

Sustainable Community Strategy – Consultation feedback

No	Comment	Commentary	Recommendation
GENERAL COMMENTS			
1	No clear priorities between the different visions.	The visions of each theme have been reworded to identify the key areas for the theme and the overall vision (page 4) spells out the Partnership's priorities	Amend
2	Improving quality of life is MOST linked to the quality of our natural and built environment – this is a basic aspect of quality of life and needs stressing in an urban environment	This is a legitimate point of view but others might argue that quality of life derives from economic well-being; good health; good community safety or more than adequate levels of care. To recognise this, the overall 2020 vision includes all of these aspects which are all important.	Do not amend
3	There is no challenge or sensitivity in the strategy to a possible different set of external givens e.g. in what way would this strategy be different if population growth/demographics were different.	The envisaged increase in Harrow's population over the period of the strategy is just over 8,000 or 3.7% of the current population. It is unlikely that any of the outcomes envisaged in the strategy would be significantly different if there was a lower population growth. If the demographic profile of the borough changed significantly, this strategy would need to be revisited.	Do not amend
4	Include a definition in the context of this strategy of sustainable and demonstrate how the proposed strategy complies with this definition	Sustainability in the context of the strategy means actively managing our impact on the environment and supporting inclusive communities which provide the jobs, homes, education, healthcare, transport and other services that all citizens need (IDeA 2008). This definition is outlined in the strategy.	Do not amend
5	We need to sure that the strategy is realistic considering the current economic climate. Even though the strategy is to 2020, developments that can not currently occur may displace actions in the future	Agreed. The Economic Development Chapter seeks to address this.	Do not amend
6	The strategy needs a sense of context, i.e. that Harrow is a finite borough on a finite planet; we have finite resources which we must manage, and our community ambitions mustn't over reach what we can sustain	Agreed.	Amend

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7	A condition for achieving a sustainable community is to have sustainable numbers. The draft contains no consideration of what the right numbers for Harrow might be. In the context of the UK and the South-East in particular being overcrowded. The projected increase of 10,000 in harrow's population needs challenging	The projected population growth of 10,000 is to 2025, not within the life of this Strategy. The projected number within the timeframe of this Strategy is an assessment of what is likely to happen rather than necessarily what the Partnership wants to happen. It would not be responsible to ignore current trends but and there is very little, if anything, that the Partnership could do to influence them.	Do not amend
8	Will the structure of the HSP management groups change to fit in with the new themes of the Sustainable Community Strategy	There are currently no plans to amend the structure of the Harrow Strategic Partnership. Each theme in the Strategy identifies which management group will be leading on the short term actions and ambitions under the partners list	Do not amend
9	Generally the strategy should encourage small families, to assist global and local sustainability	This is not a policy area that the Partnership has considered and may not be within its scope	Do not amend
STORY OF PLACE			
10	The suggestion that consideration (even with significant public consultation) would be given to relax certain planning conditions or environmental standards is totally unacceptable under any economic scenario. This is sacrificing the long term for short term expediency. The Environment is for ever. The economy is for now. Additional the sustainable environment agenda is only now gradually being implemented in Harrow – any idea of a moratorium or back peddling must not be part of the SCS	Environmental standards may be an absolute in that damage sustained may not be reversible. Our planning standards, however, were designed to serve a particular time and place and have and should change to reflect our circumstances and priorities.	Amend to remove the suggestion of flexibility in relation to environmental standards.
11	The strategy adequately reflects the projected growth of older BME people in Harrow. However it lacks acknowledgement of the growth in disabilities, in particular learning disabilities and the growth in type II diabetes	Harrow has approximately 7,000 people with some form of learning disability in Harrow. There are still a significant number of people with learning disabilities who are not known to any services. In 2007, 415 adults were receiving community based services for people with physical disabilities and sensory impairment, as compared to nearly 2000 in those aged 65 years and over.	Amend the story of place to include additional comment

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12	<p>Harrow in the Future</p> <p>3rd para – ‘in excess of 4000 new homes’ – what type of housing, link to demographic changes previously described and impact of e-technology</p> <p>New para bottom p10. what does in excess mean. Is there an upper limit e.g not in excess of 4,500 or a range of 4,000 to 4,500</p>	<p>Harrow is required to provide a minimum of 4,000 homes within a 10 year period based on the London Plan.</p> <p>Future housing within Harrow should help to support economic growth, particularly within Harrow town centre and the district centres. Additionally, all housing will need to offer a range of housing choices to address the significant shortage of affordable housing and larger family accommodation, as well as meet the local access for all and accessible homes standards</p>	Amend document to clarify
13	Impact of technology on our services e.g. social care	<p>By 2011, an estimated 75 per cent of UK households will have internet access and by 2010, 95 per cent of the industrialised world may be conducting ‘e-business’ on line. The implications of technological innovations on work and working virtually will mean that remote working will increase but there will still be a need for physical offices in the future due to the necessity for face-to-face contact. Future technology will also have an impact on the way we socialise and deliver services. New home technologies will make it much easier for people to interact with service providers and aid the personalisation of public service delivery. Social networking sites will be used as a way of connecting individuals to advocacy, campaigns, volunteering opportunities and to each other. Technology advances will impact on the way we care for and monitor vulnerable people, help reduce the impact of our biggest health killers through medical advances and also be increasingly used to help mitigate the effects of climate change. Technology in these fields should reduce unit costs and increase standards provided the initial investment can be found.</p>	Amend Story of Place
14	<p>By reducing offending in Harrow the Probation Service enhances the attractiveness of Harrow as a site for businesses to develop Offenders in employment or training have a demonstrably lower rate of re-offending. – Contributes to Ni 152 and Ni 151</p>	It is important to recognise the contribution of the Probation Service in reducing re-offending.	Note

