

Harrow's Sustainable Community Strategy

Working together and working with you

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Foreword

The Sustainable Community Strategy is an unusual document because it looks some 11 years into the future. Most of the time, local decision-makers look to much shorter timescales, such as the period to the next budget, the next inspection or the next election.

All of the immediate issues that local services deal with, however, are part of the context that will shape the medium and longer-term future of the borough. The decisions we make now will have implications for months or years to come. That is why it is so important to understand the direction in which the borough needs to move to secure a successful future and against which we can measure our proposed solutions to today's issues.

The direction proposed in this Strategy comes from views given by various groups in Harrow. First, almost 50 interviews were carried out with significant opinion-formers with specialist knowledge about an aspect of current or future policy. At the same time, the Residents' Panel, which is made up of more than 1,100 residents, answered a series of questions to anchor the debate in the reality of the present as well as identifying concerns for the future. Finally, two Summit meetings considered and prioritised the various issues which had been highlighted by the earlier work. We would like to thank everyone who contributed to this process.

While the issues identified by the contributors are probably not unique to Harrow, their relative importance to each other and the blend of issues in the ideal future that the strategy describes reflect local circumstances and local priorities. This strategy is therefore a product of a Harrow discussion and addresses Harrow aspirations.

The Strategy will be taken forward by Harrow Strategic Partnership which comprises the Council, Harrow Police, Harrow Primary Care Trust, Jobcentre Plus, representatives of the business community, the voluntary and community sector, and further and higher education. While we are separate organisations, we share the same customers and the same vision for the future of Harrow which we will achieve by working together and working with you.

David Ashton,
Leader of Harrow Council,
Chair, Harrow Strategic Partnership

Dr Gillian Schiller
Chair, Harrow PCT
Vice-Chair, Harrow Strategic Partnership

1. The vision for Harrow

There are six themes within this strategy and which contribute to the vision for the borough to 2020. These are:

- Economic Development in Harrow
- Every Harrow Child
- Health Wellbeing and Independence
- Improving Harrow's Environment
- Harrow's Culture, Communities and Identity
- The Future of Public Services and Democracy in Harrow

And each of these themes has a vision set out later in this strategy.

We have tried to distil the essence of each of these vision statements and reference those of partner organisations to arrive at an overall vision for the borough:

By 2020, Harrow will be recognised for:

- Integrated and co-ordinated quality services, many of which focus on preventing problems from arising, especially for vulnerable groups, and all of which put users in control, offering access and choice;
- Environmental and community sustainability, because we actively manage our impact on the environment and have supported inclusive communities which provide the jobs, homes, education, healthcare, transport and other services all citizens need.
- Improving the quality of life, by reducing inequalities, empowering the community voice, promoting respect and becoming the safest borough in London.

Bringing this strategy and vision to life, will not just be the responsibility of the public sector organisations like the Primary Care Trust or the council. Every resident and business can also play an important role, from helping us to increase our recycling rates, delivering our climate change targets and keeping our streets clean.

Harrow – working together and working with you.

2. The Story of Harrow

Harrow is an outer London Borough in the northwest of the capital. It has an estimated population of more than 215,000, above 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 challenge for Harrow is to maintain and, where appropriate, improve on this.

The most distinctive aspect of Harrow is its ethnic and religious diversity, with 50.1% of the people living in the borough from minority ethnic groups. This is increasing and, in particular, it is expected that there will be a significant increase in the proportion of people of Indian origin. Harrow is made up of 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 experiences, cultures and skills but also challenges around communication and cohesion.

We measure our social and culture cohesion through surveys which collect information about how people get on together. (TO BE UPDATED ONCE NEW DATA IS RECEIVED – expected 27th February 2009)

Harrow is also justly famous for the quality and quantity of green belt land in the borough. This provides access to nature and recreation for many local people, complementing the borough's range of parks and open spaces. Outside the green belt, Harrow is intensively built up with little vacant, undeveloped or under-developed land. Harrow 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. This pressure for housing is challenging the traditional character of parts of the borough.

Harrow is a largely commuting/freelancing borough with high levels of employment within the London region but with a significant range of employment in local businesses with regional as well as local markets. 61.8% of residents work outside of the borough, in particular in other parts of West London and central London where opportunities are greater. Due to the large number of people commuting out of the borough, the car is an integral part of life. Congestion, reducing CO2 emissions and improving the environmental sustainability of Harrow are therefore key challenges.

Harrow Town Centre is one of the ten metropolitan retail centres in London, although it is now in need of some regeneration and upgrading. The opportunities for regeneration have, however, been adversely affected by the economic situation for investment and by the impact and further threat of job losses in the corporate and financial services sectors in London which reduces retail activity and has a disproportionately high impact on Harrow. While the borough retains a strong appetite for regeneration, it is recognised that an opportunity to make progress may not be imminent.

Harrow has a modestly increasing population including a growing number of older people and a richly diverse and changing child population. There has been a disproportionately high increase in the number of older people and adults living alone. These factors can further magnify isolation and impact on health and well being.

Our schools continue to demonstrate continuous improvements in standards with an increasing number of schools being judged as outstanding against a backdrop of changing demography.

Employment levels and household earnings are currently relatively high, although there are 8,870 people receiving either incapacity benefits or job seekers benefit.¹ A high level of success in the community can also create associated stresses. National reports suggest that success is accompanied by migration, changes in the family structure, a fast paced work culture, isolation, and pressure of combining work and caring responsibilities. Affluence has also meant larger number of cars, with associated challenges for traffic, air quality and physical activity.

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. Diabetes, stroke and airways disease are also seen more frequently in Harrow than the average for England.

