indicators need to be confirmed and will be provided as soon as possible.

Freedoms and Flexibilities and Assumptions

There are no freedoms and flexibilities sought with the attainment of this headline theme.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Potential new resource allocation including Pump Priming Grant	£30,000	£20,000	£10,000

Headline Theme: Life chances for Children Looked After

Outcome: Improved health, education and training for Children Looked After

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Educational achievement of 11yr olds	55%	57%	60%	62%	No		
% of young people leaving care at 16+ with GCSE grade A-G	55%	57%	62%	65%	No		
Care leavers getting 5 + GCSE	12%	15%	18%	21%	No		

Outcome: Improved life chances for Children Looked After

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
% health checks of CLA	84%	90%	95%	97%	No		

Outcome: Improved social engagement for Children Looked After

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
%CLA with three or more placements	19%	16%	12%	10%	No		

The funding streams that will be included in the LAA to support this outcome are still to be determined but will be included as soon as possible.

Headline Theme: School Exclusion

Focus on this headline theme will help to:

- Reduce the risk of pupils being excluded from school
- Improve the life chances of children and young people, particularly vulnerable young people
- Reduce crime and anti-social behaviour

The partners that have been involved in the development of this theme include:

- Primary schools
- Special schools
- Local Authority
- PCT, Police, YOT, CAMHS

Outcome: 20% reduction per annum in the number of pupils permanently excluded from school

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of permanent exclusions	68 in 2003/4	54	43	34	Yes	High Schools Harrow Council	PCT Police CAMHS

How we will support the achievement of this outcome

- 'Meeting Pupil Needs'
- Partnership Compact and Action plan

Freedoms and Flexibilities and Assumptions

Assumptions include:

- Rapid Intervention Teams - to be delivered by a pool of professionals from LAC, PCT, Police.
- New off-site provision for pupils at risk of exclusion. Harrow Council will provide site and schools will fund the cost of staff.
- School based Counsellor provision will be funded by pooling resource from Harrow Council and CAMHS.
- Managed Moves Co-ordinator will be funded by Harrow Council.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Potential new resource allocation including Pump Priming Grant	50,000	50,000	
Capital Sum from harrow council	150,000	30,000	30,000
Buy back from schools	100,000	110,000	120,000

Contributions from CAMHS for counsellor support in schools	100,000	100,000	100,000
Resourcing for multi-disciplinary Rapid Intervention Team from all services	50,000	50,000	50,000
Managed Moves Co-ordinator	50,000	55,000	60,000
Police contribution to Community Police Officers on school sites	To be determined	To be determined	To be determined

Under this headline theme we also propose to achieve the following outcomes and indicators:

Outcome: Improved attainment by vulnerable groups

Indicator: Improved attainment by children in receipt of Free School Meals

Outcome: Improved life chances and social engagement of vulnerable groups

Indicators: % of 11-15yr olds who say they have been bullied

Details of the targets attached to these outcomes and targets to be confirmed.

To deliver the outcomes within this block it is proposed that the following actions will take place:

- The Community Cohesion Reference Group (CCRG) that supports the HSP will contact the voluntary sector organisations to invite them to meet and discuss and support the work.
- The outcomes of the process would be:
 1. A multi-agency Steering/Management group well supported by and embedded in the community.
The group will:
 - Set out process for organization bids to deliver the outcomes
 - Choose organizations
 - Monitor and support progress
 - Report to CCRG and HSP
 2. The bid process will focus on those BME groups over represented as having:
 - Poor start in life
 - High exclusions
 - Poor take up of sexual health services
 - Poor life chances in CLA population

The process will assess groups' ability to:

- Engage community
- Bring skills and resources to the work
- Be financially viable
- Show clearly how they will deliver
- Embed the process
- Work in partnership and statutory agencies.

Safer and Stronger Communities

Crime (including the fear of crime), disorder and anti-social behaviour has a massive impact on the quality of life for residents in Harrow and is clearly the number one priority for concern and improvement for our residents as evidenced by the June 2005 Quality of Life residents survey.

The reduction of crime is seen as a top priority and is a key element to Public Service Agreement 1 contained in the National Policing Plan.

We recognise that we cannot achieve a reduction in crime alone and that there is a great emphasis on building a safer and stronger community to provide a keystone to reducing crime. By working in partnership with key agencies, we can build a better environment with more local and community involvement enabling a local ownership on how our services can best achieve an improved quality of life for all.

This is a key element to the recently published national Community Safety Plan 2006-09 and every aspect of the Safer and Stronger Communities block is a major component in supporting this national priority.

The majority of themes mentioned within the Safer and Stronger Communities block are already being tackled at a key partnership level in support of the national and local strategic plans.

The issues mentioned in the LAA complement and build upon work already underway and together will improve the likelihood of success across all plans.

Specific details and justification are mentioned under each headline theme.

Headline theme: Reduce the fear of crime – creating community ownership of safety in their neighbourhood

In the Quality of Life survey conducted in June 2005, Harrow's residents were asked what needs improving in Harrow. The leading response at 53% was to improve the levels of crime. Similarly, the 2004-05 police public attitude survey revealed that 34% of Harrow's residents were worried about crime and a recent Crime/Drugs Audit survey reported that 65% of Harrow's residents are being victimised which is nearly 3 times the national average.

In reality, total crime in Harrow reduced by 1.8% last year and residential burglary reached its lowest level for 8 years by showing a 20% reduction. Taking information from Iquanta, in the last 12 months to September 2005, Harrow has the lowest rate of total notifiable crime.

Clearly there is a gap between the actual levels of crime in Harrow and our resident's perceptions of levels of crime. Nevertheless the fear of crime has a significant impact on the quality of life our residents and is likely to affect every person in the borough to some degree.

The effects of fear of crime can be seen in a number of ways:

- A reluctance to venture into certain areas or to go out at night. With a busy town centre, with night-time facilities, an economic effect on local businesses can be seen with fewer people being attracted to these areas. This will have an impact on future growth and regeneration projects.
- Fear at schools may result in children truanting to avoid being robbed. This impacts on our educational establishments and in the long-term may affect the future prosperity of our residents.
- Fear of leaving homes unoccupied causes older people particularly to become virtual prisoners in their homes unnecessarily. This is a particular issue in Harrow, as we have double the national rate of residents over 60 years of age (19%).

Fear of crime is linked heavily to most of the priorities contained within the national Community Safety Plan 2006-09:

1. Making communities stronger mentions the need to be free of the fear of crime.
2. Creating safer environments is about creating safe places where people like to live and respect.
3. Protecting the public and building confidence. We cannot build confidence without reducing fear.

These are the key issues that we hope to address through our LAA.

One of the main areas within the LAA under this thread is to build a composite of fear of crime drivers in order that we can better understand exactly 'what' crime type is causing the fear of crime in the borough. This is a vital in deciding how best to reduce the fear of crime.

One of the key factors that can help reduce the fear of crime is increasing the number of officers visibly seen in our community. By dramatically increasing the numbers of Special Constables in Harrow, we will directly impact on the fear of crime felt by our residents.

How the outcomes under this headline theme have been developed

Consultation on the development of this headline theme was undertaken as part of the development of the audit strategy process, which included consultation with the Safer Harrow Management Group. A meeting of the Safer Harrow Management Group is also being held on 17 January 2006 to formalise the planning process for the forthcoming year.

Outcome: Reduce the fear of crime amongst the population of Harrow

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
% people worried or fairly worried about crime in the borough.	34% (MPS Public Attitude	-2% to 32%	-2% to 30%	-2% to 28%	Yes	Harrow Police	Crime and Disorder Reduction Partnership

Measure – Police Public Attitude Survey – Quarterly)	Survey results 2004/05)						
Increase the number of working hours by Special Constables on the borough. Measure - Locally compiled police figures	Awaits (Info from SDO / QA)	2 x base	3 x base	4 x base	Yes	Harrow Police	Local Authority Metroline MSC

How will we support the achievement of this outcome

- Encouraging community support in the achievement of the outcome.
- By increasing the time spent policing Harrow by the Special Constabulary.
- Monitoring public perception of the fear of crime by developing indicators to establish what crimes people in Harrow are fearful of and where.
- Continuing the promotion of ‘Harrow is one of the safest boroughs’.

Outcome: Identify and agree local drivers of fear of crime in order to develop evidenced based action

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
Percentage of people that think that crime has worsened over last three years	Develop a composite partnership fear of crime target based on Home Office FOC guidance (that identifies the drivers) To agree definition and data sources e.g. Police MORI survey which is the only routine survey of fear of crime in the Borough),	To be agreed once definition and data sources agreed. A decision needs to be taken as to which survey we will be relying upon to measure the stretch target. Ideally this will be the police MORI survey as the only regular survey of FOC using the same indicators.	Agree definition and data sources, develop baseline and set targets.	Agree definition and data sources, develop baseline and set targets	No	Council Safer Harrow Safer Harrow	Safer Harrow HSP Safer Harrow

How will we support the achievement of this outcome

- Scrutiny Fear of Crime review, due for completion in early 2006
- Community Safety TV initiative
- Safer Harrow Communication
- Officer and projects

Outcome: Increase Community Reassurance and engagement by increasing Neighbourhood Watch Schemes

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Increase no. of NHW schemes	227	247	267	287	No	NHW/Police	SHMG
Increased diversity of co-ordinators	Survey to be undertaken as part of NHW mail-out early 2006.	To be agreed once baseline known				NHW/Police	SHMG

How will we support the achievement of this outcome

- Safer Neighbourhood rollout
- Ringmaster Development

Outcome: Bring the quality of Parks up to nationally recognised Green Flag standards

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of Parks brought up to full Green Flag status	NIL	2 Parks	5 Parks	2 Parks	No	Harrow Council	
Or as %		(7%)	(25%)	(33%)			

How will we support the achievement of this outcome

Public realm development of Area Based working and programme of environmental improvements

Outcome: Prevention of anti-social behaviour in parkland

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
% Reduction of BCS Crime committed in the top 5 public parks in the borough. Measurement to be developed between police and local authority based on postal codes covering the parks.	See Year 1	To refine reporting conditions and set a baseline figure	5% reduction on baseline	15% reduction on baseline	No	Harrow Police	Harrow Council

How will we support the achievement of this outcome

Top 10 parks to be determined by Harrow Council.

Outcome: Improve the perception of residents and performance with regard to the quality of life of the public realm

Indicators	Baseline	Target	Target	Target	Stretch ed target	Lead	Partners
		Year 1	Year 2	Year 3			
A balanced scorecard of QOL indicators and BVPI's regarding Local street and Environmental Cleanliness Public Satisfaction with Environmental Conditions Public perception that environmental conditions are improving	To be identified through construction of balanced scorecard and targets.	TBA depending on baseline	TBA depending on baseline	TBA depending on baseline	No		

Freedoms and Flexibilities and underlying assumptions

- The percentage of people worried or fairly worried about crime in the borough measured by the Police Public Attitude Survey conducted quarterly is an adequate stretched indicator.
- The percentage of people that think that crime has worsened over last three years can be measured by developing a composite partnership fear of crime target to be agreed as part of the negotiation - based on Home Office FOC guidance (that identifies the drivers)

and Police MORI survey which is the only routine survey of fear of crime in the Borough),

- Increase the number of working hours by Special Constables on the borough measured by locally compiled police figures is an adequate stretched indicator.
- Public Satisfaction with Environmental Conditions and Public perception that environmental conditions are improving can be included as indicators by developing a balanced scorecard of Quality of Life indicators and BVPI's regarding Local street and Environmental Cleanliness.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Local Authority/Police Communication (Potential new resource allocation including Pump Priming Grant)	£5,000	£5,000	£5,000
Neighbourhood Watch (Potential new resource allocation including Pump Priming Grant)	£2,000	£2,000	£2,000
Reducing crime in Parks (Potential new resource allocation including Pump Priming Grant)	£7,000	£7,000	£7,000
MSC Publicity (Potential new resource allocation including Pump Priming Grant)	£3,000	£3,000	£3,000

Headline theme: Tackling anti-social behaviour

Outcome: To reduce anti-social behaviour, the fear of crime and improve the liveability/quality of Life of local residents by implementing a multi-agency response to ASB.