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15	Safeguarding vulnerable adults is an important consideration to the future delivery of adult social care services. This needs to be reflected in the Story of Place and under the Communities, culture and identity section	Safeguarding vulnerable adults is a public duty and requires cooperation of the many partners involved in providing for adults. We can improve safeguarding of all groups through developing better ways to facilitate the views and experiences of service users and by taking action against abuse of vulnerable adults	Amend to add statement in the Story of Place and ambitions
ECONOMIC DEVELOPMENT			
16	Need to point out that Harrow is still viewed as a borough with less need than several of our neighbours, this makes gaining extra resources to deal with barriers to work even more challenging	Agreed	Amend
17	The existing Enterprising Harrow strategy has been developed on the premise of supporting the small business sector as this is where local employment growth will come from. This is also in times of recession where new businesses come from	Agreed	No action required
18	Need to see more emphasis on reducing unemployment – it is implicit rather than explicit here	Agreed	Amend
19	Local procurement should also feature here	Agreed	Amend
20	Work has already started on a Skills and Employment Pledge which will be brought to the partnership shortly, which will hope to encourage all major businesses new and existing into a training and local employment culture	Noted	No action required
21	Because of the recession should this section also include investigating ways of creating work e.g. green economy and loft insulation schemes	A multi agency group has been convened to investigate ways of creating work. Green economy and loft insulation schemes are potential outcomes of this group. <ul style="list-style-type: none"> ▪ Convene a multi agency group to identify interventions to lessen the impact of the economic recession on Harrow 	No action required

No	Comment	Commentary	Recommendation
22	Larger organisations can further support the local economy by paying small businesses promptly – as a Council this is another example of how we can lead by example	A multi agency group has been convened to investigate ways of creating work. This is a potential action of this group	No action required
23	Should it also include opportunities for the major players, e.g. PCT and the Council to provide internships and more apprenticeships?	Agreed	Amend short term action
24	Should the strategy include a line on helping people to maximise the benefits they are entitled to?	Agreed	Amend
25	The impact of putting effort into helping individuals gain higher level skills needs to be weighed against the impact of intervening to remove barriers to employment for the hardest to help	Agreed	Amend
26	Transport links to other neighbouring outer London boroughs, and to Hertfordshire, should be improved to allow easier access to training and jobs in these areas	Harrow benefits from London's good radial road and rail links (including to Hertfordshire) but suffers from a comparative lack of cross-borough routes although bus services cover many of these routes.	Amend to reflect the importance of transport links
27	Where is the strategy to accommodate the increasing number of unemployed residents for the next 3 years	The Strategy seeks to reduce the number of people on out of work benefits and to tackle skills shortages increase employment	Do not amend
28	The vision for economic development should link to training provision with creation of skills for the future e.g. jobs in areas of growth in regional, UK and global terms i.e. sustainable economy requires planning for skills development	Harrow will be an attractive place to work and set up businesses 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 for all ages to meet skill demands for both current and future employment. Harrow will provide local work opportunities and partners will work together to address and minimise barriers to work. Harrow's public transport infrastructure will continue to provide access to employment opportunities beyond the borough.	Reword to reflect link to future growth areas.
29	2012 Olympics is not mentioned – this may be an opportunity for a short term action	Agreed	Amend

No	Comment	Commentary	Recommendation
30	There is no identified interaction with Tourism	Agreed	Amend
31	There doesn't appear to be any specific short term actions which specifically address the deteriorating situation of the economy.	See 21 above	Add additional short term action
32	Courses at colleges and under the WEA should not be so heavily focused on vocational training and learning outcomes. When many people especially the retired, the disabled and the unemployed, benefit greatly from courses which help stimulate interest e.g. the arts, music, history, archaeology, nature, current affairs, literature, theatre etc which enhances peoples quality of life	The Government's policy on Community Education is to prioritise learning leading to a qualification much of which is vocational in character. For retired people, the Harrow University of the Third Age (U3A) provides the types of interest learning envisaged.	Amend to include a reference to U3A in the Health, Wellbeing and Independence Section
33	Add "schools and colleges provide state of the art technological education"	Agreed	Amend
34	Inclusion of disability in the labour market	The strategy contains a short term action of increasing the number of people with learning disabilities in to employment	Do no amend
35	Implement high quality supervision plans for offenders to motivate offenders to take up employment opportunities or engage in training.	Implement supervision plans to motivate offenders to take up employment opportunities or engage in training Add London Probation as a partner	Add additional short term action Amend partner list
36	Not sure if economic development is possible with the economic downturn.	This is the most important time to provide help and guidance to firms which may be struggling to survive and to help new companies emerge as, for Harrow, the route to economic success lies in a buoyant small business sector	Do not amend
37	Harrow and Wealdstone transport links particularly trains to Clapham Junction should be increased as trains have been removed in 2009. Also bus links should be increased in Harrow and Wealdstone	Some direct services to Clapham Junction have been replaced by services to Willesden Junction with connections to Clapham Junction. There is little current evidence of the need for further improvements in bus services.	Do not amend

