

LONDON BOROUGH OF HARROW

Meeting:	Strengthening Communities Sub Committee
Date:	15 October 2003
Subject:	Update on Development of the Harrow Community Strategy
Key decision:	No
Responsible Chief Officer:	Jill Rothwell
Relevant Portfolio Holder:	Portfolio Holder for Partnership and Property
Status:	Part 1
Ward:	All
Enclosures:	Appendix 1- Timetable for Production of the Community Strategy Appendix 2- Consultation Programme for the Community Strategy

1. Summary/ Reason for urgency (if applicable)

- 1.1 That the Committee is aware of the process for development of, and consultation on the Community Strategy.

2. Recommendations (for decision by.....)

- 2.1 That the Committee notes the development timetable
2.2 That the Committee notes the Consultation arrangements for the Community Strategy

REASON: The Council has a statutory responsibility to develop and deliver a Community Strategy.

3. Consultation with Ward Councillors

- 3.1 None

4. Policy Context (including Relevant Previous Decisions)

- 4.1 The Committee were made aware of the development of the Harrow Strategic Partnership (HSP). At that time, it was emphasised to the Committee that one of the key tasks of the HSP was the development and delivery of the Community Strategy.

5. Relevance to Corporate Priorities

- 5.1 The work of the Harrow Strategic Partnership addresses the Council's stated priorities of

enhancing the environment, strengthening Harrow's local communities, promoting Harrow as a centre for lifelong learning, improving the quality of health and social care in Harrow and developing a prosperous and sustainable economy in Harrow.

6. **Background Information and options considered**

6.1 Government Guidance on the development of Community Strategies is available upon request from the Strategic Partnerships Section.

7. **Consultation**

7.1 Consultation on the development of the Community Strategy has taken place with the Executive of the HSP, the Council's Corporate Management Team and the Executive Directors Group.

8. **Finance Observations**

8.1 Costs can be met out of existing budgets.

9. **Legal Observations**

9.1 Under section 4 of the Local Government Act 2000, every local authority must prepare a community strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom.

10. **Conclusion**

10.1 The Community Strategy is the overarching strategic document for the borough and therefore effective consultation on the priorities must be insured.

11. **Background Papers**

11.1

12. **Author**

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Appendix 1 COMMUNITY STRATEGY PRODUCTION



TASK	TIME PERIOD
Draft produced incorporating <ul style="list-style-type: none"> • Priorities from existing strategies • Corporate Plan information • Initial information from Harrow Vitality Profile 	1 October 2003
Draft considered by HSP Board and Executive	Tuesday 7 October
Draft considered by CMT	Wednesday 8 October
Comments made by HSP and CMT incorporated plus further information from the Harrow Vitality Profile	Thursday 9 October – Wednesday 22 October
Final draft sent to partner organisations of HSP Board/Exec for them to send to their own boards	Wednesday 22 October
Cabinet consider draft	11 November
Consultation (focus groups and existing meetings)	13 November – 17 December
Scrutiny and Overview	25 November 2003
CHRISTMAS 22 DECEMBER 2003 – 4 JANUARY 2004	
Write Second Draft inputting data from consultation period	5 January 2004 – 16 January 2004
HSP Board and Executive comment on second draft	26 January 2004
Strengthening Communities Scrutiny Sub Committee	2 February 2003
Written consultation period for second draft (internet, libraries etc)	2 February 2004 – 27 February 2004
Finalise document	1 March 2004 – 19 March 2004
HSP Board and Executive endorse Community Strategy	31 March 2004
Document sent to Cabinet	2 April
EASTER 3 APRIL – 18 APRIL	
Cabinet endorse Community Strategy	20 April
Council endorse Community Strategy	29 April
Printing of document and distribution	30 April – 18 May
HSP Board and Exec	19 May
HSP Summit – launch of Community Strategy	19 May 2004