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
ASBO Co-ordinator & Projects in place	Evaluation of all projects carried out by March 2006 to set a fixed baseline.	To be determined	To be determined	To be determined	No	ASB unit	Council Police CDRP Statutory Partner Agencies

							Voluntary Sector Youth Offending Services
Number of ASB complaints to the ASB unit (454)	16	500	550	600	No	ASB unit	
Satisfaction rating with new service (new target)	To be Agreed	50% rate the service fair or better	55% by 2007	60% by 2008	No	ASB unit	
No. of ASB case conferences	TBC at end of year	20	25	25	No	ASB unit	
Number of remedies agreed e.g. ABC's, Parenting Orders and contracts and ASBO's. Number of referrals to the Ealing mediation service. Number of referrals to the Youth Inclusion support scheme.	TBC at year end	Ratio of remedies to meetings and % of remedies which are education, prevention, enforcement. (baseline to be agreed)	To be confirmed annually through strategy group to ensure positive trend against baseline-	To be confirmed annually through strategy group to ensure positive trend against baseline-		ASB unit	Harrow Council Harrow Police CDRP Statutory Partner Agencies Voluntary Sector Youth Offending Services

How will we support the achievement of this outcome

ASB Strategy

ASB/Liveability Strategy Group Action Plans

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

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
Suite of indicators measuring perceptions of ASB – Harrow annual Mori Satisfaction Survey	49% of residents consider ASB as a fairly or very big problem.	45%	42%	40%	Yes	Crime and disorder reduction Partnership	Harrow Police Youth Offending Services
% people worried or fairly worried	43% MPS	38%	35%	32%	No	Crime and disorder reduction	Harrow Council

about anti-social behaviour in the borough. Measure – Police Public Attitude Survey – Quarterly)	Public Attitude Survey results 2004/05)					Partnership	Harrow Police CDRP Statutory Partner Agencies Voluntary Sector Youth Offending Services
--	---	--	--	--	--	-------------	--

How will we support the achievement of this outcome

- ASB Strategy
- ASB/Liveability Strategy Group Action Plans
- Crime and Drug reduction strategy
- Public Realm – Cleaner, Greener, Safer activities.
- This is a core question within the PAS that will continue to be asked for the next 3 years

Outcome: Improvement – PSA2 indicators to show evidence of increasing public reassurance with regard to ASB

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Public Service Agreement 2 measuring people's feelings about crime and ASB, lack of public reassurance, police doing a poor job, lack of confidence in the criminal justice system and victim and witness dissatisfaction.	2003/04 47% of people indicate these as issues for Harrow	45%	42%	40%	No	Safer Harrow Management Group	Council Police CDRP Statutory Partner Agencies Voluntary Sector Youth Offending Services
Comparison Survey with BCS Crime	As above + BCS outcome	Comparator of Local to national measure of Perception	Comparator of Local to national measure of Perception	Comparator of Local to national measure of Perception	No	Safer Harrow Management Group	Police Council

How will we support the achievement of this outcome

- ASB Strategy
- ASB/Liveability Strategy Group Action Plans
- Crime and Drug Reduction Strategy
- Public Realm – Cleaner, Greener, Safer activities

Outcome: Improvement the indicators measuring local QOL and ASB evidence database across partner agencies to provide a scorecard of indicators to provide a composite measure.

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched Target	Lead	Partners
Develop and agree a QOL/ASB composite partnership indicator. i.e. expand CADMIS to include fire, Council and PCT data, e.g. ambulance and A&E data, Public realm data, etc	Develop following agreement of composite scorecard and available indicators	Define and Agree composite scorecard of indicators across partner agencies through CDRP	Develop following agreement of composite scorecard and available indicators.	Develop following agreement of composite scorecard and available indicators	No	Safer Harrow Management Group	Harrow Council Harrow Police

How will we support the achievement of this outcome

- Crime and Drugs Reduction Strategy Identified projects detailed in Crime Reduction action plans
- Other TBC

Freedoms and flexibilities and assumptions

- Freedom to develop and ASB indicator locally. Partners agree targets and share data. Home Office agree National ASB definition and targets. Agree polled funding formula amongst agencies to support ASB strategy and service.
- Funding conditions to include Section 17, Equalities, Health and Safety, Young people and Voluntary Sector involvement obligations.
- Local performance and finance reporting direct to HSP rather than duplication reporting to Home Office.

- Pooling of funding streams within single funding and performance plan. E.g. LTP, Youth Justice Board, Liveability, Regeneration, SSCF, Pooled Treatment Plan, etc.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Safer Stronger Communities Fund	£25,514	£25,514	£25,514
Harrow Council	£50,000	£75,000	£75,000
Multi-Agency pro-active operations (Potential new resource allocation including Pump Priming Grant)	£17,000	£17,000	£17,000

Headline theme: Keep the levels of crime in Harrow low

How the outcomes under this headline theme have been developed

The reduction of crime is of major national importance and is cited as the single highest factor affecting the quality of life for every single person within Harrow.

The 2005 Quality of Life survey of Harrow Residents indicated that 78% of the people of Harrow place low crime levels as the biggest factor in making Harrow a good place to live and 53% of those surveyed believe the level of crime needs improving. This again is the top priority for our residents.

The Public Service Agreement 1 within the National Policing Plan 2006-09 aims to reduce crime by 15% by 2007-08 and more in high crime boroughs. Harrow is a high crime borough in terms of national comparison, but is not in the highest tier. Therefore we have a target to reduce the basket of 10 British Crime Survey (BCS) comparator crimes by 17.5%.

Harrow's Crime, Disorder and Drugs strategy 2005-08 supports PSA1 and concentrates on violent crime (including robbery and domestic violence) and property crime (residential burglary, motor vehicle crime and criminal damage).

The areas chosen within the LAA fully support the national priorities and local priorities identified within the CDRP strategy.

We have decided to concentrate particularly on:-

- **Motor Vehicle Crime**
Motor vehicle crime amounts to 26% of total BCS crime and as such tangibly affects more residents in the borough than any other crime type and as such is a major contributor to the fear of crime.
- **Street Robbery**
Street Robbery currently accounts for 7% of total BCS crime but it's very nature is a major cause of the fear of crime. Many of our resident's will not go out alone at night for fear of being mugged. Analysis shows that many victims of crime are of school age and a

significant amount of these crimes occur in and around school. This drives up fear amongst school children, which may have an effect on school attendances and academic prowess.

- **Violent Crime**

23% of BCS crime are assaults against the person, many of which are domestic related. Research shows that 42% of violent crime is domestic related. Through high visibility policing and the extension of Safer neighbourhood teams in the borough we will tackle violent alcohol related crime arising out of anti-social behaviour on our streets and in partnership with key agencies we aim to encourage reporting of domestic violence within the traditional hard to reach sections of the community.

By concentrating on these priority crimes we can have a significant impact on the 'quality of life' of our residents and by reducing actual crime levels we will at the same time, drive down the fear of crime.

Outcome: Reduce the levels of crime in the borough

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
% Reduction in Total BCS Crime Measure Police PIB Statistics (Monthly)	10783 offences (FY03-04) 5.08 per 1000 Population	9321 (13.6% Reduction on base) 4.40 per 1000 population	8896 (17.5% Reduction on base) 4.20 per 1000 population	TBA	No		BVPI figures taken from mid year estimate 2004 via IQuanta 211,861
% Reduction in (Personal Robbery, Residential Burglary, and BCS Assaults (Common, Wounding & ABH) Measure Police PIB Statistics (Monthly)	4366 Offences (FY 04-05)	3% Reduction on base to 4236 offences	3% Reduction on previous year to 4109 offences	4% Reduction on previous year to 3945 offences.	No		
% Reduction in M/V Crime Measure Police PIB Statistics (Monthly)	2905 offences (FY 04-05) 1.37 offences per 1000 population	3%% reduction on base to 2818 offences	3% reduction on previous year to 2734 offences.	4% reduction on previous year to 2625 offences.	Yes		

How will we support the achievement of this outcome:

- By concentrating in partnership on the following 4 key crime areas by use of pro-active and multi-agency operations:-
- Robbery
- Violent Crime
- Residential Burglary
- Motor Vehicle Crime

Freedoms and flexibilities and assumptions

None identified.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
tbc			

Headline theme: Aftercare of priority and prolific offenders

How the outcomes under this headline theme have been developed

Home Office research shows that 10% of offenders commit 50% of crimes and that 1% of priority offenders commit 9% of crimes.

A key priority outlined in the National Community Safety Plan 2006-09 and the national Policing Plan is to reduce crime and anti-social behaviour and within this priority, to target individuals who commit the most crime through the Prolific and Other Priority Offenders Strategy.

The outcomes in this theme also support priority 5 of the National Community safety Plan 2006-09 by improving people's lives so they are less likely to re-offend.

It is recognised that many petty criminals including PPO's suffer a drug addiction and commit regular crime to fund their habit. Burglary, robbery and motor vehicle crime are key priorities nationally and a substantial number are committed by criminals who are dependant on illegal drugs. By targeting these individuals, we can make a real difference in improving their lives and those of their victims.

The targets developed in this agreement focuses on developing a system of tangible aid to PPO's to encourage them to refrain from criminal activity and lead a productive life.

By targeting PPO's who have been identified as drug abusers, we are providing an excellent opportunity through offering treatment to cure their habit and thus remove a reason for committing crime. We would see benefits to local Health and Social Services by reducing their demand on already overstretched resources.

By providing suitable housing following release from prison, we are improving employment opportunities for ex-offenders who would not otherwise be able to break the vicious circle of re-offending and help PPO's integrate back into a law-abiding existence.

By encouraging PPO's to abstain from criminal activity we will see a number of benefits:-

1. Reduction in actual crime levels.
2. Reduction in the fear of crime.
3. Increase in the number of productive responsible residents in the borough.
4. Improvement in the quality of life for all

Outcome: Successfully treat Prolific Offenders identified as drug abusers

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
% of Prolific & Priority Offenders identified as a drug user offered treatment	New Measure – No baseline	100%	100%	100%	No	Probation DAT	Police Probation Council PCT
% of Prolific & Priority Offenders identified as a drug user successfully completing treatment,	New Measure – No baseline	70%	75%	80%	No	Probation DAT	Police Probation Council PCT
Provision of suitable housing offered to PPO's on release from prison if required.	New Measure – No baseline	80%	85%	90%	No	Probation Council	Police Probation Council PCT

How we will support the achievement of this outcome

- Identifying Priority and Prolific Offenders who are drug users.
- Offering all such identified Priority and Prolific Offenders suitable treatment
- Provide suitable housing to Priority and Prolific Offenders on release from prison.

Freedoms and flexibilities and assumptions

Freedom to develop the baseline data for Priority and Prolific offenders can be determined in the first year of the agreement.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
PPO Housing (Potential new resource allocation including Pump Priming Grant)	£5,000	£5,000	£5,000

Headline theme: Reducing the harm caused by illegal drugs and alcohol

How the outcomes under this headline theme have been developed

Drug and alcohol abuse is recognised as a major contributory factor in levels of crime and as such is a national priority within the National Community Safety Plan 2006-09. Priority 5 centres on improving people’s lives so that they are less likely to re-offend and specifically mentions drug and alcohol misuse.

National research shows that only 40% of local drug users are accessing treatment services and that 90% of known burglars are regular users of Class A drugs. 50% of people referred for treatment have committed burglary, theft and motor vehicle crime.

Anti-Social behaviour, particularly involving young people is often fuelled by drug and alcohol abuse. A 2001 Youth Survey shows that 60% of excluded youths use cannabis on a regular basis and 20% use amphetamine and/or ecstasy on a regular basis. This indicates that once on the drug abuse ladder, young people quickly spiral out of control and become excluded from education which will inevitably increase the chances of them embarking on a life of crime into adulthood and causing a significant drain on our local health services.

The links between alcohol and violence are proven and are strong indicator in the causes of domestic violence.

Drugs and alcohol is a key priority area in Harrow’s Crime, Disorder and Drugs Strategy 2005-08 and the outcomes provided in this agreement support and complement the work underway and provide additional resources to this important area.

