

Community Strategy for Harrow

May 2004



This document is also available in Arabic, Bengali, Farsi, Gujarati, Hindi, Somali, Tamil, Urdu, Punjabi and Chinese.

Large print versions in English are available. This publication is also available on Harrow website at www.harrow.gov.uk.

يتوفر هذا المستند أيضاً في اللغة العربية.

Arabic

এই মনিলটি বাংলাভাষায়ও পাওয়া যায়।

Bengali

ترجمع شده این اوراق (داکیومنت ها) به زبان فارسی موجود میباشد.

Farsi

આ દસ્તાવેજ ગુજરાતીમાં પણ મળી શકે છે.

Gujarati

यह दरतावेज़ हिंदी में भी मिल सकती है।

Hindi

Dhokomantigan waxaad heli kartaa isagoo af-soomaali ah.

Somali

இந்த ஆவணம் (பத்திரம்) தமிழ் மொழியிலும் உள்ளது.

Tamil

یہ دستاویز اردو میں بھی دستیاب ہے۔

Urdu

ਦਿਹ ਦਸਤਾਵੇਜ਼ ਪੰਜਾਬੀ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ

Punjabi

這份文件也備有中文翻譯

Chinese

Foreword

The Harrow Strategic Partnership (HSP) was launched in May 2003 and brings together organisations from the statutory, public, voluntary, community and business sectors in Harrow. It has now been widely acknowledged that local partnerships are the way forward in achieving a better quality of life for all.

This document identifies the current priority areas of work for Harrow - it is the responsibility of all partners to work together to address these priorities. The term 'we' has therefore been used throughout this document to indicate this joint responsibility. This document has been developed through consultation with the public, stakeholders and the community and voluntary sector - and finally agreed and owned by the HSP Board.

Over the next year, the Board intends to sharpen these priorities to reflect specific parts of Harrow where there is clear evidence of need. We will also begin to plan for changing economic, social and environmental issues to ensure that our borough continues to prosper. We will of course continue to work to ensure that local stakeholders are actively engaged in this work.

Much work has been done but our agenda is challenging and resources are scarce. This means that the partnership has to be smarter at using partners' mainstream funding in a joined-up way to realise our ambitions.

Cllr Archie Foulds
Leader, Harrow Council and Chair of the HSP Board

Cllr Navin Shah Deputy Leader, Harrow Council and Partnership Portfolio Holder.	Declan O Farrell Board Member, Metroliner Buses
Cllr Jean Lammiman Conservative Group	Raj Saujani Governor, Stanmore College
Cllr Paddy Lyne Liberal Democrat Group	Asoke Dutta Harrow Association of Voluntary Service
Lord Toby Harris Chair, Metropolitan Police Authority and Vice Chair of the HSP Board	Prem Pawar Director, Harrow Council For Racial Equality & Voluntary and Community Sector representative
Allen Pluck Chief Executive, Harrow in Business	Barry Newitt Holy Trinity Church & Voluntary and Community Sector representative
Ruth Djang Director, Asian Business Initiative	David Summers Harrow Agenda 21 & Voluntary and Community Sector representative
Geoff Rose Chair, Harrow Primary Care Trust	

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1. Development & Delivery of the Community Strategy for Harrow

1.1 What does this Community Strategy for Harrow represent?

A vision for Harrow has been developed by listening to partners, residents and stakeholders in Harrow. People would like Harrow to be:

‘A borough that is safe, clean, healthy and prosperous, with equal life opportunities for all - a friendly and vibrant place to be.’

The over-riding objective of the Community Strategy For Harrow and the Harrow Strategic Partnership (HSP) must be to ensure the fulfilment of this vision. The Community Strategy for Harrow explains broadly how agencies in the borough from the public, private and community and voluntary sector are working to address issues related to the quality of life of the people who live, work and visit Harrow.

1.2 Who has developed the Community Strategy?

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

1.3 What has been included in the Community Strategy?

Objectives from existing plans and strategies

There are a range of local, regional and national plans which agencies in Harrow are working to implement (Appendix 1). The Community Strategy is the overarching framework for these other strategies.

Key issues from various strategies in the borough have been reflected in the Community Strategy. These issues have already been identified as being important to people in Harrow during the development of the documents.

Information from the Harrow Vitality Profile

Some of the agencies that are members of the Harrow Strategic Partnership regularly collect information about services. Some of this – and much more data about the nature of Harrow's population and their needs – has been brought together and plotted in map form. Some of this information is included in the Community Strategy. Mapping the data enables it to be shown graphically where need is greatest or least, and by comparing and overlaying these pictures important patterns emerge which has highlighted issues that partner agencies will want to look into. Using and sharing the information in this way will help with the planning, prioritisation and targeting of services.

The HSP intends to develop innovative work based on the Harrow Vitality Profile over the next year where we will examine the outcome of the mapping done on areas within wards. This will help us to specifically target our resources to the areas of greatest need.

Local Public Service Agreement Targets

The Council has agreed with the Government that when it is working to improve certain services for local people it will work to achieve higher standards than normally expected. These targets directly affect the realisation of the vision of the people of Harrow. The Council will be working with other partner agencies within the Harrow Strategic Partnership to achieve these targets and improve services for local people.

Consultation

Local agencies, stakeholders and residents have been involved in identifying the priorities in the Community Strategy. Consultation has been done through six public meetings held across the borough as well as consultation in the Harrow Town Centre where people were asked to identify the type of place they would like Harrow to be. Consultation was also done via local schools and libraries and on-line via the HSP Web page.

Wherever possible, people attending existing meetings that were already taking place across the borough, were given an opportunity to input into the document. Information from consultation has been used to identify local priorities and develop the vision for Harrow.

Issues that have been identified by five stakeholders or more have been incorporated into this document for action. Where less than five people have identified a particular issue, these will be presented to the HSP Board for a response. A list of these issues as well as the response will be placed on the HSP website and responses sent to individual contributors.

Glossary

A glossary has been provided for terms used in this document as Appendix 2.

Useful Contacts

A contact list for local agencies has been provided as Appendix 3.

1.4 Focus Areas

The information from existing strategies and the Harrow Vitality Profile has been grouped together into seven focus areas. There is also a chapter entitled, 'Empowering Local Communities' which bring together issues related to older people and community cohesion as these were two areas highlighted through consultation as being important to local people.

The focus areas are:

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

1.5 Underlying principles

During the development of the Community Strategy, an approach was used that is based on clear principles and values. This means that the Strategy:

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

Engaging the local community

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

Co-ordinating actions to meet community needs

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

Developing cohesive communities

The term 'Community Cohesion' as used by the Home Office, the Office of the Deputy Prime Minister and the Commission For Racial Equality is defined as,

“A cohesive community is one where there is a common vision and a sense of belonging for all communities. The diversity of people’s different backgrounds and circumstances are appreciated and positively valued. Those from different backgrounds have similar life opportunities. Strong and positive relationships are being developed are being developed by people from different backgrounds in the workplace, in schools and within neighbourhoods.”

The approach that the Harrow Strategic Partnership endorses is one where these principles underpin the entire Community Strategy and indeed the work of the Partnership. The Empowering Local Communities chapter details some specific projects in this area.

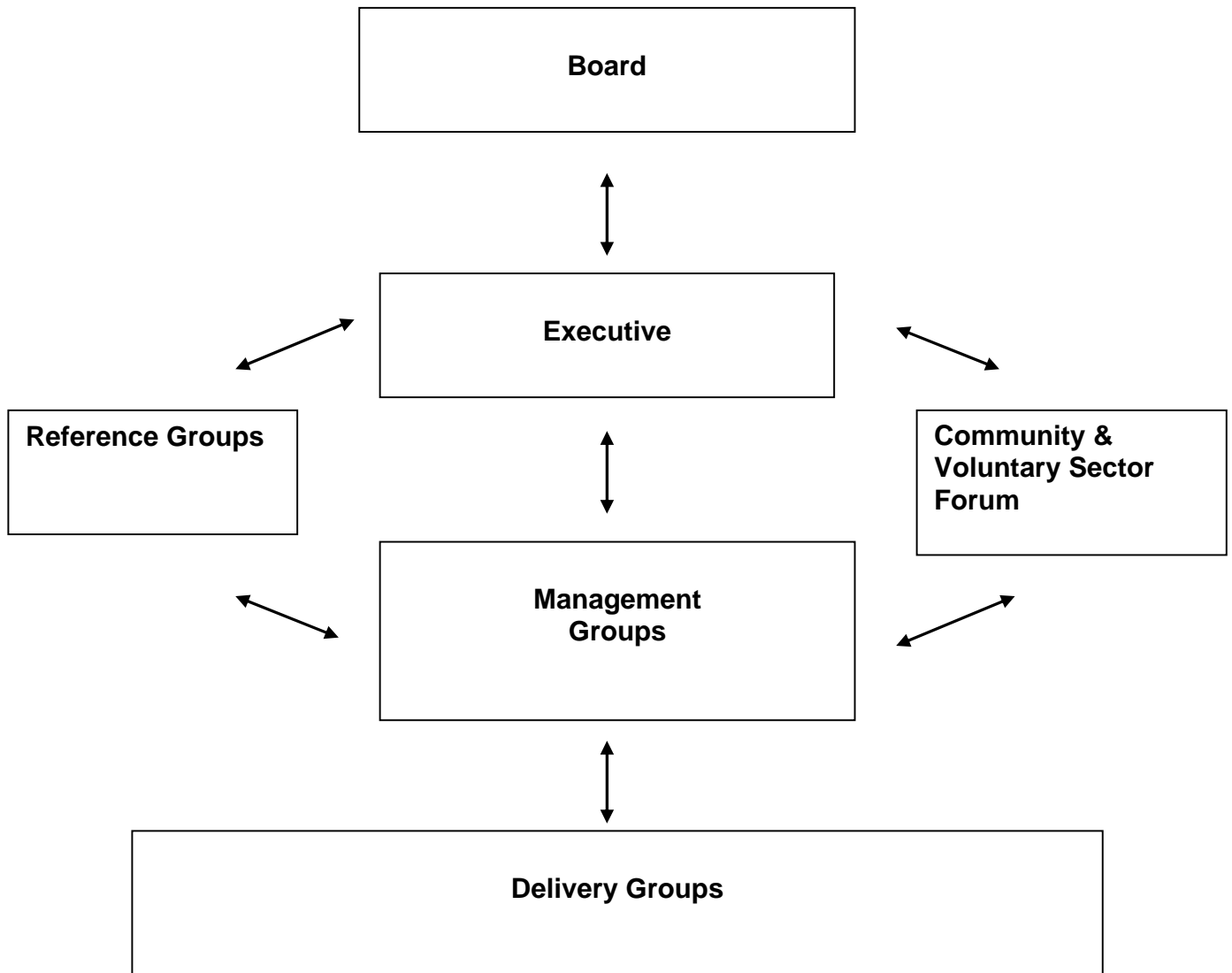
Sustainable development

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

1.6 Who will deliver the Community Strategy?

The Strategy will be delivered through the Harrow Strategic Partnership. The aim of the HSP is to work to make a measurable improvement to the quality of life of the people of Harrow through robust and inclusive partnership working. The HSP operates within a constitution and a number of supporting protocols, including how the HSP will consult, communicate and share information. Ultimately the Strategy can only be delivered through the active participation of local stakeholders.

1.7 Structure of the Harrow Strategic Partnership



The HSP Board:

The Board provides the strategic direction for the Harrow Strategic Partnership. It has led the development of the Community Strategy and will monitor its implementation. The Board currently consists of 4 voluntary/community sector representatives, 4 business representatives, 4 Councillors representing the political structure of the Council, the Chair of the Primary Care Trust, the Chair of the Metropolitan Police Authority and a representative from further education.

The HSP Executive:

The Executive determines priorities within the Community Strategy, works to identify resources to address the priorities and makes executive decisions on behalf of the Board. It also identifies and directs 'champions' to establish Management Groups for each priority area and holds these groups to account. The Executive supports the Management Groups by working to resolve problems they may face when addressing the objectives within each chapter. It also identifies areas of overlap between the Management Groups and issues that need tackling that are not the responsibility of any agency but has been identified as important to the quality of life of people in Harrow.

Membership of the Executive currently includes: the Chief Executives of the Council and the Primary Care Trust, the Harrow Police Borough Commander, the Councillor responsible for Partnership working, a voluntary/community representative, a business representative and a representative from the further education sector.

The HSP Management Groups:

Each Management Group is responsible for overseeing the objectives within their respective focus area in the Community Strategy. Where no clear target has been identified, the Management Group will work with the responsible agencies to determine a target. The Management Groups may establish Delivery Groups to carry out specific tasks. Membership of the Management Groups are determined initially by the chair of each group and are people with a specialism or knowledge of the focus area.

The Management Groups will also play an important role in working with the HSP Board and Executive over the next year to develop work to tackle inequalities in the borough and plan for social, economic and environmental changes.

Voluntary & Community Sector Forum:

This has been developed to ensure that the HSP is made aware of issues being faced by the community and voluntary sector in Harrow. It will also be used by the Board, Executive and Management Groups to communicate and consult with the sectors and vice versa.

Reference Groups for Older People and Community Cohesion:

Because issues related to older people and community cohesion were specifically raised during consultation and particularly by the voluntary sector, the HSP is working with local

groups to develop reference groups. These reference groups will bring together voluntary and community sector agencies with a particular interest in older people's issues and community cohesion respectively. Their purpose will be firstly, to monitor the areas in the chapter entitled 'Empowering Local Communities', as well as advise the HSP Board, Executive and Management Groups on issues related to Older People and Community Cohesion.

