



# **A Sustainable Community Plan for Harrow 2006 - 2020**

November 2006



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# Harrow in 2020

By 2020 much will have happened in the world, in London and in Harrow.

Memories of the London Olympics may have faded, although the legacy facilities will still be used across the Capital. The pattern of work will have continued to change with ever fewer jobs in manufacturing but more in services. Life expectancy will have continued to increase with growing numbers reaching 90 years and more. The effects of climate change are likely to be more dramatic.

This plan shows how the organisations making up Harrow Strategic Partnership will try to shape the effects of global, national, regional and local trends and events to work towards successful outcomes for Harrow.

## Introduction

This is a community plan – it belongs to the community. Everyone - residents, voluntary and community organisations, businesses, the police, the health service and the council – has a part to play in making sure that the aims of the plan are achieved.

The plan is in three parts, but only Parts One and Two are included here.

## Part One - Vision

Harrow will be a place which offers the best of capital and country and is loved by its residents. Harrow will be a desirable place to live, learn, work and play.

Specifically, it will:

- Celebrate what we have in common and capitalise on our diversity
- Be an example to the rest of London of how communities from different backgrounds can form a cohesive society;
- Have the lowest crime and fear of crime in London
- Be a place where people are healthy and stay healthy
- Have reduced health inequalities between wards and communities by levelling up health outcomes;
- Have reduced the pockets of deprivation that affect parts of our borough to increase social inclusion;
- Be recognised as a leader in the race to reduce carbon emissions through technological innovation and community action;
- Have a choice of housing in distinctive neighbourhoods
- Be entrepreneurial and an ideal place to set up high skills businesses
- Be a place where children and young people are healthy and safe, fulfil their potential and help other people
- Have vibrant neighbourhood centres and the Premier Town Centre in North-West London
- Be family friendly and promote older people's independence
- Be easy to get around for everyone and offer the best commuter experience by public transport in the south east and
- Protect its green spaces.

The key public, private and voluntary organisations in Harrow will deliver this

vision and ensure value for money in the services we provide for you.

But we also need all our residents to play their part by:

- Recycling more of your waste
- Considering alternatives to using your car
- Being tolerant and welcoming as the Borough grows
- Considering voluntary work which gives something back to the local community
- Taking advantage of local leisure and cultural facilities and
- Acting responsibly in public spaces.

## **Part Two – Medium Term Ambitions**

This is the most important part of the plan as it sets out the partnership priorities for the next four to six years. Although the plan talks about Harrow in 2020, it is very difficult to project detailed actions that far into the future. Instead, we aim to update this plan every four or five years so that it takes account of progress made and refreshes the challenges for the next period.

The ideas contained in this section were mostly generated at a summit for local groups and community leaders held in July 2006 and our thanks go to those involved. These ideas have been added to by including the targets from the Local Area Agreement (LAA) that are planned to be achieved by April 2009. These targets are supported by action plans and funding.

We have also looked at the Harrow Vitality Profiles, which are Harrow's vital statistics, and provide very localised information about who lives here, how services are developed and relative deprivation. The plan also

takes into account the results of the 2006 Quality of Life survey which gives information about the services people in Harrow most value and those that they want to see improved.

## **Part 3 – Three Year Action Plan**

Finally, there will be a rolling three-year action plan which will be updated every year and made available with the Plan.

The three-year action plan will draw from the numerous existing partner plans such as the council's Corporate Plan and the borough Policing Plan. Actions from these plans will be pulled together to help achieve collectively the communities' medium term ambitions.

## **Context**

This plan follows on from the first Community Strategy for Harrow published in May 2004. That document established a sense of partnership and a sense of direction for the Borough. It was, deliberately, fairly short-term and the actions it proposed have now either been achieved or overtaken by events. One such event is the Local Area Agreement between the partnership and Central Government which focuses attention on performance against 48 key outcomes covering sustainable communities, safer communities, stronger communities, healthier communities and children and young people in Harrow.

These key outcomes can only be achieved through partnership work and, as they form a major part of our work plan, we have built this plan around the same framework.