Outcome: To reduce the number of adults and young people dependent on drugs and alcohol by diverting them into treatment at an earlier stage.

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
Number of drug/alcohol users receiving advice, health checks, support and treatment.	693 clients (LPSA) 05-06	700	715	730	No	Drug Action Team	Community Drug & Alcohol Services (Central & North West London Mental Health Trust)

How we will support achievement of this outcome

The Drug Action team will draw up a local Alcohol Strategy and Multi Agency work plan a core element of which will be the development of a care co-ordination policy. Performance and service monitoring will be undertaken by the Joint Commissioning Board and drug and Alcohol Strategic Partnership Steering Group and be reported through the Safer Harrow Management Group.

Outcome: Address alcohol problems by developing outreach services, peer-led support, fast track assessment at A&E department and alcohol awareness training and campaigns

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of drug/alcohol users receiving advice, health checks, support and treatment.	693 clients (LPSA) 05-06 going well with the stretch and more likely to exceed the target.	700	715	730	No	Drug Action Team	Community Drug & Alcohol Services (Central & North West London Mental Health Trust)
Number of binge and chronic drinkers (those under 25 years of age) receiving advice, alcohol assessment, brief intervention and counselling services.	Local data 65 alcohol clients under 25	200 contacts 100 clients receive brief intervention	240 contacts 110 clients with BI and counselling	260 contacts	No	Drug Action Team	Ethnic Asian Counselling in Hounslow (EACH), Community Drug & Alcohol Services (Central & North West London Mental Health Team)

Outcome: Raise the awareness of drug & alcohol use and empower BME group and refugees to address their community drug and alcohol problems. (i.e. Khat use in Somali Community, Alcohol use in Tamil speaking refugees and cannabis/heroin/crack use in Asian communities).

Indicators	Baseline	Target	Target	Target	Stretched target	Leads	Partners
		Year 1	Year 2	Year 3			
Number of trained volunteers to disseminate the drug awareness messages and support the community.	20 volunteers being trained on drug education 120 BME clients to receive advice, brief intervention and treatment.	20 volunteers 130 BME clients	25 volunteers 150 BME clients	30 volunteers 180 BME clients	No	Drug Action Team	Harrow Association of Somali Voluntary Organisations Ethnic Asian Counselling in Hounslow (EACH) community.

How we will support the achievement of this outcome

The Drug Action team will set up a Black and ethnic minority Substance Misuse Steering Group to oversee the project, provide support and monitor the programme. Performance and service monitoring will be undertaken by the Joint Commissioning Board and drug and Alcohol Strategic Partnership Steering Group and be reported through the Safer Harrow Management Group.

Outcome: Increase the numbers entering treatment (Tier 3/4) via the Criminal Justice system and reduce re-offending behaviour

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of clients	120 case managed by the Drug Intervention Team	120 drug using offenders 35% reduction in re-offending behaviours	138 clients 38% reduction in re-offending behaviours	158 clients 40% reduction in re-offending	No No	Drug Action Team	Harrow Drug Intervention Programme Probation Police
Increase year on year the proportion of problem drug users sustaining or successfully completing drug treatment programmes	53% 2003/04	67%	70%	72%	No	Drug Action Team	Treatment Providers
Develop a basket of indicators to address licensing issues. i.e. the number of times a S.160 Licensing Act 2003 closure is made.	Develop following agreement of composite scorecard and available indicators by 01/04/06	Define and Agree composite scorecard of indicators across partner agencies through CDRP	Develop following agreement of composite scorecard and available indicators.	Develop following agreement of composite scorecard and available indicators	No	Safer Harrow Management Group	Council Police

How we will support achievement of this outcome

In order to stretch the government targets of numbers of people entering substance misuse treatment we will extend the building and staffing capacity of Harrow Drug and Alcohol Service by re-commissioning a Tier 2 service to facilitate early intervention, access into complex tier 3 and 4 treatment, and deliver the necessary Through Care and aftercare required by the Home Office's Drugs and Crime agenda.

Freedom and flexibilities and Assumptions

Able to develop a basket of indicators to address licensing issues i.e. the number of times a S.160 Licensing Act 2003 closure is made following agreement of composite scorecard and available indicators by 01/04/06

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
LPSA funding from 2003 to 2006	£40,000 (1 G-grade post)	£42,000 (5% uplift)	£44,100 (5% uplift)
PCT/LA mainstream (alcohol service)	£38,000 (1 generic counsellor)	£39,140 (3% uplift)	£40,314 (3% uplift)
SSC funding (Somali Drug Education Officer) from 2005-06	£38,000 (1 drug education worker)	£39,140 (3% uplift)	£40,314 (3% uplift)
Through care & aftercare funding from 2004 to 2006	£36,000 (1 Criminal Justice worker)	£37,080 (3% uplift)	£38,192 (3% uplift)

Headline theme: To empower local people to have a greater voice and influence over decision-making and the delivery of services

How the outcomes under this headline theme have been developed

In terms of partnership the Voluntary and Community Sector have held 2 dedicated meetings at HAVS as well as the HSP Summit. There have been mail outs to all 220 members of HAVS with information about the LAA. We have had discussions with statutory partners from the Council PCT and Police.

HAVS, Other council services, Overview Scrutiny Review-Hear/Say

Outcome: The increased engagement of the Harrow community to help improve civic renewal

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Proportion of adults who feel they are able to influence decisions of affecting their neighbourhood.	19% strongly agree or tend to agree			In the upper quartile of comparable authorities	No	Harrow Council	HSP

How will we support the achievement of this outcome

- Open budget
- Community Engagement Strategy (Council)
- Community Engagement Strategy (HSP)

Outcome: A Harrow community that feels a strong sense of cohesion

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Proportion of adults who say that people from different backgrounds get on well in their neighbourhood	55% of Harrow residents agree or strongly agree or tend to agree	55%	55%	55% (due to impact of 7/7/05 events)	Yes	HAVS	
Number of agencies participating in Caseworks Case Management system for racial harassment, ASB, Hate Crime and Domestic Violence	4	6	8	10	No	MAF, DVF and SHMG	
Harrow Business Against Crime Initiative – number of agencies subscribing to initiative	44 To be agreed	60	70	80	No		

How we will support the achievement of this outcome

The MORI survey shows that while residents are relatively positive about the degree to which ethnic differences are respected in the area, and to a lesser extent about whether the local community can impact on decisions affecting their area, very few residents feel that there is a strong sense of community in their area – just one in three residents (27%) agree with this statement.

This project will therefore concentrate on 3 areas in Harrow where the survey shows greatest concern about the issues of Community Cohesion. These areas will be co-terminus with the Safer Neighbourhood Areas for greater impact and partnership working. It will also work with Harrow Council's Area managers and the Clusters and would be tied in with various initiatives such as the Community Engagement training.

A Project worker will be employed in the Voluntary sector to work with individuals, small informal groups and locally based groups to provide practical support for these groups to work together to provide community focussed activities. The results of several meetings of the Voluntary and Community Sector have suggested such activities as Cook and Eat sessions, gardening, open events celebrating our cultural differences in clothing, hairstyling and clothing. There is also interest in developing gardening as a way of bringing people together.

Outcome: A common sense of community and belonging amongst residents in Harrow, in the four geographic areas where the Quality of Life Survey has identified that this is a particular issue.

Indicators	Baseline	Target	Target	Target	Stretched target	Lead
		Year 1	Year 2	Year 3		
Percentage of residents who feel that there is a strong sense of community in their local area ¹	27%			In the upper quartile of comparable authorities	No	BMER organisation in Harrow
Percentage of residents who feel a strong sense of belonging to their neighbourhood ²	63%			In the upper quartile of comparable authorities	No	HAVS Local community groups Culture & Community and Communications Units, Harrow Council, Harrow Police

How we will support the achievement of this outcome

One cultural event in each geographic area. These areas are likely to be Central Harrow (Wealdstone, Marlborough & Greenhill), East Harrow (Belmont, Queensbury & Edgware), Hatch End and Harrow Weal) and South Harrow & Rayners Lane (Rayners Lane, Roxbourne & Roxeth). A similar model to the recently conducted ‘Under One Sky’ celebration will be used, but at a smaller scale.

Outcome: Empowering people to become involved in their community through volunteering

Indicators	Baseline	Target	Target	Target	Stretched target	Lead
		Year 1	Year 2	Year 3		
Number of adults volunteering in Harrow ³	955	1000	1050	1100	Yes	HAVS

¹ Mori Quality of Life Survey

² Mori Quality of Life Survey

#Change Up survey 2005

³ Centre for Volunteering, HAVS, manual data collection

How we will support the achievement of this outcome

Just under a third (31%) of residents say they have taken part in some form of voluntary work in the last twelve months. Residents aged 55 or over are more likely to be involved in voluntary work than those aged under 34 (36% vs. 27%). Residents with a disability (37%) are also more likely to take part in voluntary work than average (31%). Social rent tenants are less likely to have worked in a voluntary capacity – 22% compared to 35% of owner occupiers.

The project will employ a part time worker based at HAVS who will work in the community specifically developing new placement opportunities for volunteers interested in volunteering through the Trans-Age (intergenerational) project and the Harrow Volunteer Centre. The Centre is the main volunteer placement agency for Harrow and is therefore best place to increase the number of volunteers. It operates a Volunteer Co-ordinators Forum that has indicated that there is a great need for volunteer placements for those with specific needs in Harrow.

Freedoms and Flexibilities and underlying assumptions

Community engagement – the indicator used is the proportion of adults who feel they are able to influence decisions of affecting their local area. The ODPM approved indicator is the proportion of adults who feel they are able to influence decisions of public bodies locally. Argue that this is a sufficient indicator.

Community cohesion – It is proposed to use the proportion of adults who say that people from different backgrounds get on well in their neighbourhood as measured annually by Harrow's MORI Quality of Life Survey. OPDM approved stretched indicator uses 'area'. Harrow's focus on neighbourhoods is consistent with Government's policy agenda and is sufficient to be a stretched indicator.

Volunteers - the robustness of the Voluntary and Community Sector data will be sufficient enough to be included as a stretched target. This is an indicator that is currently accepted by GOL for Change Up calculation and therefore should be consistently applied here.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
<u>Community Cohesion</u>			
Change Up monies (tbc – align)	£7,000		
Potential new resource allocation including Pump Priming Grant	£17,000	£17,510	£18,023 (total £52,533)
Harrow Business Against Crime	£31,000	£31,000	£31,000
<u>Common sense of Community and Belonging</u>			
Match Funding (Harrow Council)	£2,000	£2,000	£4,000
Potential new resource allocation including Pump Priming Grant	£4,000	£4,000	£8,000 (total £16,000)
<u>Volunteering</u>			
Potential new resource allocation including Pump Priming Grant	£9,000	£9,270	£9,540 (total £27,810)

Headline theme: Valuing diverse communities

Outcome: To enhance community engagement and provide accessibility of third party reporting to BMI community members

Indicators	Baseline	Target	Target	Target	Stretched Target	Lead	Partners
		Year 1	Year 2	Year 3			
No. of Third Party reporting sites in operation.	0	6	10	16	No		MAF, DVF and SHMG
Measure the levels of community							

engagement at targeted reporting sites.							
---	--	--	--	--	--	--	--

Freedoms and Flexibilities and Assumptions

None identified.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Potential new resource allocation including Pump Priming Grant	£32,510	£16,255	£0

Healthier Communities and Older People

Maximising the health of the Harrow community and the issues that effect older people within our community are priorities for the HSP that we see as spreading over all of the blocks of our agreement. As a result, we have sought to mainstream these issues within the other three agreement blocks where this has been possible. For example, we have focussed our efforts about reducing the levels of burglary to particularly focus on reducing the levels of this crime that are experienced by older people. We have also addressed the needs of older people through the Economic Development and Enterprise block by setting ourselves a target to assist those vulnerable residents who are asset rich and cash poor within the Wealdstone area (one of the most deprived areas in the borough) to assist to improve their homes.

Within the Children and Young Persons block we have identified the sexual health of teenagers as one of our key headline themes. By addressing the sexual health of teenagers we hope to see positive outcomes in the number of young people that take up advisory services, a reduction in sexually transmitted diseases and a reduction in the rates of teenage conception. Within this block we are also addressing indicators around the improved health of Children Looked After.

