

Harrow Chief Executives



Performance Morning Report

Q1 2010/11

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★ = *require discussion by HCE*

Introduction

This paper contains recommendations and other issues from the management group performance reports and the Councils Improvement Boards. The paper is structured around the Harrow Chief Executive priorities.

The detailed appendices are supplied as separate documents and optionally need not be printed: they will be available at the meeting if detailed discussion is required. As always, HCE's comments on the format are welcomed.

Actions from Previous Meetings

The following table sets out the actions agreed at previous performance meetings.

Date	Action	Owner	Outcome
24/05/10	Harrow Chief Executives representatives to send a representative to the Climate Change Stakeholder meeting in June	HCE	Representatives from NHS Harrow, HAVs and Northwick Park Hospital attended the event.
24/05/10	To nominate by 11 th June leads to contribute to, and liaise with Kashmir Takhar about, the communications campaign to support a positive result from the Thriving Third Sector Strategy	HCE	No contributions were received.
24/05/10	HCE members to nominate leads to provide an update to the December Partnership Board and the Voluntary Sector Forum on progress on joint commissioning	Martin Wintle and Betty Lynch	The Corporate Director of Children's Services is currently investigating how joint commissioning could be improved. Progress will be reported back to HCE.
24/05/10	HCE members to work together to ensure that the various sources of funding for voluntary and community organisations are streamlined and application and determination processes made compatible or amalgamated	HAVS & Kashmir Takhar	Community Development, Adults and Housing and NHS Harrow are working together to develop a joint approach to monitoring funded organisations. This has resulted in a joint monitoring form. These organisations are also working on sharing out monitoring visits across teams to ensure that voluntary organisations receive only one monitoring visit per year. Work is also underway to build up a library of documents so that the VCS are not requested to send in their documents more than once. The aim is that they will only need to send in their policy documents if they have been significantly changed.
24/05/10	Police to develop a list of the various sport	Dal Babu	★ Action - A verbal update to be

	activities and events that they are leading on and disseminate to NHS Harrow, HAVs and the Council		provided on the 27/09/10
24/05/10	NHS Harrow to meet with the 5 HSP voluntary sector representatives to progress work on forging closer joint working, particularly in relation to the Third Sector Strategy and Voluntary Sector Commissioning.	John Webster	★ Action - A verbal update to be provided on the 27/09/10
24/05/10	HCE members to contact Angus Wallis (Capita) to contribute to the outline business case by 15 th June.	All HCE members	<p>The first phase of the Special Needs Transport (SNT) programme has completed, and the Council now has a fleet of new modern vehicles, as well as software to assist in route modelling and service management.</p> <p>The next phase of the project will be focused on improving the way in which the service is delivered, and providing greater choice to customers through offering more than just transport on a Council Bus (Independent Travel Training and travel assistance on public transport).</p> <p>The potential for linking up the provision of the Council Special Needs Transport fleet for non-emergency passenger transport has been recognised but to date no defined proposals have been drawn up. ★ If this is something that partners wish to pursue there is a need for a strong push from senior managers to advance it.</p>

Harrow Chief Executive Priorities Update

Better Deal for Residents

The governance of the Better Deal for Residents programme has been revised in order to improve alignment to the project delivery. All projects are now grouped under the Council's Directorates, with Corporate Directors continuing to act as Sponsors. This change has also rationalised the number of boards held, and now uses existing meetings to monitor progress. In addition, the Council's Programme Management Office resource has been realigned to ensure capacity is provided to all Directorates. The CSB Programme board continues to take overall responsibility for the programme and the Better Together Board is overseeing the coordination of the consultation of Better Deal for Residents.

Consultation

To date 39 transformation projects have been identified which will be subject to consultation with the community. A matrix of projects have been designed that will be used to develop and inform the sequence of residents' and community consultation/involvement, as well as informing the communications plan.