For the period 2004 to 2006 the average life expectancy for men in Harrow was 78.9 years and 83.1 years for women. This was the third highest life expectancy for men and fourth highest in women in North West London and higher than average for England (male life expectancy 78.1 years and women 82.6 years). However, there are wide inequalities in health within Harrow. For the period 2001-2005, at ward level, male life expectancy varied by 6 years between Wealdstone, the ward with the lowest life expectancy at 75 years and Pinner South which had the highest life expectancy at 81 years. For women, the highest life expectancy was 87.9 years in Pinner South and this was 8.6 years more than the life expectancy in Wealdstone where the average female life expectancy was 79.3 years. The wards making up the central corridor and southern parts of Harrow tended to experience the lowest life expectancy for both men and women.

Infant mortality rates and the number of low birth weight babies are also higher in Harrow than the average for England. The national health inequalities strategy (Tackling Health Inequalities: A programme for Action 2003) recognised the challenge of reducing infant mortality. It stressed we can only meet this challenge by doing things differently and by acting in partnership with others.

Harrow in the future

England will be facing a challenging economic future over the next few years. The economic downturn and its impact on London businesses and Londoners will see rising unemployment, a continuation of falling property prices, a slow down and postponement of

¹ Labour Market Profile – Harrow, Nomis Official Labour Statistics May 2008

regeneration and redevelopment projects, credit restrictions on businesses, changes to immigration and a drop in consumer spending, which will affect the profitability of our local businesses. The increased risk of negative equity due to lower house prices; worries over high levels of indebtedness and unemployment; and the general fall in confidence all mean that resident spending is likely to be weaker over the period of recession and the subsequent recovery period. Analysts declare that the UK will be the worst affected country in the developed world, and that the bursting of the financial services and the housing bubbles will mean London is the worst affected city in the UK². Harrow, as one of the 33 London boroughs, will need to respond to this challenge and find innovative ways together of mitigating the adverse impact of this period on the urgent housing, employment and regeneration needs of our communities. It may be that we will be faced not with 'upskilling' but with 'different skilling' as those who never expected to lose their jobs or businesses have to deal with changed lives and expectations. We will need to ensure that our children and young people have a strong educational platform and have the opportunity to access vocational and apprenticeship opportunities to assist their transition into working life. We will need to continue to focus on attracting new, and supporting our local, businesses and increasing the number of affordable homes.

Harrow's future economy depends on the healthy creation and growth of a relatively large number of new and small businesses. We therefore need to provide an environment in which businesses can grow and prosper. Our ambition is that Harrow will become a location of choice for people to live and work in the borough and for entrepreneurs to set up and develop their businesses here.

Harrow's long term spatial vision and objectives set out the options to deliver strategic development needs such as housing, employment, retail, leisure and recreation, schooling, health care, community facilities, essential public services and transport development. The population projections show that we will need to accommodate 10,000 more people in the Borough by 2025 and the housing target is to build in excess of 4,000 new homes by 2016. We will need to ensure that we achieve sustainable development within Harrow. This will be primarily through focusing development where there are high levels of public transport accessibility to bring new housing, jobs, facilities and cultural opportunities to the Borough. Existing GLA forecasts for outer London note that population growth is expected to be much faster in the outer suburbs than employment growth, which will have clear implications for transport, sustainability and quality of life.

13.6% of Harrow's population consists of people over the age of 65, compared to the London average of 11%. Estimates suggest that, by 2016, there will be 3100 more people over the age of 65, including 500 more people aged between 80-84 and 500 more people aged 85+ compared with 2008. There will also be an increasing number of older people living alone, living without their own transport and/or caring for someone whilst in poor health themselves. We need to help people continue to live independently through suitable housing options and the provision of support services and by promoting healthy and sustainable lifestyles. We can help reduce the risk of isolation and marginalisation as the population grows older through the provision of active and accessible social networks and learning opportunities.

There are a large number of carers in Harrow with responsibilities to young people, older people and people with disabilities. It is estimated that there are as many as 20,000 people³ with carer responsibilities yet only some 2,000⁴ are known and supported. Carers UK estimate

² The Mayor's Economic Recovery Action Plan December 2008

³ 2001 Census

that carers across the UK save £87 billion per year and it is estimated that carers save Harrow £279 million per year⁵. The crucial role undertaken by carers and the savings they provide for the health service and social care services need to be more widely recognised and supported through strengthened support services for carers and improved communication between agencies.

While the levels of general health in the Borough are good and life expectancy above the London average, there are trends that need to be addressed including the prevalence of coronary heart disease, diabetes and strokes. These issues can start to be addressed through preventative measures such as increasing physical exercise for both adults and children and smoking cessation. The prevalence of obesity has a direct correlation with the prevalence of diagnosed diabetes for which Harrow is estimated to have the highest occurrence in London⁶. Other measures to address improving public health include reducing alcohol harm⁷ and increasing effective drug treatment⁸. Opportunities for people with learning disabilities and those with mental health problems are limited, but outcomes could be improved through increasing the number of people with learning disabilities in employment and the number of adults in contact with secondary mental health services who are in settled accommodation.

Harrow remains the borough with the lowest crime rate in London. In the past, the fear of crime has been disproportionately high when considered alongside the rate of reported crime. However, in the last three years, there have been substantial falls in the level of the fear of crime, which, although still higher than appears to be justified by current crime levels, is coming much closer. The real level of Domestic Violence remains difficult to measure. The experiences of Harrow are similar to other boroughs and under reporting is an issue. This is most acute amongst ethnic minority women. Under reporting occurs because of 'lack of faith in the criminal justice system and fear of retribution'⁹. Reported domestic violence is a high volume crime representing 25 per cent of all reported crime in London¹⁰.

Harrow's diversity in terms of ethnicity, religion and wealth means that we have to be constantly vigilant about maintaining and strengthening community cohesion. A key to improving cohesion is reducing inequality of opportunity and in income, employment, education and the skill base, housing conditions and physical environment. Another aspect of community cohesion is reducing crime and fear of crime, particularly violent crime, hate crime, anti social behaviour (young and old) and drug and alcohol related crime and improving awareness of, and responding to, community tension.