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38	Harrow is in danger of becoming de-industrialised – with current emission standards, industry is a good neighbour – there is industrial employment in Watford, Brent and Hillingdon – technical industry is better able to generate real (and environmentally sound) economic growth – needs to be recognised in Harrow’s strategy	Agreed but there are limited areas for development for whatever types of uses. With the reduction in the extent of large industrial concerns, it is important to maintain industrial uses for industrial sites that become available.	Amend
39	Sort out Wealdstone, too many cheap pound shops	This is a function of the retail market and not in the gift of the Partnership	Do not amend
40	Again, depends on what you mean by “access” to opportunities. Will you make it free or cheap for young people to reach the work place?	This ambition refers to increasing the number of adults and older people who have access to courses at our education providers in Harrow. This could be through better promotion and more targeted courses.	Do not amend
41	Set up business schools for young people	This is in part addressed through the Business Studies GCSE and associated college courses.	Do not amend
	EVERY HARROW CHILD		
42	The Every Harrow Child policy should specifically state the aim “Every Harrow child a wanted child” and include specific targets for reducing teen pregnancies	Harrow has a low and falling rate of teenage conceptions.	Do not amend
43	Separate Every Harrow Child into the five themes, “Be healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, and Achieving economic well being”	The Children and Young People’s work stream has delivery groups working on each of the five themes. At the summarised level of this Strategy, the five themes would present too much detail.	Do not amend
44	No mention in Short Term Actions of ensuring smooth implementation and follow thru of macro changes to education in Harrow i.e. reduced transfer age, 6 th form colleges, new schools	The introduction of the sixth form collegiate has been smoothly and successfully implemented. As yet, the proposal to amend the age of transfer has not been agreed and, while school rebuilding will take place, there are no new schools envisaged for the borough.	No action needed
45	The focus of the short term actions is on improving a long list of negatives. There is no mention of supporting/promoting/enhancing the positives such as excellence. This does not do Harrow’s education achievement justice.	The vision of this section highlights the excellence of our schools. The aim of the short term actions is to concentrate on improvement priorities. The Children and Young Peoples Plan contains more detailed actions to support/promote and maintain Harrow’s excellent schools	Do not amend

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46	All probation service staff who supervise offenders are trained in the recognition of children's safety, and are familiar with the Borough's referral processes. All staff supervising offenders will be supported in identifying risk factors to children with whom offenders are associated, and in drawing these to the attention of Children's services urgently	Amend to recognise the additional capacity represented by the Probation Service	Amend
47	Where children are associated with incidents of domestic violence the Probation Service: <ul style="list-style-type: none"> - promptly informs Children Services of the situation - evaluates the perpetrator to ensure the Courts are advised of the action required to reduce the risk of harm to any actual or potential victim - Supervises offenders stringently either on community orders, or on licences, following release from custody to ensure that all requirements for securing victim safety are fully implemented - Liaise frequently with Children's Services and Criminal Justice Units to exchange information about the offender's behaviour to enhance protection plans 	See 46 above	Amend
48	What will you do to ensure that schools adhere to SEN code of practice?	The Code of Practice has been drawn to school's attention and, while it is not a definitive statement of the law, it is important guidance. If there is a suggestion that any school is not following the Code	
AN IMPROVING ENVIRONMENT			
49	The character of the different areas of the borough should be retained, so that any development should reflect the scale and density of the current housing and other buildings in the location. The more deprived areas of the borough should be targeted for improvement, and if necessary redevelopment, to bring the housing stock and other amenities up to a better standard	The Local Development Framework Core Strategy includes a strategic objective of ensuring that new developments are of a high quality design and are appropriate in terms of their scale, size and location by adopting a design led approach to development and enhancing the existing built and public realm	Amend to add an additional ambition

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50	Reduction in parking charges. Hillingdon allows the first half hour for free	The needs to be a balance in town and district centres between encouraging locally shopping by setting competitive parking charges and encouraging alternatives to use of private cars through realistic parking charges.	Do not add
51	The first part of improving environment refers to enabling greater development opportunities. I don't think this is about improving the environment. It should be about provision of open spaces to give quality of life and WHERE DEVELOPMENT happens this must contribute towards ENHANCED environmental sustainability through carbon neutral only developments.	The built environment will be an important element in the success of Harrow as a place and the more sustainable the built environment can be, the less environmental impact it will have. It is considered that the distinction between open space and development is too limited and that development can and must contribute to sustainability.	Do not Amend
52	There is no energy sustainability vision. This is the number 1 key issue about environment and climate change should be at the heart of this as it has all other things together.	<p>The strategy currently includes the following ambition:</p> <p>Increase the use of sustainable energy to meet the needs of the present without compromising future generations</p> <p>Climate change is also referred to in the vision of Improving Environment</p>	Reword ambition to clearly link with energy sustainability
53	An improving environment should include the provision of decent public toilets	This is an ambition that can only be fully realised as further funding becomes available. Recent provision has supported upgraded parks and there continue to be partnership arrangements with various shops.	Do not amend
54	Some of the ambitions in the Environment section may be too optimistic e.g. the choice of housing for all residents.	The ambitions have purposefully been written as ambitious as the strategy is a long term document. However it is also important that the document is not too optimistic.	Reword vision
55	Public realm infrastructure (roads, public spaces and street lighting) is maintained and improved	Amend ambition	Amend
56	Work with the West London Waste Authority and the other constituent authorities (Brent, Ealing, Hillingdon, Hounslow and Richmond to reduce the amount of waste that is not composted and recycled, that is sent to landfill)	<p>This statement is similar to an existing ambition:</p> <ul style="list-style-type: none"> ▪ Waste will be diverted from landfill by focusing on increasing the amount we recycle and compost <p>Add West London Waste Authority as a partner</p>	Amend short term actions and partner list

