

2. Development & Delivery of the Community Strategy for Harrow

2.1 What is a Community Strategy?

The Community Strategy for Harrow explains how the present and future quality of life of the people who live, work and visit Harrow will be secured, improved and sustained. It describes how this will be achieved through action to improve the economic, social and environmental wellbeing of Harrow and its communities.

2.2 Who is developing the Community Strategy?

The Community Strategy is being developed by the Harrow Strategic Partnership (HSP) with the local community. The HSP is a partnership that brings together the statutory, private, business, community and voluntary sectors in Harrow. It works to ensure that local needs are identified and addressed in partnership. Where possible initiatives and services are brought together to support each other. The aim of the HSP is to work together to implement the Community Strategy, therefore making a real improvement to the quality of life of the people who live, work and visit Harrow.

2.3 A vision for Harrow

Through consultation the community will agree a vision for Harrow with the HSP. This vision will be a broad consensus about what Harrow should be working towards, and the sort of communities in which people want to live. This long term vision will encompass aspirational statements and explicit outcomes.

The Community Strategy vision will be determined through consultation on this draft document and informed by the HSP's own vision which is due to be amended in late January 2004.

2.4 Short, medium and long term action plans

The Community Strategy will contain short, medium and long term plans for the future as steps towards reaching the fulfilment of the vision.

2.5 What has been included in the draft Community Strategy?

Targets from existing plans and strategies

There are a range of local, regional and national plans which agencies in Harrow are working to implement (Appendix 1). The Community Strategy will serve as an overarching framework for these other strategies. Key issues from these documents are reflected in the draft Community Strategy. These issues have already been identified as being important to people in Harrow during the development of the documents.

Information from the Harrow Vitality Profile

Some of the agencies who are members of the Harrow Strategic Partnership regularly collect information about services. Some of this – and much more data about the nature of Harrow's population and their needs - is being brought together and plotted in map form by the Harrow Vitality Profiles Project Group (including Harrow Police, Harrow Primary Care Trust and the Council). Already some of this information is included in the draft Community Strategy: more will be added as it becomes available. Mapping the data enables it to be shown graphically where need is greatest or least, and by comparing and overlaying these pictures important patterns emerge which will no doubt highlight issues that partner agencies will want to look into. Using and sharing the information in this way will help with the planning, prioritisation and targeting of services.

Local Public Service Agreement Targets

The Council has agreed with the Government that when it is working to improve services for local people it will work to achieve higher standards than normally expected. These targets affect a number of services and are shown within the relevant priority area chapters. The Council will be working with partner agencies within the Harrow Strategic Partnership to achieve these targets and improve services for local people.

Consultation

Information from consultation will be added to the draft in December 2003/January 2004. A second draft will then be available in February 2004 in libraries, schools and via the Harrow Live website for residents and partners to comment.

2.6 Eight Priority Areas

The information from existing strategies and the Harrow Vitality Profile has been grouped together into eight priority areas within the draft Community Strategy. These areas have been identified through past consultation on strategic documents, past Community Plans and are the main priorities for public sector agencies in Harrow.

The priority areas are:

- Community Cohesion
- Children & Young People
- Making ICT work for Harrow
- Greener Harrow
- Healthy Harrow
- Learning for All
- Regenerating Harrow
- Safer Harrow

2.7 Underlying principles

In order to achieve the priorities in the Community Strategy it is important that there is a common approach which is based on clear principles and values. This means that action taken is done in a way that:

- Seeks to engage the local community and reflects their needs and aspirations,
- Co-ordinates the actions of agencies in the Harrow Strategic Partnership to meet community needs,
- Develops and supports cohesive communities, and
- Leads to improvements which are sustainable

Engaging the local community

Everyone has the right to influence the future of their area. Solutions to problems are often dependent on local knowledge. It follows that this knowledge should influence decisions about local areas. The voluntary and community organisations play a key role in developing the capacity of local communities to engage in decision making. The agencies in the Harrow Strategic Partnership who provide services need to engage with the community and enable them to respond. This will help to build pride in Harrow, increase ownership of the Community Strategy and its ultimate success.

Co-ordinating actions to meet community needs

The Harrow Strategic Partnership will help partner agencies to maximise the use of their resources through joint action to meet local needs, thereby also reducing overlap or the duplication of services.

Developing cohesive communities

A strong and safe borough has at its heart a cohesive community. This is a community where the diversity of all communities is valued and celebrated through equality of access and life opportunities. A community where differences are respected, a sense of belonging is nurtured and good relations are fostered between the wide range of different communities that make up the Harrow community.

Sustainable development

The Community Strategy is about achieving real and sustained change for Harrow. This needs a consistent and sustainable approach to ensure that changes are able to stand the test of time rather than only succeeding in securing short term improvements which are not sustainable in the long term. Sustainable development aims to secure social progress which recognises everyone's needs, maintaining growth in jobs and the economy in general, ensures wise use of natural resources and achieves effective protection of our environment. By understanding the relationships between the different priority areas and the consequences of action within and between them, effective work can be undertaken, which will contribute to achieving sustainable development.