Property and Place Shaping: There is a plan to start consultation in September, consulting with the community about various sites in Harrow.

Adults & Housing: - There will be a major consultation beginning with adult services users, carers and stakeholders in October.

Children's Services: Consultation on the targeted children's services project has already started, with the aim to start feedback at the end of autumn.

Community & Environment: The larger transformation projects within this area are aiming to start consulting later in the autumn.

Project Updates

On the 1st July 2010, the Harrow Chief Executives agreed funding for five projects, which will help deliver the objectives of the Better Deal for Residents Programme. Service Level Agreements have been developed and once agreed the reward grant will be released to the lead organisation. Leads will be required to provide quarterly updates on any undeliverables, risks and over spends.

The **Targeted and Integrated Children's Services** project is considering: co-location of services, business admin, and a multi-agency team which creates a single 'front door' for services.

The evidence gathering/pre-consultation phase is underway, parents, children, staff and partners have been asked how they would design the service in the future. Activity included three staff and partner workshops, a middle management steering group, and a focus group with the Youth Parliament and 13 service users.

The proposals will be going to October Cabinet, following this the results will form the basis for the formal consultation.

The Local Government Improvement and Development agency completed an assessment for the **Council and Health Integration** project. Since the completion of the assessment Government has published the Health White Paper. The Paper dramatically changes the future operation of health with proposals to abolish Primary Care Trusts, transfer the role of commissioning to GPs and integrate Public Health into Local Authorities. A joint PCT and Harrow Council away day is scheduled to be held on the 7th October to discuss and explore the implications of the Health White Paper and the future integration of Public Health.

A new location for the **Joint Intelligence Unit** was required due to security requirements. A room has now been identified and cleared for use. The necessary Council IT equipment and supporting software is currently on order and it is anticipated that this will be up and running by October. A formal site visit

is being arranged with the Police security branch, IT contractor in the next few weeks. Once this has been completed a formal quote will be raised and installation of the Police IT can then begin.

Revised Project Initiation Documents have been completed for **Young People and Anti Social Behaviour and Re-abling Focussed Care and Intermediate Care** to take into account the reduced funding.

The **Young People and Anti Social Behaviour** project will focus on Wealdstone. Work has commenced in raising the profile of youth provision in the area, including Premier House. A key focus for the coming month will be to strengthen the existing partnerships in Wealdstone and work together to deliver the project plan.

The **Reablement** team members are to be appointed by the end of this month and the logistics of staff re-location is being explored. In the interim it is expected that Reablement staff will be located at Byron Neighbourhood Resource Centre. Negotiations have taken place between NHS Harrow and the Council on the allocation of funding. A revised proposal and costs have been completed and are awaiting approval. This has resulted in a delay in finalising the Service Level Agreements and payment.

Further Better Deal for Residents Projects

Customer Contact Assess & Decide

This project will further consolidate customer contact into Access Harrow and simplify how customers do business with the Council. It will result in improved customer satisfaction; integration of technology

★ Action – Partners to discuss how customer access points can be further integrated.

to improve management information; more efficient ways of working resulting in cost savings; and a more joined up service for residents which will be easier to access. Implementation is scheduled from Easter 2011.

Impact of the Recession

Indicator	Q1 (June)	Q2 (Sept)	Q3 (Dec)	Q4 (March)	Q1 (June)
Job Seekers Allowance	4250	4567	4367	4578	4149
Empty Commercial Properties	769	813	809	808	832
Housing Benefit Claimants'	18061	18360	18728	18972	19286
Enquires to CAB	541	431	362	529	428
Town Centre Vacancy Rates	6.8%			5.95%	7.77%
% of Harrow Companies notifying redundancy	2%				No major job losses notified to JCP by Harrow

					employers.
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The number of empty vacant town centre premises has slightly increased from 24 premises in April 2010 to 27 in June 2010. The increase in the number of empty commercial properties is due to the change in legislation (1st April 2010) which altered the way in which this measure is counted. The latest data for July and August 2010 shows the number of empty commercial property is once more dropping.

