

## **Proposed Refresh of Harrow's Sustainable Community Strategy**

### **Summary**

The Local Government Act 2000 requires all local authorities to secure the production of a Sustainable Community Strategy for their areas, in partnership with key stakeholders. Sustainable Community Strategies describe how it is intended to improve the economic, social and environmental well-being of the local area and contribute to the achievement of sustainable development in the UK. The strategy is intended to be broad, high level strategic documents, which describe aspirations for the future that are shared by partners, residents and local organisations.

The Government identified the following five principles of sustainability:

- living within environmental limits
- a strong, healthy and just society
- achieving a sustainable economy
- promoting good governance
- using sound science responsibly

The strategy provides the story of the local area and articulates the longer term ambition, evidence and rationale beyond the focus of the local area agreement (LAA). The new LAA agreed in June 2008, sets out priority outcomes for partners and a clear direction of travel for the next three years and will form the delivery plan for the refreshed Sustainable Community Strategy.

The recent negotiation of the LAA has provided the opportunity to re-look at our Sustainable Community Plan and address the points raised by the IDeA Peer Review and Corporate Assessment in 2007. These assessments concluded that our current vision lacked a distinct flavour of Harrow. The refresh is also an opportunity to align the strategy with the new requirements of the Comprehensive Area Assessment (CAA). The CAA will require local authorities and partners to demonstrate how well local priorities express community needs and aspirations, how well the outcomes and improvements are being delivered and what the prospects are for future improvement. These areas will be heavily based on the new duty to involve and the consideration of sustainability, which the refresh will encompass.

The benefits of refreshing the Sustainable Community Plan are:

- A distinct Harrow vision that is owned by all public sectors and provides a consistent and coherent message to build a co-ordinated approach to delivery in Harrow Council
- To review evidence of need against our priorities to inform the new CAA
- To increase ownership of the overarching plan by key partner representatives who were not involved in the development of the current plan
- To reflect and align the strategy with the findings and outcomes of the Joint Area Needs Assessment, the Local Development Framework and the revised Housing Strategy.

### **Approach**

The approach to refresh the Sustainable Community Strategy is to undertake a process which focuses on developing a distinctive long term vision for Harrow. The recently agreed Local Area Agreement already provides the partnership with the short term 3 year priorities and therefore the delivery plan for the Sustainable Community Strategy. What is lacking is the long term direction.

It is proposed to expand on the current Local Area Agreement “story of Harrow” to also include the past history of Harrow, which will provide a context to the future development of Harrow and help inform the development of the themes and future scenarios. This would involve desk based research and quotes from residents and partners.

The development of a vision for the strategy will be undertaken using the following methodology:

1. Review London wide scenario work undertaken by the London Collaborative and identify and collate scenario issues reflective of Outer London boroughs
2. Interview 50 to 60 significant opinion-formers and experts to help us construct four or five possible futures for Harrow
3. At the same time consult our Residents’ Panel to obtain the public’s views.
4. Review and incorporate the outcomes from the Local Development Framework core strategy commitments for the future plan
5. Develop 4 or 5 scenarios for the future of Harrow based on the outcomes from the desk research, strategy outcomes and interviews
6. Discuss the possible future scenarios at two half day summits. To ensure the summits are accessible to a wide range of people we will be holding a morning summit on the 11<sup>th</sup> November and an evening summit on the 12<sup>th</sup> November. The role of the summits will be to reality check the scenarios, discuss the opportunities and challenges posed for each, look at how the scenario could be more coherent, consistent and useful and agree which scenario, based on the issues and opinions formed from the interviews, they would like to see Harrow achieving in 2020.
7. The thematic management groups will have the opportunity to undertake workshops concurrently to view and discuss the opinions, which have resulted from the interviews to form individual visions for the different thematic groups
8. The chosen scenario/vision will be reported to the HSP and the CSB for endorsement and submitted to Cabinet in January and Council in February 2009 for consideration.

Scenarios are not intended to predict the future of Harrow. But with this said, the events described in the scenarios will provide an overview of the main challenges and issues that face public services and the partnership over the next 12 years.

### **Timeframe**

- Interviews completed end of October 2008.
- The results of the interviews will be sorted into possible scenarios at the start of November 2008
- The HSP Summit will be held on the 11th November from 9.30-1pm and the 12<sup>th</sup> November from 6pm to 9.30pm
- Results of the HSP Summit will be reported to the HSP Board and Harrow Councils Corporate Strategy Board in December 2008
- Cabinet report 15<sup>th</sup> January 2009
- Council report 19<sup>th</sup> February 2009

### **Appendices**

Appendix 1 – Invite Letter and Questions

Appendix 2 – Invited Interviewees

Appendix 3 – Invite to the HSP Summits

# HARROW STRATEGIC PARTNERSHIP

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Dear

## Shaping the future of Harrow

Harrow Strategic Partnership – a collection of organisations working in Harrow including the Council, the Police, the Primary Care Trust, voluntary and community sector groups, the business community and further and higher education interests – prepares a long-term plan for the future of the borough. This is called the Sustainable Community Strategy.