No	Comment	Commentary	Recommendation
57	The text should reflect the ongoing discussions about how to deal with waste within individual areas own space	The idea that towns or cities should deal with the waste they produce in their own areas is interesting and would focus attention on this issue but it is difficult to see how this could work cost effectively in London with its 33 local authorities where joint arrangements have both economic and environmental advantages	Do not amend
58	In the table NI 198 should refer to travelling by car to make more sense	Agreed	Amend
59	The term “actively managing our impact” is too vague. It should be replaced with a definition of what sustainability is.	Reworded to: Increase the use of sustainable energy to meet the needs of the present without compromising future generations	Amend
60	The green belt should be protected we shouldn't have to fight a battle over every site which developers abetted by some councillors, want to exploit to the maximum. Existing building footprints are pushed to the legal limits, and sites like that on Woodlane, have been allowed to be degraded by waste tipping and then declared no longer environmentally and ecologically worth preserving, and thus ripe for development. The greenbelt and other open spaces, are the lungs of the borough and should be protected for generations to come. Plant more trees on our streets too!	An existing ambition includes the statement of protecting the Green Belt and biodiversity. The short term ambitions also refer to a tree replacement programme.	No action required
61	Add something about environment education in schools	This is already reflected in the school curriculum	Do not amend
62	Leave our parks and open spaces alone, no more overdevelopment	It is intended to continue, as resources permit, to ensure our parks and open spaces remain attractive and welcoming to residents which means, in some cases, providing additional facilities.	No action required
63	Need to add something which refers to children and young people feeling safe on their journey home from school	Improve the safety of journeys between home and school for children and young people	Amend

No	Comment	Commentary	Recommendation
64	Consideration of zero waste principles in the document	<p>Zero waste is based on the understanding that all the materials we use are resources and only become waste as a result of poor management, bad design and out-dated attitudes to sorting and disposal. Subscribing to zero waste is therefore a way of thinking, a path to travel, rather than meaning we must instantly eliminate every last piece of waste whatever the cost. Zero waste simply defines waste as something that is not acceptable. It sets a new paradigm with a target of a 100% resource-efficient economy where material flows are cyclical and everything is reused or recycled harmlessly back into society or nature. 'Waste' as we think of it today will cease to exist because everything will be viewed as a resource.</p> <p>Harrow has a comparatively very high recycling and composting rate for municipal waste, but there is still room for improvement before the zero waste concept, which will require the development of new industrial practices and new product design, could be introduced.</p>	Do not amend
65	We need to ensure that growth is sustainable both socially and environmentally	Agreed	No action required
66	Align transport routes with existing (particularly high density) and new developments i.e. enhance PTAL amongst current low PTAL (poorly served, high density areas)	New developments are aligned with transport routes and transport routes are aligned with existing high density developments to reduce the length of journeys between home, work, education, shopping and leisure opportunities	Amend
67	The third point is the one that is problematic. TfL will need to be closely involved and how willing will that organisation be in responding to changing needs	<p>Change wording to reflect the role of Transport in London</p> <ul style="list-style-type: none"> ▪ Work closely with Transport for London to improve the access and reliability of public transport in Harrow 	Amend
68	Harrow Wealdstone needs investment in attracting shops and small businesses since Woolworths closed, the attractiveness of the area has decreased. Regeneration should be increased in Harrow Wealdstone area near the train/tube station and high street	<p>The main effort in the recent past has been to re-open Wealdstone High Street to increase passing trade for shops.</p> <p>The Partnership's response to the recession will address all aspects of Harrow's economy</p>	Do not amend

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69	The natural environment receives proper attention in the strategy – the built environment doesn't. English heritage have a campaign to improve streets (i.e. organise and minimise street signs and street furniture)	An existing ambition is included in the draft Strategy: Harrow's existing heritage buildings and sites are preserved and enhanced	No action required
70	Planning should stop giving permission to developments that are not in keeping with the surrounding area, the borough looks terrible now as a result of this. Bricks should match when building extension not be a completely different colour	See number 49	Comment forwarded to Local Development Framework team
71	Stop using the buzz words and tell us what you really mean! Some councils have already banned the use of terms such as "balancing biodiversity enhancement" what does this mean?	Agreed – the Council has adopted a jargon-busting campaign. The words quoted come from the vision for An improving environment where the context is "Our open space will offer a range of uses, balancing biodiversity enhancement with recreational uses." This means that we will try to create conditions in which biodiversity can flourish while also providing access and facilities for recreation.	Amend wording
72	On transport need to reference cycling/walking	Cycling and walking are referenced in the following ambition: <ul style="list-style-type: none"> ▪ There is easy and convenient access to footpaths, cycle paths and public transport to promote the use of more sustainable modes of transport for local journeys 	No action required
73	Penalties for littering	There are statutory fixed penalties for littering	No action required
74	No development on Green Belt land and tighter controls on turning houses and gardens into flats	Local and national planning policy protects the Green Belt from development (in most circumstances) and discourages (in many circumstances) the loss of family housing through conversion to flats and back land development.	No action required
75	That Harrow be returned, recognised and embrace its origins through the reintroduction of the county of Middlesex	This is beyond the scope of the Sustainable Community Strategy	No action

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76	To provide affordable housing and leisure activities	<p>Leisure activities are included in the Community, Culture and identity section.</p> <p>Affordable housing is included as an ambition:</p> <ul style="list-style-type: none"> ▪ 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 	No action required
77	Why are bringing empty homes back into use and tackling homelessness not in short term action	Agreed	Amend
78	A proper consideration of sustainability. There is a lack of honesty and consistency in the Council's policies while lip service is paid to sustainability. For example the proposed demolition of Gayton Library and Sonia Court to make way for high rise, high density tower blocks; these are the slums of the future	Honesty and consistency is important as is balance, which some may regard as lip service. The idea of high density housing in town centres near transport hubs is to promote sustainability by reducing the need for private car journeys. The proposed development at Gayton Library did not include tower blocks	No action
HEALTH, WELLBEING AND INDEPENDENCE			
79	The targets for improving the access to and quality of social care are good. The emphasis on the general population to living a "healthy lifestyle", whilst laudable, should not result in any diminution of health services to those unfortunate to suffer from chronic conditions, or for whom the "ideal" lifestyle is not practically attainable.	Agreed	No action required
80	There needs to be a much closer liaison between council and the NHS in Harrow to ensure certain groups do not fall between services	Agreed	Amend short term action
81	The voluntary sector should not be expected to take on roles that should be provided from resources funded at either the state or local level; volunteers should not be used rather than paid employees.	The voluntary sector may be invited to tender for contracts to deliver services on behalf of the Council and/or the PCT and, in doing so, may seek to involve volunteers. It is unlikely that core services could be provided using volunteers only.	No Action Required