Housing Benefit claims continue to rise, in line with take up campaigns in Quarter 1. Those campaigns included adverts on the back of buses, adverts on Morrisons and B&Q receipts. In addition leaflets and calendars were provided at Post Offices, Home Group Housing Association Surgery, schools libraries and at Under One Sky.

The number of CAB clients seen has declined for two reasons. Firstly, CAB has seen a decrease in housing related queries quarter on quarter as people seek advice from the Council. Secondly, CAB has new volunteers who need to be initially supervised and are slower at handling enquiries. The number of enquiries handled does not relate to the level of demand on CAB services which is much higher.

Colart are in consultation on moving their manufacturing processes out of the Wealdstone site. The consultation process ends 30th September. A potential 200 jobs could be lost if the company ceases manufacturing in Wealdstone. The leader of the Council, ward Councilors and senior Council officers have entered into dialogue with Colart’s senior management to address issues identified by Colart as constraints on the site. The council has formally expressed its desire to work with Colart to address these and any other issues to safeguard jobs at the factory. The Council has put together a package of support for Colart staff who may be threatened by redundancy. Partners include Stanmore College, Harrow College, West London Business, Jobcentreplus, and CAB.

★ Action – Partners to discuss whether there is any further support that could be provided

The Credit Union was launched in April, with the aim of recruiting 40 members. To date 34 members have signed up. The Credit Union aims to promote financial inclusion and remove debt as a barrier to employment.

★ Action – Partners to promote the availability of the Credit Union to staff.

Local Enterprise Partnership’s

On 29th June, the Secretaries of State for Business, Innovation and Skills and Communities and Local Government wrote to Local Authorities and Business Leaders inviting partnerships to come together to form local enterprise partnerships (LEPs). The government suggested LEP’s would be responsible for

- Planning;
- Housing;
- Local Transport;

- Infrastructure priorities;
- Employment and Enterprise;
- Transition to a low carbon economy; and,
- Tourism.

It is the Government's aim that LEP's will provide strategic leadership, set out local economic priorities and help and create the environment for business growth by rebalancing the economy towards the private sector.

Discussions have taken place between Harrow's Economic Development Unit with Barnet Council, the West London Boroughs and West London Business on a West London LEP. Harrow in Business also expressed an interest in taking on a role in respect to leading on business start up.

Proposals were due to be submitted to Government on the 6th September and 8 expressions of interest were received from London. This included a West London LEP, of which Harrow supports. The expression of interest included a focus on Harrow Wealdstone intensification area and recognition of Harrow in Business's role in respect of business start up.

GLA have written to Government ministers requesting the ability to vet the London applications before they are considered for approval and to manage the Regional Growth Allocation Fund. London Boroughs are now waiting on ministerial decision on these requests before any proposed LEPs can be approved.

★ Action – For Harrow in Business to provide a progress update on Harrow's LEP status at the next HCE meeting.

Environmental Impact and Climate Change

Meeting the requirements of the Carbon Reduction Commitment has been a major focus of the climate change section during the year. The first year is dedicated to registration and measurement of the council's carbon baseline and from April 2011, the council will need to purchase allowances for the carbon it emits. Initially it is expected to cost approximately £335,000 in 2011/12. Registration for the scheme is required to be completed by the end of September 2010 if significant fines are to be avoided.

★ Action – For HCE partners to confirm whether they are working towards the Carbon Reduction Commitment and if so, to share with the Council their action plans.

A draft Affordable Warmth Strategy has been developed with partners in the HSP to address the twin issues of cold homes and fuel poverty. Consultation on the draft strategy will commence late November/December once it has been endorsed by Cabinet and the Partnership.

★ Action- Partners to begin to consider what proposed actions could be included in the draft Joint Poverty Strategy for inclusion late October early November.