Dignity and respect are recognised as key determinants of our wellbeing. Fair treatment by others is a critical component of removing inequalities of process, which create unjust barriers to involvement in society as well as in the economy. This has an impact on the sense

⁴ Draft Harrow's Carers Strategy

⁵ Valuing Carers – Calculating the value of unpaid care – Carers UK – University of Leeds (2007)

⁶ Harrow Health Profile 2008, APHO and Department of Health

⁷ World Health Organisation – Public Health Problems Caused by Alcohol

⁸ NTA Strategy

⁹ Harrow Crime and Disorder Audit – www.crimereduction.co.uk

¹⁰ The Second London Domestic Violence Strategy – The Mayor of London, November 2005

of community cohesion in Harrow. Opportunities to participate in our society and to influence it positively can also increase community cohesion.

There is a need to safeguard and enhance the quality of our infrastructure, the built environment and the wider environment. Reducing carbon dioxide emissions will be an important overall objective, as will mitigating the effects of climate change through encouraging greater use of renewable energy, making use of best practice in sustainable design and life-time home standards. Protection and enhancement of trees and open space is important to ensure that Harrow preserves its green, leafy suburban appearance. The ease with which the general public can access public open spaces, including the greenbelt and local parks varies across the Borough since not all open space is 'open' to the public. In addition the level and type of leisure and recreational facilities also varies. The potential exists within North West London to utilise public open spaces better and enhance the quality of existing assets. It will be important to ensure that facilities for North West London are integrated with each other and with London wide initiatives such as Green Grid, Capital Ring and the London LOOP.

Within an otherwise generally prosperous and thriving borough, Harrow has just under 7,000 people receiving incapacity benefits.¹¹ Reducing worklessness and promoting enterprise is not just important in its own right. It can provide a cornerstone for regeneration, bringing new money into the local economy, creating a greater sense of ambition for everyone who lives there, increasing economic well being and reducing child poverty. This can lay the foundations for flourishing, empowered communities. Before this can happen we need to work towards removing the multiple barriers to work. Many people have been isolated from the mainstream labour market for a very long time, and may face personal barriers such as caring responsibilities; physical and mental health conditions; family breakdown; or a history of offending or victimisation. This requires help from a range of agencies and support services. All of this is made much more difficult in the current economic situation. There is concern that jobs, which become available, are taken by the increasing number of newly unemployed and not the hardest to reach.

We will need to work in innovative ways to meet the challenge of budget constraints and offer choice and control to residents in housing, health, community safety and social care services. This will include greater support for carers and self funders; empowering the community voice and working in partnership with the voluntary and community sector. Part of the answer may well lie in aligning or pooling budgets between public sector organisations and in jointly commissioning services to overcome the boundary issues (that is, uncertainty about which body is responsible for aspects of support) that too often arise.

The vision in this strategy attempts to strike a balance between the necessarily competing aspects of what constitutes a high quality of life. Progress in one element of building a sustainable community will always have a temporarily or permanent impact on another. Such a trade-off may be acceptable as long as it is a considered element of an overall plan, which sets us on a long term trend towards a sustainable future. For example currently this strategy attempts to give an equal weight to economic development and the environment in Harrow. If however in the near future Harrow's economy started to seriously fail it may be felt to be necessary to relax certain planning

¹¹ Labour Market Profile Harrow – May 2008

conditions or environmental standards to help grow our local businesses and make them more sustainable. The same could be said if the effects of climate change worsened and we would need to take a more robust approach to the environmental effects of business. Should it prove necessary to move from the balance envisaged in this strategy, we would expect there to be significant public consultation.

Harrow Strategic Partnership believes that these are the issues that matter most to the people of Harrow, are amenable to improvement, and can be improved through effective partnership working. These issues represent a balanced and coherent stage in progress towards the vision for the future of Harrow.

3. Harrow's approach to Sustainable Community Planning

What is the Sustainable Community Strategy?

The Harrow Sustainable Community Strategy sets out a long-term vision for the Borough. The strategy covers all aspects of life for people in the Borough, examining where we have come from, where we are now and where we want to be in 2020.

The vision has been produced by the Harrow Partnership. The Partnership is a collaboration of representatives from agencies that deliver public services, community and voluntary organisations and businesses in Harrow.

The vision will be reviewed periodically, taking account of new challenges and making sure that our plans are fit for the future and the short term actions will be reviewed at least every three years.

How is the Sustainable Community Strategy used?

The Sustainable Community strategy is crucial to setting the scene for planning and delivering services to the public, ensuring that they meet the varied needs of Harrow. We have tried to balance social, environmental and economic objectives whilst promoting equal opportunities for current and future generations.

The strategy will be used as a framework to help to co-ordinate the actions of the public, private, voluntary and community organisations that operate locally. By working together to meet community needs, local organisations can best help people to enjoy a good quality of life.

The strategy will be delivered through the various organisations that make up the Harrow Partnership in order to make the vision a reality. Our Local Area Agreement (LAA) and an annual partnership report will be used to monitor the actions and report progress towards our shared vision.

Harrow's Local Area Agreement (LAA) sets out the main and immediate priorities that the Partnership is working to deliver. The LAA is an agreement between the Partnership and central government that includes challenging performance targets. Performance against the LAA is monitored quarterly by the Partners and reported annually.

Other partner strategies and policies will also need to demonstrate how they will help to deliver the Sustainable Community Strategy and dovetail with it.

The history of the Sustainable Community Strategy

The priorities listed in this document have arisen through extensive research into the needs of the people in Harrow. Communication with people who live and work in the Borough and those who provide public services enabled us to identify some key challenges for the future.

The first Community Strategy for Harrow was 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 were achieved or were overtaken by events. One such event was the introduction of the Local Area Agreement (LAA). This is an agreement between Central Government and the Partnership to enable us to target resources better on local priorities. Harrow agreed its first LAA with government in 2006.

Also during 2006 the Partnership published its second Sustainable Community Plan which was built around a similar framework to the Local Area Agreement. The Plan had a larger focus on medium term ambitions, which looked at what the partnership should work towards over the next four to six years and set out the partnership priorities.