Delivery Groups:

The Delivery Groups are responsible for delivering specific tasks given to them by Management Groups. They report progress to the Management Groups and any problems they may encounter. Members of the Delivery Group consist of people with a responsibility for delivering services in the priority area or a linked area.

1.8 What resources are available to help deliver the Community Strategy?

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

The work to monitor the delivery of the priorities in the Community Strategy as well as support to the HSP itself is done by specified officers within the Council.

1.9 Reviewing the Community Strategy

The Community Strategy will be reviewed periodically and objectives changed as necessary to make sure that the Strategy continues to reflect the priorities of the local community, as well as national targets. Over the next four months in particular, we will work to further develop our priorities and focus on challenges facing the borough over the next ten years.

The Harrow Strategic Partnership is not only responsible for developing the Community Strategy but also responsible for making sure it is implemented by monitoring the implementation of the actions identified in the Strategy.

2. About Harrow

Harrow is one of London's most economically, culturally and ethnically attractive suburbs. It is an area that combines the fast pace of a lively business and commercial centre with the peace and quiet of the countryside. Harrow offers first class shopping facilities and also has a range of sporting and leisure activities to suit all tastes.

The borough is located in the northwest of London and is 12 miles from central London. Harrow has excellent road and rail links to all parts of the country. The 2001 census has shown that Harrow has an increasing population that has put pressure on the environment and need for housing. The population stands at 206,814 of which over 41% belong to a minority ethnic group. This influx of minority ethnic communities has contributed in making Harrow rich with a mix of cultures spread throughout the borough.

Over 37% of the population in Harrow are aged 45 and over and 14.5% are aged over 65. This is balanced by the fact that 23% of residents are 17 and under. Well over half of all people aged over 16 are married and just over a third of households in Harrow have dependent children. Lone parent households with dependent children make up 5.6% of all households in the Borough.

As with other London boroughs, the price of purchasing a home has outstripped increases in average wages. An average 3 bedroom terraced house in Harrow costs around £228,000 whilst average annual earnings in the borough are just £26,000.

Harrow is one of the safest London boroughs in which to live and work across all aspects of crime although people's perceptions of this may differ.

One of the major factors, which impact on Harrow's local economy, is the relatively high dependence on the small business activity. Harrow has been one of the key areas of London for new business start up, business development and entrepreneurial activity for well over a decade. The trend towards small firm development and self-employment remains strong and shows little sign of abating in the future. These levels of entrepreneurial activity whilst providing a vibrant local economy, also bring difficulties as Harrow lacks what could be termed a suitable secondary development space for these new businesses as they grow.

Whilst the information above presents a picture of a reasonably affluent borough, there are significant differences across the various wards of the borough, much of which has been recently mapped by partners.

There is also an issue that Harrow has some issues that directly stem from its successes and present challenges for the future. Examples of these include: congestion and pollution due to high levels of car usage, difficulty in accommodating new business growth, poor access to services for some people in less populated parts of the borough, maintaining social cohesion in a highly diverse community, accessing inward investment both for the public sector and for the borough as a whole. Work will be done by the HSP in 2004/5 to begin to develop a plan for addressing these issues for the future.

London Borough of Harrow and it's neighbours.



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Crime Reduction Unit (GIS)
London Borough of Harrow

3. Empowering Local Communities

The Harrow Strategic Partnership has identified through consultation, issues that partners and the public alike feel should underpin the Community Strategy for Harrow. Some of these will also appear in the other chapters of the Strategy

The two main issues fall broadly under the headings of Community Cohesion and Enhancing the Quality of Life of Older People.

Objectives

- 3.1 Promoting Principles of Community Cohesion
- 3.2 Equality of access to services and life opportunities for all
- 3.3 Enhancing the Quality of Life Of Older People
- 3.4 Working with the voluntary and community sector as equal partners
- 3.5 Celebrating the diversity of the communities of Harrow

Who is responsible for overseeing the objectives in this chapter?

The HSP Executive and the Older People and Community Cohesion Reference Groups

3.1 Promoting Principles of Community Cohesion

The term 'Community Cohesion' is defined in section 1.6. **The principles of Community Cohesion cannot be confined to one chapter. The approach that the Harrow Strategic Partnership endorses is one where these principles underpin the entire Community Strategy and indeed the work of the Partnership. There are, in addition, specific examples of projects that show these principles and listed below are examples of a few of them.**

- **The West London Community Cohesion Pathfinder Programme**

Partners in this innovative West London Programme include the West London boroughs of Harrow, Hammersmith & Fulham, Hounslow, Hillingdon, Brent and Ealing as well as the west London Voluntary Sector Network, Trinity Mirror Group, west London Primary Care Trusts, Fire Brigades, Police and West London Business. The aim of the programme is to develop and share good practice in building strong communities with good relations between them. The three themes of the programme are:

a) Communications and dissemination:

This will include a baseline assessment of activities being done across West London to promote cohesive communities, the development of a vision, work with the West London press to encourage positive and responsible reporting of issues related to race equality and community tensions. Work will be done with community media, faith and cultural networks and building media skills among local communities. There will also be the development of a West London portal where community groups and public organisations can have online access to good practice in community cohesion. In addition, an existing database of refugee community organisations will be put online as a searchable online directory.

b) Public sector meeting the challenge of community cohesion

The aim of this part of the Programme is to ensure that all public sector organisations in West London build community cohesion values into their mainstream work. This includes frontline service delivery and wide range regeneration activities. This work is being delivered through local strategic partnerships in each borough. One achievement so far is the development of West London Community Safety group that will co-ordinate efforts across the West London area.

c) Community development and strengthening community and voluntary activities

Activities will be developed in partnership with youth and community organisations and networks, including black and minority ethnic and refugee organisations and networks. The activities included will be sports, leisure and cultural activities; activities between older and younger communities; faith communities and developing confidence and skills.

Future Plans

We will develop a Reference Group for Community Cohesion in 2004/05, which will ensure that the HSP Board is made aware of issues Harrow which need to be addressed to promote social cohesion.

Consultation on the Community Strategy highlighted the need to support the work that is done by faith groups. Development of this work will be one of the responsibilities of the Community Cohesion Reference Group. The areas that the Reference Group will promote are:

- Encouraging more working between faith groups, the community, voluntary and statutory sectors
- Promoting and supporting the increased use of faith groups for information sharing and networking.

We will increase opportunities for people from disadvantaged wards and underrepresented groups to engage in sport and their community as part of the Sports Strategy in 2004/05

It is anticipated that the borough will become more diverse with increase immigration from Eastern Europe, this will mean that work has to be undertaken to ensure the cohesiveness of these new communities

3.2 Equality of access to services and life opportunities for all

- **Race Equality Schemes (RES)**

Harrow Council as well as the Harrow Primary Care Trust have developed Race Equality Schemes and Equality Standards. In doing so, they have carefully examined their functions, policies and practices and identified whether there is any scope within these for black and minority ethnic communities and/or people with disabilities to be negatively affected. Action Plans have been developed to ensure that this potential for discrimination is addressed. Harrow Police similarly have a Diversity Action Plan that reflects the Metropolitan Police Authority's (MPA's) Policing and Performance Plan 2003/04. This aims to achieve increased representation of the diverse groups of London within the extended police family of the Metropolitan Police Service and to enhance community reassurance programmes to vulnerable communities.

- **Refugee & Asylum Seekers Strategy**

A multi- agency group has begun work on the development of a Refugee and Asylum Strategy. The draft document will be subject to wide consultation with communities and practitioners. The aim of the strategy is to work with relevant stakeholders and communities to develop a comprehensive strategy for the provision of local support services to refugees and asylum seekers in Harrow, so as to provide focus and direction for future service developments and co-ordination. The ultimate goal is to provide better outcomes for local people through the improved integration of local services.

Future Plans

We will develop the strategy to address the needs of Refugee and Asylum Seekers by Summer 2004. A clear Action Plan will be developed to address agreed priority issues.

The current Council RES runs from 2002 – 2005. Within this we will undertake impact assessments of any Council functions, policies and strategies to identify if there is any adverse impact on different racial groups within the community.

We will provide annual reports on progress of the Council RES and develop a new RES from 2005 onwards

The Primary Care Trust will undertake more work on ethnic monitoring in primary care e.g. GP services, in order to better tailor services to meet needs

The Primary Care Trust will undertake more training of staff on using interpreters in primary care services

The council hopes to improve communication with the public and provide a common structure for the production of accessible information and communication as it relates to language use. The Translation and Interpreting Project aims for the adoption of a council-wide Policy and Code of Practice. This will enable all clients to make informed choices about services they receive. It is hoped that other partners will sign up to a common policy during 2004/05

3.3 Enhancing the Quality of Life Of Older People

Key Facts

Older people (those aged 65 plus) constitute about 14% of the total population of Harrow. Around 4000 people are 85 plus.

More than 10,800 people in Harrow are pensioners who live on their own, making up 13.7% of all households in the Borough.

During an average year, the Council provides help to about 15% of the Borough's 75-84 year olds and 49% of those aged 85+ to help them live at home. Age Concern Harrow provides help to thousands of older people, especially focusing on frailer older people

A high proportion of those occupying beds in Northwick Park Hospital are over 75. With increasing life expectancy there is the potential for the numbers of older people in Harrow to increase.

The 2001 Census indicates that Harrow has one of the highest proportions of older people in London

Harrow has one of the highest incidences of fear of crime in London. This is a characteristic of older people who become increasingly isolated and house-bound, exacerbating their fear of crime

There is also an increasing level of burglary, a crime targeted at older people living in their own homes. They often do not report when this happens to them.

Current Initiatives

The needs of older people are diverse which results in a range of initiatives being undertaken to address a number of issues. Some of the current initiatives fall into the following headings:

Preventing accidents in the home

There is an Accident Prevention Scheme aimed at older people who may be in danger of having accidents such as falls in their own homes

There is a healthy living project, where peer volunteers provide information and encouragement to older persons in Harrow to avoid accidental injury.

Promoting healthy living

Risk of heart disease, diabetes and stroke are being tackled through a walking group walking around the park on Saturday mornings.

Exercise classes for over 60s are held each week in six different locations across the Borough.

Increasing opportunities to socialise

A range of lunch clubs are available across the borough.

Learning and social opportunities are available across Harrow for those in their mid-50's upwards.

Reducing the fear of crime in the home

There is a Handy Person project that covers tasks that take up to 4 hours to complete, such as carpentry and plumbing. This free service makes older people feel secure regarding the workers entering their homes. Security equipment, such as door viewers and chains is also supplied and fitted

Empowering Older People

The work of the Partnership with Older People (POP) Project is to ensure that older people in Harrow have input into the development and delivery of local services and facilities in order to improve access, opportunities and quality. The project has a POP Panel that provides a way of consulting with older people in the borough. It's sub groups and working groups enables face to face working between older people and agencies to improve services. The Project also has a multi-agency Steering Group that facilitates cross agency working to address issues of concern and relevance to older people. The Partnership for Older People and Harrow Pensioners Forum are consulted by Council Officers on key issues affecting older people.

Future Plans

We will develop a Reference Group to bring together various forums representing older people in the borough in order that their needs can be established and effective communication undertaken. This Reference Group will also examine the links to national and regional initiatives to older people and ensure that the focus is maintained on issues relating to older people.

(There is also a section on older people in the Healthy Harrow focus area called Improving Service for Older People)

3.4 Working with the voluntary and community sector as equal partners

Current Initiatives

Compact

The development of a local Compact will set the structure for work between the statutory agencies in the HSP the voluntary sector in Harrow. This will be launched in May 2004.

Development of a Voluntary and Community Sector Forum for engaging the sector in the work of the Harrow Strategic Partnership.

One of the aims of the HSP is the reduction of bureaucracy and duplication of work. It is recognised that consultation with the community and voluntary sector is vital for planning and delivering local services. However, feedback from these sectors has led to efforts to rationalise the way in which this consultation is done. The HSP Board will work to develop a representative voluntary sector Forum which can be used as a way of finding out about issues facing the voluntary and community sector. It will also be used for consultation on various partnership issues in a planned and co-ordinated way. The first meeting of the Forum took place in February 2004 and groups who attended expressed strong support for the development of this Forum. The issues facing the borough can only be tackled with the help of local people. The voluntary and community sector will play a crucial role in engaging the local community to work with the HSP to address the issues that matter to local people.

Future Plans

Community Development and Engagement Strategy

The Council will be working over the next year to develop Community Development and Engagement Strategy which co-ordinates the activities of the 4 Directorates and also ensures that resources are effectively allocated according to need. This will be an important aspect of the New Harrow Project. The next stage will be to work with other agencies in the HSP to ensure that there is a co-ordinated and targeted approach to support and further develop the community and voluntary sector.

3.5 Celebrating the diversity of all communities

There are many initiatives in Harrow that celebrate the diversity of all communities. These range from the Deaf Awareness Week, the Arts Festival, Refugee Week, HIV Awareness Day to a Transage Project bringing younger people and older people together. Some examples in more detail are:

Black History Month

In partnership with local community groups, the Council co-ordinates an annual programme to celebrate the wide cultural diversity of Harrow's communities. This is done in October as the month is recognised nationally. The programme is organised through a Steering Group whose members are from the community groups, supported by the Council. Efforts are being made to encourage new and emerging communities to participate in the annual programme of events. Plans are being developed to ensure that issues arising from Black History Month are used to inform service planning locally.