The recent public health white paper 'Choosing Health: Making Healthy Choices easier' (2004) sets out principles for ensuring that everyone, irrespective of who they are and where they live or work should have access to healthy choices. It outlines the ways in which organisations, individuals and communities should work together to respond to public concerns about health issues. It talks about the need to strike the right balance between rights and responsibilities, tackling root causes of ill health and reducing health inequalities.

The Public Health White Paper and the launch of the ADSS and LGA Publication " All our Tomorrows " in 2003 places an emphasis on the role of Local Councils and their partners in promoting "well being" for Older People. Harrow has built this block on the basis of these two strategic influences.

The HSP Summit identified that there was a clear message about a focus around Health promotion and prevention and general well being. There was a substantial view about the importance of finding ways to support access to free leisure and similar opportunities.

Recognising these issues we have prioritised work on the areas that would help us to tackle health inequalities, increase healthy choices and protect people's health. Our priorities also aim to meet some of the objectives outlined in the Harrow Community Strategy, our local plan developed in partnership.

Specifically we will:

- Ensure healthier and active lifestyles through greater tobacco control
- Support independent living and healthy and active lifestyles for older people within Harrow.

Since securing the LAA national guidance has been issued which has affected our NHS partners and their potential funding envelope. This has meant particularly for healthier communities and older people we do not wish to pursue stretched targets for the reward

component of the LAA. This is because we anticipate that at least £12.7 million will be coming out of the primary care health economy. Thus our approach is we will be stretched to maintain the planned targets we are already committed to and thus see these as our baseline indicators.⁴

Headline theme - Healthy and active lifestyle: Tobacco Control

In England, 120,000 people are estimated to die from smoking each year. A large number of cancers, heart disease, lung disease and other chronic illnesses are caused by direct result of smoking or through passive smoking. Research in UK highlights worrying differences in smoking prevalence, with higher levels of smoking found in disadvantaged areas. This difference is a root cause of health inequalities – numbers of deaths caused by smoking are higher in disadvantaged areas than in more affluent areas.

Over 70% of smokers in the UK want to quit smoking but find it difficult to do so. The NHS provides support to those who want to quit through a national service. Harrow PCT operates a highly successful pharmacy based model of this service, which helps over 1000 people to quit smoking each year. After running this service for three years, we need to encourage more people to come forward to join the scheme if we are to bring down the overall prevalence of smoking in Harrow and tackle inequalities in health.

Professor Konrad Jamrozik, formerly of Imperial College London, has estimated that domestic exposure to secondhand smoke in the UK causes around 2,700 deaths in people aged 20-64 and a further 8,000 deaths a year among people aged 65 years or older. Exposure to secondhand smoke at work is estimated to cause the death of more than two employed persons per working day across the UK as a whole (617 deaths a year), including 54 deaths a year in the hospitality industry. This equates to about one-fifth of all deaths from second-hand smoke in the general population and up to half of such deaths among employees in the hospitality trades.

Almost half of all children in the UK are exposed to tobacco smoke at home. Passive smoking increases the risk of lower respiratory tract infections such as bronchitis, pneumonia and bronchiolitis in children. One study found that in households where both parents smoke, young children have a 72 per cent increased risk of respiratory illnesses. Passive smoking causes a reduction in lung function and increased severity in the symptoms of asthma in children, and is a risk factor for new cases of asthma in children. Passive smoking is also associated with middle ear infection in children as well as possible cardiovascular impairment and behavioural problems.

Infants of parents who smoke are more likely to be admitted to hospital for bronchitis and pneumonia in the first year of life. More than 17,000 children under the age of five are admitted to hospital every year because of the effects of passive smoking. Passive smoking during childhood predisposes children to developing chronic obstructive airway disease and cancer as adults. Exposure to tobacco smoke may also impair olfactory function in children. A Canadian study found that passive smoking reduced children's ability to detect a wide variety of odours compared with children raised in non-smoking households. Passive smoking may also affect children's mental development. A US study found deficits in reading and reasoning skills among children even at low levels of smoke exposure.

⁴ Further work around the wording of this introduction needs to occur

Exposure to passive smoking during pregnancy is an independent risk factor for low birth weight. A recent study has also shown that babies exposed to their mother's tobacco smoke before they are born grow up with reduced lung function. Parental smoking is also a risk factor for sudden infant death syndrome (cot death).

Outcome: Decrease local prevalence of smoking

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of quitters per year (maintain the current number of quitters under the NHS scheme)	1,000	To be determined in Jan 2006, based on local planning	To be determined in Jan 2006, based on local planning	To be determined in Jan 2006, based on local planning	No	Harrow PCT	LB Harrow, HAVS, HCRE

Freedom and flexibilities

None sought under this headline theme.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Potential new resource allocation including Pump Priming Grant	£70,000		
Primary Care Trusts smoking cessation service (align)	£90,000	£70,000	£195,000

Headline theme: Support for independent living and healthy and active lifestyle for older people

The 2001 census shows that 14.9% of the population experience some form of long-term illness that limits the way they live their day to day lives.

Coronary heart disease is one of the major causes of death in Harrow. People born in the Indian sub-continent have a 40 – 50% higher risk of dying from coronary heart disease and this group of people make up 30% of Harrows population.

Harrow Council provides support to 2100 people who are 65 years and above.

The launch of the Public Health White paper provided a national framework for tackling issues around promoting healthier lifestyles with its themes about tackling obesity, smoking and promoting exercise for all. Evidence emerging from NHS inpatient activity indicates that numbers of inpatient emergency admissions can be prevented or avoided relating to falls and for those Older People with longer term chronic conditions if the primary and social care support available to them is backed up by a range of healthier and active lifestyle options.

Harrow's Primary Care Trust and Council have supported the development of a new model of service through the creation of the Wealdstone Healthy Living Centre, which is run through partnership arrangements with the voluntary sector provider, Age Concern. On the Wealdstone Centre premises there is also a Library and a café run by learning disabled adults offering healthy eating options.

Outcome: Improved quality of life and independence for older people

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Intensive homecare per 1000 population aged 65+ (PAF C28)	14.7	16	17	18	No	Harrow Council	PCT Age Concern
Admissions of supported residents aged 65+ to nursing/residential care (PAF C26)	70	75	76	77	No	Harrow Council	PCT Age Concern
Acceptable waiting time from contact to beginning of assessment for new older clients (PAF D55 PtI)	69.5	70	73	75	No	Harrow Council	PCT Age Concern
Acceptable waiting times from contact to completion of assessment for new older clients (PAF D55 PtII)	65.3	70	73	75	No	Harrow Council	PCT Age Concern
Percentage of older people receiving an assessment that are from ethnic minorities divided by percentage ethnic minority in the local population (PAF E47)	1.4	1.2	1.2	1.2	No	Harrow Council	PCT Age Concern
Direct payments to adults and older people per 10,000 population	41	60	63	66	No	Harrow Council	PCT Age Concern

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

13% of BCS crime in Harrow is burglary in a dwelling. The violation of one's home can have serious psychological effects and is a major cause of the fear of crime. Fear of being burgled will cause some people not to leave their houses whilst actual victims of burglary will either move out and potentially out of the borough or live in constant fear of repetition. The impact of

burglary on older people causes a greater fear of crime with artifice or distraction burglars causing constant fear to answer the front door. It also impacts significantly on the quality of life of older people within our community. For this reason, burglary is seen as top priority.

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
% Reduction in Residential Burglary where victim is over 75 years	Baseline to be determined	3% Reduction to (TBA)	3% reduction to (TBA)	4% Reduction to (TBA)	No		

Freedom and flexibilities

There are no freedoms and flexibilities sought to deliver help deliver the outcomes under this headline theme.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Pro-active Crime reduction regarding burglary against older people (over 75) (Potential new resource allocation including Pump Priming Grant)	£20,000	£20,000	£20,000

Economic Development and Enterprise

This block is designed to enable Harrow to build a stronger economic element into our LAA, and to seek better integration of local economic partnership working. In our headline submission we have already outlined that we see this block as particularly contributing to economic growth, social inclusion and productivity.

The Skills Centre recently established by Harrow Council with support from the LSC and the local colleges is the first vocational centre in Harrow, filling a gap in provision, and has been a priority project for the council and our partners. Providing a job brokerage service will provide real tangential added value for all the students involved. It will also help us to help to fill a local, sub-regional and regional skills gap.

Harrow Council is leading on an initiative to set up the Harrow Sixth Form Collegiate working closely with all high schools, colleges, the local LSC and Connections. The Harrow Sixth Form Collegiate will be the key vehicle for realising Harrow's objective of significantly reducing the percentage of young people in the NEET category. We have the aspiration of achieving 100% staying rates for 16 year olds by 2010.

The new Local Development Frameworks which our forward planning department is beginning to prepare, provides a timely opportunity to consider an approach to planning obligations that maximises regenerative benefits of development proposals to meet local and sub-regional objectives, provides consistency and certainty for developers. This is also something that our RDA – the London Development Agency are interested in doing.

Setting up business incubation has emerged as a priority for the council following local research carried out in 2002 and 2004 with the local business community and the priority has been further endorsed by HSP at the summit. Business incubation is proved to both reduce the failure rate of new business and speed the growth of companies, which have the potential to become substantial generators of employment and wealth. The intended close proximity of the location will provide a substantial opportunity to cascade the impact of the underpinning support to potential "supplier" businesses located within Wealdstone. Provision of incubator space is included in national, regional and sub-regional strategies: dti and ODPM, LDA, West London EDS.

Improving Wealdstone has been a long term priority for the Council. Formalising Wealdstone area working into a Neighbourhood Renewal Forum and action plan will enable us to learn lessons from existing Neighbourhood Renewal areas, and also provide the opportunity to demonstrate first rate community engagement skills, to empower local people and ensure that they are engaged in changing Wealdstone for the better.

Headline theme: Responding to changes in the employment market (including skills development)

Through our agreement we hope to improve the range and breadth of vocational skills training opportunities through Harrow Skills Centre.

We also wish to focus our efforts on reduce number of young people not in employment, education or training – a key concern both nationally and within the borough.

In a borough without major deprivation development projects can be a major way of funding improved facilities (education, training and health) and so helping to strengthen and sustain Harrow. Construction jobs would be also be provided by the major building projects utilising the model agreement to streamline the process.

Construction jobs are a necessary step to provide new entrants with site experience without which it will be difficult to gain work and establish a career in construction work.

The major partners in delivering this outcome are RSLs, PCT, Education Providers, Brent Council along with the LSC and the LDA have supported the development of the Building One Stop Shop (BOSS) based in Wembley in the College of North West London. This is now a mature organisation, operating across West London working with the construction industry to provide training, employment and advice, but largely focussing on overseeing placement of trainees and new entrants

Outcome: Increased number of students achieving vocational qualifications at NVQ level 2

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched Target	Lead	Partners
% increase in vocational qualifications	current	2% increase	2%	2%	Yes	Harrow Skills Centre	Colleges Harrow Sixth Form Collegiate Harrow Council LSC

Outcome: Reduce number of 16-19 in NEET group

Indicators (What we will measure)	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
% increase in 'staying on' rates	88%	+1%	1%	1%	Yes	Harrow Sixth Form Collegiate	Colleges Skills Centre LA LSC

What will be done to achieve these outcomes

- Development of the 'Skills for Work' Project.
- 'Learning Ladder' initiative

Outcome: Develop a model planning agreement (section 106 agreement) that enables developers to easily contribute to the sustainability of Harrow

Indicators	Baseline	Target	Target	Target	Stretched Target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of model agreements	0	1	2	3	No	Harrow Council	Developers Skills Centre Colleges

Outcome: Increasing placement of trainees and new entrants within construction companies

Indicators	Baseline	Target	Target	Target	Stretched Target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of young people provided with placements/jobs	42	45	50	55	No	Skills Centre/ BOSS	Brent Council LSC LA Colleges

What will be done to support these outcomes

- Develop a model agreement building on best practice elsewhere
- Mechanism set up to link into West London construction job brokerage scheme
- Students sign up
- CITB assessed
- Matched with placement/job
- Mentored

Freedoms and flexibilities

- In the spirit of increased partnership working, we will look to the LSC to allocate an increase percentage of discretionary funds to Harrow over the course of the LAA.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Skills for Work potential new resource allocation including Pump Priming Grant	£40,000	£40,000	
Learning Ladder	£50,000	£50,000	

LSC revenue	£250,000	£300,000	£500,000
Harrow Council	£100,000	£110,000	£120,000
Schools	£300,000	£500,000	£500,000
Others to be confirmed			

Headline theme: Incubation and support of business

Ensuring there is a healthy flow of successful new businesses and providing them with the support to help them and existing businesses grow, is an essential way of ensuring the borough's economic vitality, which in turn helps to build a strong and sustainable Harrow.

