

# HARROW STRATEGIC PARTNERSHIP

## ANNUAL REPORT 2008 / 2009

*Working together and working with you*



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## **FOREWORD**

2008/09 has been a significant year for Harrow Strategic Partnership. We have concluded one LAA, agreed a new one, refreshed the Sustainable Community Strategy, revised our governance arrangements and structures, and created a joint analysis group. All of these achievements are documented in the chapters that follow. Of at least equal importance, however, is the continued strengthening of relationships between partners that enable us to act collectively to provide the services and generate the improvements that Harrow needs.

The connections between services provided by any one of the partner organisations and all of the others have become increasingly apparent. For example, the way in which the Council delivers services for young people impacts on the prevalence of youth crime which, in turn, has implications for health care and, particularly, accident and emergency services. The quality of educational provision and attainment in the borough's schools affects the demand for further and higher education and the pool of skilled people to take forward Harrow's economy. The voluntary and community sector's understanding and representation of different communities in Harrow helps to shape the provision of services by all of the other partners.

The Partnership exists because none of the Partners can do as well on their own. We need each other's co-operation, support and constructive criticism. We are better able to meet the needs and plan for the aspirations of Harrow people by working together. We work better together when we have common aims and objectives such as those in the new Sustainable Community Strategy.

This Annual Report contains details of Partnership working over the last year and some of the ambitions for the future. What we have already achieved and what we hope to deliver in the future depends on maintaining and growing our shared commitment to improving the quality of life for people in Harrow.

*Councillor David Ashton  
Leader of the Council  
Chair of the HSP Board*

## REVIEW OF THE HSP PERIOD APRIL 2008 – MARCH 2009

### Key Successes of the Harrow Strategic Partnership 2008/09

- Three pre-business start up training workshops with Harrow in Business funded by Business Link held in February and March 2009
- 229 businesses (pre-starts, new and existing) received support through the Harrow Mentoring programme in the second year of operation.
- Funding from West London Working and the European Social Fund has been won to deliver the Excite project, an outreach project, which interacts with 300 unemployed or economically inactive people living in social housing in the borough.
- Three of Harrow's parks were awarded Green Flag Status (Roxeth and Harrow Recreation Grounds and Cannons Park) the first gained for Harrow
- Over 60 households have had solar hot water panels installed through the Heating Harrow Greener scheme. With the Green Homes Concierge Service, 75 free property surveys have been provided
- A partnership approach between the Police, the Council and the local Muslim community has been taken to build resilience in the borough. A dedicated Muslim liaison officer (a Police Officer) was funded via PVE funding to help build resilience to violent extremism together with two full time Community Reach IN Officers who are based in Harrow Central Mosque.
- Long term stability of placements for children looked after has been improved during the year and reached the LAA target of 62% at quarter 3.
- Harrow was a pilot authority for the implementation of the Miss Dorothy Dot Com programme for personal safety, developed in partnership with the police and fire services and supported by Watford Football Club. This resource has been rolled out in all Harrow primary schools
- Exercise programmes are in place to help reduce obesity and the MEND programme works with school children to increase levels of exercise and healthy eating to reduce obesity and help prevent the onset of chronic disease later in life
- Harrow has a successful smoking cessation programme. More intensive face to face support for those who find it harder to quit smoking was developed this year.
- Personal budgets and self directed support for recipients of social care – 83% satisfied with choice and control.
- Harrow's crime levels are now amongst the lowest in London. In the latest annual MORI poll in 2008, crime has fallen from first to third place in residents' priorities and the proportion of people identifying fear of crime in their top five concerns fell from 53% to 44%.
- The Council and the Police have jointly funded a new town centre policing team
- Further partnership activity has focussed upon delivering six 'Weeks of Action', an initiative involving many organisations targeted at dealing with environmental, traffic and crime issues at neighbourhood level.
- The Passport to Culture Scheme promotes the many cultural opportunities available to all ages across the borough. Key developments during the year include the building of the first voluntary aided Hindu school in the UK; the re-opening of the Gayton Central Library, and the new Harrow Central Mosque.
- The targets to improve breastfeeding rates at 6-8 weeks have been exceeded throughout the year (final data not yet available)
- The Women's e-safety project promoting internet safety awareness amongst Muslim women won 'Best Women's project' in a recent GOL PVE awards scheme.
- An additional 12 community venues were launched to encourage people to report Hate Crime. Since the launch, the number of reported incidences has increased.

## **HSP Governance**

In October 2008 the partnership revised its governance arrangements to reflect the changing nature of the new Local Area Agreement, the closer partnership working required and the outcomes of the 2007 Peer Review of the Partnership.

The aim of the new governance arrangements was to maximise the use of the partnership to deliver the Sustainable Community Strategy priorities, meet individual partners' and multi-partner strategic objectives, provide better value for money and streamline service delivery.

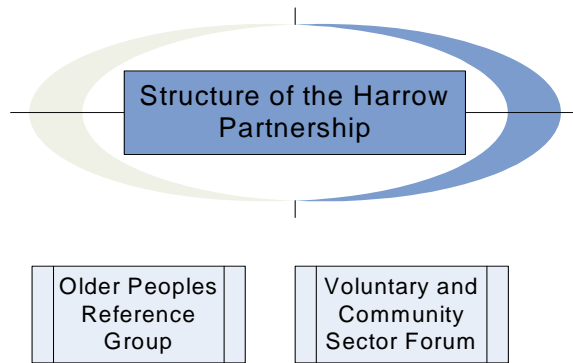
To be able to deal effectively with the questions attached to the Comprehensive Area Assessment, the Partnership needs to be a vehicle for brokering supportive joint working on issues that cross organisational boundaries in much the same way as several of the management groups successfully operate.

The partnership board was expanded to include a wider representation of partners to create a more representative and transparent structure, which is also capable of addressing a more complex and demanding agenda, and was responsible for having an oversight of issues such as the refreshed Sustainable Community Strategy and the development and delivery of the LAA. The Executive was replaced by a smaller group made up of the 5 Chief Executives of the Primary Care Trust, Harrow Police, Harrow Association of Voluntary Services, Harrow in Business and Harrow Council.

The Harrow Chief Executives group is responsible for holding the management groups to account for delivery of the Sustainable Community Strategy priorities and the Local Area Agreement indicators plus developing a shared agenda for Harrow, delivering joint outcomes and transformational change.

Councillors have a key role as community leaders and provide an important two way link between our partners and the local community. Most members already have well established networks of local contacts to keep themselves informed of local issues, for example links to community groups, links with the local electorate and businesses and day-to-day/face to face meetings with members of the local community.