International Women's Day

The Council and its partners co-ordinate and support local Women's Groups to organise events to mark International Women's Day. Events tend to be organised around a specific theme, for example arts or health or events to mark the achievement of Women's organisations in Harrow.

Disability Awareness Day

To mark Disability Awareness Day which takes place on the 3rd December annually, the Council and its partners in the voluntary sector have organised open days in order to share best practice and raise awareness of issues that affect people with disabilities.

Other events to mark the Day include seminars to assist in the implementation of the Disability Discrimination Act.

Future Plans

Work will continue to be done by the council and other partners in the HSP to support the above initiatives as part of their Community Development and Engagement work as well as its commitment to celebrating diversity.

4 Children and Young People

Introduction

Support for Children and Young People is a key component of Harrow's Community Strategy. During the consultation on this strategy in the Autumn of 2003, the Government launched its landmark Green Paper "Every Child Matters" and partners have been keen to hear the views of children themselves and the community more generally on the proposals from the Government. Harrow's Partnership had already started and was making progress on this important development. Over the next three years, therefore, there is a strong commitment from People First Children's Services of Harrow Council, Harrow's Primary Care Trust, Northwick Park Hospital, Police, Probation and the voluntary sector to forge closer links to deliver more joined-up services through community based locations such as Early Years Excellence Centres, Schools, and through the Youth Service. This endeavour will give children and parents easier access to a range of services and allow these services to respond even better to local community need. The services provided will recognise the rich patterns of ethnic diversity in Harrow which will run through the themes presented.

It should be noted that each of the statutory agencies listed above has its own range of strategies and targets to support the development of Children and Young People in Harrow. These sit behind this chapter and may be made available for those who wish to see the breadth and depth of them. Not all are therefore included here for the sake of brevity.

Mission:

To ensure that the life chances of children and young people are enhanced and supported by the provision of universal and targeted services

To ensure that services are provided for children, young people and their families at appropriate times in their development and transition in an accessible, transparent and seamless fashion across all agencies

To ensure that every child has the chance to fulfil his or her potential by reducing levels of educational failure, ill health, substance misuse, teenage pregnancy, abuse and neglect, crime and anti-social behaviour

Key Facts:

Harrow has a population of 52,500 0-19 year olds and the child population will remain fairly steady over the next 10 years

One-third of households have dependent children, higher than the London average

There are 4,400 lone-parent households, lower than the London average

2.6% of under-18s are Children in Need and receiving social care support

There are approximately 180 children looked after in Harrow

Between 11% and 30% of the children aged 0-16 in each ward in Harrow are in low income families

67% of the Harrow school population is from an ethnic minority group

263 young Harrow residents aged 10 to 17 years were convicted of an offence in 2003, a 24% decrease from 2001

Objectives

- 4.1 To ensure that all children and young people enjoy good physical and mental health and live healthy lifestyles
- 4.2 To keep children and young people safe by protecting them from harm and neglect
- 4.3 To help children and young people enjoy their lives and achieve their educational and social potential
- 4.4 To ensure vulnerable children and young people receive help and support to build on their strengths and develop resilience
- 4.5 To involve children and young people in the community by encouraging their positive contributions to the life and development of local people
- 4.6 To promote the economic well being of children and young people in order to minimise disadvantage
- 4.7 To reduce offending and re-offending by young people and to reduce the likelihood of a young person becoming the victim of crime.

Who is responsible for overseeing the objectives for Children & Young People?

The Children & Young People's Executive, which is a Management Group of the Harrow Strategic Partnership

4.1 To ensure that all children and young people enjoy good physical and mental health and live healthy lifestyles

Future Plans

We will develop the Healthy Schools Programme by increasing the number of schools recruited and the number of schools reaching level 3 of the standard.

We will reduce health inequalities through action to increase educational achievement by improving information and liaison between frontline practitioners in health and education through the Public Health Network, and by targeting 'health and education action' in school clusters in deprived wards

We will seek to prevent rising levels of obesity amongst children and young people by implementing healthy eating and healthy life programmes in schools including working towards a minimum level of high quality physical activity for children

We will launch the Harrow Health Link Project to ensure vulnerable children & families will be able to access local support and advice by ensuring a link health visitor for all Harrow pre-school and private nurseries who will visit at least once per term.

We will seek to reduce the teenage conception rate by offering support, advice and guidance to young women and work with teenage parents to ensure their housing, training, employment and childcare needs are appropriately addressed.

We will develop our Child & Adolescent Mental Health Service (CAMHS) by consolidating a multi-disciplinary team of mental health professionals to provide more rapid and targeted responses to children and young people exhibiting signs of mental health issues or primary psychosis.

We will realise our vision for modern, patient-centred services based on the health and social care needs of the population by developing the Local Improvement Finance Trust (LIFT) project in South Harrow.

4.2 To keep children and young people safe by protecting them from harm and neglect.

Future Plans

We will roll out a comprehensive, robust information-sharing system to secure early interventions that aim to prevent social exclusion. This involves the prevention of problems which lead to child protection concerns.

We will create a local Safeguarding Board and develop ways of working on an area basis

We will reorganise services for complex child abuse including the development of a multi-agency one-stop child protection centre for the Borough in partnership with the Metropolitan Police

We will produce a comprehensive Resource Directory which makes explicit all agency services available to children, young people and their families in Harrow

We will co-ordinate a programme of support targeted at young people who are involved in offending, resulting in 90% of young people supervised by the Youth Offending Service being in full-time education, training or employment

We will use the Area Child Protection Committee to provide training for voluntary organisations funded by the Children's Fund on child protection issues with a view to the scheme being a condition of registration for voluntary youth organisations who seek to register with the Youth & Connexions.

We will engage young people and community groups in Safeguarding Children.

4.3 To help children and young people enjoy their lives and achieve their educational and social potential.

Future Plans

We will support the development of educational achievement and social potential by promoting area-based service delivery in line with the principles of the New Harrow Project, building on the concept of the “extended school” which will enable children and families to gain support from a range of agencies

We will support all pre-schools, after-school clubs and childminders to work towards an “Investors in Children” Quality Assurance Mark, with the intention that in the next two years 40% will have fulfilled this

We will support the increase of childcare places and ensure increasing numbers of children aged 4-14 access affordable quality childcare

We will ensure, through the Harrow Parenting Forum, that all parents will be able to receive information about parenting programmes and have a named contact for further details

We will develop programmes through the Early Years and Childcare Plan, the Education Development Plan and the Special Education Needs Strategy to raise levels of attainment and improve learning outcomes for underachieving groups

We will ensure Connexions Personal Advisers are offering information, advice and guidance through schools, colleges and the community to improve the levels of 16 – 18 year olds in structured learning leading to NVQ level 2 or equivalent

We will secure a co-ordinated programme of support targeted at Children Looked After who are aged 15 or over with the intention of improving their education attainment, and at other Children Looked after with the intention of improving attendance at school

We will encourage schools, colleges and leisure facilities to enter into community agreements for use by young people throughout the year with a view to ensuring the majority of high schools are providing 12 hours of community sports access per week

4.4 To ensure vulnerable children and young people receive help and support to build on their strengths and develop resilience.

Future Plans

We will undertake work to identify community groups and arts, cultural and sports projects that enable children to develop their social skills and potential

We will provide the basis for the development of positive support for parents, carers and vulnerable young people through Family Group conferences

We will increase leisure and exercise opportunities for young people by developing programmes at Harrow's Youth Centres, by developing the capacity of the voluntary sector and by increasing the range of provision and larger numbers of young people participating both in play schemes and "Summer Action"

We will use the Harrow Cultural Strategy to develop Academies for Sports and Arts

We will provide support and assist the voluntary sector to work with black, minority ethnic and refugee children to receive appropriate mentoring and to further their personal, social and health development

We will use the Family Learning Network funded by the Children's Fund and Connexions to deliver training to parents and carers

We will create, develop and consolidate a multi-agency approach to participation, which will encourage vulnerable children and their parents and carers to be integral to planned interventions and to help shape the tailored responses to meet their needs

We will develop Youth Arts and Youth Sports within the Youth and Connexions Service and extend programmes into the New Harrow Project Pilot areas to reach into the local 13-19 population

4.5 To involve children and young people in the community by encouraging their positive contributions to the life and development of local people.

Future Plans

We will develop a participation strategy to ensure that children and young people take an active part in the development of services and policies

We will benchmark our participation strategy against the 'Hear by Right' Standard for the involvement of young people

We will encourage, through the citizenship programme, the engagement of children and young people in a democratic process with the intention of building a knowledge and experience of the roles, rights and responsibilities of citizens in a community

We will continue to support the work of Harrow's Youth Council to ensure the views of children and young people are effectively heard and acted on, as appropriate

We will ensure Harrow's participation in the Connexions London West Youth Forum which brings together young people from 6 London West boroughs to make key decisions about the development and delivery of the Connexions Service

We will establish a peer mentoring programme funded through Children's Fund to allow young people to support other young people in difficulty or need of help

4.6 To promote the economic well being of children and young people in order to minimise disadvantage.

Future Plans

We will bring into the educational and social development curriculum for children and young people the development of work place experience and the enhancing of skills relevant to work and running and managing family life.

We will work with health agencies to promote the development of healthy lifestyles and grow the skills necessary for young people to become parents and active and responsible citizens

We will develop the partnership between Harrow Early Years and Childcare and Jobcentre Plus to provide information to parents and carers and the community about benefits and employment opportunities

We will ensure Connexions Personal Advisers are offering information, advice and guidance through schools, colleges and the community with the intention of securing a noticeable reduction in the number of young people not in education, employment or training

We will develop and encourage new training opportunities through a local Skills Centre

4.7 Reducing offending and re-offending by young people

Future Plans

We will identify and target at least 200 young people at risk of offending for intervention and support. This will be done via a number of constructive diversionary multi-agency schemes run in partnership with the voluntary sector

We will reinforce the responsibilities of carers/parents for the behaviour of their children, through referrals to a range of local family support programmes

We will ensure that 75% of all relevant victims of youth crime are offered the opportunity to participate in restorative processes and ensure that at least 75% of these victims are satisfied with the process

We will continue the development of the ISSP (Intensive Supervision and Surveillance Programme) for persistent young offenders. ISSP is the most rigorous non-custodial intervention available to young people who offend

We will continue to promote education, training, employment and the constructive use of leisure time as key components in reducing reoffending

We will pilot workshops for groups of young people at risk of offending. These workshops will be carried out in schools and will focus on issues such as the consequences of offending

We will provide opportunities for members of the local community to play a part in supporting young people at risk of offending or who have been convicted of an offence. This will occur via the YOS's Mentoring Project and Referral Order Panels

We will address specific issues affecting young victims and offenders from ethnic minority groups in partnership with Harrow Council for Racial Equality and Victim Support

We will screen each young person known to the YOS for mental health problems and alcohol and drug misuse

We will profile the health needs of the young people known to the YOS to identify new areas for partnership working with the Primary Care Trust

We will investigate the causes of offending and victimisation by 'looked after' young people and ensure care planning takes into account issues of community safety

We will strive to improve the quality of the YOS through robust performance management and the Effective Practice Quality Assurance process

5 Greener Harrow

Mission: To create a cleaner, greener, sustainable and more attractive Harrow in which to live, work and visit

Key Facts:

10% of Harrow's area is parks, open spaces and greenbelt (579 hectares)

Major shopping areas are cleaned daily. Residential areas in the New Harrow Project areas are cleaned once every two weeks all other areas are cleaned once every four weeks

In Harrow 85% of the total number of vehicles on the road are cars

Waste, Reuse and Recycling Centre handles 30,000 tonnes of waste each year, and Harrow's overall recycling rate is over 13%

95% of Harrow households have central heating and their own bath, shower and toilet in their homes - the highest level in London and above the national average

90% of the electricity for Harrow Council's buildings, including schools and libraries, is already supplied from renewable sources

In respect of safety, in 2002 there were 87 fatal and seriously injured road casualties in Harrow, including 14 pedestrians, 7 pedal cyclists, 16 powered cyclists and 47 car and taxi users

Objectives

- 5.1 Making open spaces more attractive and protecting biodiversity
- 5.2 Developing a clean, well-maintained and attractive street scene
- 5.3 Tackling transport and air pollution issues
- 5.4 Reducing, reusing and recycling household waste
- 5.5 Promoting energy efficiency, renewable energy and water efficiency
- 5.6 Encourage more sustainable development in Harrow

Who is responsible for overseeing the objectives for Greener Harrow?

The Greener Harrow Management Group of the Harrow Strategic Partnership

5.1 Making open spaces more attractive and protecting biodiversity

Current Initiatives

Carrying out wildlife conservation and habitat protection

Planting bulbs on highways and replace some bedding plant schemes with roses and shrubs

Undertaking a tree-planting scheme, especially where cover is unsatisfactory, to improve landscape, filter pollution and bring the countryside to the town by encouraging wildlife

Informing the public about local biodiversity issues through the Harrow Agenda 21 website www.ha21.org. This site provides information connected to each of the focus areas in this chapter

Informing the public and children about environmental issues through the Schools Environmental Liaison Officer and encouraging the setting up of wildlife gardens and the appreciation of wildlife

Monitoring planning applications to ensure that there is no encroachment on the Green Belt, which is protected under Governmental planning guidance.

Educating school teachers about wildlife gardening issues through the termly Schools Environmental Network Newsletter.

Future Plans

We will remove racist graffiti within 24 hours

We will extend facilities for older youths, as part of the Harrow Leisure Plan

We will undertake a major refurbishment programme to all parks by 2007

We will undertake a three year programme of investment in play equipment for parks

We will promote the formation of new User and Community groups for parks and open spaces

We will review all parks and evaluate opportunities to design parks in a way which decreasing the potential for crime. Twelve parks per year will be evaluated and work coordinated.