Harrow Council has developed this theme with the support of Harrow in Business, Kodak West London Business, Park Royal Partnership, Business Link London Development Agency, United Kingdom Business Incubation.

Outcome: Increased and sustainable new business stock.

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of new businesses and demonstrating growth after 12 months	23	35	40	45	Yes	Harrow in Business	Harrow in Business, Kodak West London Business, Park Royal Partnership, Business Link London Development Agency, United Kingdom Business Incubation.

Outcome: To promote growth, development and sustainability of enterprise and small business stock

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Existing businesses receiving intensive support	0	20	30	30	Yes	Harrow in Business	Business Link for London, Brent and Harrow Chamber of Commerce

What will be done to achieve these outcomes

- Complete Feasibility study
- Refurbish building
- Market facility
- Recruit would be businesses
- Engage local supplier base
- Implement business plan
- Work with existing businesses to build supplier base

Freedoms and flexibilities

There are no freedoms and flexibilities sought to deliver help deliver the outcomes under this headline theme.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
LDA/Business Link annual funding to be confirmed	tbc	tbc	tbc

Headline theme: Renewed Neighbourhood with a sustainable community and increased social inclusion in Wealdstone by increasing the liveability of the area

Piloting a neighbourhood renewal approach to our work in Wealdstone focussing on liveability. The project will use best practice in community engagement to involve a broad cross section of the community in establishing a Neighbourhood Forum and Action Plan. The priorities for the action plan will be determined by the Forum but are expected to include environmental improvements to enhance the liveability of the area as well as targeted work with vulnerable residents to bring private properties up to decent homes standard (link to LAA elderly people strand).

Critical to the development of this theme have been the Wealdstone Regeneration Advisory Panel (WRAP), Wealdstone Active Community (WAC) and HAMRA (a Wealdstone residents association).

Outcome: To provide environmental improvements to Wealdstone to improve the liveability of a currently failing district centre

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Proportion of local people using local centre	Increase in footfall. Baseline to be established in first year	+5% on baseline	+5% on baseline	+ 5% on baseline	No	Harrow Council	Neighbourhood forum

How we will support of this outcome

Carry out a programme of public realm improvements with input from local community

Outcome: To bring homes in the private sector, in two wards, up to the decent homes standard, using targeted funding for vulnerable residents “asset rich/cash poor”* with the proviso that:

- (a) Harrow Council makes a policy decision to target housing improvement discretionary grants at a specific area.
- (b) Setting this as a priority will also need to be agreed by the Neighbourhood Forum when it is established

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of homes improved ⁵	0	5	8	10	No	Harrow Council	

What we will do to support this outcome

Targeted marketing campaign

Visits/Outreach assess work, eligibility and help with form filling

Grant approval. Work over seen

Outcome: To make homes more energy efficient

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of homes insulated	tbc	tbc	tbc	tbc	No	Harrow Council	

⁵ However this is dependant on expenditure of discretionary renovation grant funds

Freedoms and flexibilities

There are no freedoms and flexibilities sought to deliver help deliver the outcomes under this headline theme.

Funding

Funding Streams	£ 2006-07	£ 2007-08	£ 2008-09
Bid has been made to the LDA for a total of £1m for this and the incubator centre	Possible LDA funding	Possible LDA funding	Possible LDA funding
Empty property grant funds ⁶	tbc	tbc	tbc
Discretionary Renovation Grants	tbc	tbc	tbc
Heat Streets	tbc	tbc	tbc

⁶ All the funding listed would be subject to member approval for a policy change that enables funding to be channelled to one area; Wealdstone

Cross Cutting

The HSP's view on delivery of the LAA is that the vast majority of the headline themes indicated through the blocks of the agreement are jointly delivered though the activities within and across the blocks. A good example of this is the issues that particularly effect older people. The outcomes around levels of crime, fear of crime, independent living and neighbourhood renewal in the Wealdstone area are all issues that have a particular impact on older people.

However, there are some particular issues that the HSP wanted to identify and highlight as cross cutting issues for the borough. These include:

- Cultural Services and public spaces
- Traffic congestion
- Capacity Building

Traffic congestion was one of the key issues raised by residents in our recently conducted Quality of Life Survey. Cultural services and the use of public spaces were also issues that were highlighted as being of key importance to residents in this survey.

Capacity building, and in particular in the voluntary sector, was highlighted as a key issue at the HSP Summit held in September. It is an issue that is addressed throughout several points of this agreement.

Headline theme: Providing cultural services and public spaces that meet the needs of Harrow's communities

Cultural Services and the provision of public spaces has been identified as a headline theme to be treated as a cross cutting theme within the LAA because of the overarching impact that it has on a number of the blocks. There are a number of issues at the national and local level that have elevated this as a key theme that we want to address through the LAA. These issues include:

- The identification by residents through the Quality of Life Survey of the need to improve cultural services
- The Children's Act 2004, and in particular the 'be healthy' outcome
- The Choosing Health White Paper and in particular its focus on obesity, diet and exercise
- The Department for Culture, Media and Sport (DCMS) Framework for the Future – turning vision into action for the future
- DCMS standards and targets and guidance on integrating cultural and community strategies
- National Lottery changes
- The Carter Report
- The Gershon Review

- London's recent success in becoming the host city for the 2012 Olympic Games will also have an effect on the cultural services offered in the borough in the run up to the games. Harrow is already working with the West London Alliance of Councils to offer outdoor sports training facilities to national teams during the event. The effect on tourism will be noticeable across London and the borough will need to join with others to develop its approach to marketing and hosting the games.
- Changes to the Comprehensive Performance Assessment of Councils means that greater emphasis to cultural services will be given in future assessments

The organisations that have helped to develop this theme include:

Arts Culture Harrow, Harrow Heritage Trust, Schools, LA, Harrow Association of Somali Voluntary Organisation

Outcome: Develop four community based performance areas in locations, which are recognised as deficient in arts facility provision

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Four venues in regular use providing community based programmes	0	2 venues set up	All 4 venues set up		No	Harrow Council	Arts Culture Harrow

How we will support this outcome

Harrow Council Cultural Strategy

Outcome: Increased use of libraries by minority ethnic groups as specific needs are met.

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Measure percentage of active* borrowers who are from minority ethnic groups (*active defined as borrowing an item in the past year)	54.05%	54.5%	55%	55.5%	No	Harrow Council	Voluntary agencies (e.g. Harrow Association of Somali Voluntary Organisations)

How we will support this outcome

Harrow Council Cultural Strategy Action Plan

Improving achievements towards Public Library Service Standards

Outcome: Visits by new users to museums, especially from under represented groups

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of new visitors to Museum. Attendance and participation by under-represented groups	Baseline figure to be determined	100,000 visits to Harrow museums by new users.	100,000 visits to Harrow museums by new users. 50,000 visits by new users from minority and socially deprived groups to the historic environment	50,000 visits by new users from minority and socially deprived groups to the historic environment	Yes	Arts Culture Harrow	Harrow Heritage Trust Harrow Council Schools

How we will support this outcome

Harrow Council Cultural Strategy

Extended School cluster plans

Outcome: Increased use of open spaces and participation in sport and recreation, which caters for the needs of diverse communities

Indicators	Baseline	Target	Target	Target	Stretched target	Lead	Partners
		Year 1	Year 2	Year 3			
Number of participants from the targeted groups	Not currently available	To be determined	+ 1%	+ 1%	No	Harrow Council	Harrow Sports Council
% of people involved in volunteering around sport	Not currently available	To be determined	+2%	+2%	No		Sports Clubs Friends of Parks
Increase in the % of residents reporting an increase in satisfaction of parks, open spaces and sport	44%	44%	45%	47%	No		

How we will support this outcome

- PPG 17 Guidance

- Sport, Recreation and Open Space Strategy
- BVPI – MORI survey and user and non user customer satisfaction survey
- The Sports Centre Management Contract

Freedoms and Flexibilities and Assumptions

- Local Authority and Arts Culture Harrow (charitable trust) working in partnership with local voluntary sector and schools to deliver on outcome sought.
- Funding bids to Arts Council England, Heritage Lottery Fund and Sport England are successful.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Harrow Council funding to Arts Culture Harrow	380,000	390,000	400,000
ACH income	500,000	500,000	550,000
Bids to ACE and HLF	100,000	1000k	2000k
Harrow Council funding to voluntary orgs	100,000	100,000	100,000
Potential new resource allocation including Pump Priming Grant	70,000		

Headline theme: Manageable traffic congestion (impact on air quality)
--

This headline theme was selected as a cross cutting theme to be delivered through the LAA on the basis that:

- Congestion is a significant concern to the people of Harrow as identified in the recently conducted Quality of Life Survey.
- Reducing congestion: increased use of environmentally sustainable transport such as walking, cycling and public transport has an important role in reducing the number of cars on the road especially at peak times when the highway is operating beyond capacity. Reducing congestion by the promotion of these other forms of transport also has a positive impact on other aspects of peoples' lives including increased fitness and health outcomes.
- Promoting accessibility: bus services provide an alternative form of road transport for those with limited access to a car.
- Achievement of this outcome will also help towards achieving the target set in the National Cycle Strategy – to quadruple the number of cycle trips (on 1996 figure) by end of 2012.
- Air quality (e.g. Environment Act Part IV 1995, Air Quality Strategy for England (2000) and its Addendum (2003)) – Cycling or walking does not produce any emissions. Promoting

them will have an impact on reducing air pollution and traffic by providing an alternative to travelling by car.

- Department of Health White Paper – Delivering Choosing Health: Making Healthier Choices Easier. One of its objectives is to tackle the underlying determinants of ill health and health inequalities by halting the year-on-year rise in obesity among children under 11 by 2010 in the context of a broader strategy to tackle obesity in the population as a whole.
- Planning Policy Statement 1 Delivering Sustainable Development (2004) – To reduce the need to travel and encourage accessible public transport provision to secure more sustainable patterns of transport development.

It is hoped that achievement of the outcomes identified under this headline theme will also have an impact across the blocks by:

- Children and young people – Establishing safer routes to school
- Healthier communities and older people – Promoting healthy and active lifestyles for all members of the community and in particular older people
- Safer and stronger communities – it will help to promote and sustain strong community cohesion as more people engage in physical activities
- Economic development and enterprise – promoting sustainable communities and balanced economy.

Outcome: To reduce congestion and improve local traffic conditions

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
1. An average journey time per person per mile divided by the number of person miles during the morning peak 2. Average queue lengths (in metres) during peak and off peak traffic periods, neutral months and normal weekdays 3. Journey-time reliability or coefficient of variation of journey times (in %) on route	To be measured (TBM) – Baseline will be set using data to be collected in 2006/07. To include journey times, traffic flows and vehicle occupancy	TBA Target will be set in 2006 following data collection	TBA	TBA	TBA (1 from within the theme) Any target set to limit traffic growth or improve local traffic condition will be stretched in light of high levels of car ownership and use in an outer London like Harrow	Harrow Council	Transport for London (TfL) Hatch End Association Bus Operators

How we will support this outcome

School travel plan and safer routes to Grimsdyke First and Middle School (We are currently seeking Transport for London approval for inclusion in programme) and traffic management, junction improvements and other engineering measures to improve traffic flows on Uxbridge Road.