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82	The Arts Centre should be more supportive of amateur theatre and choral and arts groups, who've often been poorly treated. It is shameful that Harrow is one of the few London boroughs which does not have a purpose built public theatre or an art exhibition space		Pass comment on to Harrow Council's Community and Environment Director
83	A diagnostic clinic for dementia	The Government has announced a strategy of developing a memory clinic in every town over the next five years. The details of what this means for Harrow are eagerly awaited.	No action
84	Consideration of where the jobs will be for retirees	It is likely that the retirement age will either rise or become more flexible. This may mean that people continue in their existing jobs (if they have one) for longer. The net effect of extending working life will be a need for additional jobs in the economy generally rather than some aimed at over 65s only,	See economic development ambitions
85	Will carers be subsidised – this is in danger of not being taken up.	One of the short-term actions in this chapter is the development of a carers' Strategy which will look at funding	No action
86	Will there be resources for improved social networks through technology and personal contact	The costs of social networking through technology are reducing and access is available at no cost through libraries.	No action
87	A service for elderly people to have their homes de cluttered, they are a hazard to themselves and also a health and safety issues to their neighbours. Could be looked at between the council and voluntary sector	This suggested action aligns with the ambition "of providing support to enable people to stay in their homes for longer."	Forward suggestion to the Harrow Council Adults Team
88	Increasing the number of people with learning disabilities in employment should be under ambitions rather than short term action.	Increasing the number of people with learning disabilities is an action in our Local Area Agreement which will be carried over the next three years. Therefore this is a short term action.	No action required
89	For community projects to succeed the council must provide halls at reasonable rents so that elderly retired people can meet and lead an active and interesting life.	The Council's Community lettings policy is under review.	Comment passed to the Council's Community Development Service

No	Comment	Commentary	Recommendation
90	It is important to have a strategy to ensure that the retired population have an active and interesting retired life. This will ensure that they live a healthy retirement, and keep themselves active also.	The Health and Well being Strategy will need to take account of this	No action required
91	Need to mention somewhere the building schools for the future programme	Agree	Amend
92	Needs to reflect the deteriorating economic environment e.g. vision needs to reflect the debilitating effect (on individuals and family) of being unable to get work for a much extended period and on a reduced income, social support opportunities, impact of house foreclosure	The vision is a long term statement and does not reflect the current economic climate. The Story of Place and the short term actions in the Economic section reflect the impact of the economic climate	No action required
93	The ambition “stay in home for longer” needs to recognise impact of foreclosure	The ambition involves the provision of support to enable people to stay in their homes for longer rather than seek residential care. A multi agency group has been convened which looks at what mitigating actions need to be put in place to help reduce repossessions	No action required
94	Does not address the problem of lack of knowledge of numbers of carers and the need to assess their whole needs	<p>The lack of knowledge of the exact numbers of carers is recognised in the Story of Place. The short term action of improving carers’ assessment and review times as well as implementing the carers strategy will help us move towards assessing their whole needs and gaining a better understanding of the numbers of carers.</p> <p>The important role that carers undertakes is also reflected in the newly worded vision</p> <p><i>....”The service that carers provide will be more widely recognised and supported through strengthened support services and improved communication....”</i></p>	Adjust vision to reflect the role of carers.
95	Upskill is a dreadful word. Increase skills would be a better term. Are the ambitions achievable?	<p>This section has been moved to the economic development theme to ensure there is a strong distinction between the different theme visions.</p> <p>The word upskill has been removed.</p>	Amend

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96	Need for English language skills for elderly Asian women population. They are at particular risk of isolation as a consequence. Too late when they reach old age – needs to be addressed earlier – funds currently used for translations should be used for English lessons for those who need them.	The short term action of improving the migrants English language skills is included in the Community, culture and identity section. This action does not just focus on older people.	No action required
97	Fine people for spitting in the street might help with the TB problem in this area	This would require parliamentary legislation which is not currently planned	No action
98	Coordinated approach by the Council in terms of health promotion, rather than just being led by the NHS Sector	Additional short term action: <ul style="list-style-type: none"> ▪ Improve the co-ordination of health promotion between partners 	Amend
99	Puzzled that not allowing people to retire is stated as an aspiration – I would see it more as a reality, but not necessarily a desirable one	The fact that people may not be able, for financial reasons, to retire at the currently traditional age has been moved to factual Story of Harrow from the aspirational vision for Health, Wellbeing and Independence.	Amend
100	Social networks sound a bit big brotherish	The vision includes the ambition of minimising isolation and marginalisation. This could be through the provision of advice and support for related issues such as worklessness and health care. It could also be through the provision of community groups, leisure related programmes etc. These support mechanisms would foster greater opportunities to promote inclusiveness. It also refers to products such as Facebook and Twitter which people are free to join and leave as they please.	Amend vision
101	Emphasis to be on greater flexibility of employment, with much more variations in career patterns	This has been considered and referred to in the Economic Development section to help improve the differentiation between the 6 theme visions.	No action required
102	Community centres for the elderly	The Council provides Day centres for people with care needs and has halls available for hire for community groups to organise activities. The Council is also building 3 Neighbourhood Resource Centres to provide support to people with more complex needs	No action needed