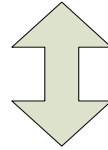
The HSP Board is chaired by the leader of the council and members of the Board include the deputy leader and the opposition leader and deputy leader are also members. The new governance arrangements also introduced the official inclusion of the Council Portfolio Holder most closely associated with the business of each management group.



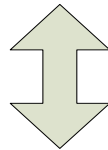
### Reference Groups

Reference groups are self governing and are independent organisations. The Partnership Recognises these groups as a source of expert Advice on the interests of Older People and of the Voluntary and Community Sector. Areas could Include, performance of the Thematic Groups, the Manner of service delivery, gaps in provision, the Content and targets of the Local Area Agreement and Development and recognition of the Compact and The content of the Sustainable Community Strategy

**HARROW PARTNERSHIP BOARD**



**HARROW CHIEF EXECUTIVE GROUP**



### Harrow Partnership Board

The Partnership Board is the governing body of the partnership. It acts as a forum for discussion of strategic issues affecting the economic, social and environmental well being of Harrow's residents and business.

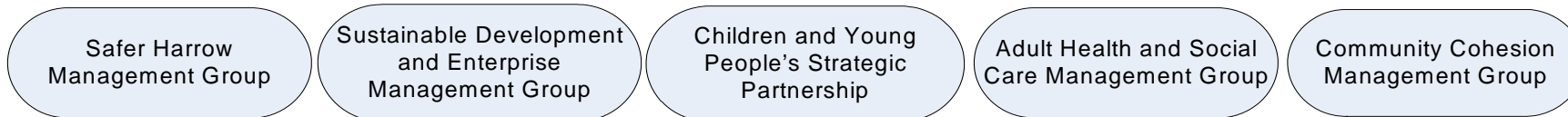
The Board meets not less than three times a year and is made up of 29 representatives from key public, private, voluntary and community umbrella organisations that are active in Harrow.

The Board sets the strategic direction and priorities for the Partnership, and Provides governance to the Harrow Chief Executives in the production, revision and delivery of the Community Plan, and Local Area Agreement. The Partnership is also pivotal in communication between the Partnership and the wider community.

### Harrow Chief Executives (HCE)

The role of the HCE is operationally to manage the delivery of the priorities and targets of the Partnership as set out in the Sustainable Community Plan and the Local Area Agreement. It does this through coordinating and monitoring the work of the five Thematic Management Groups.

Membership of the HCE group is made up of senior executives from the key sectors/agencies in the borough, all of which are represented on the Harrow Partnership. This group is accountable to the Partnership Board and are also accountable to their own organisations. This group will meet at least 6x a yr.



+ More

Greener Harrow

+ More

Staying Safe

Being Healthy

Making a Positive Contribution

Enjoy and Achieve

Achieving Economic Wellbeing

Carer's Partnerships

Obesity & Physical Activity

Learning Disability Partnership

Drugs & Alcohol Partnership

+ More

+ More

### Delivery Groups

The role of the delivery groups is to deliver the priorities of the Harrow Partnership, as identified in the SCS and the LAA. The need for particular groups May come and go depending on the delivery of individual targets and the thematic group's Views as to the best arrangements for delivery.

### Thematic Management Groups

These bodies are tasked with coordinating delivery of the priorities of the Harrow Partnership, as identified in the SCS and the LAA. They will determine the need for, and the work programme of, any Delivery groups that report to them and will actively monitor and manage the work programmes that take place.

## Sustainable Community Strategy Refresh – Working Together and Working with You

By 2020, Harrow will be recognised for:

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

The Sustainable Community Strategy provides the story of the local area and articulates the longer term ambition, evidence and rationale beyond the focus of the Local Area Agreement (LAA).

The renegotiation of the LAA in 2008 provided the opportunity to re-look at Harrow's Sustainable Community Plan and revise the vision to something that was more distinctive to Harrow. The refresh also provided an opportunity to align the strategy with the new requirements of the Comprehensive Area Assessment (CAA).

The benefits of refreshing the Sustainable Community Plan were:

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

The approach to developing the refreshed Strategy involved:

- Interviewing 50 significant opinion formers and experts to help construct a picture of Harrow now and in the future, including members of the Youth Council
- Consultation with the Residents' Panel to obtain views on the future place and focuses of Harrow
- Reviewing and incorporating outcomes from the Local Development Framework core strategy commitments, the Housing Strategy, Joint Strategic Needs Assessment, Children and Young People's Plan, Draft Climate Change Strategy, Community Development Strategy, Strategic Assessment, PCT Plan
- Two mini summits held in November 2008

The final strategy was adopted by the Full Council on April 2<sup>nd</sup> 2009.

There are six themes within this strategy which contribute to the vision for the borough to 2020. Each of the themed chapters has a vision set out in the strategy. The chapter themes are:

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

### **Review and Refresh of the Local Area Agreement**

The partnership successfully negotiated a new Local Area Agreement (LAA) for Harrow in June 2008, which reflected priority areas for Harrow that could be improved over the next three years.

At the time that the agreement was signed by the Secretary of State in June, a number of measures had not been agreed due to the unavailability of data to create a baseline and targets. In addition, over the following 7 to 8 months, Government redefined the methodology and definitions of a number of the indicators from the national indicator set. To be eligible for reward grant at the end of the three year LAA period, all indicators that were not finalised at the time of sign off in 2008 were required to be agreed and submitted to Government Office of London by the 1<sup>st</sup> April 2009.