An Equalities Impact Assessment of the Plan and the process leading to its development will be undertaken and will inform the process and content of making amendments and updates.

This plan will be monitored every three months by the Board of Harrow Strategic Partnership which will also carry out an evaluation of progress, effectiveness and continuing relevance every year. Progress will, to some extent, depend on the availability of resources. These annual reviews will prompt amendments to the plan and it is expected that it will need to be substantially refreshed every four or five years. It will also be amended to take account of changes in other documents such as the London Plan.

It is likely that the programme of HSP Summits, yearly meetings to review progress and consider the big issues for the future, will continue and could be used to check that the Plan is addressing the things that really matter.

At the same time as we are preparing this plan about the sort of place we want Harrow to be in the future, we are also working on the Local Development Framework which is concerned with where change and development will take place in Harrow and how it should be managed over the next 15 - 20 years. It will be the most important planning document the council prepares, and all other statutory planning documents the council prepares will need to be consistent with it.

# Harrow now

Harrow is an outer London Borough in the northwest of the capital. It has an estimated population of more than 211,000, a comparatively high average standard of living, low unemployment, good public transport links into the centre of London and road links to the rest of the country.

The most distinctive aspect of Harrow is the diversity of its population. Over 40% of the people living in Harrow are from minority ethnic communities. (Census 2001). The population includes people from at least 137 different countries and based upon the seven religions listed in the standard tables from the census, Harrow has the highest level of religious diversity of any local authority in England and Wales. This gives Harrow both a fascinating range of experience, cultures and skills but also challenges around communication and cohesion.

Social and cultural cohesion is measured through surveys which collect information about how people get on together. Currently, (June 2006<sup>1</sup>) 52% of Harrow residents agree or strongly agree that people from different backgrounds get on well together in their local neighbourhood and 15% disagree. This gives the area a strong base level of engagement, tolerance and respect to build on in continuing to strengthen our communities.

Harrow is also justly famous for the quality and quantity of green belt land in the borough. Not only does this provide easy access to nature and recreation for many local people, complementing the borough's range of urban parks and open spaces, but also encourages visitors.

Outside the green belt, Harrow is intensively built up with little or no vacant land. Whilst it has good quality housing, schools and shopping facilities, development pressure for housing is changing the character of parts of the borough.

Harrow has many of the characteristics of a typical outer London borough. Many residents work elsewhere, in particular in other parts of west London and central London where earnings are higher. Harrow has an increasing population including a growing number of older people and a richly diverse and changing child population. School results for 2005/6 made Harrow the fifth best performing education authority in England and Wales. It has a continuing need for more homes, partly to meet the needs of the increasing population and partly due to the increase in the number of households.

Employment levels and household earnings are relatively high, skill levels are impressive and people work predominantly in sectors and types of job where demand is growing. This can create an image that is attractive in many respects but off-putting in others, not least because housing is relatively expensive to buy.

Harrow's overall health indicators are good and people born in Harrow can expect to live longer than the London and England averages. However Harrow does have areas of relative deprivation with residents who have serious health needs. The biggest killers in Harrow, accounting for over half of all deaths, are circulatory diseases and cancers, which disproportionately affect the poorest.

The 2006 Quality of Life survey conducted by Harrow Strategic Partnership found that

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<sup>1</sup> Quality of Life Survey – June 2006

67% of people in the borough are satisfied or very satisfied with Harrow as a place to live, with just 16% disagreeing. Within that encouraging picture, however, there are geographical variations with as many as 25% dissatisfied in Central Harrow. This is an area which corresponds to the wards with the highest levels of deprivation in the borough. Members of Black and Minority Ethnic Communities are more likely to be satisfied with their neighbourhood and much more likely to be satisfied with Harrow as a place to live.

The 2006 Quality of Life survey also gave information about the issues of most concern to Harrow residents and highlighted road and pavement repairs, the level of traffic congestion, the cleanliness of streets and health services for improvement. Crime was also a priority as, in common with most areas of the country, it has a high profile with Harrow residents. Although Harrow has the lowest crime rate amongst all London Boroughs, the fear of crime still plays a significant part in shaping residents' attitudes and social activities.