We will implement a park warden scheme for patrolling parks to make them safer

We will review the use of local parks to ensure they meet with the needs of the community. Consultation will be centred around a survey of open space facilities together with an assessment of public needs

We will consult on last year's major re-survey by the Greater London Authority of important nature conservation sites in Harrow, which could lead to the development of a local Biodiversity Action Plan

5.2 Developing a clean, well maintained and attractive street scene

Current Initiatives

Rolling-out the New Harrow Project across the borough

Putting an extra £400,000 into street cleaning in areas of the borough not currently part of New Harrow Project

Recruiting a new team of area managers to monitor standards, and a dedicated team of people whom residents can contact

Supporting and encouraging traders to look after private areas of the street scene

Ensuring streets and street equipment (e.g. lights, bins, seats) are maintained regularly

Resurfacing defective roads and pavements to make them safer and more attractive

Working towards better co-ordination of activities on the roads such as laying pipes and resurfacing, to reduce disruption and duplication of effort

Future Plans

We will work in partnership towards meeting our Local Public Service Agreement for:
30% of streets to be rated as a high standard of cleanliness (i.e. litter-free)
85% of abandoned vehicles to be removed within 8 days of notification
95% of illegal signs to be removed within 4 days of notification

We will roll-out New Harrow Project clean and green standards to the rest of the Borough by 2006.

We will remove unlicensed vehicles within 24 hours.

We will co-ordinate enforcement of environmental health, trading standards, highways enforcement, anti-social behaviour etc., into a single service

5.3 Tackling transport and air pollution issues

Current Initiatives

Agreeing and implementing the Draft Air Quality Action Plan for achieving National Air Quality Strategy Objectives by implementing initiatives to reduce emissions from vehicles through reducing road traffic, promoting alternative modes of transport and use of alternative fuels

Providing information and education on air quality issues to members of the public, for example real time air quality information on the Council's website

Participating in a London-wide Vehicle Emissions Testing Scheme to promote the need for proper car maintenance

Working with Transport for London (TfL), bus operators and other transport and infrastructure providers to provide more reliable bus services and better quality (less polluting) buses

Producing a Travel Plan Guide for Businesses, to encourage their employees to vary their methods of travel to work, avoiding the use of private cars

Improving accessibility by implementing agreed programme of interchange enhancements to improve access to rail and underground stations by bus passengers, cyclists and pedestrians.

Maximising transport funding from private sector developments by supporting the planning and development control section in identifying and agreeing service or infrastructure improvements with private sector developers

Reducing the school runs by working with schools, parents, pupils and local residents to develop and implement safer routes to school schemes and improvements on the routes to schools

Introducing and extending controlled parking zones to address the issue of road congestion

Investigation into the provision of cycle/pedestrian tunnels or road widening at Petts Hill under the railway bridge and junction improvement to reduce congestion and support bus priority.

Future Plans

We will implement an Air Quality Action Plan during 2004 and 2005 and update it to deal with new kinds of pollution as appropriate

We will implement a West London Air Quality Action Plan during 2004 and 2005, covering common air pollution sources and regional solutions

We will develop special West London planning guidance on development, aimed at safeguarding air quality during 2005

We will review, prepare and update the Council's 1999 Travel Plan and actively encourage partners (including employers) to develop and implement travel plans to reduce the use of private cars

We will implement travel plans at three schools per year to encourage walking and cycling

We will increase the use of cleaner fuelled vehicles by encouraging the increased availability of alternative fuelled vehicles and fuel supplies

We will develop a Fleet Action Plan during 2004 to include vehicle specification, mileage and driver training, in order to reduce overall air pollutant emissions

We will educate the public and children about sustainable transport through the Schools Environmental Liaison Officer going into schools and encouraging the setting up of walking buses and School Travel Plans

We will produce a Borough Transport Local Implementation Plan – a statutory document setting out how the Council proposes to plan and deliver an integrated transport package over a time period consistent with the London Mayor's Transport Strategy

Transport for London (TfL) has allocated some £4.1 million in 2004/05 to implement some of the Borough's capital transport programmes. The money will fund a wide range of programmes, including road safety, principal road maintenance, cycling, bus priority, safer routes to schools and green travel plans and travel awareness campaigns

We will introduce school-travel plans, which are aimed at reducing reliance on the car and promoting green travel choices

We will continue to improve local road safety by a package of measures, which will include 20mph zones, safety camera partnership, child pedestrian training/education/publicity and casualty reduction measures

5.4 Reducing, reusing and recycling household waste

Current Initiatives

Working towards meeting our Local Public Service Agreement for increasing the recycling of waste at the Waste, Reuse and Recycle Centre

Visiting schools and encouraging the use of recycling schemes and changed attitudes to waste

Running a trial of 'Green Box Lids' as residents have suggested that lids would increase take-up of the scheme

Future Plans

We will seek funding from the London Recycling Fund to extend the organic waste (Brown Bin) scheme to a further 50,000 households

We will develop a joint Waste Management Strategy with West London Waste Authority to implement the Mayor for London's Municipal Waste Management Strategy

We will work with school teachers about recycling issues through the termly Schools Environmental Network Newsletter

We will ensure that all new developments make sufficient and proper arrangements for the storage of separated waste, to allow the amount of recycled waste to be increased

About 13% of waste was recycled in Harrow in 2003/2004. The target in 2003/4 is 16% and in 2005/6 is 24%

Each year in Harrow 10,000 tonnes of household waste is thrown away. This is increasing and on national trends there will be twice as much household waste to deal with by 2020. We will develop plans to tackle this

5.5 Promoting energy efficiency, renewable energy and water efficiency

Current Initiatives

Introducing a renewable energy procurement policy for Harrow buildings

Visiting schools and promoting energy efficiency and water-saving schemes

Installing solar equipment on the roof of Elmgrove School creating its own renewable energy

Contributing to the Greater London Authority's draft energy strategy *Green Light to Clean Energy*

Running a freephone Harrow Energy Efficiency helpline to promote the use of energy-saving light-bulbs

Participating in the *Solar for London* project, encouraging more domestic solar water heating systems in private homes

Operating a *Fridge Savers* scheme to replace old fridges with energy-efficient ones

Setting up a multi-agency Fuel Poverty Forum to tackle issues jointly across Harrow

Promoting *Warm Front* grants - a package of insulation and heating tailored to the individual property making it warmer in winter

Future Plans

We will work with Energy Solutions to install efficient and renewable energy in 100 homes as a pilot, monitoring the savings per home

Subject to funding we will employ a Home Energy Conservation Act / Affordable Warmth Officer to promote efficient and renewable energy, and implement an Affordable Warmth Strategy

Subject to securing funding from central Government we will help the most vulnerable people in Harrow make their homes warm through a targeted area-by-area programme to install better insulation and central heating for the fuel-poor

5.6 Encourage more sustainable development in Harrow

Current Initiatives

Enabling residents to have access to recreation facilities – an important contribution to local quality of life, by establishing a knowledge base of existing provision to enable the protection of the green belt and open spaces from future development

Encouraging enough community facilities and services to meet the diverse needs of Harrow's population

Working towards more intensive development where there is good public transport, so that there can be more housing, shops and jobs and less pressure on open spaces

Encouraging development which makes town centres vibrant and healthy, so that they are attractive to residents and visitors

Maintaining a network of local shopping centres across Harrow

Protecting sites of nature conservation in order to maintain the range of habitats in the borough

Future Plans

We will produce a Local Development Scheme which is a three-year project to streamline policy review and include significantly enhanced public involvement in line with the Government's new planning regime

We will consult on last year's major re-survey by the Greater London Authority of important nature conservation sites in Harrow, which could lead to the development of a local Biodiversity Action Plan

We will develop an Environmental Sustainability Checklist for assessing planning applications

6 Healthy Harrow

Mission: *To improve the health of local people by tackling health inequalities and enhancing health and social care services in Harrow*

Key Facts:

- Harrow has the second highest life expectancy in London, but there are major inequalities within some wards
- Harrow has the twelfth highest infant mortality rate and the twelfth highest low birth weight rate in London
- The 2001 Census shows that just fewer than 14.9% of the population experience some form of long-term illness that limits the way they live their day-to-day lives. This situation applies to 10.3% of the working-age population.
- Coronary Heart Disease (CHD) is one of the leading causes of death in Harrow. People born in the Indian Subcontinent are 40 – 50% higher risk of dying from CHD and make up at least 30% of the Harrow registered population
- Cancer is one of the major causes of death in Harrow, accounting for a quarter of all deaths. In 1998 – 2000 there were 632 premature deaths from cancer per year in Harrow. However, like the rest of London, the death rate from cancer is falling and survival rates are improving.
- At any one time, Harrow Council will be providing support services to around 1700 adults (18-64) and 2100 people aged 65 plus
- Around 1 in every 10 Harrow residents are involved in providing unpaid care to a relative, friend or neighbour, who cannot manage without help because of a disability, sickness or frailty.
- By March 2003 no-one waited more than 12 months for an operation or 21 weeks for an outpatient appointment

Objectives

- 6.1 Improve Life expectancy
- 6.2 Improve child and maternal health
- 6.3 Tackling health inequalities
- 6.4 Tackling heart disease, diabetes and cancer
- 6.5 Improving access to services
- 6.6 Improving mental health services
- 6.7 Improving services for older people
- 6.8 Integrating health and social care services
- 6.9 Continuing to Support Carers

Who is responsible for overseeing the objectives for Healthy Harrow?

The Healthy Harrow Management Group of the Harrow Strategic Partnership

6.1 Improve Life Expectancy

Current Initiatives

We have established a smoking cessation scheme

We have annual active flu immunisation campaigns which exceeded government targets in 2003/4

Future Plans

We will develop a nutrition strategy

We will establish a Harrow Against Tobacco Alliance

We will further improve the quality of our services for coronary heart disease and cancer

We will target our services at those most at risk

We will work closely with other anti-poverty strategies

The further development of the exercise on prescription scheme will promote healthy lifestyles.

We will develop a physical activity strategy. The draft strategy will be presented to PCT and Council management teams in May 2004

We intend that no ward in Harrow has a male life expectancy lower than 77 years and female life expectancy lower than 82 years by 2014

6.2 Improve maternal and child health

Current Initiatives

We have a focus group developing actions to tackle infant mortality and low birth weight. This has been identified in the Annual Public Health Report as an area for concern in Harrow.

Future Plans

We will reduce smoking in pregnancy

We will improve nutrition in women of childbearing age

We will reduce teenage pregnancy

We will increase breastfeeding initiation and duration rates

We will review provision of effective ante-natal care (including screening and immunisation) and promoting early ante-natal booking

We will further improve the quality of midwifery, obstetric and neonatal services

We will provide effective education about ways to promote health eg immunisation

We will provide high quality family support (eg through health visitors) including particular efforts to address risk factors for Sudden Infant Death)

We intend that no ward in Harrow will have a low birth weight rate of greater than 7.9% by 2014

6.3 Tackling health inequalities

Current Initiatives

Much of the work mentioned in 6.1 and 6.2 will help to tackle inequalities

We are conducting Equity Audits to see how we are doing at tackling health inequalities

We have established a Harrow Public Health Network to share knowledge amongst people on the front line about ways of tackling health inequalities

Future Plans

We will target the Harrow Primary Care Trust's Voluntary Sector Fund to those most at risk

We will improve access to services for people who are currently underserved

We will target service provision to ensure high quality services are delivered relevant to need

We will ensure workforce are targeted more intensively at deprived areas and groups

We will ensure services are culturally sensitive

We will improve translation, advocacy and interpreting services

We will ensure that our workforce have appropriate training in public health skills

We will modernise health visiting

We will modernise community midwifery services

We will ensure that NHS expenditure also regenerates our most deprived communities

We will set up a Low Vision Clinic to screen people with sight loss and Diabetes.

We intend that no ward in Harrow to have a death rate from heart disease of greater than 85 per 100,000 for men and 25 per 100,000 for women by 2014

6.4 Tackling Coronary Heart Disease, Diabetes and Cancer

Current Initiatives

A range of community based Coronary Heart Disease (CHD) services are being provided. These include

- a Heart Failure Service
- a Comprehensive Rehabilitation Program
- an Exercise on Prescription Program to provide CHD patients with an opportunity to engage in regular physical activities and necessary lifestyle advice

All women between the age of 50 – 64 years are currently eligible to take part in the Breast Screening Programme.