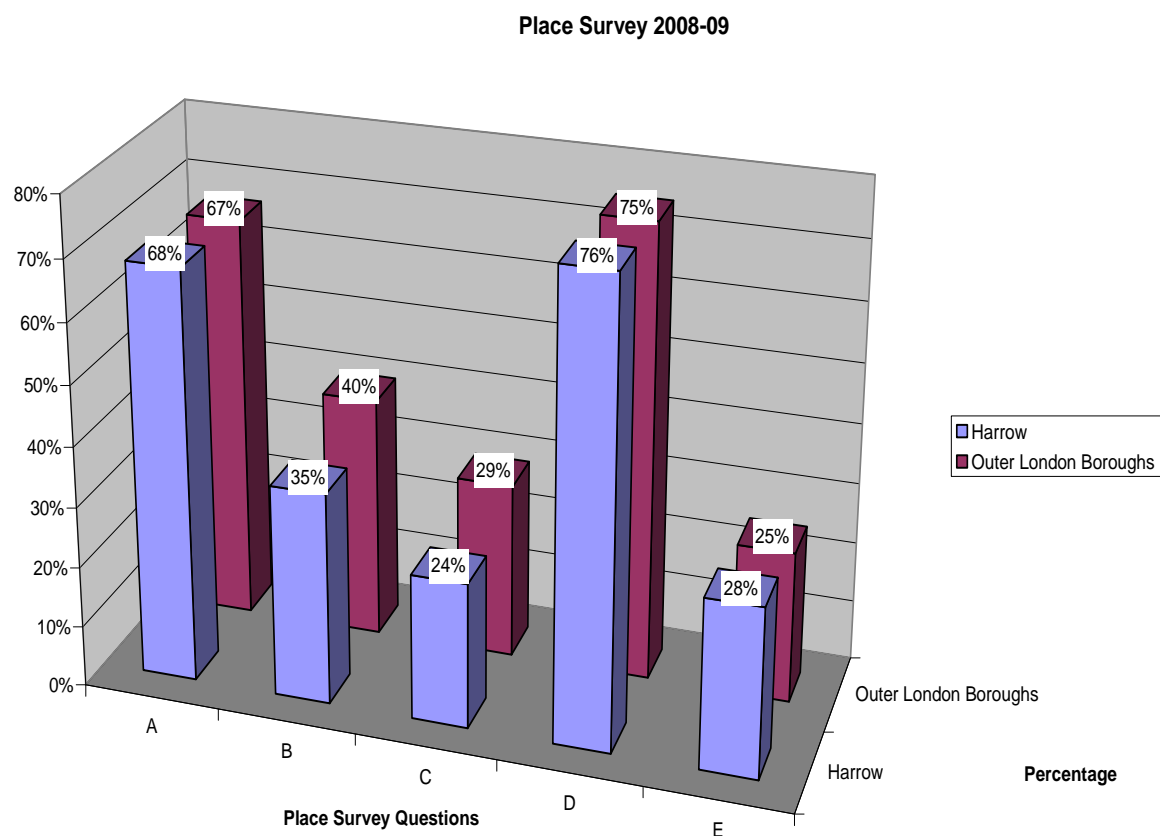


The HSP Board renegotiated 22 of the 34 indicators in Harrow's Local Area Agreement. The newly refreshed agreement now consists of 32 indicators, which are eligible for reward and 20 indicators in our local section, which are not eligible for reward funding.

## Place Survey Results

The Place Survey is a mandatory survey that is undertaken every two years and has replaced the former Quality of Life Survey. The Place Survey was undertaken between the 17<sup>th</sup> October and 19<sup>th</sup> December 2008. 3,600 questionnaires were sent to addresses drawn at random from the Post Office Address File. Although the Place Survey follows a series of Quality of Life Surveys and also the BVPI surveys conducted in 2006/07 and 2003/04, the results cannot be directly compared with any previous survey. This is due to varying sample sizes, methodology, and the format of the surveys and also due to the different times of the year at which they were conducted.

### Comparisons of Harrow versus Outer London Borough's



- A** 68% of people felt that local public services are working to make the area safer. This result is similar to the views of residents from Outer London boroughs at 67%
- B** 35% felt that local public services promote the interests of local residents to some extent or a great deal. This is compared to an average 40% across the Outer London boroughs
- C** 24% of people felt they were very well informed or fairly well informed on how to get involved in local decision making. This compares to an average of 29% for Outer London Boroughs
- D** 76% of respondents felt that their local area is a place where people from different backgrounds get on well together, in comparison to an average of 75% in Outer London boroughs
- E** 28% of respondents felt that older people in Harrow are able to get the services and support they need to continue to live at home for as long as they want to, which includes support from public, private or voluntary services. This is higher score than the average of 25% for Outer London Boroughs

Other significant partnership features of the Place Survey results are:

- Road and pavement repairs were the top priority for areas in need of improvement locally and road congestion was second
- The level of crime, clean streets and health services were the top 3 things which people say are the most important in making somewhere a good place to live.

### **Joint Analytical Group (JAG)**

The Joint Analytical Group was initiated by the Harrow Chief Executives Group in November 2008. The JAG encompasses all agencies within the HSP to ensure partners' decisions are grounded in sound intelligence.

The objectives of the JAG are:

- To enable information to be translated into knowledge and recommendations and used to inform policy and practice, decision-making and resource allocation
- To research and analyse specific issues around which there is a lack of knowledge or which need to be better understood
- To provide reliable sources of data which are known to be quality assured
- To develop data sharing in line with best practice principles
- To ensure that the greatest value is obtained from other data sources where appropriate
- To move towards more joined up public services
- To take a high level and strategic view of partnership trends
- To create efficiency gains resulting from shared resources and the partnership being better informed

As a virtual team, JAG members continue to be based in their existing workplaces. All work requests to the JAG are put through the Harrow Chief Executives Group. Work requests are then sent to the JAG Futures Group to estimate the resource requirements of each request.






















The products produced by the group will include interpretation of the data and options and/or recommendations on what needs to be done. The Harrow Chief Executive Group is accountable for considering the recommendations and acting on these.


























The group recently finalised their first JAG product, the Strategic Assessment of crime and disorder and are currently working on analysing social and economic trends and how they're impacting on cohesion, crime, Anti Social Behaviour, deprivation and the local economy. The analysis will be used to inform the development of the partnerships place shaping programme and suggest priorities for addressing the impact of the recession locally. .

## LOCAL AREA AGREEMENT PERFORMANCE 2008/09










| Ref                               |                       | Measure  | 2008/09 Performance | Direction of Travel | Comments  |
|-----------------------------------|-----------------------|--|---------------------|---------------------|---|
| <b>Adult Health and Wellbeing</b> |                       |  |                     |                     |   |
| NI 130                            | LAA                   | Social Care clients Self Directed Support                              | 😊                   | ↑                   |   |
| NI 136                            | LAA                   | People supported to live independently                                 | 😊                   | ↑                   |   |
| NI 135                            | LAA                   | Carers receiving needs assessment or review                            | 😊                   | ↑                   |   |
| NI 134                            | LAA                   | Number of emergency bed days per head of weighted population           |                     |                     |   |
| NI 40                             | LAA                   | Drug users in effective treatment                                      | 😊                   | ↑                   |   |
| NI 123                            | LAA (Local Indicator) | 16+ current smoking rate prevalence                                    |                     |                     |   |
| NI 149                            | LAA                   | Adults in contact with secondary mental health services                |                     |                     |   |
| NI 39                             | LAA                   | Alcohol harm related hospital admission rates                          |                     |                     |   |
|                                   | LAA (old stretch)     | Number of 4 week smoking quitters who attended the NHS smoking service |                     |                     | Target = LDP plus an extra 50 quitters per year (06/07 = 1252, 07/08 = 1260, 08/09 = 1270)  |
|                                   | LAA (old stretch)     | Number of homes in Harrow that sign up to be smoke free                | 😊                   | ↑                   |   |
| <b>Adult Health and Wellbeing</b> |                       |  |                     |                     |   |
| NI 126                            | LAA                   | Early access for women to maternity services                           |                     |                     |   |
| NI 53a                            | LAA                   | Prevalence of breastfeeding at 6-8 weeks from birth                    |                     |                     |   |
| NI 53b                            | LAA                   | Coverage of breastfeeding at 6-8 weeks                                 | 😊                   |                     |   |
| NI 57                             | LAA                   | 5-16 year olds participating in PE and sport 2 or 3 hours              | 😐                   |                     | Baseline established 2008/09, no historical data available to ascertain direction of travel |