The fear of crime is falling compared to 2005: 6 in 10 residents feel unsafe in their neighbourhood after dark and 1 in 4 residents feel unsafe in their home if they are alone after dark. People felt less safe in parks than on public transport or in their town centre. The extent of fearfulness was measured against a scale of 1 - crime has no effect on quality of life - to 10 - crime has a total effect. The overall score in Harrow was just below 5.

Finally, residents are more likely to be positive about both the future and recent change than they were in 2005. The proportion that say overall quality of life in their local area has got worse in the last three years has fallen from 34% to 29%, while there has been an increase in the proportion who think that things will improve in the next three years from 17% to 21%. As in 2005, residents tend to be more optimistic about the future than the past three years; twice as many people think their local area will improve in the next three years as say it has got better over the previous three years.

# Sustainable Communities in Harrow

A sustainable community is one that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable communities meet the diverse needs of existing and future residents; are sensitive to their environment; and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all. A sustainable community balances and integrates the social, economic and environmental components of their community; and respects the needs of other communities in the wider region.

Locally, creating a sustainable borough means moving towards sustainable construction involving carbon neutral buildings; harnessing the use of energy from renewable sources; reusing grey water, and seeking to use partnerships to address climate change. It also means protecting environmentally sensitive areas while accommodating development for housing and employment in accessible locations; reducing domestic and business waste, promoting recycling, and public transport while recognising that the car is an integral part of life. This includes continuing to pursue the Council's Green Belt Management Strategy.

One of the challenges is to spread information and practical action more widely. It is hoped that, for example, older people will respond to the idea of leaving a habitable planet as a legacy to their children and grand children.

The Harrow Strategic Partnership has a responsibility to encourage businesses and residents to reduce emissions, to find cost

effective measures to tackle climate change and to respond to extreme weather events through emergency planning.

Around 60% of Harrow's working population travel out of the borough to their job. This section of the workforce earns, on average, more than the workers who remain in Harrow. It is important that this proportion does not change too drastically in the coming years, since a decline in the in-borough workforce could lead to fewer spending opportunities in the borough and, as a result, less of the money earned outside Harrow being spent here. Access to childcare, either paid for or via family members, is a key limiting factor in allowing carers of young children to return to work.

Locally, most employment is in retailing, the public sector, the service sector and the growing number of small businesses. In the medium term, there is very little scope for growth in public sector employment, and competition from surrounding areas suggests that, unless Harrow town centre is modernised, which is part of the long term plan, retail employment will decline. The service sector depends largely on the success of other enterprises, some of which fall into the small business category. It is here that there is the best chance for increased employment.

Recent history suggests that expanding small businesses move out of Harrow, taking with them the benefits that would have accrued to the local economy. To counteract this tendency, there needs to be suitable premises and support available. Retaining a larger proportion of expanding businesses would also support the service and retail sectors.



There is also scope for employment growth in tourism-related businesses – perhaps mostly through accommodation for visitors seeking the best of capital and country.

Locally, in the next four to six years, the partnership will aim to

- achieve and conserve a balance and variety of well managed green spaces, bring a quarter of the borough's parks up to Green Flag standard and protect and improve the Green Belt and bio-diversity;
- Identify key actions for different groups in Harrow to make a contribution to environmental well-being;
- reduce anti-social behaviour in parks;
- reach the decent homes standard for all social housing;
- retain in Harrow a greater proportion of small business enterprises which start here and support them to recruit local people;
- encourage affordable housing to be developed in accessible locations;
- promote sustainability through the educational offer at schools and FE Colleges, through public information and through take up campaigns for government grants that support energy conservation, recycling and green transport
- continue to improve the rates of both domestic and business recycling and reduce litter in the borough;
- promote sustainability in new buildings, through efficient energy use, increasing the amount of energy produced from renewable sources, and the use of grey water and rain water;
- make traffic improvement through schemes for walking and cycling to reduce reliance on private cars and reduce congestion;
- create a positive and cohesive identity for the borough that welcomes, involves and satisfies the visitor;
- promote the regeneration of Harrow Town Centre by increasing its retail offer,

creating a distinctive public realm and securing a 21<sup>st</sup> century transport hub.