Discussions are also taking place with a number of utility companies about the possibility of having a Community Energy Saving Programme in Harrow. If successful, these would enable major investment in the most fuel poor areas in the borough to help save energy and reduce fuel bills substantially.

Health Inequalities

The health inequalities strategy for Harrow has now been published. It builds upon the Joint Strategic Needs assessment and, using the framework described in the Marmot review of health inequalities, sets out an approach to reduce inequalities in Harrow. The strategy was developed through a process of consultation with officers and members of organisations throughout Harrow including the HSP Board. The delivery plan (attached as Appendix B) in this strategy is at a high level and relies on many other policies, plans and strategies being implemented. While the approach to changing individual behaviour may change with the new government, the overall direction is unlikely to change; the coalition government have specifically endorsed the Marmot review.

This strategy is now being presented and discussed at all the HSP management groups to ensure that implementation occurs. A balanced scorecard for monitoring and evaluating the outcomes of health inequalities is currently being developed and will be presented in due course.

★ Action - HCE members to identify any resource implications and consider how HCE can work together to resolve these.

★ Action – HCE members to ensure the identified leads are aware of the outlined actions

Community Cohesion

Community Grants

Harrow Council is about to commence consultation on the community grants cycle. All groups have been notified that there will be a delay in grants approval however the consultation is fundamental in identifying the new way forward for the Voluntary and Community Sector.

It is proposed that the new grants cycle will consider what key services should be commissioned and also proposed to move towards a small grants programme that focuses on smaller organisations and one off projects. This will also involve a cap on the size of grants.

Other areas that will be considered within the consultation exercise will be views on taper grants and grants that are allocated over a longer period of time e.g. 2 year agreements versus 1 year agreement.

It is intended to complete the consultation period by the end of November to be able to take the proposals to the December Cabinet and start the application process in the new year.

Hate Crime

The Community Cohesion Scorecard identified a significant increase in the number of reported cases of Hate Crime in Harrow in June 2010.

★ **Action – The Chair of CCMG to provide a detailed report on the Hate Crime performance figures and the actions being taken to the next HCE Performance Meeting.**

Community Cohesion Delivery Group

Draft Terms of Reference have been drawn up for the Community Cohesion Action Plan Delivery Group. The group will be made up of the lead contributors, including NHS Harrow and Harrow Police. The purpose of the group will be to monitor the delivery of the action plan and co-ordinate the update to the Community Cohesion Management Group. It is anticipated that the inaugural meeting will convene at the end of October.

Local Area Agreement Exception Reporting

The following indicators are underperforming in comparison to their targets or are going against the ideal direction of travel.

Priority 1 - Environmental Impact and Climate Change

Indicator	2010/11 RAG	DOT	Assessment
NI 192 Household waste recycled and composted	A	↓	Although the provisional figures for this quarter (Q1) are lower than the target, Q1 has typically been a lower performing quarter for this indicator.

Priority 2 - Mitigating the Impact of the Recession

There are no exceptions this quarter

Priority 3 - Community Cohesion

There are no exceptions this quarter

Priority 5 - Reduce Health Inequalities

Indicator	2010/11 RAG	DOT	Assessment
NI 126 Early Access for women to maternity services	HR		June 2010 figure of 69% actual against monthly target of 77%. NHS Harrow has completed detailed analysis on the make-up of the late bookers. Target communications are taking place with regards to bringing them into the service line within the 12weeks with the use of the LAA grant we

			have been awarded.
NI 134 Emergency bed days	HR	↓	June 2010 figure. Total figures as of June 2010 show just under double the target number of emergency days being used. From April – June there has been a slight decrease in the number of beds but the actual are still significantly more than the target of 6431 beds per month.

