

# 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. Each of these themes has a vision set out later in this strategy. 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

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, economic 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<sup>1</sup>, empowering the community voice, promoting respect and being 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 to keeping our streets clean. Public sector organisations are committed to empowering residents to make decisions and take on responsibilities through promoting choice, for example, through personal social care budgets.

*Harrow – working together and working with you.*

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<sup>1</sup> Inequalities refers to health inequalities, inequalities of educational opportunity, inequalities caused by deprivation and so on

## 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, an 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 remembering that it is a finite area on a finite planet; and, therefore, with finite resources. Our community ambitions must not over reach what we can sustain.

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. The 2008 Place Survey results showed that 76.2% of people believe that people from different backgrounds get on well together in their local area.

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 seeker's allowance.<sup>2</sup> 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. Technological advances in medicine have improved the lives of Londoners with long term debilitating illnesses, and an even higher number of terminally ill people are living longer and having better lives.<sup>3</sup>

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.

Harrow has approximately 7,000 people with some form of learning disability. There are still a significant number of people with learning disabilities who are not known to any services. In 2007, 415 adults under the age of 65 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.

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<sup>2</sup> Labour Market Profile – Harrow, Nomis Official Labour Statistics May 2008

<sup>3</sup> The London Collaborative, The Collaborative City Future Scenarios

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 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 UK<sup>4</sup>. 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 developing our existing skills' but with developing different skills 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 also 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 creation and growth of a relatively large number of new 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 is also viewed as a borough with less need than several of our neighbours. This makes gaining additional resources to deal with the current economic recession and its impact on our employment rates even more challenging.

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 a minimum of 4,000 new homes by 2016. 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.

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<sup>4</sup> The Mayor's Economic Recovery Action Plan December 2008  
24 March 2009

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 3,100 more people over the age of 65, including 500 more people aged 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, 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 and publicise others that already exist such as the University of the Third Age.

Safeguarding vulnerable adults is a public duty and requires cooperation of the many partners involved in providing services for adults. We can improve safeguarding of all groups through developing better ways to capture the views and experiences of service users and taking action against abuse of vulnerable adults

It is expected that traditional retirement will become a thing of the past, with people either having to or choosing to work longer. This will have implications for the number of jobs available for young people but also on people's work life balance.

Harrow has a large number of carers in Harrow with responsibilities for young people, older people and people with disabilities. It is estimated that there are as many as 20,000 people<sup>5</sup> with carer responsibilities yet only some 2,000<sup>6</sup> are known and supported. Carers UK estimate that carers across the UK save £87 billion per year and it is estimated that carers save Harrow £279 million per year<sup>7</sup>. 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 London<sup>8</sup>. Other measures to address improving public health include reducing alcohol harm<sup>9</sup> and increasing effective drug treatment<sup>10</sup>. 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.

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<sup>5</sup> 2001 Census

<sup>6</sup> Draft Harrow's Carers Strategy

<sup>7</sup> Valuing Carers – Calculating the value of unpaid care – Carers UK – University of Leeds (2007)

<sup>8</sup> Harrow Health Profile 2008, APHO and Department of Health

<sup>9</sup> World Health Organisation – Public Health Problems Caused by Alcohol

<sup>10</sup> NTA Strategy



Harrow intends to use the Olympics and Paralympics to inspire young people, residents and businesses, using this as a vehicle to encourage volunteering and community involvement

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 becoming more realistic. 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 minority ethnic women. Under reporting occurs because of 'lack of faith in the criminal justice system and fear of retribution'<sup>11</sup>. Reported domestic violence is a high volume crime representing 25 per cent of all reported crime in London<sup>12</sup>.

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 the 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 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, improved insulation, and 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 and will help to prevent the heat-island effect. 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.

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<sup>11</sup> Harrow Crime and Disorder Audit – [www.crimereduction.co.uk](http://www.crimereduction.co.uk)

<sup>12</sup> The Second London Domestic Violence Strategy – The Mayor of London, November 2005

Within an otherwise generally prosperous and thriving borough, Harrow has just under 7,000 people receiving incapacity benefits.<sup>13</sup> 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 here, 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.