|        |                       |  |   |   |  |
|--------|-----------------------|--|---|---|--|
| NI 51  | LAA                   | Progress towards a comprehensive CAMH service        |     |     |  |
|        |                       |  |   |   | NEET's remain low in Harrow, but has risen slightly in comparison to last year. It was expected that the numbers of NEET's would rise due to the recession creating less opportunities for young people to enter the labour market and the development of Harrow's Community Caller Project.   |
| NI 117 | LAA                   | Percentage of young people aged 16-18 who are NEET   |    |    |  |
| NI 108 | LAA (local indicator) | Attainment for Black and minority ethnic groups      |   |   |  |
| NI 88  | LAA                   | Number of extended schools                           |    |    | Harrow is in a confident position of having all schools fully extended by September 2010.  |
| NI 70  | LAA (local indicator) | Hospital admissions caused by unintentional injuries |   |   |  |
|        |                       |  |   |   | There has been an improvement in performance for the stability in placement for looked after children over the past 12 months. Although we have exceeded our LAA target we are just under 12% less than the national target of 80%. Context: LAA target exceeded in first year despite high rate of adoptions which leaves a less stable cohort. |
| NI 63  | LAA                   | Long term stability of CLA (2.5 years)               |  |    |  |
| NI 115 | LAA (local indicator) | Reduce substance misuse by young people              |  |  |  |
|        | LAA - old stretch     | Breast feeding initiation rates                      |   |   |  |

|   |                   |   |   |   |                                      |
|---|-------------------|---|---|---|--------------------------------------|
|   | LAA - old stretch | Reduction in the number of permanent exclusions                 |     |     |                                      |
|   | LAA - old stretch | Reduction in the number of fixed term exclusions                |    |    |                                      |
|   | LAA - old stretch | Improved attendance at 25% worst performing schools (primary)   |   |   |                                      |
|   | LAA - old stretch | Improved attendance at 25% worst performing schools (secondary) |   |   |                                      |
|   | LAA - old stretch | Average points score per pupil at level 2 at age 16             |    |    |                                      |
| <b>Local Economy and Environmental Sustainability</b> |                   |   |   |   |                                      |
|   |                   |   |   |   |                                      |
| NI 152  | LAA               | Working age people on out of work benefits                      |    |    |                                      |
| NI 146  | LAA               | Adults with learning disabilities in employment                 |    |    |                                      |
|   | LAA - old stretch | Number of new businesses  |    |    |                                      |
| NI 186  | LAA               | Per capita CO2 emissions in the LA area                         |    |    |                                      |
| NI 192  | LAA               | Household waste recycled and composted                          |    |    |                                      |
| NI 197  | LAA               | Improved local biodiversity - active management                 |    |    |                                      |
| NI 198  | LAA               | Children traveling to school - usual mode of travel             |    |    | Revised baseline established 2008/09 |
| NI 195a   | LAA               | Improved cleanliness - litter                                   |    |    |                                      |
| NI 195b   | LAA               | Improved cleanliness - detritus                                 |    |    |                                      |
| NI 195c   | LAA               | Improved cleanliness - graffiti                                 |    |    |                                      |
| NI 195d   | LAA               | Improved cleanliness - fly posting                              |   |   |                                      |
| NI 155  | LAA               | Number of affordable homes delivered (gross)                    |  |  |                                      |
| <b>Safer Harrow</b>                                   |                   |   |   |   |                                      |
|   |                   |   |   |   |                                      |
| NI 17   | LAA               | Perceptions of anti social behaviour                            |  |  |                                      |
| NI 32   | LAA               | Repeat incidents of domestic violence                           |  |  |                                      |
| NI 35   | LAA               | Building resilience to violent extremism                        |  |  |                                      |
| NI 40   | LAA               | Drug users in effective treatment                               |  |  |                                      |

|                           |                   |   |   |   |   |
|---------------------------|-------------------|---|---|---|---|
| NI 115                    | LAA               | Substance misuse by young people  |     |     |   |
|                           | LAA - old stretch | Number of residential burglaries where victim is over 75 years                            |    |    |   |
|                           | LAA - old stretch | Reduction in non residential burglary in the borough                                      |    |    |   |
|                           | LAA - old stretch | Percentage of residents who consider ASB to be a 'fairly' or 'very big' problem in Harrow |    |    |   |
|                           | LAA - old stretch | Proportion of adults in fear of being a victim of crime                                   |    |    |   |
| <b>Community Cohesion</b> |                   |   |   |   |   |
|                           |                   |   |   |   |   |
| NI 1                      | LAA               | Percentage of people from different backgrounds who get on well together                  |    |    |   |
| NI 6                      | LAA               | Participation in regular volunteering   |    |    |   |
| NI 7                      | LAA               | Environment for a thriving third sector   |    |   | Baseline established 2008/09. Historical data is not available to ascertain a direction of travel |
| NI 8                      | LAA               | Adult participation in sport  |    |    | Baseline established 2008/09  |
| NI 11                     | LAA               | Engagement in the arts  |    |   | Baseline established 2008/09. Historical data is not available to ascertain a direction of travel |
| NI 13                     | LAA               | Migrants' English language skills and knowledge   |  |   | Baseline established 2008/09. Historical data is not available to ascertain a direction of travel |
|                           | LAA - old stretch | Number of adults volunteering in Harrow i) number of socially excluded                    |  |  |   |
|                           | LAA - old stretch | Number of adults volunteering in Harrow ii) number of other adults                        |  |  |   |
|                           | LAA - old stretch | Proportion of adults who say that people from different backgrounds get on well together  |  |  |   |