No	Comment	Commentary	Recommendation
103	On page 22 there is a statement “social care users will have more choice over their care and will be supported and empowered to take control”. There is no associated action listed to enact this vision	<p>The short term action to increase the number of users directing their own care is one element of achieving this vision.</p> <p>In addition further actions to be included are:</p> <ul style="list-style-type: none"> ▪ Increase the number of service users engaged in every element of service provision, including recruitment of social care staff 	Amend short term actions and ambitions
104	Building high rise, high density blocks of flats will create an environment which is bad for physical and mental health	High density housing is appropriate for some people and impact of high rise housing on health depends largely on the quality of design and management.	No action
105	The PCT Board wished to ensure that North West London Hospitals Trust, as a major employer, as well as neighbouring primary care trust are engaged in the delivery of the strategy	North West London Hospitals Trust has been added as a partner	Amend
COMMUNITIES, CULTURE AND IDENTITY			
106	The impact of the diverse ethnicity of the population of Harrow is not well reflected in the narrative	The diversity of Harrow is a key factor in the narrative. The needs and contributions of our various communities are the main drivers of service design and delivery planning and are reflected in all of the Strategy.	No action needed
107	Voluntary organisations should not be expected to take on roles previously provided by public bodies and resources.	The voluntary sector may be invited to tender for contracts to deliver services on behalf of the Council and/or the PCT and, in doing so, may seek to involve volunteers. It is unlikely that core services could be provided using volunteers only.	No action required
108	“The community” is not a group totally under the control of any government, either local or national, and it should not be assumed that thrown on its own resources “the community” would always be willing or able to provide the expected “support to vulnerable and at risk groups”	Agreed. However, given that 50% of adults in Harrow reported undertaking some form of volunteering in the last year, there is a huge appetite for helping each other in this borough. This form of support is likely to grow although it is this cannot be dictated or guaranteed.	No action required
109	Specifically mention that we want to target people newly arrived in Britain. This is a vulnerable group identified in the CYPP	<p>Additional short term action:</p> <ul style="list-style-type: none"> ▪ Target people who have just arrived to Britain to assist their integration into our borough. 	Amend

No	Comment	Commentary	Recommendation
110	Will the 50.1% who make up the minority ethnic group be disproportional affected by the recession? Consider internal and particularly external tensions and impact on Cohesion?	There is no reason to suppose that minority ethnic communities will be disproportionately affected by the recession. The impact of the recession on community cohesion is likely to be related to the growth, if any, in competition between groups for public services. This is kept under review	No action
111	Increase migrants “numeracy and” English language skills and knowledge	There is no evidence of disproportionate need for Numeracy support amongst migrants	No action
112	Through high quality supervision of offenders the Probation Service reduces reoffending rates and contributes to a lowered perception of crime and anti social behaviour.	This action will help us achieve our short term actions of reducing crime and anti social behaviour. London Probation will be added to the partner list	Add London Probation to the partner list
113	The Probation Service reduces the risk of repeat domestic violence offences by ensuring the courts are provided with high quality risk assessments, that effective risk management plans are established and actively monitored, that effective and urgent action is taken to enforce risk management plans where offenders breach them, and that well researched and tested perpetrator programmes are available to offenders assessed as suitable to undertake them	This action will help us achieve our short term actions of reducing repeat domestic violence. London Probation will be added to the partner list	Add London Probation to the partner list
114	All Probation Service staff will have training to identify such problems as substance misuse at an early stage of contact with offenders.	This action will help us achieve our short term action of reducing substance misuse by young people. London Probation will be added to the partner list	Add London Probation to the partner list
115	The probation service has communication links with drug workers in prisons and is uniquely placed to alert other agencies to the need for early preparation to plan for the release of offenders with substance misuse problems.	This action will help us achieve our short term action of reducing substance misuse by young people. London Probation will be added to the partner list	Add London Probation to the partner list
116	Probation service engage constructively with offenders it is well-placed to identify those who are at risk of being radicalised. Identification of offenders can then usefully be contributed to local intelligence networks through well-established channels.	This action will help us achieve our short term action of building resilience to violent extremism. London Probation will be added to the partner list	Add London Probation to the partner list

No	Comment	Commentary	Recommendation
117	A responsibility for householders to keep the frontage of their properties free from litter etc. Could there be some scheme where communities are helped to have more pride in their streets?	The possibility of developing local charters with specific areas in the borough is being considered whereby, for example, the Council would undertake to provide certain services in return for the community keeping the area clean and tidy.	Add local charters
118	Challenge the concept of different communities – we have (or aspire to) one community in Harrow which might have different strands. Also important to recognise that religious diversity and ethnic diversity are not the same thing, each religious groups includes a diverse range of ethnic groups among its members – need to recognise this as promoting wider community cohesion.	<p>While we do aspire to one community of Harrow, it is evident that there are groups within that community that have a greater cohesion between themselves than with other groups. They have strong internal bonds and, perhaps, less strong bridges with other groups. The aim of community cohesion work is to increase the power of both bonds and bridges to develop a more cohesive single community.</p> <p>It is appreciated that religious groups have adherents of different ethnicities and that this can promote community cohesion.</p>	No action
119	All communities should be equal not separate not one for one and another for another.	See 118 above	No action
120	There are too many services for the ethnic groups, the ordinary person who was born and bred in Harrow has been neglected for far too long. You should be focusing more on this, people do not feel able to voice their feelings in case they are accused of Racism	The Council provides services to residents based on their needs not their ethnicity.	No action
121	The ethnic minorities need to integrate better everyone else has to bend over backwards for them but not much coming back to other way	See 118 above	No action
122	Should be less emphasis on diverse community and more emphasis on what unites	Agreed. See 118 above	No action
123	Isn't Harrow already known for being diverse?	Yes Harrow is already known for its diverse population.	No action required
124	What is an integrated and separate service? What does connected with a community actually mean?	The strategy describes a balance between integrated and separate services. An integrated service is one that is provided to the whole community albeit perhaps in slightly different form such as meals on wheels which provide a vegetarian option. A separate service is one provided for a particular group, such as a women's only swimming session.	Reword to be clearer