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. These technological advances have significant associated costs, which may impact Harrow's ability to maximise the use of these over the next 10 years. Technology in these fields should, however, reduce unit costs and increase standards, provided the initial investment can be found.

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 temporary 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, the effects of climate change worsened we may need to take a more robust approach to the environmental effects of business. The impact of putting additional effort into helping individuals gain higher level skills also needs to be weighed against the impact of

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<sup>13</sup> Labour Market Profile Harrow – May 2008

intervening to remove barriers to employment for the hardest to help. 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 Strategic 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 quickly 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 specific.

### **How does the strategy relate to local people's priorities?**

Community priorities have been established using a variety of consultation methods. Much of the information already existed, having been produced by the council or partner organisations and it was a matter of gathering and analysing it.

A varied approach was undertaken to identify the priorities for Harrow. This included identifying:

- Evidence based need
- Organisational priorities
- Community priorities

As a result, this Strategy builds on and refreshes our existing Plan to produce a distinct direction for Harrow.

### Evidence based needs

Information was collated from a range of national and local statistical sources to identify key issues for the borough. The Quality of Life surveys and the 2008 Place Survey provided the opportunity to understand more closely the needs of residents within Harrow. Sources of information such as Harrow's Labour Market Profile, Health Profiles, Crime Strategic Assessment, Joint Area Needs Assessment and the outcomes of various strategy consultations e.g. the Housing Strategy, the new Local Area Agreement for Harrow and the Local Development Framework were also used to inform this strategy.

### Organisational priorities

Partner organisations and management groups also identified their organisational priorities. This included considering corporate priorities to ensure they aligned to the emerging Sustainable Community Strategy priorities. Each management group also had the opportunity to identify key issues and opportunities.

### Community priorities

To decide exactly what new and existing issues we should focus on in this refreshed Strategy, we interviewed over 50 experts 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.

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 14. 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 most important to the people of Harrow.

Residents and stakeholders of Harrow also had the opportunity to comment further on the draft strategy to ensure we had accurately captured their comments. This was through an online survey and a number of smaller consultation workshops with key partners.

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

<p><b>ECONOMIC DEVELOPMENT IN HARROW</b></p> <p><u>Jobs Demand More Highly Skilled Employees</u></p> <ul style="list-style-type: none"> <li>▪ There are practical opportunities available to prepare people for work</li> <li>▪ Harrow residents are supported to relearn and retrain</li> </ul> <p><u>No large industrial or commercial employers</u></p> <ul style="list-style-type: none"> <li>▪ Harrow continues to attract and support small businesses</li> <li>▪ Local work opportunities continue to be available</li> <li>▪ There is provision and access to outer borough employment opportunities</li> <li>▪ Harrow continues to have a strong retail and service sector</li> </ul>	<p><b>AN IMPROVING ENVIRONMENT</b></p> <p><u>Environmental Issues</u></p> <ul style="list-style-type: none"> <li>▪ Harrow has attractive, sustainable and accessible transport</li> <li>▪ Open space and environmentally sensitive areas are protected</li> <li>▪ Harrow is well designed, with sustainable buildings, public spaces and transport</li> <li>▪ Harrow is clean with high standards of waste recycling and reuse</li> <li>▪ The effects of climate change and adverse air quality are mitigated</li> </ul> <p><u>Growing Population</u></p> <ul style="list-style-type: none"> <li>▪ Harrow's environment is sustainable Implications of overcrowding and increased density are minimised</li> <li>▪ There is better access to a range of appropriate housing</li> </ul>
<p><b>EVERY HARROW CHILD</b></p> <ul style="list-style-type: none"> <li>▪ Children and young people continue to have access to education opportunities</li> <li>▪ Social opportunities are available</li> <li>▪ Children and young people are healthy and safe</li> <li>▪ Children and young people are heard and consulted</li> <li>▪ Children and young people are supported to make a positive contribution and take responsibility</li> </ul>	<p><b>CULTURE, COMMUNITIES AND IDENTITY</b></p> <ul style="list-style-type: none"> <li>▪ Harrows diverse community is celebrated and valued</li> <li>▪ Communities work together to help themselves</li> <li>▪ There is a balance between universal and separate services for our communities</li> <li>▪ People feel safe</li> <li>▪ Individuals are treated with dignity and respect</li> </ul>
<p><b>HEALTH, WELLBEING AND INDEPENDENCE</b></p> <ul style="list-style-type: none"> <li>▪ Health inequalities are reduced</li> <li>▪ There is an increase in preventative services</li> <li>▪ Independent living is promoted and supported (choice, control and empowerment)</li> <li>▪ Recognition and improved support to carers</li> <li>▪ Isolation and marginalisation is reduced</li> <li>▪ There is increased involvement in sport and art activities</li> </ul>	<p><b>THE FUTURE OF PUBLIC SERVICES AND DEMOCRACY</b></p> <ul style="list-style-type: none"> <li>▪ Harrow has a strong and respected partnership</li> <li>▪ Services are personalised and neighbourhood focused</li> <li>▪ The community is engaged in the development and delivery of services</li> <li>▪ Residents and stakeholders have the ability to have real influence</li> <li>▪ The Voluntary and Community Sector is strengthened</li> </ul>