In June 2008 we successfully renewed our Local Area Agreement with government, which followed a comprehensive consultation process to ensure we were focusing on the right areas. We are now using the priorities agreed for the new Local Area Agreement as the basis for this new Sustainable Community Strategy and have focused on the key areas of importance to make it Harrow distinctive.

Consultation

To decide exactly what new and existing issues we should focus on in this refreshed Strategy we interviewed over 50 expert and opinion formers in Harrow, including key voluntary and community organisations who represented our diverse community. The wide range of different issues about what makes up Harrow now and what we would like it to look like in the future was collated and discussed at two mini summits. We also consulted the resident's panel and gathered existing information from consultations that had recently taken place e.g. the work undertaken on the Local Development Framework, the Joint Strategic Needs Assessment the Housing Strategy and the refreshed Local Area Agreement. As a result this Strategy builds on and refreshes our existing Plan to produce a distinct direction for Harrow.

The outcomes from the consultation activities have been collated together to form the six key themes and the implications and issues under each theme are listed on page 12. This Sustainable Community Strategy contains issues and challenges that are not specific to Harrow alone. What makes this Strategy distinctive from all other London boroughs is the nature and priority of the challenges under each theme. The challenges were discussed and prioritised during the two mini summits and reflect those issues that are more important to the people of Harrow.

4. Harrow in 2020 and the six key themes for Harrow

<p>ECONOMIC DEVELOPMENT IN HARROW</p> <p><u>Jobs Demand More Highly Skilled Employees</u></p> <ul style="list-style-type: none"> ▪ Practical opportunities for preparing people for work ▪ An environment that supports relearning and retraining <p><u>No large industrial or commercial employers</u></p> <ul style="list-style-type: none"> ▪ A borough made up of small businesses ▪ Low availability of local employment ▪ The impact of Harrow being more of a commuter borough ▪ A strong retail and service sector 	<p>AN IMPROVING ENVIRONMENT</p> <p><u>Environmental Issues</u></p> <ul style="list-style-type: none"> ▪ The impact of transport on the environment and lifestyles ▪ Protection of open space across the borough ▪ The need for a well designed borough, with sustainable buildings, public spaces and transport ▪ The need for a clean borough ▪ The impact of Climate Change <p><u>Growing Population</u></p> <ul style="list-style-type: none"> ▪ Sustaining Harrow's environment ▪ Implications of overcrowding and increased density ▪ The pressure for appropriate housing and improved facilities and infrastructure
<p>EVERY HARROW CHILD</p> <ul style="list-style-type: none"> ▪ Education for life ▪ Social Opportunities and responsibility ▪ Safety for young people ▪ Being heard and consulted 	<p>CULTURE, COMMUNITIES AND IDENTITY</p> <ul style="list-style-type: none"> ▪ How communities get along together and the contribution people make to their communities ▪ Services that meet the need of our diverse community ▪ Community Safety ▪ Citizenship and its implications ▪ Community ties strengthened ▪ Implications of the increased diversity of Harrow
<p>HEALTH, WELLBEING AND INDEPENDENCE</p> <ul style="list-style-type: none"> ▪ Healthy Harrow ▪ Supporting lifestyles that promote independent living (choice, control and empowerment) ▪ Impact of isolation and marginalisation ▪ Working lifestyles ▪ Living longer healthier 	<p>THE FUTURE OF PUBLIC SERVICES AND DEMOCRACY</p> <ul style="list-style-type: none"> ▪ Strong and respected partnership working ▪ Personalised services and neighbourhood focused ▪ Community engagement in the development and delivery of services ▪ The ability to have real influence ▪ Strengthened Voluntary and Community Sector

5. Key to understanding the six themes

Pages 15 – 31 are structured in the following way to offer more information on the long-term vision in each theme and the approach the partnership is taking.

Vision	<p>Where we would like to get to by 2020</p> <p>This section identifies the vision for each theme based upon the aspirations and concerns for Harrow that people expressed during the one to one interviews and summit.</p>
Short-Termed Actions	<p>The short-term priorities for action over the next three years 2009 -2012</p> <p>The actions listed in this section represent a series of projects involving a wide range of partners. These actions are reflected in our Local Area Agreement, which is a 3-year agreement between our partners and the government.</p>
Ambition	<p>The longer-term agenda 2013 - 2020</p> <p>This section sets out specific areas that the Harrow partnership will focus on in the future.</p>
Partners	<p>The right people and organisations to tackle the issues.</p> <p>There are many organisations and people involved in helping to deliver the short-term action and in shaping the longer-term agenda. Most of this work is delivered through key partnerships of organisations. The key ones relating to each theme are listed in this section.</p>
Indicators	<p>These are measures, which show our progress towards delivering our short-term action.</p> <p>This section identifies some of the key measures that partner organisations and the public can use to show the progress that is being made in each theme over time.</p>

6. Economic development in Harrow

Vision

Harrow will be an attractive place to work and set up business and will provide an economically viable, sustainable and attractive Harrow Town Centre. Young people will be better prepared for life and work and there will be opportunities to relearn and retrain to meet the demand for highly skilled employees to make a positive contribution to the economy. There will be opportunities available to work locally and barriers to work are addressed. There is also good public transport infrastructure to access economic opportunities beyond the borough.