## Old Local Area Agreement Performance versus reward grant

| Target   | Without Reward prediction | With Reward Target Q4 | Latest Available Data 2008/09 performance | %age of target enhancement achieved   | Entitlement | Grant Available | Potential Reward Grant Achieved – based on performance to date |                             |
|--|---------------------------|-----------------------|---|---|-------------|-----------------|--|-----------------------------|
| Number of residential burglaries where victim is over 75 years   | 297                       | 180                   | 164                                       |  113.68%     | 100.00%     | £528,131.25     | £528,131.25  |                             |
| Reduction in the number of non residential burglaries in the borough   | 726                       | 601                   | 731                                       |  -4.00%      | 0.00%       | £528,131.25     | £0.00  |                             |
| Proportion of adults saying they are in fear of being a victim of crime  | 40%                       | 35.67%                | 37.66%                                    |  54.04%      | 0.00%       | £528,131.25     | £0.00  | Final results due 2009/10   |
| % of residents who consider suite of ASB as a 'fairly' or 'very big' problem   | 48.90%                    | 41.90%                | 34.88%                                    |  200.29%     | 100.00%     | £528,131.25     | £528,131.25  | Final results due 2009/10   |
| Rates of exclusive breastfeeding at 6 weeks  | 36%                       | 39%                   | Annual Target                             |   |             | £396,098.43     |  | Awaiting results from PCT   |
| Breastfeeding initiation rates   | 68.00%                    | 69.5%                 | 81%*                                      |  113.04%     | 100.00%     | £132,032.81     | £132,032.81  | * Q2 data                   |
| Reduction of permanent exclusions  | 42                        | 27                    | 57  |  -100.00%  | 0.00%       | £75,000.00      | £0.00  |                             |
| Reduction of fixed term exclusions   | 1085                      | 964                   | 1267                                      |  -150.41%  | 0.00%       | £121,000.00     | £0.00  |                             |
| Improved attendance at 25% worst performing schools in Harrow LA area with regard to attendance at primary schools   | 6.1%                      | 6.0%                  | 6.8%                                      |  -700.00%  | 0.00%       | £33,360.00      | £0.00  | Awaiting final year results |
| Improved attendance at 25% worst performing schools in Harrow LA area with regard to attendance at secondary schools | 6.3%                      | 6.2%                  | 7.7%                                      |  -1400.00% | 0.00%       | £84,240.00      | £0.00  | Awaiting final year results |

|   |       |       |       |   |          |         |                      |                      |  |
|---|-------|-------|-------|---|----------|---------|----------------------|----------------------|--|
| Average points score per pupil at level 2 at age 16   | 382   | 388   | 392.1 |    | 168.33%  | 100.00% | £528,131.25          | £528,131.25          |  |
| Number of homes in Harrow that sign up to be smoke free   | 0     | 3000  | 3145  |    | 104.83%  | 100.00% | £264,065.62          | £264,065.62          | Provisional result                           |
| Number of 4-week smoking quitters who attended the NHS smoking service per 100,000 population   | 1050  | 710   | 953   |    | 28.53%   | 0.00%   | £264,065.62          | £0.00                | Based on Q2 data<br>Final result due 2009/10 |
| Proportion of adults who say that people from different backgrounds get on well in their neighbourhood  | 55%   | 61%   | 48%   |    | -116.67% | 0.00%   | £528,131.25          | £0.00                | Final result due 2009/10                     |
| Number of adults volunteering in Harrow a) numbers of socially excluded adult volunteers in Harrow  | 38    | 300   | 969   |    | 355.34%  | 100.00% | £264,065.62          | £264,065.62          | Final result due 2009/10                     |
| Number of adults volunteering in Harrow b) numbers of other adults volunteers in Harrow   | 148   | 1200  | 685   |   | 51.05%   | 0.00%   | £264,065.62          | £0.00                | Final result due 2009/10                     |
| % of young people aged 16-18 who are NEET   | 5.10% | 4.60% | 3.80% |  | 260.00%  | 100.00% | £742,662.50          | £742,662.50          |  |
| Number of businesses (new and existing) supported through the Harrow Mentoring package including mentoring, consultancy, diagnostics and case studies | 156   | 249   | 229   |  | 78.49%   | 78.49%  | £528,131.25          | £414,554.64          | Reward grant to be determined 2010/11        |
| <b>Total</b>  |       |       |       |   |          |         | <b>£6,337,574.97</b> | <b>£3,401,774.94</b> |  |



## **MANAGEMENT GROUP REPORTS**

### **Adult Health and social care management group**

The Adult Health and Social Care management group is responsible for overseeing delivery of the health and social care targets of the Local Area Agreement as well as providing a forum for discussing and agreeing delivery of key priorities for Harrow. The group has a wide membership with representatives from the Local Authority, PCT, Police, Age Concern, North West London Hospitals Trust, MENCAP, Job Centre Plus, NHS Brent, HAD and Harrow Health and Safety Services.

#### **Activity in 2008/9**

The group has had a number of tasks:

1. Overseeing delivery of the current Local Area Agreement targets
2. Coordinating partnership involvement and agreement in setting new priorities and targets in the new Local Area Agreement
3. Overseeing implementation of the 'Choosing Health' and other related prevention activities, with a range of programmes to:
  - a. Tackle teenage pregnancy
  - b. Improve sexual health and reduce Chlamydia infections
  - c. Promote mental health particularly in BME groups
  - d. Improve physical activity and reduce the levels of obesity (particularly in children)
  - e. Expand specialist NHS Stop Smoking Services
  - f. Introduce NHS 'Health Trainers' into communities
  - g. Reduce alcohol misuse and detect those with problems who attend A&E departments
4. Coordinating development of the first Joint Strategic Needs Assessment for Harrow led by the Local Authority
5. Providing a mechanism for consultation with partners for a wide range of policies, strategies and plans:
  - a. The Community Development strategy
  - b. The Adults and Housing services transformation programme
  - c. The PCT 'World Class Commissioning' strategy
  - d. The new Sustainable Communities strategy

6. Informing partners of progress with:
  - a. The plans for the integration of health and social care including the pooling of budgets (especially for the Learning Disability services)
  - b. The assessment framework for adult services
7. Overseeing activity in those groups reporting to the adult health and social care management group:
  - a. The Supporting People programme
  - b. The Older Peoples Partnership Board
  - c. The Mental Health Partnership Board
8. Reviewing current partnership arrangement for health inequalities and wellbeing; a consultation exercise on proposals for new arrangements has been carried out.

### **Plans for 2009/10**

1. Following review of the current management group, further develop of partnership arrangements is planned with the establishment of a health inequalities and wellbeing partnership as well as a joint commissioning board (or 'adults trust') involving Harrow Council and NHS Harrow.
2. These partnership groups will continue to oversee and coordinate delivery of the LAA targets.
3. Further progress with integrating health and social care will be made.
4. A health inequalities and wellbeing strategy will be developed and a partnership implementation plan delivered.
5. The health inequalities and wellbeing partnership will continue to have oversight of prevention programmes.