No	Comment	Commentary	Recommendation
125	We should not lose sight of Harrow's heritage and celebrate this where possible	Agreed	No action required
126	Better Community Cohesion and Interaction	<p>The vision includes the following wording, which includes communities interacting together:</p> <p><i>There will be a greater focus on communities working together to help themselves</i></p> <p>Add cohesion into the vision</p>	Amend vision
THE FUTURE OF PUBLIC SERVICE DELIVERY AND DEMOCRACY			
127	"Single points of access" should not mean an inefficient and frustrating call centre or inaccessible one stop shop. The community actually comprises a wide range of individuals and organisations, all of which have specific needs and different most effective means of communication.	This is where people can resolve any issues at one place without needing to visit different partners separately i.e. police, pct and the council	Reword vision and ambition to clarify
128	To achieve this level of democracy will require much more efficient means of public consultation than the present haphazard arrangements	The Council has adopted a consultation strategy and is now co-ordinating its consultation activities with those of the other public agencies in Harrow	No action required
129	More emphasis on the involvement of citizens in the "future of public service delivery and democracy in Harrow"	Agreed	Reword vision
130	Involve young people in the democratic process	<p>Include as a short term action:</p> <ul style="list-style-type: none"> ▪ Involve young people in the Harrow Strategic Partnership and its decision making 	Add short term action
131	A stronger way for the public to present their ideas and to have a stronger voice in actual decision making, not just in quite shallow consultations. Please ensure that ideas are collected from the grass roots upwards	The Sustainable Communities Act provides for people in the community to put forward ideas for change that increase sustainability including the transfer of functions from one public body to another. Arrangements are in hand to publicise these powers locally.	No action required
132	Needs to be expressed in Plan English	Agreed	Note and amend where necessary

No	Comment	Commentary	Recommendation
133	The consideration of how consensus democracy can be included in the strategy. There may be a need to provide education or a local space/forum to consider and discuss issues.	Consensus democracy involves a decision making structure which involves and takes account of as broad a range of opinions as possible, as opposed to systems where minority opinions can potentially be ignored by vote winning majorities. This process also features increased citizen participation both in determining the political agenda and in the decision making process itself. The Council's Duty to Involve provides a platform for local residents to ensure that a variety of voices are heard.	No action needed
134	Stakeholder meetings focus groups and greater public consultations are good so long as the opinions of the users of services are taken into account in the planning and delivery of those services. Service users need an independent organisation to support them in contributing to the planning and monitoring of services. Local authority funding should not inhibit groups from constructive criticism of statutory services. Local authorities should not use voluntary groups to compensate for the inadequacy of their services.	The Council's consultation strategy provides for all front line services to establish service user groups to meet regularly to feedback user experience for the better development of future services. Where service users need support, this is often already provided by, for example, advocacy agencies. The Compact, an agreement between the local public services and the voluntary and community sector explicitly protects groups who campaign about or highlight service problems from being singled out for grant or funding reduction or removal. Also see 80 above	No action needed
135	Hopefully this means that the gas, water and electricity companies will be forced to coordinate their works/maintenance so they do not waste resources and space and dig up and cover up the road twice in one week?	This is not within the remit of the partnership	No action required
136	More and sustainable support for voluntary groups	The scrutiny report "Delivering a Strengthened Voluntary and Community Sector" highlights a number of recommendations on how we can support the work and strengthen the voluntary community sector. This report will be developed into a Third Sector Strategy and action plan	No Action required
137	The section on the "Future of public service delivery and democracy in Harrow" does not effectively show how democracy is going to be strengthened in the future	As well as the issues in the short term action such as the Council's Duty to Involve, local authorities are being given a new duty to promote democracy. The details of what this will entail are not yet clear but the duty itself should be added to the actions	Amend

No	Comment	Commentary	Recommendation
138	You say you need to “resolve challenges” which challenges do you mean?	The word challenges encompasses a number of areas that have been reflected in the Future of Harrow section of the Story of Place. For example the current economic climate and the expected reduction in government grants in the near future and the expected increase in the older population and the impact on social care services	No action required
139	What is a single point of access for the community	This is where people can resolve any issues at one place without needing to visit different partners separately i.e. police, pct and the council	Amend vision and ambitions to better reflect the aim of this statement.
2020 VISION			
140	The local government elected representatives and officers should plan policies with regard to the needs and preferences of the local community and not merely follow the targets set by national government, which may in themselves be of no advantage, or even of detriment, to the local community	Agreed The Sustainable Community Strategy aims to reflect what is important to Harrow as a local area and is based on the concerns and issues raised during consultations with stakeholders and residents	No action required
141	The vision for the future of public services is too vague. Its 2020 we're talking about and you're allowed to be imaginative	Having used our imaginations, we realised that there were so many possibilities for the way in which services could develop by 2020 that it was not possible to choose one and stick to that regardless of circumstances. Instead, we have tried to describe the characteristics that residents would like see in any configuration of future services.	No action needed
142	The overall vision should link the well being of residents (the feeling of happiness and sense of place – satisfaction etc) with environmental, social and economic sustainability.	It is not at all clear that environmental, social and economic well being actually produce happiness (although it is clearer that the absence of these attributes of well being can ensure unhappiness). The three visionary statements are concerned with quality services, sustainability and the quality of life reflect the concerns raised in this comment without creating a potentially fallacious link.	No action needed