- promote Harrow's tourism potential both as a destination in its own right and as a place to stay while visiting London
- have in place comprehensive emergency plans in response to climate change.

# Safer Harrow

Harrow currently has the lowest recorded crime rate of all the boroughs in London. This is recognised locally because fewer than one resident in ten say that they live in a high crime area. It is also demonstrated by a reduction in the number of people who identify crime as increasing in 2006 compared to 2005.

Compared to 2005, the Quality of Life survey records:

- a reduction in the number of people who feel unsafe at night when alone at home or walking alone in their local area.
- a nine percentage point reduction in the numbers identifying crime levels as an issue that needs improving in Harrow, down from 53% to 44%.

Nevertheless, the fear of crime is real and has a significant impact on people's lives. The most recent figures available show crime in both London and Harrow falling by between 4% and 5%. The data on crimes that people in Harrow have experienced suggests that it could mostly be categorised as anti-social behaviour rather than serious or violent crime.

The fear of crime does not, therefore, appear to be strongly related to people's actual experience of crime or anti-social behaviour. Nor are older people more fearful – the Quality of Life survey shows that the fear of crime affects the lives of people aged between 18 and 35 significantly more than of those over 65.

Fear might, therefore, be addressed by targeted neighbourhood activity that provides reassurance as well as action to reduce further the incidence of crime and anti-social behaviour. This is one of the motivations for the formation of Safer

Neighbourhood Teams. There will be 21 teams of Police Officers and Community Support Officers each dedicated to policing single wards in the borough. Officers working in Safer Neighbourhood Teams will get to know residents in their area and will respond to neighbourhood concerns reported by residents about areas which attract crime or anti-social behaviour. By the end of 2006/07, each Safer Neighbourhood Team in Harrow should be fully staffed and operational.

The Council's efforts to ensure a cleaner, greener and tidy built environment also contribute to increasing feelings of security. Abandoned cars, fly tipping, graffiti, litter and the effects of low-level criminal damage can give an impression of an area being uncared for and run down. The council has focused on addressing these issues and has achieved significant increases in the proportion of the public who say issues like control of litter are improving (from 21% in 2003/4 to 40% in 2006)

Locally, Community Safety is managed by Safer Harrow, which comprises the Police, the Council, the Primary Care Trust, and the Fire Service amongst others. Safer Harrow's current priorities are:

- to improve the quality of life by reducing the impact of crime and anti-social behaviour;
- to reduce violent crime and increase detection rates;
- to reduce property crime and increase detection rates;
- to reduce the number of young people who are victims of crime and the number of young people who commit crime;
- to target prolific and priority offenders and so reduce crime ;

- to increase access to treatment for those misusing drugs and alcohol; and
- to increase community involvement in enhancing community safety.

Broadly, Safer Harrow seeks to work with specific groups of people, those who are offenders or are at risk of offending and in specific places which have a history of particular crime types. Safer Harrow also uses education and awareness to help prevent crime from occurring. In combination with the reassurance work of Safer Neighbourhood Teams, Safer Harrow has an integrated approach to addressing crime and the fear of crime.

In addition to the work that is already planned and proposed for future years, the Partnership will, over the next four to six years, aim to

- focus on the quality of the built environment by tackling litter, graffiti and fly tipping to improve the quality of life;
- ensure that data is shared between partners to inform the planning of activities and services;
- implement controlled drinking zones where appropriate to address anti-social behaviour;
- reduce the fear of crime amongst the population of Harrow;
- lobby for all tube and bus stations in Harrow to be staffed and well lit;
- reduce the percentage of people who regard anti-social behaviour as a big or a fairly big problem;
- increase the number of Neighbourhood Watch schemes;
- reduce the level of non-residential burglary in the borough;
- reduce the level of residential burglary where the victim is over 75 years of age;
- increase the number of sites accepting third party reports of crime, particularly sites accessible to the BME communities;

- promote building design and layout that discourages crime and disorder;
- deliver the targets of the Local Safeguarding Children Board together with the voluntary and community sector, to ensure sound multi-agency communication and practice around protecting children from harm and promoting their welfare
- reduce proportion of adult and youth offenders and prolific and other priority offenders who re-offend;
- reduce public perceptions of local drug dealing and drug use as a problem.