Other Local Area Agreement Indicators

Indicator	2010/11 RAG	DOT	Assessment
NI 32 Repeat incidences of domestic violence	HR	↑	Q4 actual (23%) was significantly above the Q4 target of 12.5%. Data is not yet available for Q1 figures to see whether this change in direction is a one off.
NI 40 Number of drug users recorded as being in effective treatment	LR	↓	Q1 figures are not yet available however this indicator is currently underperforming.
NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement	HR	↓	This reflects a 34% higher rate of referrals than was estimated on the basis of last year's figures and workforce pressures relating to social worker recruitment and retention. New social workers have been recruited and an action plan is in place.
NI 63 Stability of placements of children looked after: length of placement	A	↓	This is good performance considering a number of stable placements had recently resulted in Special Guardianship Orders and were therefore removed from this cohort. We are monitoring placements closely to ensure there are no unnecessary moves.
Crime			
There has been an increase in reported crime in all but 2 of the crime types during Q1 compared to Q1 in 2009/10. This includes an increase in "Taking of Motor Vehicles" 125 (Target 81), and Residential Burglary" 395 (Target 390).			

Data Quality/Information Sharing

The Framework Code of Practice for Sharing Personal Information now includes both a suggested procedure for sharing personalised information for one-off projects and a suggested template which can be used when setting up a new Information Sharing Protocol covering bulk upload or regular exchange of data. It has been endorsed by the Council's legal department as complying with Data Protection principles and the Information Commissioner's Office best practice guidance.

The final document has been sent to relevant departments in NHS Harrow and Police via their representatives on the JAG. Once endorsed by these organisations it will be ready to be adopted by the

Partnership, subject to the agreement of HCE. Arrangements for monitoring compliance with the guidance set out in the Framework will be considered by the JAG.

★ Action – For NHS Harrow and the Police to endorse the Framework Code of Practice for Sharing Information via their JAG representatives.

Risk Management

Risk registers have been developed for each thematic management group. Please see Appendix A. Common risks identified across the management groups are:

- Underdeveloped information sharing across agencies
- Lack of understanding and accountability for LAA targets
- Lack of accurate data and analysis available to monitor performance and implement improvements

A strategic risk register is required for the Harrow Chief Executive Group. The register will be developed in parallel to discussions on the future group's priorities.

LAA Reward Grants

The process of allocating LAA funds and other grants has been identified as a potential area of fraud risk. Service Level Agreements have been developed which specify the monitoring requirements of the recipient organisation. The monitoring requirements involve reporting performance and financial spend to the relevant Management Group every quarter. Monitoring reports should include at a minimum:

- Actual LAA expenditure during the period against forecast spend as specified in the LAA. (Print outs direct from the organisations finance system is required as evidence of this spend.)
- Description of the goods, services and works the Reward Grant has been used to purchase
- A summary of how the Services are contributing to the achievement of the Business case objectives
- Outputs achieved during the period against the forecast outputs as specified in the agreement.

★ Action – Management Group Chairs to note the monitoring requirements of the LAA Reward Grant and ensure a comprehensive monitoring report is received and discussed each quarter.

Appendix A - Harrow Partnership Management Group Risks

The Policy and Partnership Team and the Interim Risk Manager worked with the five Harrow Partnership Management Groups to develop their respective risk registers.

Red risks this quarter:

Risk (Number & Description)	Management Group	Rating
Inability to inform and influence the development of policies to empower and include groups and communities	Community Cohesion Management Group	C2
Inability to determine and secure resources for CCMG success	Community Cohesion Management Group	C2
Lack of CCMG member capacity to support and deliver CCMG objectives	Community Cohesion Management Group	C2
Underdeveloped information sharing across agencies	Children's Trust	C2
Inability to obtain buy in for proposed training skills development e.g. Skills Funding Agency	Sustainable Development & Enterprise	B2
Rayners Lane Neighbourhood Plan objectives are not linked to strategic plans of Harrow's key agencies	Sustainable Development & Enterprise	B2
Lack of long term sustainability at Rayners Lane	Sustainable Development & Enterprise	B2
Information sharing across agencies	Adult Health and Wellbeing	C2
Accountability of Local Area Agreement targets	Adult Health & Wellbeing	C2
Inability to inform and influence the development of policies to empower and include groups and communities	Adult Health & Wellbeing	C2