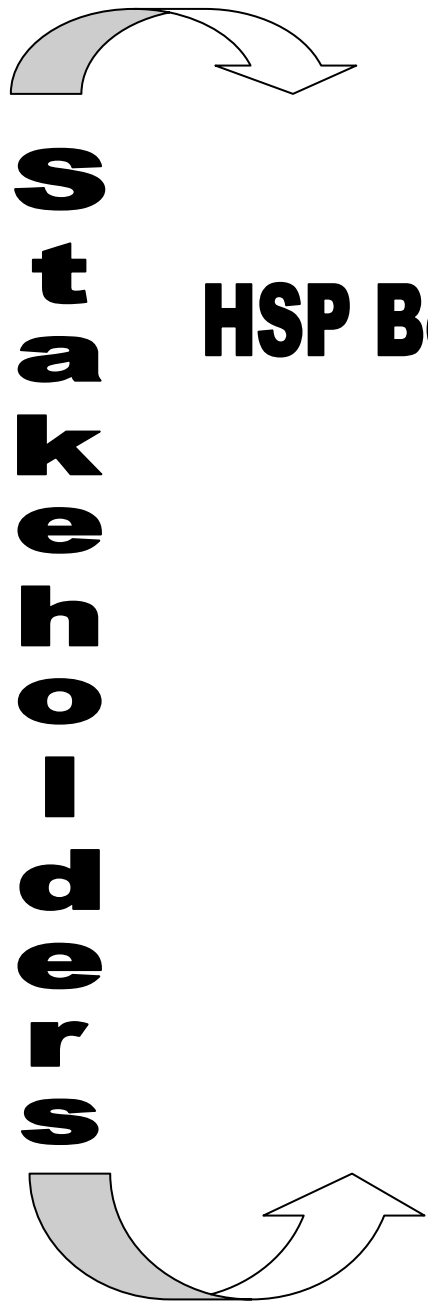
2.8 When will the final Harrow Community Strategy be available?

The final Community Strategy will be published in May 2004 and launched at the HSP Summit to mark its first anniversary of working in partnership towards achieving an improvement in the quality of life of people who live and work in Harrow.

2.9 Who will deliver the Community Strategy?

The Strategy will be delivered through the Harrow Strategic Partnership which is a single body that brings together the statutory, private, business, community and voluntary sectors in Harrow. The aim of 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. The HSP operates within a constitution and a number of supporting protocols, including how the HSP will consult, communicate and share information.

Harrow Strategic Partnership Structure



HSP Board

HSP Executive

Management Groups

Delivery Groups

**Proposed
Voluntary
& Community
Sector Forum**

The HSP Board:

The Board provides the strategic direction for the Harrow Strategic Partnership. It is championing the development of the Community Strategy and will monitor its delivery. 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, the Chair of the Metropolitan Police Authority and will soon have a representative from further education.

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 unaddressed issues that need tackling.

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, a representative from further education and the chair of the HSP Board.

The HSP Management Groups:

Each Management Group is responsible for delivering the targets within their respective priority area in the Community Strategy. The Management Groups can set up Delivery Groups to carry out specific tasks. The Management Groups identify resources to enable the tasks to be completed. Membership of the Management Groups are determined initially by the chair of each group and are people with a specialism or knowledge of the priority area.

Proposed Voluntary & Community Sector Forum:

The Strategic Partnership Unit in the Council has been asked by the HSP Executive to work with the voluntary sector representatives on the HSP Board and local umbrella voluntary/community groups to develop a Voluntary & Community Sector Forum.

The HSP Delivery Groups:

The Delivery Groups are responsible for delivering specific tasks given to them by Management Groups. They report progress to the Management Groups and any problems they may encounter. Members of the Delivery

Group consist of people with a responsibility for delivering services in the priority area or a linked area.

HSP Stakeholder Meetings:

A stakeholder is someone who has an interest in the HSP, is affected by the work of the HSP and/or would like to be involved in the work of the HSP.

Stakeholder meetings are held at least three times a year to enable stakeholders to input into the work of the HSP and hear about current work.

2.10 What resources will be available to help deliver the Community Strategy?

One of the key aims of the Harrow Strategic Partnership is to pool resources to produce more cost effective outcomes for the people of Harrow.

Partnership working in Harrow has been successful in securing some external funding over the past two years. One of the key areas of work over the next 5 years will be using the information in the Harrow Vitality Profile to show a correct picture of the borough and its needs. It is intended that this will allow more funds to be raised. In the meantime, one of the tasks for the HSP Executive is to identify the resources to deliver any additional priorities in the Community Strategy that are highlighted as a result of consultation.

The work to deliver the priorities in the Community Strategy as well as support to the HSP itself is done by the Strategic Partnerships Section within the Council.

2.11 Reviewing the Community Strategy

The Harrow Strategic Partnership is not only responsible for developing the Community Strategy but also responsible for making sure it is implemented. The Community Strategy will be reviewed periodically and targets changed as necessary to make sure that the Strategy continues to reflect the priorities of the local community, as well as national targets.

Each of the 8 priority areas within the Community Strategy will each have a Management Group. The role of these Management Groups is to oversee the implementation of the Community Strategy priority areas.