## 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 Strategic 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 for all ages to meet skill demands for both current and future employment. Harrow will continue to 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.***

### Short-Term Action

- Reduce the number of people unemployed
- Increase the number of businesses supported through the Harrow mentoring package
- Help people to maximise the benefits they are entitled to
- Promote the regeneration of Harrow Town Centre by increasing its retail offer, creating a distinctive public space and securing a 21<sup>st</sup> 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 the provision of internships and apprenticeships to tackle skill shortages and increase employment
- Convene a group with partners to identify interventions to lessen the impact of the economic recession on Harrow
- Implement supervision plans to motivate offenders to take up employment opportunities or engage in training
- Assist Harrow businesses to benefit from Olympic procurement opportunities

### Ambitions

- More adults and older people to have access to our education providers to relearn and retrain
- Schools and colleges in Harrow are skilled in the latest 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



- Skill shortages and future growth areas 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 and procuring locally
- Tourism to continue to play a positive role in supporting the local economy by creating local employment opportunities

### Partners

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

Job Centre Plus  
Community Link Up  
Mencap  
London Probation

### Examples of how we will measure whether we have been successful

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 businesses supported	
NI 146	Adults with learning disabilities in employment			Statistically significant improvement
NI 151	Overall employment rate			
NI 174	Skills gaps in the current workforce reported by employers			
Local Indicator	Business start up enquires			
Local Indicator	Citizen Advice Bureau Enquires (volume)			

## 7. Every Harrow Child

### Vision

***Harrow will be a place where children and young people are healthy and safe and stay healthy and safe, where they are encouraged and helped to enjoy living, learning playing and growing and to achieve while doing so, where they can make a positive contribution to their own futures and to the future of their borough and the community generally, and where they can successfully prepare for and engage in activities to enjoy economic wellbeing.***

### 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
- Concentrate on narrowing the gap at the end of the foundation stage, for Black Caribbean pupils and for White British pupils eligible for free school meals.
- 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
- Promote awareness about bullying and e-safety
- Continue the Miss Dorothy.Com programme, providing early learning to help primary school age children to keep safe.
- We will work together to produce a single strategy to make sure every young person has access to Employment, Education and/or training.