Outcome: To change the modal share of journeys to Grimsdyke School away from private car and to increase the number of people walking and cycling among school children

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
Mode share of journeys to school or proportion of school journeys made by different modes of transport	TBM % Car % Car share % Bus/Train % Walk % Cycle	TBA Target will be set in 2006 using baseline data collected as part of the school travel plan and safer routes to school programme. Will seek to improve on the national target for walking and cycling	TBA	TBA	TBA (1 from within the theme)	Harrow Council	Transport for London (TfL) Hatch End Association Grimsdyke First and Middle School

How we will support this outcome

School travel plan and safer routes to Grimsdyke First and Middle School (Will seek TfL approval for inclusion in programme) and traffic management, junction improvements and other engineering measures to improve traffic flows on Uxbridge Road.

Outcome: To improve air quality and health

Indicators	Baseline	Target Year 1	Target Year 2	Target Year 3	Stretched target	Lead	Partners
Pollutant concentration (e.g. NO2, PM10) within the area	TBM	TBA Target will be set in 2006 following data collection. The target will seek to improve on standards set out in National Air Quality Strategy but it will be consistent with the Harrow's adopted Air Quality Action Plan. Data needed will include details of the location (site classification) of monitoring sites, pollutants measured and annual mean	TBA	TBA	TBA (! From within the theme)	Harrow Council	Transport for London (TfL) Hatch End Association

		average concentrations and number of exceedence days (in the case of PM10). We will identify baseline levels of the pollutants and show trend data if possible. Harrow has declared the whole of the Borough as an Air Quality Management Area (AQMA) in respect of NO2 and PM10, mainly due to road transport. These two pollutants should therefore form the focus for air quality targets and can also be associated with reduction in traffic congestion and other transport targets.					
--	--	---	--	--	--	--	--

How we will support this outcome

School travel plan and safer routes to Grimsdyke First and Middle School (Will seek TfL approval for inclusion in programme) and traffic management, junction improvements and other engineering measures to improve traffic flows on Uxbridge Road.

Freedoms and Flexibilities and Assumptions

There are no freedoms and flexibilities requested to support these outcomes.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Harrow Council (capital programme)		£100,000	£100,000
School Travel Plan and Safer Routes to School Programme ⁷		£75,000	£75,000
Local Area Agreement (share of pump priming fund)	£50,000		
Diverted funds from LIP Congestion hotspots – Harrow Council capital program		£50,000	£50,000
Total Cost (To be shared among spending stream listed above)	£50,000	£225,000	£225,000

⁷ To be confirmed from funding from TfL

Headline Theme - Capacity Building

Capacity building, in particular of the voluntary and community sector, is an issue that has been consistently raised with the HSP, and in particular was raised as an important issue to be addressed through the LAA at the HSP Summit on 8 September 2005.

The HSP recognises the essential contribution that the voluntary and community sector makes towards improving the lives for the people of Harrow. The HSP also recognises that there is increasing reliance placed on the voluntary sector to help deliver services and outcomes to the community through partnership working. This reliance is driven by several factors including successful partnership working, looking to deliver services from the best placed providers and the increasing emphasis by central Government on the neighbourhood agenda. This agenda encourages greater community involvement in decision-making and service delivery.

However, with this growing reliance there is also growing demands and capacity becomes an increasing issue.

We view capacity building in Harrow as working to support people to develop skills, confidence and opportunities within our local communities, to contribute effectively to local issues.

We will also support providers to develop skills and techniques in order for them to offer service users the most effective solution to their needs, by delivering better services and helping to improve the quality of life for Harrow's community.

This is an issue that clearly cuts across all of the blocks of the LAA.

Outcome: Providing health advice to various community groups who currently cannot access community services

Indicators	Baseline	Target	Target	Target	Stretched target	Lead
		Year 1	Year 2	Year 3		
Number of community groups and number of health seminars held ⁸	0	10 community groups and 10 events per year	10 community groups and 10 events per year	10 community groups and 10 events per year	No	HAVS PCT

How we will support this outcome

Working with community groups to bring them together with the health professionals to deliver the information together.

The PCTs Voluntary Sector Commissioning Fund invited bids for projects in late 2004. A large number of small BMER groups put in bids to provide Health Information Days for members of their specific communities. As the demand was too large and the fund over-subscribed,

⁸ Measured by HAVS

£10,000 was earmarked for one off information Days. However, this money is likely to be spent by the end of 2006.

This project would build on this good work by continuing this pot of money for the duration of the LAA. It would further capture the information about health by capturing the learning and information gained at each event. A part time Co-ordinator would be employed to co-ordinate and publicise the events. It would build the capacity of the BMER Voluntary and Community Sector by locating the project within one of its members.

Outcome: Skills Development in the voluntary sector

Indicators	Baseline	Target	Target	Target	Stretched target	Lead
		Year 1	Year 2	Year 3		
Number of places reserved for the community & voluntary sector on council training programmes.	0	5	10	10	No	Harrow Council

Freedoms and Flexibilities and Assumptions

There are no freedoms and flexibilities requested to support these outcomes.

Funding

Funding Stream	£ 2006-07	£ 2007-08	£ 2008-09
Potential new resource allocation including Pump Priming Grant	£7,000	£17,100	£17,200 (total £41,300)
Voluntary commissioning fund (align)	£10,000		

10. Links between the blocks

The HSP recognises the importance of partnership working. Our experience at partnership working has demonstrated to use that joined up approaches are the best way for us to deliver improved outcomes to the community in a number of service areas. The LAA provides us the opportunity to work more fundamentally in partnership to achieve the outcomes that we want to see.

We understand the links between achieving outcomes across all four blocks and tackling issues like crime, health, jobs and training, sustainability and education.

We have identified the following approaches as contributing to addressing issues on two, or all of the service blocks:

- Social Inclusion, community development and organisational development,

- Health and well being of the population – in particular children and young people and older people
- Harnessing the energies of the voluntary and community sector
- Drugs and alcohol
- The development of a strengthened and sustainable community
- Genuine partnership working
- Reducing inequalities.

In addition, the emphasis in the LAA on strengthening communities through greater information and joined up activities will help support the safety of the elderly, who often feel disproportionately fearful as our Quality of Life survey demonstrated this year.

11. Funding streams

Our approach to the funding streams within our agreement has been to align funding streams within the four blocks where possible. This approach was adopted after careful consideration with partners about the potential of pooling budgets.

Due to the stage of development of the partnership arrangements, pooling of the funding streams has not occurred to date. Pooling may occur in years two and three of the agreement as all partners become more comfortable with the requirements of pooling resources. It should be noted that this has been particularly the case for pooling arrangements between the Harrow Primary Care Trust and Harrow Council, given the changes to the national health system arrangements and corresponding financial uncertainty that this places local Primary Care Trusts in.

Harrow is not in receipt of any neighbourhood renewal funding, so the number of funding streams that we have had the opportunity to consider aligning within the agreement has been reduced when compared to our neighbourhood renewal funded counterparts.

We will look during the life of the agreement to expand on the funding streams that can be aligned into the LAA.

A centralised LAA budget will be established by Harrow Council and managed and monitored by the council together with the HSP Executive.

12. Freedoms and Flexibilities

We have used the LAA to not only look at freedoms and flexibilities from central government but also local issues and problems, which have previously prevented delivery of services.

Overarching freedoms

1. The Agreement has been developed in period where there is a great deal of change affecting some of our partners. The proposed changes to the Primary Care Trust, Learning and Skills Council and Metropolitan Police will all bring with them significant challenges. In addition the 2006 local elections may have an have an impact on the ability to deliver against the targets in the LAA. The HSP requests that GOL take note of these proposed changes and agree to evaluate the situation if it begins to have an impact on LAA performance.

2. We seek help from GOL to negotiate on our behalf to encourage partners to join the HSP including Transport for London (TFL) and the Association of London Government (ALG).

Block Freedoms

Block 1- Children and Young People

- The stretched indicator and target for rates of exclusive breastfeeding at 6 weeks is accepted.

Block 2 – Safer and Stronger Communities

- The percentage of people worried or fairly worried about crime in the borough measured by the Police Public Attitude Survey conducted quarterly is an adequate stretched indicator.
- The percentage of people that think that crime has worsened over last three years can be measured by developing a composite partnership fear of crime target to be agreed as part of the negotiation - based on Home Office FOC guidance (that identifies the drivers) and Police MORI survey which is the only routine survey of fear of crime in the Borough),
- Increase the number of working hours by Special Constables on the borough measured by locally compiled police figures is an adequate stretched indicator.
- Public Satisfaction with Environmental Conditions and Public perception that environmental conditions are improving can be included as indicators by developing a balanced scorecard of Quality of Life indicators and BVPI's regarding Local street and Environmental Cleanliness.
- Remove the capital restriction on spend as current SSCF funding allocation dictates that 27% of the money should be spent on capital
- Formal monitoring reports on SSCF are submitted to GOL annually and not quarterly, as at present
- Freedom to develop and ASB indicator locally. Home Office agree National ASB definition and targets
- Local performance and finance reporting on ASB is direct to HSP and then reported every 6 months to GOL rather than duplication reporting to Home Office.
- Freedom to develop the baseline data for Priority and Prolific offenders can be determined in the first year of the agreement.
- Able to develop a basket of indicators to address licensing issues i.e. the number of times a S.160 Licensing Act 2003 closure is made following agreement of composite scorecard and available indicators by 01/04/06.
- Community engagement – the indicator used is the proportion of adults who feel they are able to influence decisions of affecting their local area. The ODPM approved

indicator is the proportion of adults who feel they are able to influence decisions of public bodies locally. Argue that this is a sufficient indicator.

- Community cohesion – It is proposed to use the proportion of adults who say that people from different backgrounds get on well in their neighbourhood as measured annually by Harrow’s MORI Quality of Life Survey. OPDM approved stretched indicator uses ‘area’. Harrow’s focus on neighbourhoods is consistent with Government’s policy agenda and is sufficient to be a stretched indicator.
- Volunteers - the robustness of the Voluntary and Community Sector data will be sufficient enough to be included as a stretched target. This is an indicator that is currently accepted by GOL for Change Up calculation and therefore should be consistently applied here.

Block 3 – Healthier Communities and Older People

No current requested Freedoms or Flexibilities sought in this block.

Block 4 – Enterprise and Economic Development

- LSC to allocate an increase percentage of discretionary funds to Harrow over the course of the LAA

Cross borough freedoms

- Performance Management – GOL to provide additional support to ensure performance management and data collection systems are robust enough to manage the LAA and bring Non-NRF boroughs up to NRF standards.
- All new funding streams from central government departments to be discussed in advance with LAA pilots to see if outcomes meet funding criteria including LSC, LDA, ODPM, DFES etc).
- Funding is provided to introduce Community Empowerment Networks in each of the pilot boroughs to increase the ability to engage with the community/voluntary and business sectors in the LAA process. It is suggested that funding of around £10,000 per annum be provided.
- Formalise arrangements for the Non-NRF LSP Network.

13. Cross borough LAA – non neighbourhood renewal funded London boroughs

Background

The boroughs of Harrow, Hounslow, Kingston and Redbridge are the four non-neighbourhood renewal (NRF) funded London boroughs included in the second round of the Local Area Agreement (LAA) process. Although the four boroughs are spread across the London area we have agreed to work together to develop a joint outcomes to be achieved in our local areas because of the similarity of the circumstances and issues faced by the boroughs.

To achieve the stated outcomes the freedoms sought will help to develop understanding about the delivery side of LAAs particularly putting in place the requirements and suggestions as set out in the LAA guidance and toolkit. It is anticipated that these flexibilities will help other boroughs nationally in how they prepare, approach and make the most of the LAA process.

Outcome 1 - All non-neighbourhood renewal funded Local Strategic Partnerships to have a well-developed performance framework that reflects the circumstances in each individual area.

Indicators – All non-neighbourhood renewal funded Local Strategic Partnerships in London have GOL recognised excellent performance management frameworks that incorporate the LAA arrangements.

The Boroughs of Harrow, Hounslow, Kingston and Redbridge are used by GOL to demonstrate examples of best practice performance management frameworks for non-nrf LSPs, and where appropriate other LSPs.

Target 1 - Performance Management Frameworks to be in place by July 2006.

Target 2 - Non-nrf LSPs who are part of the third round Local Area Agreements engaged in best practice event demonstrating the performance management frameworks of Harrow, Hounslow, Kingston and Redbridge.