# Stronger Communities in Harrow

Stronger communities are the product of neighbourhoods where people feel they belong; where people look out for one another; where local people have a greater voice and influence over local decision-making; where people from different backgrounds get on well together and where the most disadvantaged are valued. Stronger communities increase the quality of life for residents and make an area the sort of place where people want to live.

One of the communities that is often overlooked is people with disabilities. Part of this plan is about removing the barriers that prevent people from taking an active part in society; be those physical barriers for people with mobility impairments or cultural barriers affecting, for example, people with learning disabilities.

A measure of the strength of a community is how it supports carers. There are thousands of people in Harrow who provide care for a partner or family member and who need support in the form of information, networking and occasional breaks.

Harrow has a very diverse population, with just over 40% of residents being from minority ethnic communities and home to people from at least 137 different countries. Nonetheless, Harrow's people have a lot in common. For a start, more than twice as many people feel that they strongly belong in their neighbourhood compared to those who feel only a loose association with their area. Residents who live in East and Central Harrow are least likely to feel a strong sense of belonging to their area. Those feeling a strong sense of belonging come equally from the Black and Minority Ethnic (BME) and non-BME communities.

It should not be surprising that people identify with their neighbourhood in Harrow

as 38% of residents have lived in their current area for 21 years or more and seven out of ten people have lived in their current area for between six and ten years. This compares with an average length of tenure of only four years nationally. This stability provides underlying strength to Harrow's communities and provides the confidence to welcome new people.

This can be seen in that, currently:

- 52% of Harrow residents agree or strongly agree that people from different backgrounds get on well together in their local neighbourhood with 15% disagreeing<sup>2</sup>.
- 54% of residents say that, in their area, people respect ethnic differences with 12% disagreeing.
- just 6% of residents say that they do not regularly meet and talk to people from different ethnic origins.

One of the hallmarks of a strong community is the degree to which people feel that they have influence over decisions that affect their area. In Harrow, 13% of residents feel that they can influence decisions as an individual but 42% feel that by working together, the community can make its voice heard. An example of an initiative to help improve people's influence over decisions is the creation of Prosperity Action Teams (PATs) by the council.

The PAT's will be a vehicle for residents to influence physical improvement to their neighbourhood. There are also opportunities for Partnership agencies to increase cohesion and local influence by joined up consultation and resident involvement in setting priorities. For example, there is scope for joint working

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<sup>2</sup> Quality of Life Survey – July 2006

between Safer Neighbourhood Panels established by the Police and Prosperity Action Teams being developed by the council.

An active and focused voluntary and community sector, including the faith sector, is vital for a healthy and cohesive community. To support the sector, the Partnership will look for opportunities to increase social capital and strengthen the sector's role in the delivery of services.

In recognition of the degree of religious diversity locally, the Inter Faith Council increases contacts and understanding between the different faiths followed in Harrow.

More generally, the voluntary sector provides a wide variety of services to people in the borough and also offers the opportunity for residents to participate in voluntary work. One in five Harrow residents over the age of 18 say that they take part in voluntary work for an average of two or more hours a week. This is a total of more than 35,000 people, which demonstrates strength within Harrow's communities. Volunteering gives individuals self-esteem, a different perspective on life and a feeling that they are helping to shape the direction of their neighbourhood. At the same time, volunteering adds to the social capital and infrastructure of a community.