### Ambitions

- Children have the right to have a say in the services they receive and are valued for their contribution
- Attendance and achievement are raised for children looked after and other vulnerable young people
- Harrow's high standard of schools is maintained

- Our schools are rebuilt and remodelled under the building schools for the future programme
- Children and young people have access to guidance and support at a young age
- There is a closer working relationship between parents and schools
- 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  
 London Probation Service

### Examples of how we will measure whether we have been successful

Reference	Measure Name	TARGETS		
		2008/09	2009/10	2010/11
NI 53	Prevalence of breastfeeding at 6-8 weeks from birth	60.2%	63.3%	66.0%
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	16	16
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, Residents and visitors will benefit from an improved quality of life with better access to a range of housing, public spaces and transport. 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 integrated and accessible public transport system. Environmentally sensitive areas will be protected and development for housing and employment will be accommodated in accessible locations. Our open space will offer a range of uses, balancing the protection of our wildlife with recreational use. The borough will be clean with high standards of waste recycling and reuse, 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)
- 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
- Improve the safety of journeys between home and school for children and young people
- Reduce the number of empty homes and households in temporary accommodation

### Ambitions

- 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

- 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
- The use of sustainable energy is increased to meet the needs of the present without compromising future generations
- Transport for London works closely with Harrow to improve the access and reliability of public transport
- 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
- New developments are of a high quality design and are appropriate in terms of their scale, size and location
- High density development includes provision for mixed use activities on site
- 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.
- 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 public infrastructure (roads, public spaces and street lighting)
- 

### Partners

Sustainable Development and Enterprise Management Group  
 Voluntary and Community Sector  
 Schools  
 Harrow Council

Harrow Primary Care Trust  
 Transport for London  
 West London Waste Authority

### Examples of how we will measure whether we have been successful

Reference	Measure Name	TARGETS		
		2008/09	2009/10	2010/11
NI 198	Children travelling to school – reducing the use of car	TBC		3% points less than the baseline
NI 197	Improved local biodiversity – active management of local sites	61%	70%	83%
NI 186	Per capita CO <sup>2</sup> 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	a) 13 b) 16 c) 4	a) 12 b) 12 c) 3

		d) 1	d) 1	d) 1
NI 192	Household waste recycled and composted	42%	47%	50%
NI 156	Number of households living in temporary accommodation	964		
Local	Private dwellings returned into use	20.64%		
NI 197	Improved local biodiversity – active management of local sites	39%	50%	67%
NI 194	Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations			
NI 158	Percentage of decent council homes			

## 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. Social care users will have more choice over their care and will be supported and empowered to take control. The service that carers provide will be more widely recognised and supported through strengthened support services and improved communication. The risk of isolation and marginalisation as the population grows older and more people work at home will be minimised through access to social activities and involvement in sports and arts programmes.***

### Short-Term Action

- Increase independent living for older people through social services
- Increase the number of social care users who direct their own care and enhance their independence
- Increase participation in leisure and cultural activities
- Reduce the number of people smoking
- Reduce alcohol harm related hospital admissions
- Improve sexual health
- Design and build a new Whitmore High School with dual use leisure and arts facilities
- 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
- Reduce the number of children and young people who are obese through increasing participation in high quality PE and sport
- Produce a Health and Well being Strategy
- Improve the co-ordination of health promotion between partners
- Increase the number of service users engaged in every element of service provision, including recruitment of social care staff

### Ambition

- People will be supported to stay in their homes for longer
- There will be further investment in preventative 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
- Partnerships will be strengthened across health and social care and with the wider community
- There will be more appropriate services to reduce inequalities, which will result in improved health outcomes
- People feel safe, and able to contribute to the community and the services provided
- There will be 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 technology and coordination of agency work
- There will continue to be a range of arts and sports facilities that are accessible to everyone
- Reduce stress and alcohol dependence arising from long working hours
- The accommodation needs of Gypsies and Travellers will be met to enable them to raise their families in a safe and healthy environment
- Use the Paralympics to raise the profile of disability sports in Harrow

### 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  
 North West London Hospitals Trust  
 Harrow University of the Third Age (U3A)  
 Workers Educational Association