The Strategy contains a vision for the future of Harrow which helps all of the organisations in the Partnership to co-ordinate their planning and activity to try to move towards the same objectives. The current Strategy is not specific enough about Harrow to be able to influence our planning in the way that we would like. You can see the current Strategy (which is called the Sustainable Community Plan) at [\(include link\)](#)

The Strategy has to be refreshed periodically to ensure that it remains relevant and realistic. The process we have adopted for the current refresh is to build scenarios of how we would like Harrow to be by 2020. This will help to make the vision more Harrow-specific and therefore more useful to guide the organisations in the Partnership.

We are seeking to interview between 50 and 60 significant opinion-formers and experts to help us construct four or five possible futures for Harrow and, at the same time, we will be consulting our Residents' Panel to obtain the public's views. **We would appreciate an hour of your time between 15th September and 10<sup>th</sup> October so that we can include your views.**

The interviews will be structured to try to get views which can be categorised easily but there will be plenty of opportunities for interviewees to think outside the structure as well. Examples of the questions that the interviews will cover are:

- What will the future of public service delivery look like in 2020?
- How will lifestyles have changed in Harrow by 2020?
- What would make Harrow distinctive from other London boroughs in 2020?
- How will people in Harrow get around the borough and London in 2020?
- What will be the main concerns for people living or working in Harrow in 2020?
- What are your aspirations for Harrow by 2020?
- What will it be like living in Harrow?
  - For children
  - For older people
- What will the work opportunities be like for people living and working in Harrow for 2020?

The scenarios will be discussed at a Summit to be held in November where a wide cross section of the Harrow Community will be invited to consider which future vision Harrow should adopt. The final refreshed Strategy is scheduled to be adopted by the partnership in January 2009.

If you can help in this exciting project to shape the future of the Borough, please let us know when you would be available to be interviewed by emailing us at [hsp@harrow.gov.uk](mailto:hsp@harrow.gov.uk) or on 02084209637. Once you have informed us of your available times we will contact you directly to confirm the time and date of the interview.

Thank you

Mike Howes  
Harrow Council

## Potential interviewees for SCS Refresh

## Appendix 2

1. Borough Commander – Metropolitan Police
2. Borough Commander – London Fire Service
3. Chair - Harrow PCT
4. Chief Executive – Harrow PCT
5. Chief Executive – Harrow in Business
6. Chief Executive – HAVS
7. Chief Executive – Harrow Council
8. Chair – HCRE
9. Leader of the Council
10. Leader of the Labour Group
11. Leader of the Liberal Democrats
12. Corporate Director – Children’s Services
13. Corporate Director – Adults Services
14. Corporate Director - Communities and Environment
15. GLA Member of Brent and Harrow
16. Tony McNulty MP
17. Gareth Thomas MP
18. Chief Executive – HASVO
19. Representative of the Youth Council
20. Representative of Secondary Head Teachers
21. Representative of Primary Head Teachers
22. Representative of Harrow School
23. Representative of Harrow College
24. Editor, Harrow Times
25. Editor, Harrow Observer
26. GOL - Sara Bratten
27. TfL person
28. National Rail person
29. RSL person
30. Representative of University of Westminster
31. Representative of Harrow University of the third age
32. Chief Executive, Harrow Age Concern
33. Representative of Job Centre Plus
34. Representative of Learning and Skills Council
35. Representative of Harrow Interfaith Council
36. Representative of the Probation Service
37. A West London Alliance Chief executive
38. Representative of London Development Agency
39. The 5 VCS reps elected to the HSP
40. Chair, OPRG
41. Representative of the YOT
42. Representative of Harrow Refugee Forum
43. Representative of Harrow Association of Disabled People
44. Representative of London Council’s
45. Representative of London Government Association
46. Representative of IDeA
47. Representative of London Collaborative
48. Representative of Capital Ambition
49. Harrow Refugee Forum
50. Harrow African Caribbean Association
51. Harrow Mencap
52. MIND



Mr/Mrs/Ms/Miss/Dr	First name
Surname	
Organisation (if applicable)	
Address	
	Postcode
Telephone	Email

Large Print Documents <input type="checkbox"/>	Reserve Front Seat <input type="checkbox"/>	Wheelchair Access <input type="checkbox"/>	Vegetarian <input type="checkbox"/>
Any other additional requirements (please state):			

Please tick the date you would like to attend from the list below			
Date	Time	Venue	I will attend
11 November 08	9.30-1.00 pm	Teachers Centre, Tudor Road, Harrow, HA3 5PQ	<input type="checkbox"/>
12 November 08	6pm – 9.30pm	Harrow High School, Gayton Road, Harrow, HA1 2JG	<input type="checkbox"/>

**Please return to:**  
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