Over the next four to six years, the partnership will aim to

- ensure that a further 1,500 volunteers are recruited;
- Identify and use the opportunities presented by the London Olympics to increase the range and number of volunteering positions;
- increase, by six percentage points, the proportion of residents who report that their area is a place where people from different backgrounds get on well together;
- work to co-ordinate support for the voluntary and community sector, including developing an investment strategy and exploring a community trust, and fund groups that help to deliver the ambitions in this strategy;
- devise joined up opportunities for local communities to influence the direction of their neighbourhood's development and the pattern of local services;
- ensure that as the physical environment, including public spaces, transport and public and commercial buildings, is renewed, it provides the best possible access for everyone;
- put in place improved methods of sharing information between partners and making it accessible to the public;
- identify and implement opportunities to remove cultural barriers to people with disabilities taking a full part in local life;
- identify further opportunities for people to participate in sport and leisure activities which support community cohesion;
- continue to support the work of the Inter Faith Council;
- help to develop skills in the voluntary and community sector;
- continue to recognise the crucial role of carers and identify ways in which support for them can be co-ordinated across the partnership;
- ensure continuous improvement in the quality of housing, affordability and choice of type, size, and tenure; and
- deliver a Community Development Strategy.
- Increase the percentage of people who feel that parents in their local area are made to take responsibility for the behaviour of their children;
- Increase the percentage of people who feel that people in their area treat them with respect and consideration.

# Healthier Harrow

Harrow is a very healthy place. For example, a female child born in 2006 in Harrow would have an average life expectancy of 82.7 years and a male child 78 years. These are the second highest life expectancy figures in North West London and higher than the London or England averages. Health is linked with affluence. As a whole, Harrow is ranked 5<sup>th</sup> most affluent borough in London and so above average life expectancy could be anticipated.

These results hide disparities within the borough. Male life expectancy varies by 6.4 years between Wealdstone at 73.9 years and Pinner South and Headstone North both at 80.2. For women, the highest life expectancy is 85.7 years in Pinner South compared with 78.9 years in Wealdstone.

These differences are due to the effects of relative affluence and deprivation. The less well off have significantly higher mortality rates from nearly all causes of mortality. The reasons for this include lifestyle issues such as the prevalence of smoking, dietary factors and employment, education and transport.

One of the main aims of Harrow Primary Care Trust is to address health inequalities. This will require the efforts of all members of the partnership. This is because these inequalities are not due, for the most part, to the quality of or access to General Practitioners or acute health services and therefore extend beyond the remit of the health service alone. Addressing health inequalities has been added as a specific aim in both this plan and the Local Area Agreement.

One of the social rather than clinical reasons for health inequalities is smoking. The partnership is committed to reducing

smoking through increasing the number of people signing up to smoking cessation courses and being smoke-free four weeks later. The partnership is also encouraging smoke free environments, domestic as well as business, to protect non-smokers from the smoke of others. A 'Smokefree Homes' initiative particularly aims to protect the health of children and older people. Other examples of preventative action are: a series of targets to address obesity including the Healthy Schools Programme, increasing Body Mass Indicator screening and increasing adult participation in sport and active recreation.

It is recognised that there are groups for whom access is an issue. Therefore, a targeted approach aimed at removing barriers to information and services is a key objective of the partnership.

A function of increasing good health and life expectancy is that Harrow has a growing number and proportion of older people. As people live longer, they tend to need more clinical and social care, particularly as they become frail. There are a number of actions that the council, the health service and the voluntary and community sector can take to improve the quality of life and independence of older people. These include reducing the waiting time for assessments, providing intensive homecare where necessary and making direct payments so that older people control their own care packages. The Borough's diversity generates a demand for language and culturally specific residential care which is recognised.

One of the ambitions of both service providers and consumers is better integration of clinical and social care to overcome boundary issues and questions of responsibility. Joint planning and commissioning arrangements between the

Primary Care Trust and the Council are addressing this issue. This means individuals' needs can be met by one provider even where the needs change over time between clinical and social care.

Over the next four to six years, the partnership will aim to:

- decrease harm from smoking and second-hand smoke and reduce the number of adults smoking;
- reduce health inequalities within the local area by narrowing the gap in all-age, all-cause mortality
- increase integration of services for older people to improve quality, access and efficiency;
- increase the range of preventative health measures in place to promote healthy lifestyles;
- improve health outcomes for all communities and people with disabilities;
- support independent living for older people;
- develop and deliver programmes to tackle alcohol abuse;
- develop and deliver a multi-agency programme to prevent and tackle obesity; and
- improve access to open space and sports and leisure facilities;
- use the example of the London Olympics to stimulate interest and participation in sport and exercise.