Risk rating movements this quarter:

Risk (Number & Description)	Management Group	From	To
Inability to determine and secure resources for CCMG success	CCMG	D2	C2

This risk rating has moved to red due to the reduced Local Area Agreement Reward funding and the reduction of voluntary and community sector grants. The planned controls include identifying other options/approaches to secure resources.

A strategic risk register will now be developed for the Harrow Chief Executive Group. The register will be a tool to help the group deliver its priority areas. The strategic risk register will be managed by the Harrow Chief Executive group, and will be integrated into the quarterly performance management

framework.

Who: Harrow Chief Executive Group

Date: November 2010

Action: HCE are asked to:

- Consider the challenges/barriers that may prevent the delivery of HCE priorities during November 2010.

Appendix B – Health Inequalities Strategy – Delivery Plan

Harrow Strategic Partnership						
Harrow Chief Executives						
Sustainable Development and Enterprise Management Group	Safer Harrow Management Group	Adult Health and Wellbeing Management Group	Community Cohesion Management Group	Children's Trust	Older People's Reference Group	Voluntary Sector Forum
Delivery groups	Delivery Groups	Delivery groups	Delivery groups	Delivery groups		

Workstream A. Strengthening the role and impact of ill health prevention

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Reducing the use of tobacco	<ul style="list-style-type: none"> Stopping young people from starting smoking Helping people to quit smoking Developing and improving access to services in areas with higher smoking prevalence and greater deprivation Targeting routine and manual workers to reduce prevalence of tobacco use in this group Identifying and addressing niche tobacco product use (e.g. shisha, chewing tobacco etc) Ensuring relevant legislation is adhered to 	Tobacco Control strategy	NI 123 Smoking prevalence. Smoking quitters (LAA, CQC)	Adult Health and Wellbeing Board.	Tobacco Control Alliance	Tobacco manager, NHS Harrow
Reducing obesity and improving healthy eating	<ul style="list-style-type: none"> Creating and promoting healthy eating for local residents Working in partnership with local stakeholders to prevent and reduce the level of obesity in Harrow Using the NCMP data to help identify overweight/obese children, and develop range of appropriate interventions Providing access to weight management programmes for both children and adults, particularly those from disadvantaged 	Healthy Living Strategy. Health Support and Intervention Plan	VSB 09 Childhood obesity. NI 55 Obesity among primary school age children in Reception Year. NI 56 Obesity among primary school age children in Year 6	Adult Health and Wellbeing Board	Healthy Living Partnership Group Health Support and Intervention Group	Public health Strategist, NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	backgrounds. <ul style="list-style-type: none"> Providing schools, children and early years setting with advice and support to ensure healthy eating is promoted to children and families 					
Improving sexual health and reducing teenage pregnancy	<ul style="list-style-type: none"> Integrate SH services to ensure that STI screening and treatment are undertaken in contraceptive clinic sessions and vice versa and thereby increase the access to all sexual health services Reduce proportion of late HIV diagnosis by the introduction of a walk in community clinic for rapid HIV testing Improve access and uptake of LARC Continued reduction in the rate under 18 conceptions through focus on education in secondary schools and colleges and provision of Clinic In A Box outreach service Improving the care pathway in order to reduce the rate of repeated terminations of pregnancy in both under 19s and older age group 	NST Team recommendation s. Sexual Health strategy (Aug 2010)	No. of pts with CD4 <200. LARC QoF indicators. Prescribing LARC in gen practices. NI 112 Conception rate under 18 & N of repeated ToP	Adult Health and Wellbeing Board.	Sexual Health and HIV Partnership	Public Health Manager for Sexual Health, NHS Harrow