Consultation Programme for the Harrow Community Strategy

<p>Project Title: Consultation Programme for Harrow Community Strategy</p>	<p>Project Sponsor: Jill Rothwell, Executive Director Organisational Development. London Borough of Harrow</p> <p>Project Leader: Bindu Arjoon-Matthews Manager, Strategic Partnership Section</p>
<p>Context:</p> <p>The Harrow Strategic Partnership (HSP) aims to produce the Harrow Community Strategy by May 2004 (details can be found in the project initiation document for the Community Strategy).</p> <p>The Community Strategy guidance <i>Preparing Community Strategies: Government Guidance to local authorities, December 2000, Department of the Environment, Transport and the Regions, states: community strategies must give local people a powerful voice in planning local approaches to economic, social and environmental well-being and in holding public services and local politicians to account...the key to an effective community strategy will, therefore, be successful partnership working and community involvement throughout the process'.</i></p> <p>Development of the Community Strategy is a year 2 indicator within the London Borough of Harrow Race Equality Scheme. In 2003/04 a report will be presented to the HSP showing how the Community Strategy was produced in line with the general duty to</p> <ul style="list-style-type: none"> - eliminate unlawful discrimination - promote equal opportunities - promote good relations between people from different racial groups <p>The HSP is committed to promoting social inclusion and as a key element of that commitment, promoting race equality. Black and minority ethnic communities will be one section of the local population targeted for consultation during the development of the HSP's Community Strategy. Key representatives from these communities will also monitor the achievements of the Community Strategy through their membership in the Harrow Strategic Partnership.</p> <p>The development of the Community Strategy will be reported against Best Value Indicator 1, which for 2003/04 requires the Community Strategy to be produced by May 2004.</p>	
<p>Links to corporate / departmental / service priorities</p> <p>As stated in the HSP Constitution the priority for the HSP is to work to make a measurable improvement to the quality of life of the people of Harrow through robust and inclusive partnership working. In particular the HSP facilitates involvement in the work of the HSP by stakeholders in Harrow who wish to make this priority a reality. The HSP aims to develop strong cohesive communities and the community planning process aims to assist in this development and involvement.</p>	
<p>Aim</p> <p>To ensure that local communities and partner agencies are engaged in the community planning process for the production of the Harrow Community Strategy, thus enabling them to articulate their aspirations, needs and priorities regarding the improvement of the economic, social and environmental wellbeing of Harrow.</p>	

Methodology

Consultation will follow the process shown on the flow diagram in appendix 1

Consultation will be undertaken using 3 stages:

Stage 1:	mapping	(26 June 2003 – 20 October 2003)
Stage 2:	interactive	(20 October 2003 – 12 December 2003)
Stage 3:	written	(2 February – 27 February 2004)

STAGE 1: Mapping: 26 June 2003 – 20 October 2003

- a) Mapping of partnership priorities already identified in existing strategic documents and being addressed through joint working
- b) Mapping of Harrow indicators through the Harrow Vitality Profile

STAGE 2: Interactive: 20 October 2003 – 12 December 2003

The mapping stage will result in the identification of key priorities for Harrow. These priorities will then be consulted on as per the flow diagram in appendix 1, using 4 mechanisms:

Four mechanisms will be used in the interactive period:

- a) Questionnaire
- b) Focus Groups
- c) Existing Meetings
- d) Newsletters

a). Questionnaire (reaching partners and residents)

A questionnaire will be used in conjunction with mechanisms b) – d). It will also be posted on the Harrow Live Website and sent out separately to the HSP database and people who have specifically asked to receive information about the Community Strategy.*

* The Residents Panel will not be used to receive the questionnaire as it is currently under review and is no longer representative of the make up of the Borough.

b). Focus Groups (reaching partners and residents)

The Focus Groups will address issues affecting the whole Borough as well as taking a specific area based approach based on postcodes. The Borough will be split into three postcode groups

- i) HA2 & HA5
- ii) HA1 & HA3
- iii) HA7 & HA8

For each of the three postcode groupings there will be three focus groups held (i.e. nine in total). The times of these will vary in order to engage as many stakeholders as possible.

It is requested that HSP Executive and Board members are available for the Focus Groups, being involved by giving presentations and facilitating discussions. Members of the Strategic Partnership Section will be available to offer support.

c). Existing meetings (reaching partners)

A number of meetings are held across the Borough that discuss issues relevant to the Community Strategy and the future of the Borough (see appendix 2). An agenda item focusing on the Community Strategy will be sought at each meeting. A standard presentation will be used which will explain what the HSP is, what the Community Strategy is for, explain the consultation process and request initial input. The questionnaire will also be distributed.