*Andrew Howe*

*Chair - Adult Health and Social Care Management Group*

## **Community Cohesion Management Group**

The Community Cohesion Management Group (CCMG) has had a very successful year with many positive developments across the range of its work. A number of the projects and activities have had positive results in assisting in meeting Local Area Agreement (LAA) targets and priority areas of work for the Harrow Strategic Partnership (HSP). However, challenges remain and the group has developed plans and projects to address these.

CCMG has responsibility for seven of the Local Area Agreement (LAA) targets:

- Percentage of people who believe that people from different backgrounds get on well together in their local area (NI 1)
- Participation in regular volunteering (NI 6)
- Environment for a thriving third sector (NI 7)
- Adult participation in sport (NI 8)
- Engagement in the arts (NI 11)
- Migrants' English Language skills and knowledge (NI 13)
- Building resilience to violent extremism (NI 35)

Additionally CCMG oversees the work of the:

- Play Strategy
- Somali Interagency Somali Taskforce
- Hate Crime

CCMG continues to include representatives from the local authority, police, PCT, HAVS and members from a wide range of local voluntary and community organisations.

CCMG members have contributed not only to the high level priorities in our Sustainable Community Strategy and LAA but also to our delivery plans e.g. Prevention of Violent Extremism (PVE) action plans, Somali Community Needs Assessment and Community Development Strategy, which has been adopted as a key action plan for the HSP.

### **Community Cohesion (NI 1)**

Over the last four years MORI Quality of Life surveys have indicated a downward trend in perceptions of community cohesion in Harrow. These trends have led to a series of interventions and priority developments i.e. Community Connects cohesion projects; a faith, community and cultural events calendar; a new borough-wide community cohesion marketing campaign.

The Community Connects programme has targeted activities at wards where perceptions of cohesion were lowest. Community cohesion has been promoted via activities through the arts, sports and leisure - for example, street parties and the 'On the Beach' event.

We have developed a Faith, Community and Cultural Events Calendar, which provides a comprehensive on-line resource of community events as well as information about the many faiths represented in Harrow. The calendar also lists council supported events such as the Under One Sky festival, which attracted 12,000 visitors in 2008.

To better understand the reasons for the relatively low perception of community cohesion, the Council commissioned a research project by consultants Ignite. This involved research with some Councillors, key community representatives and partnership organisations followed by workshops with residents, frontline staff and young people.

Ignite identified, for example, the need to assist the integration of new migrants, and as a result Harrow has chosen NI 13 as an improvement priority in the LAA to help improve English language skills. A new resident's Welcome Guide will be launched in May 2009 to help new arrivals access essential services.

The research has also led to CCMG securing additional resources from the HSP to support a high profile community cohesion marketing campaign. It is intended that the 'Our Harrow, Our Community' borough wide community cohesion campaign will assist in the reversal of the downturn in cohesion indicators.

#### 2009-2010 – Planned Community Cohesion Activities

- Welcome Guide to be launched and distributed
- Delivery of Community Connects planned activities in targeted wards
- Faith, Community and Cultural Events Calendar of events to be delivered, including Under One Sky 2009
- Our Harrow, Our Community marketing campaign – to be delivered in lead up to the autumn 2009 Quality of Life Survey



#### **Volunteering (NI 6)**

In efforts to increasing the number of adult volunteers in the borough, CCMG instigated the first Harrow's Heroes volunteer awards in May 2008. The pre and post event publicity around this hugely successful and high profile event coincided with the MORI survey, which highlight a significant increase in the numbers of individuals volunteering from socially excluded groups (in excess of the LAA target) and a positive trend towards the target for other adult volunteers. It is encouraging to note that even if the current results were to remain static for the third and final year of the LAA this would not have a detrimental effect on achieving the LAA target.

It is CCMG's ambition to continue to increase the number of volunteers, across all groups, within Harrow and a further Harrow's Heroes event is being planned for 2009 to coincide with the Place Survey in the autumn.

CCMG also launched and piloted the One-4-One employee volunteer scheme in the Council in October 2009. The scheme has now been rolled out across the Council and it is intended that it will be further rolled out to another HSP partner organisation in 2009-2010.

#### 2009-2010 – Volunteering

- Harrow's Heroes volunteer awards event to be held on 14 October 2009
- Continuation of the One-4-One employee volunteering scheme in the Council
- Roll out of the One-4-One scheme to a HSP partner organisation

#### **Environment for a thriving third sector (NI 7)**

During 2008 the council undertook a scrutiny review titled 'Delivering a strengthened voluntary sector' which looked at the relationship between the council and the voluntary and community sector. The review group included Councillors and voluntary and community sector representatives. The scope of the review included funding, volunteering, partnership working and community assets. Evidence was gathered from a range of sources both from within Harrow as well as other Boroughs. The final report of the review group was presented to Cabinet in December 2008 and the Council has agreed to take forward 21 out of the 22 recommendations made.

#### 2009-2010 – Environment for a thriving third sector

- NI 7 working group to develop an action plan to improve performance against this indicator
- Development of a Third Sector strategy.
- Review of council's grant criteria

#### **Increase Adult Participation in Sports & Leisure (NI8)**

The latest Active People Survey reported a local fall in the adult participation levels in sport and physical activity, dropping from an anticipated baseline of about 19% participation to 13.3% participation. We have developed a broad business plan for active recreation which will engage more fully with residents over the next 2 years of LAA planned activity

#### 2009-2010 – Increase Adult Participation in Sports & Leisure

- For the next Active People Survey, which is now underway, arrangements have been made with Sport England to boost the borough's sample size to improve the quality of the response from residents.
- Launch the "Swim for Free" scheme- providing free swimming for all under 16's and over 60's for the next 2 years. Commission a comprehensive marketing and promotional plan to promote the Free Swimming offer to residents.
- Invest the DCMS/Sport England capital grant of £1.8m additional funding to carry out improvements to the boroughs swimming facilities at Hatch End High School and Hatch End Pool.
- Re-launch the Whitchurch Playing fields as a community sports and leisure facility in partnership with a local sports/community organization, following a public tender exercise.
- Open the new community sports and leisure facilities at the new Whitmore School development.
- Review the leisure management contract for the borough's sports and leisure facilities, ensuring an improved service for residents.

- Strengthen partnership working with local voluntary sector sports and leisure organisations, supporting development of self-sustaining models of delivery.

### **Engagement in the arts (NI 11)**

We have been working closely with Arts Council England (ACE) on developing the NI11 Action Plan for Harrow which has already resulted in Harrow Arts Centre securing £10,000 funding under the 'A Night Less Ordinary' initiative to provide free tickets to those Under 26. The Mayor of London has just released priorities for culture that include 'improve provision in outer London boroughs' as a result of which Harrow Arts Centre has been included in ACE's funded Outer London Borough Venue Development Programme. Pin badges and stickers provided by ACE for the national campaign 'ARTS - Seen It, Done It, Got Creative', have now been received and we will begin to distribute these at events such as Under One Sky to raise the public's awareness of how much they do engage with the arts.