Short-Term Action

- Improve economic well being through reducing the number of people on out of work benefits
- Increase the number of businesses supported through the Harrow mentoring package
- Promote the regeneration of Harrow Town Centre by increasing its retail offer, creating a distinctive public realm and securing a 21st century transport hub
- Increase the number of adults with learning disabilities in employment
- Ballot the town centre businesses on the creation of a Business Improvement District
- Maximise the impact of 'Pathways into Work' and other schemes to tackle skill shortages and increase employment

Ambitions

- More adults and older people access our education providers to relearn and retrain
- Schools and colleges in Harrow are upskilled in technology
- Our culturally defined businesses are promoted and celebrated
- Employment land is maintained and enhanced to provide local residents with the opportunity to work within the Borough
- There are fewer unqualified residents or residents in workless households
- Business occupancy is maintained and new businesses are attracted to Harrow
- There is growth in sectors which require higher skills and offer higher pay
- Skill shortages are identified and addressed through training, in order to maximise employment potential for local people and support local businesses
- All new major businesses coming into Harrow are committed to training and skills development as part of their planning conditions and are committed to employing locally

Partners

Colleges/Collegiate
 Sustainable Development and Enterprise Management Group
 Harrow Council
 Choices for All

Shaw Trust
 Job Centre Plus
 Community Link Up
 Mencap

Indicators

Reference	Measure Name	TARGETS		
		2008/09	2009/10	2010/11
NI 152	Working age people on out of work benefits	9.3%	9.0%	8.6%
Local indicator	Number of businesses (new and existing) supported through the Harrow mentoring package including mentoring, consultancy, diagnostics and case studies		249 business supported	
NI 146	Adults with learning disabilities in employment			
NI 151	Overall employment rate			

7. Every Harrow Child

Vision

To be completed once the Children and Young People's Plan's vision is approved

Short-Term Action

- Tackle infant mortality through improved breastfeeding rates and early access to maternity services
- Safeguard and protect young people looked after through greater stability of placements
- Develop an integrated child and adolescent mental health service
- Improve child safety by increasing the number of core assessments undertaken within 35 working days
- Improve attainment for Black and minority ethnic pupils
- Improve attainment through increasing the number of extended schools
- Increase children and young people's participation in high quality PE and sport
- Reduce the number of permanent and fixed term exclusions from our schools
- Improve the attendance at our worst performing schools
- Develop a Children's Trust
- Improve and broaden access to sexual health information for young people
- Maximise use of children's centres

Ambitions

- Children and young people are empowered to achieve their full potential and to develop the skills to prepare for adult life
- Children have the right to have a say in the services they receive and are valued for their contribution
- Children feel safe: in their locality, from bullying, and from the perceptions of others and have a better understanding of cultural differences
- Attendance and achievement are raised for children looked after and other vulnerable young people
- Harrow's high standard of schools is maintained
- Children and young people have access to guidance and support at a young age
- There is a closer working relationship between parents and schools
- Young people are supported through the transition to adulthood, achieving independence and economic well being
- Children and young people are taught about rights and respect, tolerance and understanding and will be encouraged to share responsibility for the well being of their community

- Everyone has the right to enjoy good physical and emotional health regardless of their background, as well as being able to make healthy lifestyle choices.
- There will be a reduction in child poverty in Harrow

Partners

Children and Young people Strategic Partnership
 Voluntary and Community Sector
 Harrow Primary Care Trust
 National Health Service London
 Schools
 Extended schools cluster co-ordinators

Harrow Council
 Choices for All
 Harrow Police
 Youth Council
 Youth Parliament

Indicators

Reference	Measure Name	TARGETS		
		2008/09	2009/10	2010/11
NI 53	Prevalence of breastfeeding at 6-8 weeks from birth			
NI 126	Early access for women to maternity services	50%	70%	90%
NI 63	Stability of placements of children looked after: length of placement	62%	64%	66%
NI 51	Effectiveness of child and adolescent mental health services	14	TBC	TBC
NI 60	Core assessments for children’s social care that were carried out within 35 working days of their commencement	80%	81%	82%
NI 108	Key stage 4 attainment for Black and minority ethnic groups			
NI 88	Number of extended schools	70%	85%	100%
Local Indicator	Rates of exclusive breastfeeding at six weeks	39%		
Local Indicator	Breastfeeding initiation rates	69.5%		
NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people	94.55	102	104
NI 112	Under 18 conception rate			

8. An Improving Environment

Vision

Harrow will be a more sustainable outer London Borough that has enhanced its existing infrastructure and communities, enabled greater development opportunities and provided for regeneration. Residents and visitors will benefit from an improved quality of life with better access to a range and choice of housing, jobs, services, recreational and cultural facilities. People in Harrow will not automatically turn to the car as their first mode of travel as there will be attractive and more sustainable alternatives, with a more accessible and integrated public transport system. Environmentally sensitive areas will be protected while accommodating development for housing and employment in accessible locations. Our open space will offer a range of uses, balancing biodiversity enhancement with recreational use. Waste will be managed in a sustainable way, resources will be used efficiently and practical steps will be taken to mitigate the effects of climate change and adverse air quality.

Short-Term Action

- Increase provision of affordable housing
- Increase environmental sustainability and air quality through reducing the use of cars as the main mode of travel to Harrow schools
- Reduce CO2 emissions in Harrow
- Agree a climate change strategy and develop and implement an action plan
- Improve street and environmental cleanliness
- Increase domestic waste recycling and composting
- Contribute to the joint West London Waste Development Plan Document
- Develop the long term spatial vision and objectives for Harrow (Local Development Framework Core Strategy)
- Improve the traffic flow at Petts Hill by the completed new and wider railway bridge and addressing the road improvement scheme
- Develop a Town Centre public transport infrastructure programme
- Continue to undertake a tree replacement programme to preserve and enhance Harrow's trees
- Deliver the decent homes standard to Council owned homes
- Implement the Biodiversity Action Plan
- Regenerate Rayners Lane and Mill Farm