Members of the Executive and Board are requested to participate in this meeting programme by giving presentations and facilitating any discussion. A member of the SPS will be available to offer support. Appendix 2 scopes the meetings identified for inclusion in the consultation programme.

d). Newsletters

There will be a special edition of Partnership News focused on the Community Strategy. In addition articles will be placed in partners newsletters to enable stakeholders to participate in the consultation process.

Prioritising

During the period 5 January 2004 – 26 January 2004, the HSP Executive and Board will prioritise the range of issues arising through the consultation and a draft Community Strategy will be produced.

STAGE 3: Written: 2 February 2004 – 27 February 2004

Copies of draft Community Strategy will be available for comment in libraries, schools and via the Harrow Live website. Copies will be sent to those people who have participated in the interactive consultation programme and request the written draft. The Harrow People will highlight the key priorities identified for inclusion in the Community Strategy and enable comment.

Reaching as wide a range of people as possible

a) Advertising consultation

The dates for consultation will be advertised using

- The Harrow Live website
- The local press
- Partnership News
- Community notice boards
- Partners newsletters
- Database of people who have expressed an interest in receiving further information about the Community Strategy and participating in consultation.

b) HSP Constitution and Protocols for Consultation and Communications

Consultation will be carried out adhering to the HSP Constitution and HSP Protocols for Consultation and Communication. As such, accessibility issues will be addressed and endeavours made to reach all communities in Harrow.

Results of Consultation

The following principles will be followed:

- a) People who have responded to consultation and provided their contact details will receive a written response detailing what has happened to their contribution.
- b) Be clear about how priorities will be determined
- c) The HSP Information Sharing Protocol encourages sharing certain information in a safe way between partner organisations. If there is any information that it is felt cannot be addressed through the community planning process these concerns will be passed on to the relevant organisation for them to be addressed.

The final Community Strategy will be launched at the HSP Summit in May 2004. The HSP will then work to implement the Strategy.

Delivery of the Community Strategy Priorities

The HSP will be the vehicle for delivering the Community Strategy.

Current delivery mechanisms being used to deliver issues in existing strategies will be brought into the HSP and be monitored through the Management Groups.

Issues identified through consultation, which are currently not being addressed in existing strategies, will be allocated to HSP Management Groups. The Management Groups will set up Project Groups to deliver against the targets.

Measures of success

The success of the project will be measured by the results of an evaluation of the consultation programme through the use of feedback surveys for the consultation mechanisms

Scope

The consultation programme for the Community Strategy will impact on staff within all partner agencies of the HSP and members of the local community. The Community Strategy will become the overarching strategic document for the Harrow locality and will provide prioritisation of partnership issues to be addressed through the HSP.

Approvals sought

The HSP Executive and Board will approve the consultation programme.

The following committees will be involved in the final endorsement of the Community Strategy

HSP Board

HSP Executive

LBH Overview & Scrutiny

LBH Strengthening Communities sub Committee

LBH Cabinet

LBH Corporate Management Team

LBH Council

Executive Bodies of partner organisations

Assumptions and constraints

1. Harrow Vitality Profile information will be timely and inform the Community Strategy consultation programme
2. Information being provided by internal and external sources for the grid mapping plans, partnerships and resources is timely and comprehensive
3. An adequate budget is ringfenced for the consultation programme based on proposals submitted for resourcing from the Corporate Service budget.

Start and end dates or estimate of time-scale

9 September 2003 – 30 June 2004

Specific critical dates

Please see consultation programme dates in methodology section.

Reporting arrangements

Reporting arrangements for the development of the Community Strategy are detailed in the CS PID.

Monitoring mechanism

The consultation programme will be monitored by the HSP Executive and project sponsors.

Evaluation and review

The success of the project to develop the Community Strategy will be evaluated in June 2004. A report will be produced on achievements against the success measures outlined above and those in the CS PID. Lessons learnt and examples of good practice will be recorded for use in future Community Strategy development and shared across the HSP as a guide when producing strategic documents and undertaking consultation.