Future Plans

Significant investment is to be made in to Specialist palliative Care Services over the next 3 years in Harrow. Some of these investments include;

- extending the provision of community nursing from 5 days a week to 7 days a week
- increasing the amount of funding that is made available from the local health service to voluntary hospices
- improving multidisciplinary working for cancer patients and their families so that they receive the most appropriate care for their needs

We will establish a Retinal Screening Programme for all diabetic residents of Harrow by April 2006 using the highest quality digital imaging to screen for life-threatening or sight-threatening disease

We will increase the level of care available in the community for diabetes patients, so that 60% patients are managed by their GP and do not need to visit the hospital for regular appointments by 2006

We will increase the availability of Cardiac Rehabilitation services within local community settings and introduce individual rehabilitation for those who are housebound

We will extend breast screening to women aged between 64 and 70, who are currently excluded from the national breast screening programme, by December 2004

We will develop local services for coronary artery bypasses, reducing the need for Harrow residents to travel to central London for cardiac surgery

We will significantly enhance local palliative care services, including increasing funding to local hospices and extending community palliative care nursing services from 5 to 7 days per week

We will improve screening for cervical cancer through introducing Liquid Based Cytology, a new and far more accurate form of screening, by December 2004

We will continue to reduce waiting times for patients with suspected cancers and waiting times for cancer treatments

We will improve the information available to patients, carers and families about cancer services and treatments

6.5 Improving access to services

Current Initiatives

A number of partner agencies are working together to open a Healthy Living Centre designed to provide easy access to health services for people who are not registered with a GP, particularly asylum seekers and refugees

Extending the range of health services provided in community clinics and GP surgeries in order to prevent unnecessary trips to hospitals and make better use of the skills and knowledge of community health staff

Increasing the opportunity for adults with a learning disability to choose the goals they wish to work towards by having greater choice and control over the services they receive

Giving more people greater choice about the services they receive through further expansion of the Direct Payments scheme

Continuing to implement the new Supporting People framework to provide housing related support to vulnerable people. This includes commissioning new services and involving service users in reviewing existing services and developing strategy, to ensure good quality schemes are supported in line with local priorities

Future Plans

We will further improve the management and organisation of general practices so that 100% of the Harrow population can secure a routine appointment with a GP within their practice within 2 working days

We will develop a local NHS Patient & Public Involvement Strategy to increase involvement in service development and delivery

We will increase the opportunities for patients to exercise real choice about their healthcare

We will develop services which will prevent avoidable hospital admissions, support timely discharge and provide rehabilitation

We will develop integrated Equipment and Continence Services to ensure that people receive a less fragmented service from the NHS and local Council

We will improve A&E Services so that 98% of Harrow residents receive their treatment and are discharged within 4 hours

We will reduce the waiting time for an operation to a maximum of 6 months and the waiting time for a first outpatients appointment to a maximum of 13 weeks by December 2005

We will increase the rehabilitation and convalescent services available to people in Harrow when they come out of hospital

We will extend district nursing services so that they can respond more quickly to people's problems at home and prevent the need for admissions to hospital

6.6 Improving Mental Health Services

Current Initiatives

Extending the roles of users and carers in the development and delivery of health and social care services for people with mental health problems

Establishing an Assertive Outreach Team which will work with people with severe and enduring mental illness, aiming to reduce hospital admissions and length of stay and improve family life

Improving facilities for women with inpatient mental health units and day services.

Creating electronic mental health records which improve communication between staff within hospitals, GPs, and social workers and reduce the need for service user and carers to repeat their story to many different professionals.

Increasing breaks available for carers of those on Care Programme Approach and strengthening carer support and networks. Improving the care provided for older people with mental health problems both in the community and in hospitals

Improving access to services through shared information systems across the Primary Care Trust and Harrow Council.

Improving mental health services for children and young people in Harrow

Future Plans

We will develop of a Crisis Resolution Team by 2004/05 to support acutely ill people in their own homes preventing hospital admissions

We will establish an Early Intervention Service in Harrow by 2005/06, designed to support people between 14 and 35 with a first presentation of psychotic symptoms

We will create a team of Primary Mental Health Workers to work alongside GPs, teachers, children's social workers, foster parents and health visitors and support their work with children and young people with mental health problems

We will establish Gateway Workers who will help people to access the right mental health services for them by talking through all the options

We will recruit Graduate primary care mental health workers, trained in proven brief therapy techniques, who will help GPs and their primary care teams look after people with common mental health problems such as mild-to-moderate depression

We will create additional support for carers, with workers who will provide support, advice and help to family members of those who suffer with mental ill health

We will better identify and meet the needs of people from Black and Minority Ethnic communities with mental health problems

6.7 Improving Services for Older People

Current Initiatives

Developing services to support older people to remain independent within their own homes, including rehabilitation services and additional facilities to support convalescence after illness

Reducing the financial burden on older people by extending NHS funding of nursing care within care homes

Preventing avoidable emergency admissions to hospital by identifying and supporting the most vulnerable older people and providing intensive support within the community

Improving the co-ordination of services in order to reduce unnecessary delays in discharge from hospital

Reviewing services to older people from black and ethnic minority communities

Improving the quality of care for all older people admitted to hospital

Future Plans

We will create a single process for the assessment of need by NHS and Council staff, so that service users and their carers do not need to repeat the information to different professionals and so that the professionals are better informed

We will expand “intermediate care” (convalescent) services, including ‘step-down’ beds and an expansion of the “Hospital at Home” scheme.

We will improve services designed to prevent older people from falling, including providing physiotherapy and targeting those at risk due to osteoporosis

We will reduce the number of unnecessary stays in hospital whilst clients are waiting for funding for a care home to be agreed

We will improve services for older people with mental health problems, including reforming existing day care services for people with functional disorders and dementia

We will ensure that all older people taking several medications prescribed by their doctor(s) have a regular review of all their medications to ensure that they are as effective as possible

6.8 Integrating Health and Social Care Services

Health and social care services for adults aged over 18 in Harrow are based around the following groups

- Learning Disabilities
- Mental Health
- Physical Disabilities
- Older People

Services for all these clients are provided partly by the NHS and partly by Harrow Council. Both of these organisations believe that they could work better together to improve the services provided to users and carers if they worked more closely together. Harrow Council and the local NHS have therefore committed to greater joint working and partnership in order to make these services more responsive to the needs of users and carers.

Current Initiatives:

Consulting with the local community, especially existing users and carers, in order to understand how we can best make improvements through integration

Developing the role of the new Joint Commissioning Unit, which works across both the PCT and the Council and is responsible for commissioning services for these four client groups

Developing the introduction of single assessment processes, reducing delayed discharge from hospital and the extension of intermediate care services

Implementing single services provision of equipment and continence services to the public, reducing the duplication and fragmentation between NHS and Council services

Developing the four client group Partnership Boards – one for each client group – which oversee the joint planning for each service

Future Plans

We will set up systems to share money across the Council and Harrow PCT which will be held in one budget (known as a “pooled budget”, which can be used to purchase care services. This will make it possible for the organisers of treatment and care to make best use of health and social care resources and reduce bureaucracy

Set up a joint equipment and adaptations service for residents, regardless of whether the equipment is provided by Harrow Council or the NHS

We will agree and implement arrangements for practitioners, clinicians and managers to work within a single management structure and a single budget

We will develop multi-disciplinary assessment processes across all care groups. These will include the introduction of the “Single Assessment” for older people

We will develop of a single point of access for each service so enabling users and carers to receive a “one-stop” response

We will increase the involvement of users and carers in Harrow in planning and developing local services, playing a full part in the new “Partnership Boards”

6.9 Continuing Support to Carers

Current Initiatives

Harrow Council works in partnership with local voluntary groups to provide a variety of schemes, which support carers. Each year funding from the carers grant is spent on providing breaks and services for people who provide informal care to someone else. About 20% of the grant is spent on breaks and carers services for children and young people and their families.

Working in partnership to advise on carers issues in Harrow through a Carers Action Group

Improving performance on completion of carers assessments

Reviewing and revising the Carers Strategy and action plan

Future Plans

We will celebrate the contribution carers make to the community during the annual Carers week

We will develop a website and information for carers and professionals which will be launched during carers week in June 2004

We will continue to develop more carers services and breaks with our partners using the carers grant from April 2004

We will begin the implementation of a joint carer's strategy for the borough from September 2004 on wards

7 Learning For All

Mission: *To create a borough where everybody has the opportunity to fulfil their potential through improved standards of education and wider participation in lifelong learning*

Key Facts:

There is a mix of public and private education and training opportunities in Harrow including 3 colleges, 10 state secondary schools, 56 state primary schools, 4 special schools and a range of private nurseries and voluntary pre-schools. This includes approximately 18,624 pupils in first and middle schools, 9,000 in high schools and over 20,000 students in either full or part time education in colleges in Harrow

Children and young people receive a variety of support throughout their education, including a range of services for those with special educational needs, learning disabilities/difficulties and support from the Ethnic Minority Achievement Service

Harrow Students achieve above the national average results in at Key Stages 2, 3 and 4

Every year some 1.5 million visitors borrow over 2 million books from Harrow libraries

Adult Learning activities take place at over 30 venues in Harrow including schools, church halls, temples and libraries

1 in 5 adults in Harrow have no qualifications

Objectives

- 7.1 Continue to raise student achievement
- 7.2 Target education services, support and opportunities for individual children and families
- 7.3 Regenerating and empowering the community through learning
- 7.4 Making effective use of resources for education and learning

Who is responsible for overseeing the objectives for Learning For All?

The Learning For All Management Group of the Harrow Strategic Partnership

7.1 Continuing to raise student achievement

Current Initiatives

Working in partnership towards meeting the Local Public Service Agreement for:

- increasing educational achievement and inclusion
- increasing attendance
- improving educational attainment of children and young people in care

Increasing the number of three year olds who have access to free pre school education by making a place available for all parents that want it

Continuing to raise achievement at Foundation stage (3-5 years), Key Stages 1 and 2 (5-7 and 7-11 years)

Developing and diversifying learning opportunities to raise achievement at Key Stage 4 and post 16 (14-19 years)

Developing a 14-19 learning strategy with various partner agencies in Harrow and seeking to diversify learning opportunities for young people post 16

Increasing inclusion and improving learning to under-achieving groups at all ages

Providing specific support to children and young people with special educational needs, learning disabilities/difficulties and those whose first language is not English to enable them to achieve their potential

Continuing to improve leadership and management for staff based at schools and in colleges

Developing activities that will attract and widen the participation of new adult learners such as delivering non-accredited learning activities that will provide an entry to further learning

Future Plans

We will investigate the feasibility and need of establishing a Harrow Sports Academy and a Harrow Arts Academy in 2004/2005

We will support the remaining High schools in their bids for Specialist School status and promote the contribution of the borough's network of specialist schools in leading curriculum development within their specialisms.

Support schools to implement the Workforce Remodelling agenda to free teachers of administrative tasks and provide more time to focus on teaching. We will provide training programmes to support schools to develop the role and effectiveness of teaching and learning assistants.

Support to schools in implementing the emerging priorities of the Primary National Strategy, including the pilots for children who speak English as an Additional Language and behaviour

strands. In 2005 by the end of Key Stage 2, at age 11, 85% should achieve Level 4 in English and in Mathematics, with 41% at Level 5.

Support to schools in implementing the Key Stage 3 national strategy. We will focus on whole school developments, including the behaviour strand, alongside continued development of the core and foundation subjects. In 2005 by the end of Key Stage 3, at age 14, 79% should achieve Level 5 in English and mathematics, 76% should achieve Level 5 in Science and 77% should achieve Level 5 in ICT.

Support to schools in developing a flexible curriculum that removes barriers to learning, including the development of vocational opportunities

We will develop the vocational skills training offer to young people by setting up a 14-19 Skills Centre in Harrow. In 2005 the average points score in GCSE should be 44.9 and 62% should achieve 5 or more A*-C grades.

Enhance learning with the use of ICT, across each of the Key Stages by implementing the ICT strand of the national strategies. This will include the 'hands on support' programme in primary schools and support for interactive whiteboards funded in both primary and secondary schools

We will work with groups of schools on whole-school Learning and Assessment Projects which develop and refine strategies for learning and assessment including the Building Learning Power Programme and the Accelerated Learning Programme

7.2 Target education services, support and opportunities for individual children and families

Current Initiatives

Improving behaviour and attendance by implementing key developments in the Behaviour Support Plan

Providing advice to schools to reduce the number of exclusions such as sharing experiences of behavioural related matters

Enabling 13-19 year olds to make informed education, training and employment choices through the development of the Connexions Service

Ensuring there is adequate childcare provision and appropriate training for those working with pre-school children.

Developing Family Learning programmes in identified schools, where family members learn together and children support parents' learning

Improving partnerships with children, young people, their carers, schools and other agencies

Improving the physical accessibility of learning establishments for students

Future Plans

We will continue to provide a free part time education place to all three and four year olds whose parents want one

We will promote the availability of nursery education for three year olds to black and minority ethnic communities in order to increase take up rate. The overall take up rates will increase to 70% in 2004/05 and 75% in 2005/06

We will provide direct, tailored support for children with special educational needs by transferring the direct support teaching budgets to schools

Provide high quality continuing professional development opportunities for all staff working with children birth to 5. All practitioners will have access to at least 4 days relevant training per year. We will aim to ensure that by 2006 95% of early years provision will be considered satisfactory or better by Ofsted.

We will develop a 'transition' programme for all children aged 2 to 5 transferring between 'settings' (e.g. nursery to school).

We will develop a range of integrated community services at the borough's Children's Centres, so that families and the community can access a range of health, education and social care provision at the point they need it. This will include:

The launch of Hillview Centre as the borough's Centre of Excellence for integrated service provision

The opening of a new integrated centre at Stanmore Park

We will target support to all early years and childcare settings including children with special educational needs, to enable all children to attend their local pre-school or out of school provision

7.3 Regenerating and empowering the community through learning

Current Initiatives

Implementing the priorities in the Public Library Position Statement, including a phased programme to extend library opening hours

Introducing new approaches to Youth Service provision and ensuring this is co-ordinated with the Connexions Service

Working with partners to provide more adult learning opportunities on local community sites (e.g. Mencap, Harrow Association of Disabled People, colleges, Arts Culture Harrow) and to develop Family Learning

Widening the opportunities for participation and enjoyment of the arts, sports, libraries and leisure facilities through the implementation of the Cultural Strategy

Addressing barriers to learning in disadvantaged areas and groups

Developing nursery provision at the Stanmore Park housing development

Future Plans

We will develop a network of community schools on an area basis to increase access to local learning opportunities in schools and other community facilities. By April 2005 one school will meet the government criteria as a Full Service Extended School, offering a range of parenting, family and adult learning, including use of sports, arts and computer facilities

Securing opportunities to access Adult & Community Learning (ACL) provision for adults with mental health problems

Non – accredited learning secured through Stepping Stones project (MIND) and Family Welfare Association, with a target of 120 learners by July 2005

Securing opportunities to access ACL provision for those with learning disabilities

Non-accredited learning provided in Harrow's Day Centres and through voluntary projects by July 2005.