Over the entire 2008-09 period the Council funded programme at Harrow Arts Centre has developed to better reflect all communities of Harrow and brought new audiences to the site. Council funded performances at Harrow Arts Centre achieved an audience of 2,878 in Q4 representing eight sold-out events and an average occupancy of 84% capacity. Visitors to other activities at Harrow Arts Centre totalled 34,096 in Q4 including audiences for Harrow Music Service performances and students of ACL classes. Family tickets, Group booking discounts and daytime programmes for older people have been introduced to performances at Harrow Arts Centre.

#### 2009-2010 - Arts

- Increase audiences to the programme at Harrow Arts Centre by 4,500 pa.
- Provide an opening night for Film-on-the-Hill and an exhibition for the school art competition at Harrow Arts Centre as part of the 'Our Harrow, Our Community' campaign
- Continue to work with the community to develop the programme at Harrow Arts Centre and appropriately target the marketing of this programme
- Deliver Open Weekend family fun day at Harrow Arts Centre
- Launch online directory of local arts organisations and activity

### **Adult and Community Learning (NI 13)**

We have secured a two-year 'Parents into Employment' (PIE) project, funded by the Learning and Skills Council (LSC). The total funding of £462,000 is providing work-related English for Speakers of Other Languages (ESOL) training and support into employability. Twenty-one courses are being run in schools and Children's Centres through Family Learning Impact Funding of £81,000.

Additionally, we have also secured £400,000 ESF funding to work with partners to encourage residents in five targeted local areas back into work (the XCITE project).

We have invested another £1m of LSC capital funds to build and open a new Adult Learning Centre on the grounds of a local primary school. The Kenton Learning Centre is being run in partnership with a local FE college, and targets residents from one of our most deprived wards.

Our Adult Learning service was the only council provider in the country to achieve a level 2 ('very good') grade in its Ofsted Inspection.

#### 2009-2010 – Planned Adult and Community Learning Activities

- Delivery of the Parents into Employment project
- ESOL training
- Delivery of XCITE project in targeted areas

#### **Building Resilience to Violent Extremism (NI 35)**

There has been a partnership approach to working with the Police and the local Muslim community to build resilience to violent extremism in the borough. A dedicated Muslim liaison officer (a Police Officer) was funded via Prevention of Violent Extremism (PVE) funding to help build resilience to violent extremism. Also, Two Community Reach In Officers have been appointed - one of whom is based in Harrow Central Mosque (HCM). The Community Reach In Officers have worked with local mosques and community organisations to establish a Muslim Women's Network and Muslim Youth Forum. They have undertaken a range of projects, including a young leaders training programme, a summer activities project in partnership with HCM and the police, and an e safety project – all of which have helped build bridges within the local Muslim community.

The Women's e-safety project, promoting Internet safety awareness amongst Muslim women, won the 'Best Women's Project' award in the 2009 GOL PVE awards scheme. This generated a lot of local and national media interest, as well as interest from other Councils interested in replicating our good practice.

Additionally £150,000 was secured from the Youth Justice Board (YJB) for additional PVE to support vulnerable young people. This element of PVE work is being led by the Youth Offending Team (YOT).

#### 2009-2010 - Building Resilience to Violent Extremism

Delivery of PVE action plans (in partnership with the community and police), including:

- set up of the Prevent Panel
- continuing support for the Harrow Muslim Women's Network and the Muslim Youth Forum
- e safety training

#### **Play Strategy**

Harrow's first Play Strategy was formally adopted by the Council in May 2007 and provides the framework for the delivery of increased play opportunities in the Borough. Big Lottery funding of 465k has been used to develop and deliver projects in targeted areas and vulnerable groups. This funding was used to deliver six play projects: This includes three park playground developments in Roxeth Recreation Ground, Canons Park and Headstone Manor recreation ground; two voluntary sector-led projects for children with disabilities and one housing project in Grange Farm close, South Harrow.

#### 2009-10 planned activities

During 2009-2011 Harrow will be receiving £1.1m Playbuilder funding to develop 22 play spaces across the Borough. Each play space will be developed in consultation with children and young people to provide good quality, open access play facilities.

### **Somali Inter Agency Taskforce**

Harrow Association of Somali Voluntary Organisations (HASVO) was commissioned to produce research into the needs of the Somali community. This was in recognition of the fact that although the Somali community is one of the largest and fastest growing new communities in Harrow, there was very little documentary evidence available to inform policy and service provision. As a result of the subsequent report, the Council established an inter-agency taskforce and an action plan was developed to address the report findings. One of the successful outcomes of this has been the commissioning of HASVO to deliver cultural awareness sessions to staff, which have helped the Council and its partners improve understanding of the culture and experiences of the Somali community.

#### 2009-2010 - Somali Inter Agency Taskforce

- An external evaluation and review of the work of the Task Force.
- Development of the Somali Inter Agency Task Force action plan building on the achievements of the past two years.

### **Hate Crime and Community Tension Monitoring**

In September 2008, the Hate Crime Forum launched an additional twelve community venues where people can report Hate Crime locally, bringing the total number of third party reporting sites to twenty four. We are continuing to actively monitor levels of reported hate crime and have set up a multi agency group to monitor community tensions and feed into the monthly returns that the Council has been submitting to Government Office for London (GOL).

#### 2009-2010 - Hate Crime and Community Tension Monitoring

- Continuing support for third party reporting sites
- Embedding the process of community tension reporting and monitoring across the Council and partner agencies
- Community confidence road shows to be held in high visibility locations across the borough. Lead by the Council and the Hate Crime Forum and in partnership with the police and the crown prosecution service

*Javed Khan & Anne Whitehead (Co-Chairs)  
Community Cohesion Management Group*



## Safer Harrow Management Group

### **2008/09**

During 2008/9, the Safer Harrow Management Group created a Joint Agency Tactical Co-ordinating and Tasking Group (JATCG). The JATCG is a multi agency action based meeting that meets monthly to address crime and anti-social behaviour challenges; analysts use trend graphs, heat maps and other tools to present identified problems to the group who decide upon the best multi agency solutions. Results analysis is undertaken to determine the effectiveness of the actions taken. This approach is joining up the activities of public services locally and making them more effective e.g. stolen number plates found in drains, refuse workers acting as eyes and ears on crime issues, graffiti hotspots eradicated etc.