# Young Harrow

There are 52,000 children and young people up to 19 years of age in Harrow of which, 29,000 are pupils at Harrow's schools. School results for 2005/6 made Harrow the fifth best performing education authority in England and Wales. Many young people continue their studies at one of the three Further education Colleges in the Borough which offer a wealth of courses at all levels. From 2006, six Harrow High Schools are offering AS level courses in collaboration with Harrow College and as the beginning of developing sixth form provision.

Specific services for young people are provided by the council, the Primary Care Trust and the voluntary and community sector. Children and young people also use a wide range of general services such as transport and policing.

Service providers have formed a Children and Young People's Strategic Partnership. This partnership is taking forward the issues highlighted in the Government's strategy "Every Child Matters", namely:

- being healthy
- staying safe
- enjoying and achieving
- making a positive contribution
- achieving economic well-being.

The partnership is investigating a Children's Trust approach to planning and providing services to make progress on each of these issues so that all services are delivered from a single, integrated body.

The partnership will focus its efforts on the delivery of the targets in the Children and Young People's Plan.

The partnership addresses needs across the children and young people's age range. This includes the above average number of

children with low birth weights; improving nutrition from schools meals; making sure play areas are safe and secure; supporting schools in developing their provision for young people's personal and social development; providing access to Connexions' education, training and employment advice to hard to reach young people amongst many other specific proposals.

This range continues to expand with the provision of additional services to young people and other sections of the community through Extended Schools and the development of a network of Children's Centres.

As well as addressing the quality and reach of general services, the partnership has special responsibility for Children Looked After and children on the At Risk Register. The partnership will work closely with the Local Safeguarding Children Board. To improve the life chances of Looked After Children, the partnership will work with schools to improve their academic attainment by reducing exclusions, improving attendance and creating flexible pathways and personalised learning opportunities. For children on the At Risk Register, the partnership will improve the tracking of young people at risk at all stages in order to ensure targeted support is timely, relevant, sufficient and preventative where possible.

Over the next four to six years, the partnerships will aim to:

- work to give children the best start in life by increasing the rate of breastfeeding;
- reduce school exclusions and improve attendance;



- improve the skills base of Harrow and the employability of residents;
- acknowledge the academic success of our young people in a rewards ceremony in order to increase their sense of value in the community;
- improve the life chances of young people by reducing the percentage of young people who are not in education, employment or training;
- identify ways of ensuring that children and young people have the social and emotional skills required for them to thrive in their communities;
- work to ensure mutual respect between young people and the wider population;
- increase the number of young people accessing sexual health services;
- reduce the rate of teenage pregnancies in areas of greatest need; and
- ensure the voice and views of young people are listened to, and empower them to design services for themselves;
- use the excitement of the London Olympics to inspire young people to take an active role in sport.

# Harrow Strategic Partnership

The Strategic Partnership Board comprises representatives of:

Harrow Council  
Harrow in Business  
Harrow Police  
Harrow Primary Care Trust

Kodak Limited  
Metropolitan Police Authority  
North West London Chamber of Commerce  
Further Education Colleges  
University of Westminster

Voluntary Sector Representatives

Julie Brown  
Mike Coker  
Kris Fryer  
Janet Smith  
Julia Smith

Additionally, the following organisations are members of the various management and reference groups that help to make the aspirations in the Community Plan a reality.