Increased take-up of ACL provision by learners from identified post-codes and target groups by July 2005

Increased participation in family learning from target groups by July 2005

We will deliver an Arts Development programme throughout the borough, with associated training and accreditation.

Bursaries will be provided to those wanting to achieve qualifications in Early Years and Childcare, targeting practitioners and potential practitioners wanting to undertake an NVQ level 3 or level 2. Targets will include:

100% of leaders in early years and childcare settings will be qualified to at least NVQ level 3 by 2006

50% of the staff working in early years and childcare settings will be qualified to level 2 by 2006

Opening hours of all libraries and some facilities will be extended to achieve Public Library Standards as set by Department for Culture, Media and Sport (DCMS). For example, some of these are:

Provision of information for Council on Sunday opening opportunities and on revisions to Public Library Standards

Achieve current Public Library Standards for aggregate opening hours and larger libraries open at least 45 hours per week

Improve number of library visits per 1,000 population

Report on Public Library Standards to DCMS by September 2004

We will replace Wealdstone Library with a new purpose built library in partnership with the voluntary and public sectors, to be open in late 2004

We will ensure 'Web-enabling' of library catalogue for information, renewals of loans, and reservations of stock during 2004. This will be integrated with the new look council website.

We will continue to plan to replace and unite the two central libraries as Town Centre development opportunities permit

We will maintain a broad adult education programme and increase targeted first-step learning

We will launch an Adult & Community Learning website in June 2004, including some e-learning programmes.

We will develop community learning programmes for older people

7.4 Making effective use of resources for education and learning

Current Initiatives

Investigating options on school re-organisation including age of transfer from Middle to High school and early years organisation

A strategic review of 14-19 learning provision is being undertaken by the Local Education Authority, Learning & Skills Council, schools and colleges in Harrow

Attempting to ensure schools have sufficient funding, and to achieve value for money within adult learning programmes

Continuing to implement a coherent recruitment and retention strategy for teaching and other education staff

Bringing empty accommodation back into use for new teachers in partnership with the Council and Acton Housing Association

Maximising funding sources, particularly in support of those areas of the borough experiencing the most serious disadvantage

Future Plans

We will enable the People's Network PCs in public libraries to have better access to e-learning sites, resulting in the public being able to use access Learndirect and other training materials by July 2004

We will provide assistance hardware and software at all libraries to give people with disabilities access to the People's Network PC's in 2004/05.

We will continue improvements to library services, resulting in:

- provision of DVDs at all libraries by March 2005
- improving access for disabled people
- internal redecoration of 2 libraries

8 Making ICT Work for Harrow

Mission: *To develop the availability and use of ICT across Harrow to enable better and faster access to information and services for the residents of Harrow and facilitate 'joined up' working between all partner organisations.*

Key Facts:

- Information from the Greater London Authority (GLA) suggests that approximately 65% of households in Harrow are now connected to the internet
- There are 155 PCs in libraries with free internet connection and there are a further 129 PCs spread throughout Harrow that can provide e-learning facilities
- Over 75% of transactions received by Harrow Council cashiers are received by e-enabled systems

Objectives

- 8.1 Enhancing partnership working through the use of Information and Communications Technology (ICT)
- 8.2 Developing a co-ordinated and strategic approach to ICT to meet the government targets for electronic delivery of services and accessibility by the public

Who is responsible for overseeing the objectives for Making ICT Work For Harrow?

The Making ICT Work For Harrow Management Group of the Harrow Strategic Partnership

8.1 Enhancing partnership working through the use of Information and Communications Technology (ICT)

Current Initiatives

In 2002, The Harrow Strategic Partnership was awarded £850,000 by ODPM (Office of the Deputy Prime Minister) for a programme of projects to run from 2002-2004. The HSP was one of only a few Partnerships of public, private and voluntary and community organisations to be awarded this funding in England. This series of projects are collectively known as the Local Government On-Line Programme (LGOL).

The key parts of the HSP LGOL funded Programme are:

- Developing an Adult and Community Learning Directory so that the public can see on line what courses are available in Harrow and to provide training courses via the website, and to develop e-learning packages for the public to use as part of other learning programmes, which enhance the services currently being provided by the national Learn Direct programme.
- Developing and promote a system for recording and monitoring incidents of hate crimes, anti-social behaviour and domestic violence so that partner organisations can better target resources to tackle these areas.
- Introducing a standardised approach to GIS (Geographical Information System) activities and use this to develop a system of indicators for Harrow which will allow services to be planned for users in an easily understandable way, called the Harrow Vitality Profiles (HVP). This will also assist all partners to demonstrate need when seeking funding from external sources.
- Developing a voluntary sector Information Technology Forum to allow good practice and experience to be shared and to support the voluntary and community sector in developing a strategic approach to ICT and their individual ICT strategies.
- Establishing an e-learning strategy for Council employees which in addition supports the development of e-learning opportunities for employees in partner organisations.
- Developing a Harrow website with Partner content based on national standards and using a content management system.
- Starting to develop a set of information sharing protocols that will allow cross agency working.
- Developing a working model of integration of health partners' information systems and providing quality information and advice with the voluntary sector for the public on welfare benefits and health.
- Implementing a system called JADE which enables information about mental health clients to be shared across the Council and local NHS. This means that agencies can work together to provide a single care plan for clients.
- Members of the public can access information and advice on welfare benefits and health through an electronic system based at a number of agencies across Harrow.

- Within the West London Alliance funded programme, projects include a web-based facility for Housing Association lettings and plans are being finalised for an additional series of projects to be undertaken in 2004 onwards.

Future Plans

The 'Making ICT Work in Harrow ' Management Group will develop and approve an ICT Strategy for the Harrow Strategic Partnership (HSP)

We will identify possible funding opportunities in ICT relevant to the HSP.

We will develop clear links on how the use of ICT in the Community fits into current service planning and supports the other Management Groups of the HSP.

We will promote awareness of the use and benefits of ICT in its widest sense, including within the Voluntary Sector.

We will implement the outcome of the Office of the Deputy Prime Minister's consultation paper "Defining E-Government Priority Services & Transformation outcomes for 2005 for local authorities in England".

We will provide and encourage better access to information and services by residents through the use of ICT. The purpose of this is to enable better and faster access to information

We will increase take-up of community-based ICT programmes by learners from identified post-codes and target groups by July 2005

We will increase access to e-learning through the Adult Community Learning website and as part of blended learning by July 2005

We will increase access to adaptive ICT equipment and software in learning centres

We will increase take-up of ICT learning by the physically disabled by July 2005

The Council is currently updating its website, which is due to be launched in April 2004. This will also act as a Community website, with all partners having the opportunity to create content for the website and update that content on a regular basis.

As part of the Council's ICT strategy and First Contact development, a database covering key services/activities provided by community groups will be developed. The possibility of operating both of these on an area basis will be investigated

A Community ICT forum will both inform the work of the Making ICT Work for Harrow Management Group, and assist community organisations in developing their own ICT strategies

The Council is in the process of developing information sharing protocols with all key partner organisations, and has dedicated funding towards this for the 2004-05 financial year. This will link to the work being undertaken by the national pathfinder project.

8.2 Develop a coordinated and strategic approach to ICT to meet the government targets for electronic delivery of services and accessibility by the public.

The Council has adopted an ICT strategy that sets the ICT framework for improving its services to partners and the public over the next five years. It incorporates the Government requirements for e-government set out in the national strategy for local e-government including the 100% e-enablement target for December 2005

Current Initiatives

First Contact – Focussing on our initial contact with the public and exploring the introduction of a contact centre and one-stop shops with associated technology.

Enterprise Resource Planning– bringing together all the central processes into one joined-up process including finance, procurement, human resources, payroll and asset management.

Management Information Systems – to enable the Council and partners to share key information in an easy, fast way to ensure that services are performing to a high standard and that they are being targeted to areas of the greatest need.

The strategy also calls for a series of changes outside these very major projects. Initial elements of this include

A step change to the ICT infrastructure including improved network links; renewal of cabling and associated hardware; storage area network; server consolidation and the introduction of systems management software.

Implementation of facilities for home and mobile working

Expansion of web and GIS (Geographical Information System) based activities – building on the LGOL funded initial work.

Developing an Enterprise Application Integration layer that will enable and manage the seamless flow of information between applications both internally and externally

Using ICT to promote access to services and social inclusion

Developing e-learning and e-skills strategies and ICT learning opportunities.

Promoting public involvement, for example through on-line consultation and programmes to improve the take-up of new forms of access to services.

Developing information sharing protocols to allow good, secure and lawful exchange of information.

Exchanging of data with partner agencies within this agreed approach

Developing a Corporate Access Channel Strategy that will set the framework of existing and new ways that service users can access services, including face-to-face, telephone, internet, digital TV, text messaging.

The Web Steering Group will prioritise the requirements and develop a work plan for the web and GIS teams. A key priority will be to meet the e-Government targets.

Future Plans

We will undertake to replace older computers across the Council and to provide additional computers where required, including libraries. Schools are individually responsible for the provision of their own computers as part of their individual budgets, however all schools are now connected to the London Grid for Learning (LGFL) which will allow them to access key learning material and communicate electronically between themselves more effectively. The schools in Harrow have also received funding from the government to develop more interactive whiteboards as a teaching aid.

The current provision of training for ICT available in the Community and its adequacy will be reviewed as part of the Adult Learning Strategy being developed by the Council

Part of the Local Government On Line (LGOL) funding will be used to begin to develop e-learning courses targeted at visually impaired people. Further work to develop this provision and identify the needs of visually impaired people will be undertaken during 2004.

9 Regenerating Harrow

Mission: *To create a more vibrant and sustainable community with a diversity of employment, thriving businesses, a broad range of good quality homes, and a dynamic Town Centre*

Key Facts:

There are still empty homes and other property in Harrow, creating avoidable pressure for new development

The Town Centre is among the 10 largest retail centres in London, but needs transforming for the 21st century

89% of Harrow's homes are in the private sector; 75% owner-occupied and nearly 14% privately rented

Around 1,200 private sector homes are currently empty, whilst over 1,600 households are living in temporary accommodation

Almost 12% of Harrow's homes are overcrowded, but almost 45% have 2 or more spare rooms

Over 2,800 private sector homes are unfit, and over 2,700 council homes fail to meet the Government's Decent Home Standard

Harrow has the 4th highest proportion of one-person businesses in London, and high startup rates but many then leave Harrow to find next step premises

Most of Harrow's wards (15 out of 21) are in the worst 20% in England for housing deprivation (which measures homelessness, overcrowding and poor private sector housing), with 4 wards in the worst 5%

Objectives

- 9.1 Improving and renewing the physical environment
- 9.2 Economic and social regeneration
- 9.3 Increasing the supply and quality of housing to meet a range of needs
- 9.4 Working with partners to build housing that achieves sustainable communities
- 9.5 Tackling homelessness
- 9.6 Renewing our town centres

Who is responsible for overseeing the objectives for Regenerating Harrow?

The Regenerating Harrow Management Group of the Harrow Strategic Partnership

9.1 Improving and renewing the physical environment

Current Initiatives

Adopting a corporate Asset Management Plan for best use of its and partners' land and buildings, and is now identifying priorities for action

Monitoring empty properties and bringing them back into use wherever possible

There is an ongoing review of housing and employment land and buildings in Harrow aimed at identifying new development / redevelopment opportunities.

Finalising a Replacement Harrow Unitary Development Plan calling for more attractively designed buildings and sustainable developments than in the past

Future Plans

As the New Harrow Project rolls out, all remaining areas will be targeted and renewal activities added to the environmental improvements listed in **5. Greener Harrow**

We will implement and monitor the Asset Management Plan, and improve Harrow's performance against the Government's five property performance indicators

We will develop an Environmental Sustainability Checklist for assessing planning applications (see **Greener Harrow 5.6**)

9.2 Economic and Social Regeneration

Current Initiatives

Helping refugees and other marginalised groups (such as people with a disability, over 50s and lone parents) into jobs and training through advice, information and guidance schemes and promoting good practice both regionally and nationally

Encouraging one-person business startups through advice, information and guidance schemes and managed workspace opportunities

Working with Harrow's small and medium-sized enterprises to increase their e-commerce and e-procurement capability

Mapping and assessing sport and leisure provision to identify gaps and any improvements needed, such as an indoor tennis centre

Developing a Vitality Profile which shows neighbourhoods that suffer most deprivation, for use by partners in funding bids and service planning

Attracting over £3m a year to Harrow for regeneration activities

Future Plans

We will increase training and job opportunities for refugees and other disadvantaged groups upskilling for the existing workforce, one-person business startups and survival, and e-commerce and e-procurement capability

We will establish sport, leisure and visitor needs and develop appropriate strategies to address these as well as tackle anti-social behaviour hotspots through sports and healthy lifestyle initiatives

We will promote Harrow as a place for businesses to relocate to

We will encourage the development of cultural business in Harrow

We will maintain a fully sustainable Vitality Profiles on the internet for universal use

We will increase external funds secured for Harrow year on year

We will develop and implement Art in Public Places where stakeholders contribute to the design in 2004/5 as part of the Harrow Cultural Strategy

We will research the feasibility of a theatre/exhibition /performance space as part of the Town Centre development as detailed in the Harrow Cultural Strategy

9.3 Increasing the supply and quality of housing to meet a range of needs

Current Initiatives

Setting up an Arms Length Management Organisation (ALMO) for all council homes, with the prospect of extra Government money to bring non-decent council homes up to standard by 2008.

