

## LONDON BOROUGH OF HARROW

<b>Meeting:</b>	CABINET
<b>Date:</b>	11 November 2003
<b>Subject:</b>	Approval of Draft 'Community Strategy for Harrow' for Consultation
<b>Key decision:</b>	No
<b>Responsible Chief Officer:</b>	Executive Director (Organisational Development )
<b>Relevant Portfolio Holder:</b>	Partnership and Property
<b>Status:</b>	Part 1
<b>Ward:</b>	All
<b>Enclosures:</b>	Draft Community Strategy for Harrow - circulated in the Supporting Documents Pack

### 1. Summary

- 1.1 The Council has a statutory duty to produce a Community Strategy (herein referred to as 'the Strategy') that reflects the needs and aspirations of the local community. The Strategy must be developed, delivered and monitored through a local Partnership. Locally, this is being done by the Harrow Strategic Partnership (HSP).

### Recommendations (for decision by Cabinet)

- 2.1 That Cabinet notes the priority areas in the Strategy
- 2.2 That Cabinet considers the draft as a working document and authorises the public consultation phase, scheduled for between November 2003 and January 2004 as set out in paragraph 7.0
- 2.3 That Cabinet agrees to receive a copy of the Strategy in April 2004 after consultation has taken place and comments incorporated in the document.
- 2.4 That Cabinet notes that final document will be launched at the first HSP Summit to be held in May 2004.

**REASON:** The Strategy must be subject to wide consultation in order to be reflective of the needs of local communities, partners and stakeholders.

### 3. Consultation with Ward Councillors

- 3.1 None

#### 4. **Policy Context (including Relevant Previous Decisions)**

- 4.1 The guidance, *Local Strategic Partnerships (LSPs), March 2001 Department of Environment, Transport and the Regions* states that one of the core tasks of a Local Strategic Partnerships will be to prepare and implement a community strategy for the area, identify and deliver the most important things which need to be addressed, keep track of progress and update the strategy as appropriate. An LSP should bring together local plans, partnerships and initiatives to provide a forum through which mainstream public service providers (local authorities, the police, health services, central government agencies, etc) work effectively together to meet local needs and priorities.
- 4.2 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.
- 4.3 Development of the Community Strategy is a year 2 indicator within Harrow's Race Equality Scheme. In 2003/04 a report will be presented to the HSP Board and LBH CMT showing how the Community Strategy was produced in line with the general duty to
- eliminate unlawful discrimination
  - promote equal opportunities
  - promote good relations between people from different racial groups.

#### 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 **The Strategy will comprise three parts:**

- a) Partnership priorities identified in existing strategic documents and being addressed through joint working.
- b) Information from consultation with partners, stakeholders and the public.
- c) Identification of how the Council and other partners will develop delivery of services to meet the needs identified through the development of the Harrow Vitality Profile, which is a set of Harrow Quality of Life Indicators.

The information above will be used to produce a Community Strategy containing short, medium and long term priorities for partnership working, agreed targets, timescales for completion and measurable outcomes.

##### **6.2 Aims and objectives**

The overall aim of the Strategy is to improve the economic, social and environmental wellbeing of Harrow.

To meet the Community Strategy guidance from central government, the Community Strategy for Harrow will need to meet the objectives, key components and principles shown below:

**Objectives:**

1. To allow local communities (based upon geography and/or interest) to articulate their aspirations, needs and priorities
2. Co-ordinate the actions of the council, and of public private, voluntary and community organisations that operate locally
3. Focus and shape existing and future activity of those organisations so that they effectively meet community needs and aspirations
4. Contribute to the achievement of sustainable development both locally and more widely, with local goals and priorities relating, where appropriate, to regional, national and even global aims

**Key components:**

1. A long term vision for the area, focusing on the outcomes that are to be achieved.
2. An action plan identifying shorter term priorities and activities that will contribute to the achievement of long term outcomes
3. A shared commitment to implement the action plan and proposals for doing so
4. Arrangements for monitoring the implementation of the action plan, for periodically reviewing the community strategy and for reporting progress to local people

**Guiding principles:**

1. To engage and involve local communities
2. To involve active participation of councillors within and outside the executive
3. Be prepared and implemented by a broad 'local strategic partnership' through which the local authority can work with other local bodies
4. Be based on a proper assessment of needs and the availability of resources

**6.3 Measures of success**

The success of the Strategy will be measured by:

- a) The identification of a vision for Harrow which will be achieved through the community planning process.
- b) A Community Strategy document is produced which contains clear priorities, targets, timescales for completion and measurable outcomes.
- c) The Community Strategy and the process used to produce it, meets the guidance from central government addressing each of the objectives, key components and guiding principles.
- d) Consultation is completed as outlined in the attached timetable (appendix 1)
- e) Community Strategy priorities are reflected in partners own strategic documents

## 7. Consultation

7.1 Consultation on the development of the Community Strategy has taken place with the Board and Executive of the HSP, the Council's Executive Directors' Group (EDG) Corporate Management Team (CMT). It is expected the partners on the HSP Board such as the Harrow Primary Care Trust and Harrow Police will engage in their own internal consultation mechanisms.

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.

### 7.2 Consultation Process

Consultation will be undertaken using 3 stages:

Stage 1:	mapping	(26 June 2003 – 22 October 2003)
Stage 2:	interactive	(13 November 2003 – 17 December 2003)
Stage 3:	written	(2 February – 27 February 2004)

Stage 1 has already been completed. After Cabinet approval of the draft document for consultation, stage 2 will commence.

#### ***STAGE 2: Interactive: 13 November 2003 – 17 December 2003***

The mapping stage will result in the identification of current key priorities for Harrow and will show current work being undertaken to address them. These priorities will then be consulted on to determine what work should be done in the future to further address the priorities, using 4 mechanisms:

- 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.

#### **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 focus groups held. The times of these will vary in order to engage as many stakeholders as possible.

### **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. An agenda item focusing on the Community Strategy will be sought at each meeting.

### **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. An article will also be placed in the Harrow People if the publications timescales allow this.

## **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.

### **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.

### **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.

### **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 for Harrow is the key strategic document for the borough and therefore an inclusive consultation process is required.

11. **Background Papers**

- 11.1 The detail of how a Community Strategy should be produced is given in 'Preparing Community Strategies: Government Guidance to local authorities, December 2000, Department of the Environment, Transport and the Regions'. A copy of this document is available from the author of this report.

12. **Author**

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