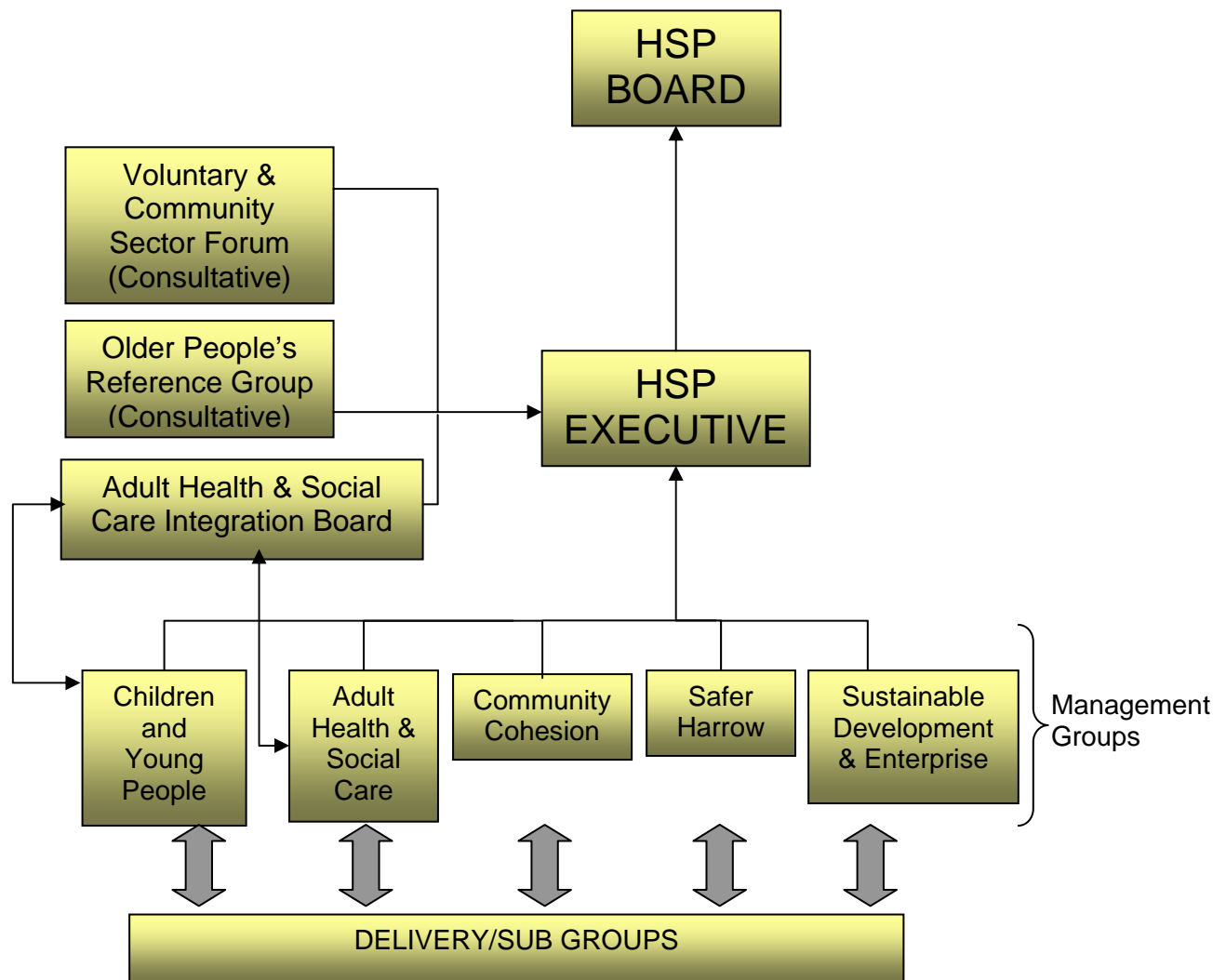
(to be completed in later version)

# Harrow Strategic Partnership governance

The Harrow Strategic Partnership brings together the public, private, business, community and voluntary sectors to deliver a shared vision for the future.

The HSP joins up partners' activities across a range of issues, enabling each of them to meet their own targets and goals and tackle common issues more effectively.

## The structure and the decision making process of the HSP



A major benefit of partnership working is the effective use of resources. A future ambition of the partnership is to increase the number of budgets held by different organisations but which are aligned to achieve agreed outcomes and to pool funding to help achieve the aims of this Plan, delivering better value for money.