Outcome 2 – All non-neighbourhood renewal funded Local Strategic Partnerships improve community engagement through capacity building or where appropriate, to establish a Community Empowerment Network (CEN).

Indicator - All non-neighbourhood renewal funded Local Strategic Partnerships in London have a GOL recognised programme for community engagement such as a capacity building event or establishing a Community Empowerment Network where appropriate.

Target – Community Empowerment Networks/capacity building programme to be planned by July 2006.

Freedoms and support sought

1. Strengthening Partnership working through the LSP - GOL to provide additional support to ensure performance management and data collection systems are robust enough to manage the LAA and bring Non-NRF boroughs up to NRF standards to allow the LSP to further undertake strategic assessment, evaluation and joined up delivery at neighbourhood level.

It is suggested that GOL offers:

- a. A support system to the Non-NRF second round London boroughs with an organisation such as Shared Intelligence. This would help these boroughs to discover potential issues for inclusion within their performance management systems that draws on best practice models from the United Kingdom and abroad.
- b. £20,000 for each of the Non-NRF second round London boroughs for the development of performance management systems within each of these boroughs. This additional funding would be aligned between Harrow, Hounslow, Redbridge and Kingston to ensure the development process achieves the desired outcome.
- c. The Neighbourhood Renewal Unit are able to offer advice on request for the monitoring of these new performance management systems to help ensure

there is continual improvement of the systems and that the performance management of the LSP's and LAA's as a whole are improving.

Like the Beacon Council model, we see the achievement of this outcome as having significant benefit in terms of developing good practice that can be shared with the other boroughs that undertake the LAA process in the third round. It is proposed that the second round boroughs that receive the benefit of this freedom will undertake to lead learning sessions with the third round boroughs in late July 2006. It is proposed that at these sessions the second round borough help share experiences and best practice to aid the smooth development of the performance management systems of the third round boroughs.

2. Recognised Community Development and capacity building support for non-NRF Local Strategic Partnerships that GOL advocates as best practice to all other non-NRF London Boroughs

This can be achieved with support from GOL to each of the Non-NRF second round London boroughs to host capacity building events or where appropriate introduce Community Empowerment Networks in these boroughs. This will enable the Boroughs to increase the ability of the community and voluntary sectors to engage in the LAA process. A key component of this would be to identify funding which would be used to support capacity building of the voluntary and community sector to engage further with the local strategic partnerships.

The non-nrf second round boroughs recognise that the long-term success of individual's and the voluntary and community sector's involvement in LAAs depends to a large extent on investment in capacity building. In turn this capacity building will help the voluntary and community sector contribute towards the achievement of the wider community strategies in each of the boroughs. Though central government investment in the establishment of these networks it is hoped that improved outcomes in the areas of social capital and cohesion, participatory governance, community self-help and sustainable involvement are experienced in each of the boroughs.

The funding granted by central government could also be used within the boroughs to support community learning through small grants and the development of learning strategies. The funding could also be used to support community involvement in neighbourhood-level partnerships so that residents can play a central role in driving neighbourhood renewal – an outcome area that features in part in each of the Non-NRF second round London based borough's LAA proposals.

It is suggested that funding of around £10,000 per borough is allocated from the 'Single Community Programme' to pilot work around setting up a Community Empowerment Network in each borough. Each borough will then contribute to a review of the process to increase the knowledge based learning of other Local Authorities in line with the 3rd phase of LAAs by September 2006.

3. Information regarding funding streams to be shared with Non-NRF London boroughs at the same time as all NRF London Boroughs.

Non-NRF boroughs currently miss out on many of the new funding stream opportunities that the NRF boroughs have available to them. This to a large extent has meant that the Non-NRF LAA second round London boroughs have not had the opportunity to pool or align as many of the funding streams in their LAAs as the other NRF funded boroughs have. This freedom will hopefully maximise the opportunity for the Non-Nrf second round

LAA boroughs to add additional pooled or aligned funding streams to their LAAs in the second and third years of the agreements.

4. GOL to formalise arrangements for the Non-NRF LSP Network.

The Non-NRF LSP Network was a loose group of four boroughs who began meeting in late 2003 to share common issues around LSPs. In early 2004 this loose group expanded to include all Non NRF London Boroughs meeting quarterly and GOL have attended these meetings on request. The Network requests GOL to act formally as it's representative in liaising with other central government departments to ensure they attend these meetings on request and use the network as a sounding block for any future proposed new initiatives such as LAA's

14. Reward Element of Harrow's LAA

Harrow Council was due to begin negotiating its second generation Local Public Service Agreement (LPSAs) prior to the notification of Harrow's inclusion in the second round of the LAA's. Harrow welcomes the opportunity to be able to reward element as part of our LAA.

The *proposed* reward grant indicators are summarised below and featured in more detail (including target levels) in the blocks:

Children and Young People

1. Rates of exclusive breastfeeding at six weeks
2. Numbers of young people accessing sexual health services
3. 20% reduction per annum in the number of pupils permanently excluded from school

Safer and Stronger Communities

4. % of people worried or fairly worried about crime in the borough
5. Increase the number of working hours by Special Constables on the borough
6. Suite of indicators measuring perceptions of ASB – Harrow annual Mori Satisfaction Survey
7. % Reduction in M/V Crime
8. Proportion of adults who say that people from different backgrounds get on well in their neighbourhood
9. Number of adults volunteering in Harrow

Healthier Communities and Older People

10. % Reduction in Residential Burglary where victim is over 75 years

Economic Development and Enterprise

11. % Increase in vocational qualifications
12. % increase in 'staying on' rates
13. Number of new businesses and demonstrating growth after 12 months
14. Number of businesses assisted to improve their performance

Cross Cutting

15. Number of new visitors to Museum - attendance and participation by under-represented groups
16. Manageable traffic congestion target (to be confirmed following agreement with Transport for London)

All blocks will support the key aim of building a strengthened and sustainable community in Harrow by focussing efforts at those most in need.

15. Governance arrangements

Governance Structure

The LAA is a partnership agreement that has been developed under the current management arrangements of the HSP.

We intend to make a number of changes to the structure of the Management Groups that support the HSP to better reflect the blocks in the LAA. The RSP will be reconfigured to take account of the opportunities for both developing and implementing the LAA, to increase its strength and ability to deliver the Community Strategy. We may also look to widen the membership of the Management Groups.

In summary, these changes have folded a number of the existing supporting Management Groups of the HSP into 5 main groups:

- Sustainable development and enterprise
- Safer Harrow
- Stronger Harrow
- Adult Health and Social Care
- Children and Young People Strategic Partnership

Appendix 3 outlines the relationship between the Management Groups and the HSP Board and HSP Executive.

The HSP Executive will be the key body to help to drive forward the agreed headline themes in the LAA. The HSP Executive will help to ensure focus on service improvements and remove obstacles to delivery. The HSP Executive may also explore opportunities for greater efficiencies advocated in the Gershon review through greater integration of services, identification of efficiencies in the back office through e-government and support the shift resources to the front line service delivery.

We will also review the HSP Constitution to bring further clarity to the roles and responsibilities of partners with clearer objectives about purpose, membership and accountability. This will lead to an enhanced sense of trust and a better overall vision, which will then be communicated through the partners to the wider community.

The Council has recently entered into a long-term strategic business partnership with Capita. The focus of the partnership is initially on transforming the Council's First Contact arrangements, human resource, finance and management information systems. These projects all deliver during 2006-07. Initially the main direct impact of this work on the HSP is the availability of Capita resources to help the HSP develop our approach to management information across the HSP. Once the new HSP governance structure is in place, Capita and Council colleagues will be discussing the management information requirements of the HSP and its management groups. The involvement of Capita will help further deliver the aims of the LAA and the HSP more generally.

Performance Management of the LAA

The performance management system for the LAA takes account of the ODPM February 2004 report evaluating performance management of Local Strategic Partnerships, which highlights good practice⁹. The HSP is also mindful of the Gershon Review and the need for partners to move towards reduced bureaucracy and establish simplified arrangements for monitoring and performance management. Various options for measuring outcomes have been considered, and the HSP will adopt the Balanced Scorecard Approach.

Proposed Balanced Scorecard Approach

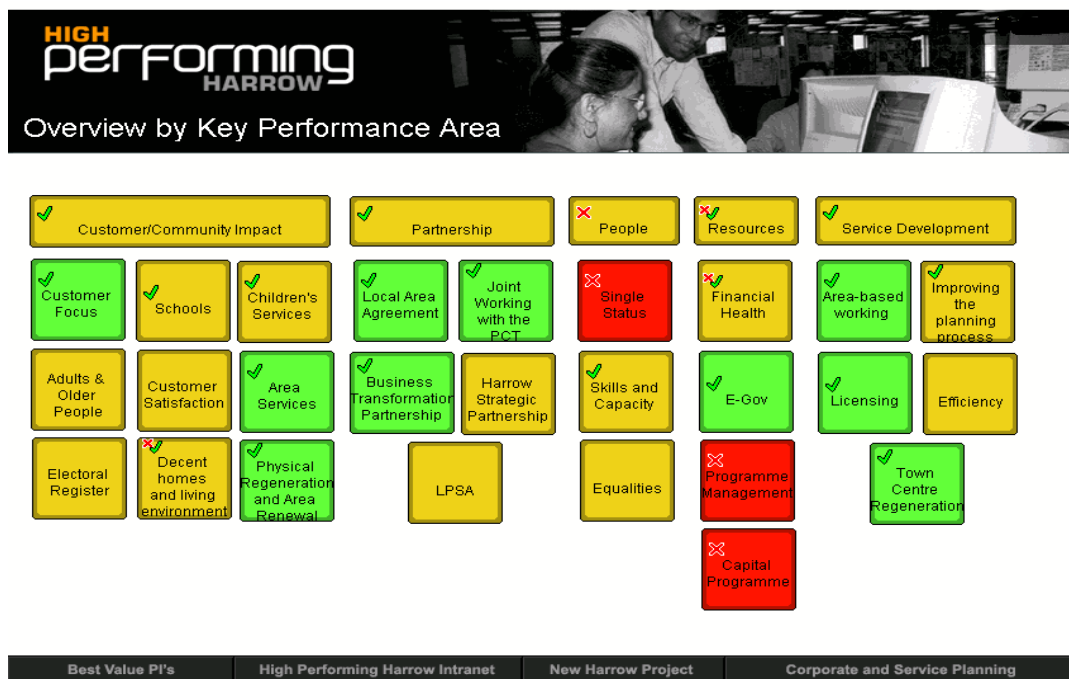
What it is

- Performance information is inputted via an electronic system to produce a 'scorecard.' The scorecard provides a snapshot of performance. (Harrow Council uses this approach to performance management and an example is provided below)
- Performance against each key performance area is shown as red, amber or green. Performance areas that are shown as red are areas that are underperforming. Amber shows areas that are off target but where there is a robust plan to address identified risks. Green indicates areas that are exceeding targets.
- More detail on each of the key performance areas is provided in the body of an accompanying performance report. Each area is broken down into outcomes and performance indicators

Performance is highlighted under each Key Performance Area

⁹ Evaluation of LSPs: Performance management action learning set report, Feb 2004

Example of Harrow Council's Balanced Scorecard



How the balanced scorecard will be developed

- The balanced scorecard will be developed to capture the essence of the HSP's existing strategy (Community strategy and LAA) by translating it into balanced goals and measures, with relevant targets and related action and improvement plans. This ensures a clear link between overarching objectives and action.
- The HSP scorecard would highlight performance under five overarching areas based on the Local Area Agreement blocks:
 - Children and Young People
 - Safer and Stronger Communities
 - Healthier Communities and Older People
 - Economic Development and Enterprise
 - Cross Cutting

The steps the HSP will take to develop the balanced scorecard are¹⁰:

1. Identified key performance areas (KPAs) for each LAA Block.¹¹

These will be based on the themes identified under each block of the LAA.

2. Outcomes under each KPA

Outcomes will be defined under each KPA, developed under the LAA in draft form by late November 2005 and finalised by February 2006.

3. Identified measures to track performance

¹⁰ These steps are outlined in more detail in the High Performing Harrow: Workbook June 2005 (Release One). Note: The steps are in a slightly different order from those recommended in the workbook.