Ambitions

- Align new developments with transport routes

- All residents have a choice of good quality and affordable housing in a variety of tenures, and in particular improve the availability of larger family housing
- Global sustainability initiatives are integrated into all developments, to reduce the impact of society on the environment
- Partners work together to ensure that residents and businesses in the Borough have the best possible access to reliable and affordable public transport
- There is easy and convenient access to footpaths, cycle paths and public transport to promote the use of more sustainable travel modes for local journeys
- Public open spaces are better utilised through improved access and linkages between existing open spaces are maximised across borough boundaries
- Development occurs in areas that are well served by public transport to reduce the length of journeys between home, work, educational, shopping and leisure opportunities
- High density development makes provision for mixed use activities on site
- Empty homes in Harrow are brought back into use
- The use of temporary accommodation is reduced and homelessness is tackled
- Harrow's existing heritage buildings and sites are preserved and enhanced
- There is a balance and variety of well managed and accessible green spaces, and the Green Belt and bio-diversity is protected and improved
- Energy and resources will be used responsibly to minimise waste and maximise efficiency and the use of renewable energy supply will be increased.
- The growth of waste is reduced through improved awareness of waste issues and the importance of waste reduction
- Waste will be diverted from landfill by focusing on increasing the amount we recycle and compost
- There is continued investment to improve social housing and the surrounding neighbourhood

Partners

Sustainable Development and Enterprise Management Group
 Voluntary and Community Sector
 Schools

Harrow Council
 Harrow Primary Care Trust
 Transport for London

Indicators

Reference	Measure Name	TARGETS		
		2008/09	2009/10	2010/11
NI 198	Children travelling to school – mode of travel usually used	37%	36%	35%
NI 197	Improved local biodiversity – active management of local sites	61%	70%	83%
NI 186	Per capita CO ² emissions in the Local Authority area	3.5% reduction	7.5% reduction	11.5% reduction
NI 155	Number of affordable homes delivered (gross)	219	219	219

NI 195	Improved street and environmental cleanliness (a) litter (b) detritus (c) graffiti (d) fly posting	a) 15 b) 20 c) 5 d) 1	a) 13 b) 16 c) 4 d) 1	a) 12 b) 12 c) 3 d) 1
NI 192	Household waste recycled and composted	42%	47%	50%

9. Health, Wellbeing and Independence

Vision

There will be a greater focus on healthy and sustainable lifestyles so that related illnesses will have declined and health inequalities will have decreased. There will be an increased prominence for preventative services and a stronger involvement of the voluntary and community sector in the provision of public health messages. Traditional retirement will become a thing of the past, with people either having to, or able to, work longer. People will have access to education to upskill or relearn new skills to prolong their employment opportunities and are supported to live independently for longer. Social care users will have more choice over their care and will be supported and empowered to take control. The risk of isolation and marginalisation as the population grows older and more people work at home will be minimised through the availability of social networks both through technology or personal contact.

Short-Term Action

- Increase independent living for older people through social services
- Increase social care users who direct their own care
- Increase participation in leisure and cultural activities
- Reduce the number of people smoking
- Reduce alcohol intake
- Improve sexual health
- Reduce the average time to complete non-urgent housing repairs
- Design and build a new Whitmore High School with dual use leisure and arts facilities
- Review the housing allocations scheme to ensure fair and balanced access
- Improve access to accommodation for adults with secondary mental health services
- Develop more Extra Care housing
- Produce an accommodation strategy for older people
- Improve carers' assessment and review times and implement the carers strategy
- Improve safeguarding of all groups through developing mechanisms to facilitate the views and experiences of service users
- Reduce the number of children and young people who are obese through increasing participation in high quality PE and sport

Ambition

- There will be support to enable people to stay in their homes for longer

- There will be further investment in preventive activities that will help people to stay healthy
- Services will be personalised to ensure residents are empowered to play a lead role in shaping the services they access and they enjoy as full a life as possible and regain control of their lives following ill health
- Partnerships will be strengthened across health and social care and with the wider community
- There will be better access to high quality health services that respond to the needs of Harrow's diverse population, increasing their choice and facilitating self management and control
- There will be more appropriate services to reduce inequalities, which will result in improved health outcomes
- There will be suitable housing options available offering choice
- There will be caring communities where people feel safe, able to contribute and integrate with one another
- There will be accessible social networks, including a range of learning, leisure and cultural opportunities
- There will be support for personal mobility for the vulnerable so that their quality of life is not compromised
- Support will be delivered in a smarter way – through modernisation, technology, coordination of agency work, sharing of information, being aware of the changing make up of the communities
- There will continue to be a range of arts and sports facilities that are accessible to everyone
- People will have a better work life balance to minimise associated health issues such as stress and alcohol dependence
- The accommodation needs of Gypsies and Travellers will be met to enable them to raise their families in a safe and healthy environment

Partners

Adult Health and Social Care Management Group
 Children and Young People Strategic Partnership
 Community Cohesion Management Group
 Voluntary and Community Sector
 Age Concern
 Harrow Council
 Harrow Carers
 Harrow Association of Disabled People
 Harrow Primary Care Trust

Unscheduled Care Board Trust
 Central and North West London Mental Health Trust
 Schools
 Leisure Connection
 Sport England
 Community Sport and Physical Activity Network
 Chief Leisure Officers Association
 Arts Centre

Indicators

Reference	Measure Name	TARGETS		
		2008/09	2009/10	2010/11
NI 136	People supported to live independently through social services	2385 per 100,000	2785 per 100,000	2924 per 100,000

NI 135	Carers receiving needs assessments or reviews and a specific carer's service or advice and information	57%	59%	62%
NI 130	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)	245	750	1300
NI 134	The number of emergency bed days per head of weighted population	2% fall	2% fall	2% fall
NI 149	Adults in contact with secondary mental health services in settled accommodation	TBC		
NI 57	Children and young people's participation in high-quality PE and sport	TBC		
NI 39	Alcohol Harm related hospital admissions	12% inc	10% inc	8% inc
NI 8	Adult participation in sport	19.5%	21%	23%
NI 11	Engagement in the Arts	42.9%	45%	48.1%
NI 123	Smoking quitters per 100,000 population aged 16 and over			
	Life expectancy at time of birth (years)			
	Number of homes in Harrow that sign up to be smoke free	3000		
	Number of 4 week smoking quitters who attended the NHS smoking service	LDP Target + 50 quitters		

10. Communities, culture and identity

Vision

Harrow will be known for its diverse community, which we celebrate, and value. There will be a greater focus on communities working together to help themselves and provide support to vulnerable and at risk groups. People will feel safer and more connected with their communities through better knowledge and recognition of our differences. There will also be a balance between integrated and separate services for our different communities.