No	Comment	Commentary	Recommendation
143	<p>Add economic to the second bullet point</p> <p>Amend third bullet point to: Improved quality of life, reduced inequalities, empowered community voice, promoting respect, achieving educational excellence and being the safest borough in London</p> <p>Inequalities could be misunderstood, this should be clarified</p>	<p>Agree regarding economic sustainability.</p> <p>Education features in the second vision bullet point and is a more concrete and measurable thing that, for example, empowering the community voice.</p> <p>Inequalities here refers to, for example, health inequalities, inequalities of educational opportunity, inequalities caused by deprivation and so on</p>	<p>Amend</p> <p>Do not amend</p> <p>Amend to clarify</p>
144	<p>We need an over-arching objective that all community development must lower Harrow's demands on the global and local environments</p>	<p>The public feedback via the Residents' Panel and the Summit meetings and the significant opinion-formers did not identify this issue as one that should be an overarching objective. To include it and implement it properly would have huge implications for the future of Harrow. There may well be public objections to these implications, especially if they were a one-borough initiative rather than as part of a nationwide programme.</p>	<p>Do not include</p>
145	<p>Need to see plans for the provision for community care for the elderly, especially those who live alone or outlive their relatives and friends.</p>	<p>The future of social care is to increase independent living for older people with service users having control and direction of their own services. The detail of future provision is therefore to be increasingly in the hands of the users.</p>	<p>No action needed</p>
146	<p>We need to have knowledge of the numbers of carers and plans for their well being.</p>	<p>See point 81</p>	<p>No action required</p>
147	<p>Need to see less aspirational hopes as statements in the preamble to the consultation and more definite ideas</p>	<p>The Sustainable Community Strategy is purposefully an ambitious document with a long term forecast. The Short Term actions provide a more definitive guide to what will happen over the next three years to help move us towards achieving the Strategy's vision</p>	<p>No action required</p>
148	<p>There needs to be acknowledgement of the fact that some find change harder to manage than the majority and, instead of using the term 'hardest to reach' find ways of including those for whom change in the present climate may be devastating</p>	<p>Change has become the only constant in life. It will come whether the Partnership plans for it or not and will affect different people in different ways. The best we can hope to do is to try to manage change to support the direction set out in this strategy and support people to come to terms with it. This approach is reflected throughout the strategy</p>	<p>No action required</p>

No	Comment	Commentary	Recommendation
149	The document recognises that Harrow has little vacant land, identifies pressures on housing, yet still requires the population to expand and be housed. It is accepting without challenge population targets imposed from elsewhere. These were developed at a time of apparent prosperity, and assume ever-increasing immigration, mostly from Eastern Europe, which is now reversing. An increase in population has adverse effects on the environment, quality of life, transport and community cohesion. If this is necessary as national policy, there should be national initiatives to reduce the drift of population from the north to the South East relatively easy with email/internet etc Harrow should be challenging this population policy, not accommodating it	It is not open to the Council to disagree the forecast of population growth and the targets for housing growth. If, as suggested in the comment, population growth trends are reducing or even reversing, new forecasts and targets will be adopted for Harrow and this strategy will need to reflect them.	No action needed
150	Lower Council tax and more free parking plus more police	Harrow is a low spending borough and a low crime borough although efforts continue to get better value for money and reduce crime further. See 49 above for parking	No action needed
151	It is not likely to happen with the present Council leadership		
152	The vision needs to be based on a plan of action NOT such perceptions and advertising such as “promoting respect”. If the council provides good uncomplicated services that do not patronise or punish the citizen or involve surveillance	A vision for the future of a complicated place like Harrow over a number of years needs to include ideas about what sort of community we would like to see here by 2020. Once these ideas are agreed, action plans can be developed to bring them about. Respect between people and communities could be considered to be a hallmark of supportive society and an aspiration that for the future that many would endorse	No action needed
153	Good shop and open markets no more barbers and Indian restaurants	The market determines what sorts of shops can flourish in an area.	No action needed
154	Something about promoting children and family well being	The wellbeing of children is the aim of the ‘Every Harrow Child’ chapter	No action needed

No	Comment	Commentary	Recommendation
155	The statements are too general and needs more detail otherwise they are meaningless	Each of the short term actions is supported by a delivery plan detailing what is proposed, how it will be delivered, who will do it, when it will be done and what impact it is expected to have. The ambitions in the strategy will be similarly supported by delivery plans in the future	No action needed
156	There should be some reference to the LDF and population growth and the changes needed in the borough to accommodate it	There is mention of this throughout the strategy	No action needed
157	Promotion of arts and sports	Arts and sports are promoted in the chapters relating to children; health, wellbeing and independence and the future of public services.	No action needed
158	Services which enhance the lives of vulnerable groups, like the Wiseworks Enterprises, which is vital to the well being of many with mental health problems – should not be threatened with closure by stealth and without genuine public consultation, and require financially expensive and acrimonious legal action to preserve. Harrow should value and protect these services which are good and popular with service users.	Noted	No action needed
159	Again services like the “Phoenix Employment” project “wiseworks” and the “Marlborough Hill Family Action Resource Centre” which work to develop the skills and potential of people who’ve experienced emotional and mental health problems and help them to become productive and integrated members of society, are under funded and have an uncertain future.	Noted	No action needed
160	Section 2 – 2nd para – include a statistic on family size and similarly in ‘Harrow in the future’ and then link to housing	Of the 9964 (12.1%) of households who live in unsuitable housing, the most common cause is overcrowding (35.6%). This is particular problem among single parent families and larger families, many of whom are ethnic minority families	Amend Story of Place
161	6th para – Harrow Town Centre – replace ‘some’ regeneration by ‘significant’ insert ‘now’ before ‘been adversely..’	In the current economic situation, it is unlikely that significant regeneration can be secured	Do not amend