¹¹ Ideally there should be no more than 24-25 KPAs reported under the scorecard. However, there are currently 27 LAA themes.

Indicators will also be developed under the LAA and will be weighted according to their level of importance or priority. Intervention levels will be identified - levels at which indicators are viewed as under performing. Below this level, urgent action will need to be taken to remedy the situation. Commentary will be provided alongside the performance information reported to explain outcomes achieved in a particular period.

4. Frequency of compiling scorecards

It is proposed that the frequency of reporting will be every 6 months, in line with the Government Office for London (GOL) requirement for LAA performance reporting timeframes. The first report is due for submission in October 2006, and will need to be completed by beginning September 2006.

5. Roles and responsibilities

Roles and responsibilities for performance management will be clearly outlined and agreed to by all HSP partners, and specific performance roles organised across the partnership. It will be important to identify which agency/agencies will be responsible for producing each scorecard, for delivering performance under each area, for monitoring each measure, and inputting information under each area.

6. Initial set-up of balanced scorecard

Initial set up of the balanced scorecard will be via a simple Excel spreadsheet at Harrow Council contributing to diagrammatic summaries. In the longer term this would be migrated across to Harrow's SAP Enterprise Resource Planning (ERP) system when this goes live. The key headings will be:

LAA block	Outcome	Performance Indicator	Actual Performance	Target Performance	Colour Red/Amber Green	Lead responsibility
-----------	---------	-----------------------	--------------------	--------------------	------------------------------	---------------------

Each LAA management group will develop its own scorecard, contributing to the overall picture of performance. Because all balanced scorecards look the same and are set up in the same way, data can be transferred between scorecards. Scorecards at LAA management group level will inform the overall HSP balanced scorecard.

How it will be implemented

- Harrow Council will provide support to management groups and the HSP Executive to develop balanced scorecards.
- Scorecards will be produced regularly, signed off by the HSP Executive, and presented to the HSP Board and Partner organisations for information.

What are the benefits of this approach?

- The scorecard approach provides a clear picture of performance and creates greater transparency about areas of underperformance. It clearly highlights areas that have been a success as well as areas that need improvement.

What are the challenges?

- Data will need to be submitted in an agreed form to Harrow Council who will collate the overall scorecard.
- At a later date there will be a migration plan to transfer the scorecard/s across to Harrow Council's SAP ERP system.
- An easy to access performance database will be established to inform the process.
- The balanced scorecard approach will need to be supplemented by qualitative performance information – obtained via questionnaire.
- Plausibility testing can be introduced at a later stage to measure whether the actions planned are likely to achieve desired outcomes.

Further issues to consider

- Following the LAA submission at the end of November 2005 there will need to be agreed for each indicator – owner, definition, source system and frequency of reporting. (Note although the balanced scorecard will be produced at 6 monthly intervals, more frequent data may be included in the performance database).
- The ultimate 'look and feel' of the Performance Report will need to be agreed and approved with regard to the requirements of key recipients – the HSP Board and Executive, the Harrow Cabinet, and any further organisations each of the Partners wish to be informed.

The mechanisms for data collation will need to be finalised, with the agreement of issues such as nominee contacts from each partner organisation to provide data, and the receiving point in Harrow Council

Leadership

Effective leadership is fundamental to effective performance management and this will be a role for the HSP Board, Executive and each partner organisation to the agreement. This requires each organisation who is part of Harrow's LAA to 'own' the LAA and be committed to ensuring the delivery of the targets in the LAA. This will need to be reflected in the behaviour and practices of each organisation.

By placing emphasis on the leadership role of the HSP Board and Executive and establishing the performance management system for the LAA, it is hoped to ensure:

- LAA outcomes are prioritised within each of the bodies
- The necessary resources are allocated to achieving the outcomes
- The outcomes and actions to achieve them are integrated into the business/service planning processes of each organisation
- Performance is monitored regularly in the most appropriate places and action is taken to address under performance.

Appendix 1

Harrow's Diverse Communities

- 1.1. Contextual information about Harrow's diverse communities, with a focus on age, gender, ethnicity and religion is presented below. Further information about the makeup of specific neighbourhood communities is highlighted in Appendix 2.
- 1.2. According to census statistics (2001) Harrow's population stands at 206,814. Harrow's population is very diverse, with many different ethnicities and religions represented.

Age and number of families with dependent children

- 1.3. Over 37% of the population in Harrow are aged 45 and over and 14.5% are aged over 65. 23% of residents are 17 and under. The size of this age group is expected to increase, whereas the over 65 group is projected to decrease. Well over half of all people aged over 16 are married and just over a third of households in Harrow have dependent children. Lone parent households with dependent children make up 5.6% of all households in the borough.

Ethnicity

- 1.4. According to 2001 census data, 41% of Harrow's population belong to a minority ethnic group.
- 1.5. The following table shows the percentages of Harrow's residents who define themselves as being of a particular ethnic group. 49.9% of Harrow's residents describe themselves as White British. The next biggest ethnic group in the borough is Indian (21.9%).

Ethnicity	Percentage %
<u>White</u>	
White British	49.9
White Irish	4.4
Other white	4.5
<u>Mixed</u>	
White and Black Caribbean	0.7
White and Black African	0.3
White and Asian	1.0
Other mixed	0.9
<u>Asian or Asian British</u>	
Indian	21.9
Pakistan	2.1
Bangladeshi	0.5
Other Asian	5.2
<u>Black or Black British</u>	
Caribbean	3.0
African	2.7
Other Black	0.5
<u>Chinese & Other</u>	
Chinese	1.2
Other Ethnic Group	1.4

- 1.6. According to the Greater London Authority's Ethnic Diversity Indices, Harrow is one of the top ten most ethnically diverse boroughs in England and Wales.
- 1.7. The most ethnically diverse wards in Harrow are Roxeth, Roxbourne and Edgware. Other wards in the south west, centre and south east of the borough are more ethnically diverse than wards in the North of the borough.
- 1.8. As there is no single source of information available, it is very difficult to calculate the size of refugee and Asylum-seeking communities in Harrow. In addition, 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 is currently just over 1,000 (January 2005).
- 1.9. The main countries of origin of asylum seekers and refugees in Harrow are Sri Lanka, Somalia, Iran, Afghanistan, Kosovo, and Croatia.

Faith Communities in Harrow

- 1.10. The three most predominate religions in Harrow are Christianity, Hinduism and Islam.

1.11. The following table shows the religious make up of Harrow's population according to 2001 census statistics. Religious groups are listed in order from those with the highest percentage to lowest percentage in the population. It is interesting to note that people who state they have no religion are highly represented in the borough and are more numerate than Muslims, Jews, Sikhs, Buddhists, and people of other religions.

Religion	Percentage of Population %
Christian	47.29
Hindu	19.60
No religion	9.03
Muslim	7.21
Religion not stated	6.82
Jewish	6.34
Other Religions	2.03
Sikh	1
Buddhist	0.67

1.12. According to Religious Diversity Indices calculated by the Greater London Authority's Data Management and Analysis Group (August 2005), Harrow is one of the top three most religiously diverse boroughs in all of England and Wales.

1.13. Harrow's most religiously diverse wards are:

- Canons
- Stanmore Park
- Kenton West
- Queensbury

1.14. The following table shows how people of different religions are spread across the borough.

Religion	Distribution of religious groups across Harrow Wards
Christian	<p>There are 97,799 Christians in Harrow (47.29% of the population).</p> <p>Christians are distributed across the borough but live predominantly in the West, with a large percentage in Harrow Weald.</p>
Buddhist	<p>1,390 Buddhists live in Harrow (0.67% of the population). There are very few Buddhists in the North of the borough. Buddhists are widely dispersed across the remainder of the borough. There are high percentages of Buddhists in Edgware, Queensbury, Roxeth and Headstone North.</p>
Hindu	<p>There are 40,548 Hindus in Harrow (19.60% of the population). Hindus are widely dispersed across the borough but live predominantly in the East and South of the borough. A high proportion of Hindus in Harrow live in Kenton East.</p>
Jewish	<p>13,112 Jewish people in Harrow (6.34% of the population). Harrow's Jews live predominantly in the North of the Borough, especially in the North East, Stanmore Park and Canons.</p>
Muslim	<p>There are 14,915 Muslims in Harrow (7.21% of the population). Muslims are widely dispersed throughout the borough but live predominantly in centre and south of the borough, particularly in Wealdstone, Marlborough, Greenhill and Edgware.</p>
Sikh	<p>2073 Sikhs live in Harrow (1% of the population). Harrow's Sikhs live predominantly in the south of the borough. The highest concentration of Sikhs is in Rayners Lane.</p>
Other	<p>4,208 people of other religions live in Harrow (2.03% of the population) and predominantly live in the East and North of the Borough. A large percentage of people of other religions live in Kenton West.</p>
No Religion	<p>14,095 people in Harrow state they are of no religion (9.03% of the population).</p>

Appendix 2

Data is drawn from the Quality Of Life Survey, Harrow Vitality Profiles and 2001 census statistics.

Area	Community Cohesion ¹²	Deprivation ¹³	Ethnicity ¹⁴	Religion ¹⁵
<p>Central Harrow</p> <p>Wealdstone, Marlborough & Greenhill</p>	<p>Residents are:</p> <ul style="list-style-type: none"> more likely to disagree that people in their area from different 	<ul style="list-style-type: none"> Greenhill and Wealdstone are the most deprived two wards in Harrow. Marlborough is the fourth most deprived ward in Harrow (out of 21 Wards). 	<ul style="list-style-type: none"> 59% of Wealdstone residents are white 41% are Minority Ethnic (3% mixed, 26% Asian or Asian British, 8% Black or Black 	<ul style="list-style-type: none"> The most predominant religions in this area are Christian, Hindu, No religion and Muslim.

¹² From Quality of Life Survey

¹³ From Harrow Vitality Profiles

¹⁴ SOURCE: 2001 Census, Key Statistics Tables

¹⁵ SOURCE: 2001 Census, Key Statistics Tables

¹⁶ Harrow crime/drugs audit for the period 2001-2004

Area	Community Cohesion ¹²	Deprivation ¹³	Ethnicity ¹⁴	Religion ¹⁵
	<p>backgrounds get on well together and that ethnic differences are respected</p> <ul style="list-style-type: none"> • most likely to mix with people of a different ethnic origin that them in several locations • The highest levels of reported racist offences from 2001-2004 occurred in Greenhill, Marlborough, Wealdstone (along with Harrow on the Hill)¹⁶ 	<ul style="list-style-type: none"> • One SOA¹⁷ in Marlborough is in the 30% most deprived SOAs in London. • There is high deprivation in this part of the borough in the following forms: <ul style="list-style-type: none"> ○ Income ○ Income affecting children ○ Income affecting older people ○ Employment ○ Health and disability ○ Education, skills and training ○ Living and environment ○ Crime • Parts of Greenhill have barriers to housing and services. 	<p>British, 1% Chinese and 2% Other Ethnic Group)</p> <ul style="list-style-type: none"> • 56% of Marlborough residents are white • 44% are Minority Ethnic (3% mixed, 30% Asian or Asian British, 9% Black or Black British, 1% Chinese and 1% Other Ethnic Group) • 58% of Greenhill residents are white • 42% are Minority Ethnic (4% mixed, 26% Asian or Asian British, 8% Black or Black British, 2% Chinese and 2% Other Ethnic Group) 	<ul style="list-style-type: none"> • 27,494 Christian • 175 Buddhist • 4,588 Hindu • 489 Jewish • 2,638 Muslim • 220 Sikh • 397 Other • 3,170 No Religion • 1,657 Religion not stated • A high proportion of Harrow's Muslims live in this area • A high proportion of Harrow's Hindus live in this area.

¹⁷ To identify areas where there is most deprivation, boroughs across England have been broken down into Super Output Areas (SOAs). These are geographical areas of around 1,500 people that are nested within electoral wards. National indices were developed to rank SOAs from the least to most deprived. The ranking took into account: income, income affecting children, income affecting older people, employment, health and disability, education skills and training, barriers to housing and services, living environment and crime.

Appendix 3