Short-Term Action

- Increase the number of people who regularly volunteer
- Improve the sense of cohesion in Harrow
- Treat individuals with dignity and respect
- Improve public perception of crime and anti social behaviour in Harrow
- Reduce domestic violence
- Increase the number of drug users recorded as being in effective treatment
- Build resilience to violent extremism
- Support activities that celebrate and promote Harrow's diverse community and promote inter-cultural dialogue and engagement
- Enhance the role of citizenship ceremonies to strengthen commonality and civic pride
- Increase migrants English language skills and knowledge
- Raise awareness of vulnerable adults and tackle abuse

Ambition

- Harrow will continue to be a cohesive borough
- Volunteers will be supported and valued
- Equalities issues will be mainstreamed into service and policy development to ensure equal opportunities for all people
- The work of the community and voluntary sector will be supported to promote active citizenship
- All citizens will have access to, and opportunities to participate in, civic life
- Communities will feel included and involved in shaping local services and will trust the agencies that serve them
- Drug and alcohol misuse will have decreased through preventative and rehabilitative programmes
- Individual communities will have a better understanding of each other and will value and respect a vibrant mix of people
- Cultural activities will be valued and will encourage people to celebrate all aspects of achievement, diversity and civic pride

- Neighbourhood policing will continue to be effective and priorities developed in conjunction with local people
- Harrow will continue to be one of the safest boroughs in London
- There will be increased reporting of 'hidden' crime, for example domestic violence and hate crime and increased support for victims of crime
- People will feel safe and secure, anti-social behaviour will decrease and people will feel confident
- People will have an understanding of the diversity issues that face groups and individuals
- We will have strengthened links with west London councils through the West London Alliance on community cohesion
- There will be reduced isolation among specific groups of the community through the work across service sectors e.g. older people, carers, new arrivals, those with mental health issues, refugees, and asylum seekers
- Harrow is known for being a community which challenges and takes action against abuse of vulnerable adults

Partners

Community Cohesion Management Group
 Safer Harrow Management Group
 Voluntary and Community Sector
 Harrow Council
 Harrow Association of Voluntary Services
 Harrow Police
 Harrow Primary Care Trust

Harrow in Business
 Harrow College
 Stanmore College
 School Clusters
 Safer Neighbourhood Teams
 Domestic Violence Forum
 Hate Crime Forum

Indicators

Reference	Measure Name	Targets		
		2008/09	2009/10	2010/11
NI 6	Participation in regular volunteering			
NI 13	Migrants English language skills and knowledge			
NI 1	% of people who believe that people from different backgrounds get on well together in their local area			
NI 140	Fair treatment by local services			
NI 17	Perceptions of anti social behaviour	23%	22%	21%
NI 32	Repeat incidences of domestic violence			
NI 35	Building resilience to violent extremism	1.5	2.0	2.5
NI 40	Number of drug users recorded as being in effective treatment	4%	8%	12%
NI 115	Substance misuse by young people	11%	10%	9%
NI 2	Percentage of people who feel that they belong to their neighbourhood			

11. The future of public service delivery and democracy in Harrow

Vision

Public services will have developed new ways of working together to provide their customers and residents with more efficient responsive and flexible services. Residents and visitors of Harrow will benefit from strong, coordinated community leadership from the public services, voluntary groups and businesses, to help them resolve the challenges that the borough faces in improving the quality of life and well being. Residents will be empowered to be involved in decision-making and have a voice. Partners will have a shared set of vision and objectives and work together to provide single points of access for the community and make effective use of their resources through more joined up public finances.

Short-Term Action

- Develop a joint self evaluation on how effective Harrow's public sector, business sector and the voluntary and community sector are working together
- Develop an action plan to improve the effectiveness of the partnership
- Develop and publish a new partnership website
- Publish an annual partnership report
- Deliver on the recommendations of the Scrutiny report on the Voluntary and Community Sector
- Develop a joint analysis group to translate local intelligence into data trends and cross agency performance to support the delivery of outcomes and improvements and feed into organisations priorities
- Implement a consultation charter strategy
- Develop new and clearer support arrangements for the voluntary and community sector
- Develop a joint vision statement for the voluntary and community sector's role in developing services in partnership with the statutory sector
- Establish a panel to consider proposals under the Sustainable Communities Act and the Duty to Involve

Ambition

- Services are more personalised and neighbourhood focused
- Customers can access our services easier through improved information and communication technologies
- Services reflect the needs of the communities they serve and users are involved in designing and evaluating services
- The Partnership is strong and effective and takes a common approach across funding sources
- People are proactively engaged and encouraged to play a part in community life

- Communities will feel included and involved in shaping local services and will trust the agencies that serve them

Partners

Harrow Council
 Harrow Primary Care Trust
 Harrow Association of Voluntary Services
 Harrow Police
 Harrow in Business / Business Sector

Higher Education/Further Education Sector
 Learning and Skills Council
 Schools/Education and Early Years
 Harrow Chief Executives Group

Indicators

Reference	Measure name	TARGETS		
		2008/09	2009/10	2010/11
NI 7	Environment for a thriving third sector	TBC	TBC	TBC
NI 4	Percentage of people who feel they can influence			
NI 5	The overall/general satisfaction with the local area			
NI 3	Civic participation in the local area			

12. Next steps

The Harrow partnership has set out a long term vision for the borough based upon wide ranging consultation and has identified specific short term action that partners will undertake together over the next 3 years to make improvements in specific areas.

Future challenges are to debate and identify step change improvements in service delivery that will contribute to achieving the vision for Harrow, such as:

- Seeking to influence the use and pooling of resources to tackle agreed priorities
- Continuing to work with and engage with communities and individuals to ensure that they are able to play their part in this process
- Ensuring information on the performance of the partnership and delivering our priorities is easily accessible to the public
- Continuing to share knowledge between partners to ensure our priorities express community needs and aspirations

13. Web links and contact details for further information

How to get involved?