Staying Put, the Harrow Home Improvement Agency, is helping elderly and disabled people stay in their own home by helping with repairs, adaptations and improvements.

Encouraging landlords to improve the fitness of their properties by promoting landlord accreditation and developing a co-ordinated enforcement scheme across west London, which will target the worst privately rented homes first.

Signing up to the Houseproud Equity Release Scheme, which will help older homeowners to use equity from their homes to fund improvements to improve living conditions

Future Plans

We will participate in the 2004 London Housing Capacity Study to identify where future housing can be built in Harrow, and maintain an interactive database to update and inform housing development in the Borough in future years.

We will develop and implement a local key worker strategy to help people working in essential public services where there are problems with recruiting and retaining staff. This will help workers including teachers, nurses and police, to afford to live and work in Harrow.

We will approve 165 new affordable housing units a year

We will achieve the government's Decent Homes target for council homes by 2008

We will continue to prioritise grant aid to private landlords to improve homes to rent, especially their fire safety and basic amenities (baths, sinks, WCs etc)

We will continue to offer grant aid for long-term empty properties, to encourage owners to bring them back into use

9.4 Working with partners to build housing that achieves sustainable communities

Current Initiatives

Regenerating the large Rayners Lane Estate, now run by the housing association The Home Group, with local residents encouraged to learn new skills and take up jobs through a local labour and construction scheme.

A range of partners are working together to deliver over 220 affordable housing units across the borough by 2006

Reviewing use of land and buildings to make sure they are being used fully and effectively

Giving homeseekers and transfer tenants choice over their own housing future through the Locata scheme, which makes it easy to find and bid for a new home anywhere in West London.

Securing 143 extra supported housing places in 2002/03.

Working closely with others on the Supporting People scheme to promote better health and social care, more independence for vulnerable people and greater community safety

Dealing effectively with empty properties by working with private landlords and housing associations, which has brought 845 empty private sector properties back into use since 1996

Future Plans

We will benchmark with West London partners for good practice standards on social and private housing

We will continue to bring empty properties back into use to support sustainable neighbourhood renewal

We will review the Supporting People Shadow strategy by November 2004 to make sure housing support services meet the needs of Harrow's diverse community

We will review housing for older people in Harrow and make recommendations for the future, in line with local needs

We will ensure that new housing schemes incorporate good design, safety and environmental principles and are well integrated into their local communities

9.5 Tackling Homelessness

Current Initiatives

Harrow Council was awarded Beacon status in 2003 by the Government for its work in tackling homelessness

Reducing the amount of homeless households in B&B from over 200 in January 2001 to zero in July 2003

Piloting a mediation scheme to prevent homelessness through exclusion by family and friends, resulting in a 50% reduction in the number of acceptances from parents and 20% from friends/relatives

Establishing a weekly, multi-agency advice surgery for single homeless people in Harrow and asylum seekers, which helps around 25 people a week and now offers health advice.

A multi-agency Harrow Homelessness Forum was set up, which commissioned a rough sleepers count and won extra funds to provide a comprehensive approach to tackling single homelessness, resulting in the formation of a Single Homeless team in April 2003.

Developing the Fresh Start Scheme now a nationwide initiative, to relocate those people prepared to move and in housing need to other parts of England where housing pressures are less.

Future Plans

Will we use B&B for homeless families with children in emergency only - no family to spend more than 6 weeks in B&B

Ensuring that the number of rough sleepers in Harrow remains as close to zero as possible - no more than 3 rough sleepers at any one time

9.6 Renewing our Town Centres

Current Initiatives

Producing feasibility plans for a major regeneration to Harrow Town Centre, with ambitious plans for upgrading their built environment and multi-modal transport links

Investing significantly in the *Wealdstone House* centre, together with partners in the public and private sectors, to bring multi-agency services to the local community

Future Plans

We will ensure as far as possible that effective capital and partner investment is forthcoming to revitalise and renew our town centres

We will improve the physical environment through improvements to maintenance and cleansing

We will improve accessibility into and within the town centre and establish the town centre as a 'Disability Friendly' area

We will reduce crime and the fear of crime by using CCTV and specific initiatives to target crime hot spots

We will raise funding in a sustainable and equitable way, to ensure high standards in town centre management

We will promote and market Harrow Town centre as a primary retail and strategic centre

We will monitor competing centres in order to maintain the competitiveness of the Town Centre

10 Safer Harrow

Mission: *To promote and increase the safety of the whole community by working in partnership to reduce crime, disorder and the fear of crime; to reduce the incidents of personal, home, fire and road accidents within Harrow*

Key Facts:

Reported crime figures show that Harrow is the 5th safest borough out of 33 London boroughs across all offences for 2002/3

The Harrow Youth Offending Service was ranked as one of the best performing in London for 2003

Harrow has the highest conviction rate for domestic violence, hate and homophobic crime in London

In 2002/3 the 'fear of crime' rate for Harrow, at 33.6% was considerably higher than the national average of 18%

London Fire Service figures show that in 2002/03 there were 444 malicious fires and 135 hoax calls in Harrow. This is a 20% decrease on the previous year

In 2002/3 there were 6359 reported incidences of disorder, which is an indicator of the level of anti-social behaviour in the borough. This represents a decrease of 7.33% and ranks Harrow 12th highest out of 33 London boroughs

In 2002/03 the total number of drug and alcohol clients using the Community Drug & Alcohol Service was 1,082

Objectives

- 10.1 Reducing the rise in street crime and reducing the levels of all burglary and auto-crime offences
- 10.2 Raising awareness of domestic violence, racial and homophobic hate crimes to encourage increased reporting
- 10.3 Reducing the level of anti-social behaviour and fear of crime to improve the quality of life for Harrow residents. Reducing the level of malicious fires and hoax calls
- 10.4 Reducing the level of drug and alcohol related crime
- 10.5 Reducing the number of fires, fire deaths and injuries

Who is responsible for overseeing the objectives for Safer Harrow?

The Safer Harrow Management Group of the Harrow Strategic Partnership

10.1 Reducing the rise in street crime and reducing the level of all burglary and auto-crime offences

Current Initiatives

Working in partnership towards meeting the Local Public Service Agreement for:
reducing robbery

Supporting repeat victims of burglary through schemes such as the 'Handy Persons' scheme, which improves security at homes of vulnerable or repeat victims

Expanding youth diversion projects such as the 'Crimestoppers Theatre Group' and 'Summer Action' activities

Police school involvement officers are educating and raising awareness of school children on personal safety

Introducing a 'Smartcard' system in schools for all purchases on school premises thus eliminating the need for cash and therefore reducing theft and bullying

Placement of 'tri-signs' in hotspot areas, warning potential offenders that police patrols are in operation and informing the public of crime prevention measures

Providing advice and education on 'distraction burglary' to older people

Harrow police are working with British Transport Police to tackle street crime brought about by offenders who travel in to the borough using key transport routes

Proactive use and support of Neighbourhood Watch and Residents' Associations to report crimes

Deployment of high visibility police patrols in the town centre

High profile publicity campaigns in schools and crime hotspots to help prevent mobile phone theft

Effective use of intelligence-led policing and CCTV

Future Plans

We will implement the SafeHomes project in January 2004 that is helping residents who are vulnerable to being a victim of burglary

We will develop initiatives as part of the Robbery Local Public Service Agreement to combat the amount of crime in and around the main transport hubs, specifically Harrow Bus Station. Initiatives include crime prevention information and advice in schools and colleges, joint operations involving the Police, Transport for London.

We will fund a retail crime post, to start in April 2004, to help implement the retail crime reduction strategy and action plan to reduce retail crime across the borough by March 2005

A Communications Officer will work to use publicity to raise public awareness and reduce the fear of crime.

We will achieve a detection rate for Residential Burglary of 15%.

We will achieve a detection rate for vehicle crime of 5%

Implementing Safer Neighbourhoods, a four year project starting in February 2004 and projected to finish in 2007 to increase the number of visible community based police in Harrow wards.

Improving public access to the police by ensuring Harrow, Pinner and Wealdstone Police stations remain open

10.2 Raising awareness of domestic violence, racial and homophobic hate crimes to encourage increased reporting

Current Initiatives

Improving the confidence and support of victims of domestic violence and race hate / homophobic crime, with targeted publicity campaigns during 2004/2005 to educate the community on the effects of hate crime

Placement of 'tri-signs' in hotspot areas to encourage people to report incidences of hate crime through self and third party reporting schemes

Multi Agency Forum on racial harassment (MAF) with its partners is developing new initiatives, combined with a community-led approach, to enhance and improve the co-ordination of inter-agency responses. This will be achieved through a series of workshops addressing key issues and Caseworks project.

Proactive partnership working between partners, police and the Crown Prosecution Service in order to develop and facilitate effective law enforcement of hate crime and domestic violence

Repeat victims of domestic violence and hate crime are being offered extensive free home security measures in a scheme, called the Sanctuary Project, designed to stop them becoming voluntarily homeless.

Purchasing 'Caseworks' software to develop and facilitate information sharing amongst key agencies, leading to effective proactive and reactive intelligence-led casework. This is a case management database that will provide a better quality of service to victims of hate crime and anti-social behaviour.

'Snapshot' project – for improving photographic evidence-gathering by specialist frontline domestic violence service providers to assist the police in tackling domestic violence

The 'Salon' campaign provides self-help information to victims of domestic violence. Over 50 salons are currently participating

Producing a Personal, Social, Health and Education pack for young people in high schools supports work on domestic violence

Women's Pioneer Project, which is a 'move on' scheme to help victims of domestic violence referred to them by Harrow Women's Aid. This is a second stage accommodation initiative for women leaving a refuge as a step towards being re-established in their own home.

Providing advice, information and support to the lesbian/gay/bisexual/trans-gender communities about personal safety. This is to be undertaken through the Police Independent Advisory Group in consultation with these communities

Supporting and assisting training on valuing diversity and ensuring that training racial harassment policies and procedures have been delivered to statutory and voluntary professionals

Future Plans

We will employ both a Domestic violence co-ordinator and hate crime Co-ordinator on a full time basis to help co-ordinate the partnership response to these issues and help increase reporting rates of these crimes Temporary staff are currently undertaking these roles – funding is available from April 2004 to recruit permanent staff.

Subject to a successful pilot project currently being undertaken we will fully implement the Caseworks information sharing system across all partner agencies from April 2004

We will create two crisis worker positions based within the Police Community Safety Unit to support victims/survivors of domestic violence and hate crime Funding for a single post has been identified and recruitment to be undertaken during Spring 2004. Subject to the success of this position a further post to be recruited during 2005/2006.

We will achieve a detection rate for racial crime of 20%

We will achieve a detection rate for homophobic crime of 20%

We will achieve a detection rate for Domestic violence of 27%

10.3 Reducing the level of anti-social behaviour and fear of crime to improve the quality of life of Harrow residents. Reducing the level of malicious fires and hoax calls.

Current Initiatives

Using high visibility police patrolling, particularly at the weekends, in hotspot areas to help reduce the fear of crime

The deployment of uniformed street wardens in Wealdstone and Police Community Support Officers in areas with high levels of anti-social behaviour

Using the media to reduce fear of crime levels, e.g. a monthly crime prevention feature in the Harrow Observer

Development and co-ordination of the 'Ringmaster' system. The system contains a database of all Neighbourhood Watch Co-ordinators and automatically circulates information and warnings to help combat crime and raise awareness in the vicinity if, for example, there is a bogus caller going from door to door

Developing preventative projects to divert people from committing offences, such as Football and Basketball Schemes

Targeting resources to focus on offenders from outside of the borough travelling in on known train/bus routes

Proactive work through the Anti-Social Behaviour Panel, to identify and deal with individual cases and known hotspot areas by adopting an approach which involves prevention and, in some cases, enforcement measures

Targeting the use of the mobile CCTV van and bus lane CCTV cameras for community safety purposes

Improving customer contact at police stations

Developing the Byron Recreation Ground and Leisure Centre to aid the reduction of anti-social behaviour through the continuation of Summer and Winter Football activities for young people, supporting the skate park user group and additional security e.g. CCTV . So far this has resulted in a £1 million cost saving and a 50% reduction in reported incidences

A graffiti team removes racist and offensive graffiti within 24 hours

Targeted education, advertising and work with external groups, forums and organisations about fire safety issues

Future Plans

Expansion of Police Community Support Officers scheme to patrol parks and provide reassurance

Implementing the Rayner's Lane Regeneration plan

Launching a range of publicity campaigns to reassure the public about crime and raise awareness about crime prevention issues e.g. cinema advertising at Harrow Vue

Increasing the emphasis on prevention and education aimed at vulnerable young people e.g. junior citizens scheme, anti-bullying initiatives & youth panel

Enhancing reporting of anti-social behaviour by implementing new ways of reporting anti-social behaviour e.g. on-line, hot-line.

Continuing to enhance the street lighting and CCTV network

Helping, co-funding and supporting public realm projects that target areas prone to graffiti, vandalism and flytipping

Coordinating fire safety and community safety education programmes

We will increase the percentage of people who feel safe when outside during the day to 95%.