Safer Harrow has also been leading on the 'Weeks of Action' across the partnership. These weeks of action identify a local area needing regeneration through analysis. A 'week of action' is then delivered involving police, council, LFB, probation, and other agencies concentrating on improving this area. Maximum resources are used to tackle long standing problems e.g. graffiti removal, tree planting, crime prevention packs, smart watering of homes, street cleaning, etc. This concept has been viewed by the public very positively and research is not on-going to demonstrate sustainability and improvements in public satisfaction.

Safer Harrow has launched Operation Reclaim, which is a targeted operation to tackle drivers in uninsured vehicles. Vehicles are stopped and if uninsured are there and then seized. If fines are not paid, the vehicles are quickly scrapped. During the past 6 months over 100 vehicles were seized in Harrow.

The Safer Harrow Management Group is leading on the creation of a Joint Analytical Group (JAG) for the partnership. This group of analysts from different agencies will undertake strategic analysis on a range of issues affecting the partnership. Analytical expertise will be used to provide an evidence base for strategic decisions.

### **2009/10**

The Safer Harrow management group will be focusing on tackling burglary and violence in 2009/10. In particular, we will be rolling out informative burglary packs to victims and giving more comprehensive crime prevention advice through Safer Neighbourhood visits. We will produce more newsletters that are ward based and tell the public locally what the police are doing to tackle the issues that matter to them most.

*Richard Walton*  
*Chair*

## Harrow Children and Young People Strategic Partnership (CYPSP)

This is the annual report to Harrow Strategic Partnership (HSP) from Harrow Children and Young People Strategic Partnership (CYPSP)

- It describes key developments in the partnership in the period April 2008-March 2009
- The document describes the end of year position in relation to Evaluation, Planning and priority setting and next steps
- All initiatives described are multi-agency and most include the 3<sup>rd</sup> Sector.



### **Evaluation:**

- The CYPSP overall performance continues to improve.
- The outcome of our annual performance assessment was very positive with an overall grading of 3.
- The evaluation of the CYPSP has been carried out through an away day by the CYPSP and through consultation and engagement with children and young people.
- End of year performance will be complete in July. The overall performance continues to improve.
- The Common Assessment framework is now governed by the CYPSP (previously by the LSCB)
- It will be re-framed following the Lord Laming report into Baby P.

### **Planning and priority setting**

- The Children and Young People's Plan has been approved by Cabinet and will go to full council this month.
- It is the result of consultation with key stakeholders, including parents, children and young people and parents.
- The plan is web-based and interactive, with links to plans, and position statements to keep it up to date and contemporary.
- It covers the period 2009-2011 when we will be required to develop a strategy to 2020.
- The Children's Trust has been approved by Cabinet and consultation on governance will be carried out from July-September this year.

### **Next steps**

The key work streams for the CYPSP in 2009-2010 will be

- To ensure sound governance on the Children's Trust is driven by partner consensus.
- To consider and deliver on the implications of Lord Laming's report and the government response
- To consider the resource implications of the emerging programme
- To deliver a multi-agency development program to improve information sharing.

*Paul Clark, Chair*

## **Sustainable Development and Enterprise Management Group**

The Sustainable Development and Enterprise Management Group is responsible for overseeing delivery of the economic and environment targets of the Local Area Agreement as well as providing a forum for discussing and agreeing delivery of the key priorities in the Sustainable Community Strategy. The group consists of representatives from Job Centre Plus, Harrow Heritage Trust, Harrow Agenda 21, Harrow Primary Care Trust, Harrow Council, Harrow in Business, Chamber of Commerce and Further Education Schools

### **Activity in 2008/09**

- The group oversaw the development of a draft Climate Change Strategy, a draft Waste Management Strategy and a refreshed Tourism Strategy
- Received guidance and input from Greener Harrow, which provides a place to discuss policy development, a focus for consultations from partners and the Council, and an information exchange
- Identified and championed the inclusion of eight measures in the new Local Area Agreement in Harrow. This included a greater emphasis on economic development and improving environment compared to the previous agreement. The group also lobbied the Harrow Strategic Partnership for the inclusion of the biodiversity indicator to support the existing strategies in place, which aimed to preserve and improve the environment
- At the start of 2009, the Sustainable Development and Enterprise Management Group renegotiated six of the eight measures in Harrow's Local Area Agreement based on the availability of new data, redefined definitions and changes in the economic environment.
- Provided a strategic view and informed the development of key strategic documents for Harrow e.g. The Housing Strategy, The Core Strategy of the Local Development Framework, the draft Climate Change Strategy, the draft Waste Management Strategy and the renewed Tourism Strategy
- Informed partners of the progress against the 12<sup>th</sup> stretch target "the number of businesses (pre starts, new and existing) supported through the Harrow Mentoring Programme. For 2008/09 the target of 209 was exceeded with an actual performance of 229.
- Informed the progress on development a Town Centre Plan for Harrow
- Inputted to the development of the proposal for Harrow's Business Improvement District
- Supported the development and introduction of the Harrow Pledge and subsequent Xcite project and Slivers of Time to increase employment opportunities and reduce worklessness

### **Plans for 2009/10**

- Continue to contribute to the Local Development Framework and the generation of ideas for the Town Centre development
- Contribute to the development of Climate Change and carbon reduction initiatives
- Establish improvement targets and monitor progress for the climate change cluster of national indicators
- Contribute to the economic recovery plan, including employment initiatives
- Contribute to the West London Waste Plan

*John Edwards, Chair*

## **MOVING FORWARD: NEXT STEPS**

The next challenge for the Partnership is to deliver on the refreshed Sustainable Community Strategy ambitions.

From April 2009, Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CPA). This marks a significant change to the current assessment regime following the passing of the Local Government and Public Involvement in Health Act (2007). CPA focused on services provided by local authorities, CAA will look at the public services in an area delivered by councils and their partners including the private and voluntary sectors.

The introduction of the new Comprehensive Area Assessment has prompted the partnership to carry out a self-evaluation on both what we are doing well and not so well against our ambitions and targets; what impact the Partnership is having; and recognise and address risks to the delivery of short term actions and ambitions in the Strategy.

The self evaluation will be used to inform an improvement plan for the partnership made up of a series of work streams that will need to be managed by both the Harrow Chief Executive Group and the management groups. The self evaluation has been organised around the chapters of Harrow's newly approved Sustainable Community Strategy (2009-2020).

The Self Evaluation will also be used by the Audit Commission to inform the assessment of Harrow as part of the Area Assessment of the Comprehensive Area Assessment.

A dedicated website page is being developed for the partnership in 2009 to improve the communications between the various partners and to residents on partnership activities. The website page will provide a single point of access for all partnership related information. The website will be launched later in the year.