Visit www.harrow.gov.uk to find out how you and your organisation can get involved with the work of the Strategic Partnership

Harrow Strategic Partnership

Visit www.harrow.gov.uk to find out more about the Harrow Strategic Partnership

Background to the Harrow 2020 process

Visit www.harrow.gov.uk to find out how Harrow in 2020 was developed

Or Contact:

Policy and Partnership Team 020 84209637 Mike.Howes@harrow.gov.uk

For information on the Local Area Agreement contact: Trina Taylor on 0208 420 9324 or email to Trina.Taylor@harrow.gov.uk

14. Current members of the Harrow Strategic Partnership (2009)

Organisation	Representative
Harrow Council	Leader of the Council Deputy Leader of the Council Portfolio Holder with responsibility for the Local Area Agreement Leader of the Opposition Deputy Leader of the Opposition
Metropolitan Police Authority	Representative
Harrow Primary Care Trust	Chair
Harrow in Business	Representative
Jobcentre Plus	Representative
Chamber of Commerce	Representative
Large Employers' Network	Representative
Voluntary and Community Sector	5 Representatives
University of Westminster	Representative
Further Education	Representative
Older People's Reference Group	Chair
Learning and Skills Council	Representative
North West London Hospital Trust	Representative
Central and North West London Mental Health Trust	Representative
Harrow Commission for Racial Equality	Chair
Harrow Youth Parliament	2 Representatives
Harrow Partnership Management Groups	5 Management Group Chairs

Also Attending

Harrow Council	Chief Executive
Harrow Police	Borough Commander
Harrow Primary Care Trust	Chief Executive
Harrow Association of Voluntary Services	Chief Executive
Harrow in Business	Chief Executive
Government Office of London	Locality Manager

15. Examples of links between Strategies/Plans and the Sustainable Community Strategy

SUSTAINABLE COMMUNITY STRATEGY	Sustainable Community Strategy Ambitions	Strategy/Plan Name	Strategy/Plans - Aims/Objectives or Vision
	<ul style="list-style-type: none"> • There will be further investment in preventive activities that will help people to stay healthy • Services will be personalised, to ensure residents are empowered to play a lead role in shaping the services they access, and they enjoy as full a life as possible and regain control of their lives following ill health • Partnerships will be strengthened across health and social care and with the wider community • There will be better access to health quality health services that respond to the needs of Harrow's diverse population, increasing their choice and facilitating self management and control • There will be more appropriate services to reduce inequalities, which will result in improved health outcomes 	Harrow PCT Operating Plan	<ul style="list-style-type: none"> • To improve health, reduce inequalities and to significantly improve the care delivered by health services to the population of Harrow. • To prioritise the prevention of ill health and target resource to our most vulnerable groups • High quality, responsive and personalised services will be informed by patients, driven by effective partnerships and delivered by significant system reform
	<ul style="list-style-type: none"> • All residents have a choice of good quality and affordable housing in a variety of tenures, and in particular improve the availability of larger family housing • Empty homes in Harrow are brought back into use • The use of temporary accommodation is reduced and homelessness is tackled • There will be suitable housing options available, offering choice and support to enable people to stay in their homes for longer • The accommodation needs of Gypsies and Travellers will be met to enable them to raise their families in a safe and healthy environment 	Housing Strategy	<ul style="list-style-type: none"> • To improve neighbourhoods and the quality of life • Increase the supply of housing • Deliver high quality services • Meet the needs and aspirations of vulnerable people, especially older people • Continue to tackle homelessness and high demand, while reducing temporary accommodation
	<ul style="list-style-type: none"> • Employment land is maintained and enhanced to provide local residents with the opportunity to work within the borough • Business occupancy is maintained and new businesses are attracted to Harrow • New developments are aligned with transport routes • Global sustainability initiatives are integrated into all developments, to reduce the impact of society on the environment • All residents have a choice of good quality and affordable housing in a variety of tenures, and in particular improve the availability of larger family housing • There is easy and convenient access to footpaths, cycle paths and public 	Local Development Framework	<ul style="list-style-type: none"> • Ensure development meets the needs of our residents and businesses • Ensure a thriving cohesive and sustainable community by locating development where it will enable local residents to access easily • Promote community safety • Ensure residents have a choice of good quality and affordable housing • Promote walking and cycling • Ensure the existing greenbelt, parks and open spaces are accessible

	<p>transport to promote the use of more sustainable travel modes for local journeys</p> <ul style="list-style-type: none"> • There is a balance and variety of well managed and accessible green spaces, and the Green Belt and bio-diversity is protected and improved 		<ul style="list-style-type: none"> • Ensure new developments are of a high quality design and appropriate • Integrate global sustainability initiatives into all developments
	<ul style="list-style-type: none"> • All citizens will have access to, and opportunities to participate in, civic life • Communities will feel included and involved in shaping local services and will trust the agencies that serve them • Drug and alcohol misuse will have decreased through preventative and rehabilitative programmes • Neighbourhood policing will continue to be effective and priorities developed in conjunction with local people • Harrow will continue to be one of the safest boroughs in London • Improve the sense of cohesion in Harrow 	London Policing Plan	<ul style="list-style-type: none"> • Crime, disorder, vulnerability and harm are prevented and reduced • Offenders are brought to justice • Communities are engaged with, confident in and satisfied with our police service • Security is improved and the public feel reassured
	<ul style="list-style-type: none"> • Children and young people are empowered to achieve their full potential and to develop the skills to prepare for adult life • Children have the right to have a say in the services they receive and are valued for their contribution • Children feel safe; in their locality, from bullying, and from the perceptions of others and have a better understanding of cultural differences • Attendance and achievement are raised for children looked after and other vulnerable young people • Young people are supported through the transition to adulthood, achieving independence and economic well being 	Children and Young People's Plan	<ul style="list-style-type: none"> • To be added at a later date