### Examples of how we will measure whether we have been successful

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	77,116	75,573	74,061



NI 149	Adults in contact with secondary mental health services in settled accommodation			Statistically significant increase
NI 57	Children and young people's participation in high-quality PE and sport	76%	82%	88%
NI 39	Alcohol Harm related hospital admissions	12% inc	10% inc	8% inc
NI 8	Adult participation in sport	13.3%	14.8%	16.3%
	Increase the number of young people accessing sexual health services in Harrow			
NI 11	Engagement in the Arts	42.9%	44.5%	45.5%
NI 123	Smoking quitters per 100,000 population aged 16 and over	675	672	670
	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	1270		

## 10. Communities, culture and identity

### Vision

***Harrow will be known for its diverse community, which we celebrate, and value. There will be better cohesion and a greater focus on communities working together to help themselves and provide support to vulnerable and at risk groups. People will feel safer and be treated with dignity and respect. There will also be a balance between universal 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
- Target people who have just arrived in Britain to assist them establish their life in Harrow.
- Increase migrants' English language skills and knowledge
- Raise awareness of vulnerable adults and tackle abuse
- Reduce substance misuse by young people
- Reduced number of residential burglary where victim is over 75 years
- Develop an 'Active Harrow' campaign to inform people of places and opportunities to be active (physically or mentally) including sports, arts, volunteering and physical activity

### Ambition

- Harrow will continue to be a cohesive borough
- Local charters are available between services and the community
- 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 and acts of anti-social behaviour reduced
- 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
- Isolation among specific groups of the community will be reduced through targeted service programmes 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  
 London Probation Service

### Examples of how we will measure whether we have been successful

Reference	Measure Name	Targets		
		2008/09	2009/10	2010/11
NI 6	Participation in regular volunteering	24%	25.8%	27.7%
NI 13	Migrants English language skills and knowledge	TBC	inc 3% points	inc 6% points
NI 1	% of people who believe that people from different backgrounds get on well together in their local area	76.2%	78%	79.8%
NI 140	Fair treatment by local services	64.1%	66.1%	68.1%
NI 17	Perceptions of anti social behaviour	23%	22%	21%

NI 32	Repeat incidences of domestic violence		12.5%	25%
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	418	435	452
NI 115	Substance misuse by young people	11%	10%	9%
NI 2	Percentage of people who feel that they belong to their neighbourhood	TBC	TBC	TBC
Local Indicator	Number of residential burglary where victim is over 75 years	180		

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

## Vision

***Community views will shape and influence public services and everyone will have the opportunity to play their part in how local services are delivered. Harrow will have strong community leadership and public services, voluntary groups and businesses will work together to improve residents quality of life and well being. Partners' services will be based on a mutual vision and priorities, finances and resources will be more integrated.***

## 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 understand local intelligence and feed into partner organisations' priorities
- Implement a consultation charter
- 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
- Young people to participate in the Harrow Strategic Partnership and it's decision making
- Take forward the Duty to promote Democracy when this is enacted

## 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 have access to a joint information system to allow comments and concerns to be captured across the different services
- Service users can access an independent organisation to support them in contributing to the planning and monitoring of services

### 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

### Examples of how we will measure whether we have been successful

Reference	Measure name	TARGETS		
		2008/09	2009/10	2010/11
NI 7	Environment for a thriving third sector	10.4%	12.6%	14.8%
NI 4	Percentage of people who feel they can influence	TBC	TBC	TBC
NI 5	The overall/general satisfaction with the local area	TBC	TBC	TBC
NI 3	Civic participation in the local area	TBC	TBC	TBC

## 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](http://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](http://www.harrow.gov.uk) to find out more about the Harrow Strategic Partnership

Background to the Harrow 2020 process

Visit [www.harrow.gov.uk](http://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](mailto: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](mailto:Trina.Taylor@harrow.gov.uk)



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

<b>Organisation</b>	<b>Representative</b>
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

# Hierarchy of Strategies and Plans