We will increase the percentage of people who feel safe when outside after dark to 56%

We will increase visible police presence by 5% compared to 2003/2004

We will reduce the level of disorder incidents by 5% compared to 2003/2004

We will increase the number of successful anti-social behaviour orders and anti-social behaviour contracts compared to 2004/2004

10.4 Reducing the level of drug and alcohol related crime

Current Initiatives

The Community Drug & Alcohol Service has successfully bid for money to extend their premises and thus enhance the range of treatment and care service offered in Harrow

The Community Drug & Alcohol Service has established a Virtual Young Persons Service. This team will offer a co-ordinated service provision aimed at young people including outreach work particularly targeting vulnerable young people.

We have funded a range of young peoples initiatives that provide the opportunity for young people to develop skills and social confidence. The range of initiatives include projects such as Byron Rec Skateboard Initiative, Football in the Community and Dance and DJ'ing projects.

The Police trailer has now been equipped with state of the art DJing and IT equipment which offers the opportunity to young people to gain information and advice on crime and drug issues in a format which is familiar and fun to them. This Mobile Education Unit is available to Community Groups working with young people.

In line with the Government's Strategy the we have developed projects supporting particular vulnerable young peoples groups. One of the projects is to support homeless young people who are involved in substance misuse by providing high and medium risk supported accommodation.

Developing various area based projects such as upgrading the Retail Radio Link which connects retail outlets in order that the staff can inform each other of suspects who could be potentially committing crime in their stores.

Carrying out numerous Police Operations to reduce the supply of Class A drugs. Using a Mobile CCTV unit that identifies and monitors possible hot spot areas for drug misuse.

The Substance Misuse Management Project (SMMP) specialises in supporting local GP's to treat and care for those patients with substance misuse problems. The SMMP also works with local pharmacists to assist them in offering a prescribing and supporting role with drug users.

Offering culturally sensitive counselling to parent, carers, friends and users through Ethnic Alcohol Counselling in Hounslow (EACH) based in Harrow.

Supporting young drug users, particularly those who are using in a high risk or damaging way and also young offenders.

Supporting women with a drug and alcohol problem via the Women Only session and a Well Woman's Clinic to explore issues such as pregnancy and contraception, sexual health, domestic violence and child care.

Reducing the spread of viruses such as HIV and Hepatitis, by issuing sterile equipment and working with health agencies to reduce the number of dirty syringes left in public places. Also there is a monthly hepatitis clinic run by specialists from St Mary's Hospital, offering screening for Hepatitis, vaccination against Hepatitis B and access to treatment

Working with families to support carers, partners and parents to improve the treatment outcomes of the drug or alcohol user, and help families to cope with the problems substance use can have in the home.

Future Plans

The newly formed Young Peoples team will establish a comprehensive range of services particularly targeting vulnerable young people

A young peoples drug strategy will be developed that will link drug services into the more generic services for young people by September 2004.

The Young Peoples Education & Training Working Group will identify and develop a training and education programme that can be accessed locally by a range of professionals and young peoples groups by June 2004

Training programmes will be available to projects working in the drug related field by June 2004

Improvements through care and aftercare for substance misusers involved in the Criminal Justice System will be implemented to offer them successful treatment options and support on release.

A Needs Assessment identifying the treatment needs of BME groups in Harrow will ensure that services in the future are more accessible to the differing cultural needs. by September 2004.

Closer working with Harrow Primary Care Trust (PCT) via the establishment of a Joint Commissioning Post will ensure the development of drug treatment services are linked more closely with other health provisions for example mental health. This provides improved services for patients who have multiple health problems.

Continuing to support initiatives aimed at offering vulnerable young people alternative social interactions.

Involving more drug and alcohol users in the planning and delivery of treatment, to aid understanding of which treatments work.

We will complete a minimum of 22 police operations into offences involving the supply of Class A controlled drugs

10.5 Reducing the number of fires, fire deaths and injuries

Current Initiatives

- Building on previous work within the community targeting the most vulnerable, ie. Elderly and/or disabled
- Providing for the above target group fire safety checks and education within the home
- Providing for the above target group, where necessary, appropriate smoke detection to provide early warning in case of fire

Future Plans

We will continue to target the most vulnerable within the community

We will increase the number of fire safety checks within the target group by working in partnership with both statutory and voluntary organisations

Appendix 1

Mapping of Strategies and their relationship to the Community Strategy and the Harrow Strategic Partnership

Empowering Local Communities

Harrow's Race Equalities Scheme
Refugee & Asylum Seekers Strategy
The Greater London Authority Equalities Framework
Voluntary Sector Compact
WL Alliance Community Cohesion Pathfinder Strategy
Working Together: Compact on relations between the Mayor of London, Transport for London, the London Development Agency and London's Voluntary and Community Sectors

Children & Young People (C&YP)

Area Child Protection Committee Business Plan
Area Child Protection Strategic Plan
C&YP Commissioning Strategy
C&YP Identification Referral & Tracking Programme
C&YP Participation Strategy
Children's & Family Services Business Priority Outcome Plan
Childrens Fund Strategy
Childrens Services Plan/Quality Protects Action Plan
Climbie Audit Action Plan
Connexions Local Management Group Action Plan
Interagency Safeguarding Inspection Action
The London Draft Childcare Strategy
The Mayor's Draft Children and Young People's Strategy
Youth Service Plan

Greener Harrow

Air Quality Action Plan
Contaminated Land Strategy
Environmental Quality Report
Home Energy Conservation Report
Nature Conservation Strategy
The Mayor's Air Quality Strategy
The Mayor's Biodiversity Strategy
The Mayor's Draft Energy Strategy
The Mayor's Draft London Ambient Noise Strategy
The Mayor's Draft Municipal Waste Management Strategy
The Mayor's Spatial Development Plan
The Mayor's Transport Strategy
Transport Strategy & Implementation Plan
Waste Management Strategy & Recycling Plan

Healthy Harrow

Better Care Higher Standards
Carers Strategy
Child & Adolescent Mental Health Services Development Strategy

Director of Public Health Annual Report, Harrow Primary Care Trust December 2003
JIP Learning Disabilities superseded by joint commissioning strategy Spring 04
Local Delivery Plan (Harrow Primary Care Trust)
Older People Commissioning Strategy
Partnership with Older People (POP) Strategy
Supporting People Strategy
Vulnerable Adults Strategy

Learning For All

Adult Learning Plan
Annual Library Plan (Library Position Statement)
Behaviour Support Plan
Cultural Strategy
Early Years Development and Childcare Plan
Early Years: KS1 Class Size Plan
Education Development Plan & Action Plans
Education Service Strategy 2002 - 2006
Healthy Schools Plan
School Organisation Plan
Schools Professional Development Programme
Special Educational Needs Strategy

Making ICT Work for Harrow

E-Government Strategy

Regenerating Harrow

A New Commitment to Neighbourhood Renewal: A National Strategy Action Plan
Community Legal Services Partnership Strategic Plan
Cultural Strategy
Draft London Cultural Strategy
Economic Regeneration Strategy
Empty Homes Strategy
Homelessness Strategy
Housing Business Plan
Housing Strategy for housing and support for people with learning disabilities
Housing Strategy Statement
London Rough Sleepers' Strategy
Private Sector Housing Strategy
Success through Diversity: The Mayor's Economic Development Strategy
Town Centre Plan
Unitary Development Plan

Safer Harrow

1 in 4: The London Domestic Violence Strategy
Crime & Disorder Action Plans
Crime & Disorder Reduction Strategy
Drug Action Team (DAT) Availability Plan
DAT Communities Plan
DAT Treatment Plan
DAT Young Persons Plan
Domestic Violence Action Plan

Harrow Policing Plan
Harrow Probation Service Plan
London Fire Service Plan
Metropolitan Police Youth Strategy
Multi-agency forum on Racial Harassment Delivery Plan
Youth Justice Plan

Appendix 2

Glossary

Asylum Seeker

A person who has applied for asylum and is awaiting an outcome from the Home Office

Best Value

A framework, based on a set of nationally determined indicators to help local authorities measure, manage and improve their performance

Community Cohesion

A community where the diversity of all communities is valued and celebrated through equality of access and life opportunities

Community Strategy

Explains how the quality of life of the people who live and work in Harrow will be secured, improved and sustained. It describes how this will be achieved through action to improve the economic, social and environmental wellbeing of Harrow and its communities

Harrow Strategic Partnership (HSP)

A single body that brings together the statutory, private, business, community and voluntary sectors in Harrow to work together to make a measurable improvement to the quality of life of the people of Harrow

Harrow Vitality Profile

Data about the make up of Harrow's population and their needs plotted in map form to show graphically areas of greatest need

ICT

Information Communications Technology

Infant mortality

The number of infant deaths compared to those born in a particular year per 1000 births

Life expectancy

The number of years a baby born in a particular area or population can be expected to live if it experienced the current age specific mortality rates of that particular area or population throughout its life

Local Public Service Agreement Targets

Targets about improving particular services for local people to a higher standard than would normally be expected by central government

Local Strategic Partnerships

The HSP is a partnership that brings together the statutory, private, business, community and voluntary sectors in Harrow. It is working to ensure that local needs are identified and addressed in partnership. Where possible, initiatives and services are brought together to support each

Low birth weight rate

Babies born weighing less than 2,500 grams. Babies born with a low birth weight are more likely to die in the first year of life.

The New Harrow Project (NHP)

Harrow Borough Council started the New Project in 2002. The aim of the project is to direct the Council towards excellence in service management and delivery. A pilot scheme, based in South Harrow began in November 2002. Local residents were asked what aspect of the Council's work needed improving and the identified problems were dealt with quickly and effectively. The NHP was rolled out in Harrow Town Centre, Wealdstone and Kenton in February 2003 and will eventually cover the whole borough.

Partnerships

There are no defining features for partnerships but they should bring together representatives from different sectors and different communities of interest to agree and work towards a common goal. Representatives will include local authorities, health trusts, businesses and voluntary organisations.

Procurement

Procurement encompasses every aspect of the purchasing process from determining the needs for works, services and supplies, to helping achieve key policies and objectives. Procurement is therefore defined as the whole process of acquisition from third parties and covers goods, services and construction projects. This process spans the whole life cycle from the initial concept to the useful end of a product or service.

Refugee

Is a person who has applied for refuge and has been granted refugee status by the Home Office under the 1951 Geneva Convention

Registered Social Landlords

Landlords of social housing that are registered with the Housing Corporation. They can be housing associations, trusts, co-operatives and companies.

Small and Medium Enterprises (SMEs)

Companies employing less than 250 employees

Stakeholder

An individual or group with an interest in the success of an organisation in delivering intended results and maintaining the viability of the organisation's products and services

Sustainable Development

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs

Transport for London (TfL)

A body set up by the Mayor for London to implement his transport strategy. It is responsible for providing London boroughs grants to take forward transport schemes.

West London Alliance

The West London Alliance comprises six London Boroughs – Brent, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow. It was founded in 1998 and is a cross-party partnership across all local authority activity.

Appendix 3

USEFUL CONTACTS

Age Concern Harrow

3rd Floor, Premier House
1 Canning Road
Wealdstone
HA3 7TZ
Tel: 020 8861 7980

Harrow Association of Disabled People

2nd Floor, Premier House
1 Canning Road
Wealdstone
HA3 7TZ
Tel: 020 8861 9920

Harrow College

Harrow Weald Campus
Brookshill,
Harrow Weald,
Middlesex HA3 6RR
Tel: 020 8909 6000
www.harrow.ac.uk

Harrow Council

Civic Centre
Station Road
Harrow
Middlesex
HA1 2XF
Tel: 020 8863 5611
www.harrow.gov.uk

Harrow in Business

Enterprise House
297 Pinner Road
Harrow
HA1 4HS
Tel: 020 8427 6188
www.harrowinbusiness.co.uk

Harrow Primary Care Trust

Grace House
Harrovia Business Village
Bessborough Road
Harrow HA1 3EX
Tel: 020 8422 6644
www.brentandharrow.nhs.uk

Harrow Agenda 21 Environmental Forum

P.O. Box 38
Harrow Council,
Station Road,
HA1 2UZ

Harrow Association of Voluntary Service

The Lodge
64 Pinner Road
Harrow
HA1 4HZ
Tel: 020 8863 6707

Harrow College

Harrow on the Hill Campus
Lowlands Road,
Harrow,
Middlesex HA1 3AQ
Tel: 020 8909 6000
www.harrow.ac.uk

Harrow Council For Racial Equality

The Exchequer Building
Civic Centre
Station Road
HA1 2UT
Tel: 020 8427 6504

Harrow Police Station

74 Northolt Road
South Harrow
London
HA2 0DN
Tel: 020 8423 1212
www.met.police.uk/harrow

Harrow Refugee Forum

The Lodge,
64 Pinner Road
Harrow
Tel: 020 8863 9456

Harrow Strategic Partnership Section

PO Box 57
Civic Centre
Harrow
Middlesex, HA1 2XF
Tel: 020 8420 9637
hsp@harrow.gov.uk

Stanmore College

Elm Park Road
Stanmore
Middlesex
HA7 4BQ
Tel: 020 8420 7700
www.stanmore.ac.uk

Partnership with Older People

c/o Age Concern
3rd Floor, Premier House
1 Canning Road
Wealdstone
HA3 7TZ
Tel:020 8861 7994

St Dominics 6th Form College

Mount Park Avenue
Harrow on the Hill
HA1 3HX
Tel: 020 8422 8084
www.stdoms.ac.uk