Reducing alcohol related harm	<ul style="list-style-type: none"> A&E Alcohol Screening Service to reduce the revolving door admissions due to alcohol misuse Alcohol Diversion Scheme to reduce relapse rates for those with conditional cautioning (Alcohol misuse and prevention education within high schools) (Alcohol Awareness campaign to increase awareness of alcohol units) 	Alcohol Action plan	NI 39 Alcohol Harm related hospital admissions (LAA target). HES & Alcohol Attributable fractions	Safer Harrow	JATAG Alcohol Delivery Group	Public Health Consultant, NHS Harrow
Improving levels of physical activity	<ul style="list-style-type: none"> Raising physical activity levels for all ages in Harrow Integrating physical activity into the lives of Harrow community Increasing and facilitating active travel opportunities Awareness raising of all local initiatives Work towards a whole family approach rather than with individuals to increase sustainability Engaging local communities in delivery of physical activity opportunities Making physical activity play a wider role in the 	Healthy Living Strategy. NI 8 LBH Action Plan	NI8 Increased adult participation in sport and active recreation, NI55, NI56, NI57	Adult Health and Wellbeing Board	Healthy Living Partnership Group	Leisure services Manager Harrow Council Public Health Manager for physical activity, NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	community such as reducing crime, improving education and social inclusion <ul style="list-style-type: none"> Increasing local access to physical activity for children and families through extended schools 					
Improving the primary prevention of cardiovascular disease	<ul style="list-style-type: none"> Raising awareness in high risk communities, including through use of health trainers and local health events Increasing public awareness of cardiovascular risk factors and how to reduce them Promoting uptake of NHS Health Checks Developing opportunities for delivering Health Checks in non-healthcare settings in targeted areas Involve partners and family members of those with Cardio Vascular Disease in cardiac rehabilitation and lifestyle modification Ensure application of NICE lipid and anti-hypertensive guidelines by GPs 	Health checks project plan (in development). Healthy Living strategy. EOR work plan 2010/11	Vital sign: VSC3 NHS health checks. NI 121 Mortality rate from all circulatory diseases at ages under 75	Adult Health and Wellbeing Board	Healthy Living Partnership Group	Public Health Consultant, NHS Harrow
Improving the secondary prevention of cardiovascular disease	<ul style="list-style-type: none"> Expand exercise-on-referral programme Develop and expand self-care opportunities, such as Expert Patient Programme Involve partners and family members in cardiac rehabilitation and lifestyle modification Ensure application of NICE lipid and anti-hypertensive guidelines by GPs 	QoF measures	QoF, GP balanced scorecard; VSC23	Adult Health and Wellbeing Board	Healthy Living Partnership Group	Public Health Consultant, NHS Harrow
Improving primary care	<ul style="list-style-type: none"> Reducing inequality of clinical practice through reduction in variation Improving access to primary care through more access points (e.g. Urgent Care Centre, GP led health centres and Polyclinics) Partner organisations to promote GP registrations and use of primary care when in contact with new entrants Care closer to home with an increase in secondary care activity occurring in primary care settings, e.g. outpatient clinics, diagnostics such as X-Ray and USS in the polyclinic and GP led health centres More seamless patient pathway between primary and secondary care through joint pathways 	NHS Harrow Commissioning Strategic Plan (CSP), Operating Plan. QoF measures. Balanced scorecard. Practitioner Performance Policy. 'Health Support and Intervention'	Improvement in QoF and GP Balanced scorecard. Reduced variation between GP practices in Harrow.	Adult Health and Wellbeing Board	Health Support and Intervention Group	Primary care Commissioners, NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	<p>delivered jointly by primary and secondary care clinicians integrated with community services</p> <ul style="list-style-type: none"> Polysystems delivering integrated pathways Implementing agreed joint service targets and priorities for access to services for families with children under five including access to ante-natal care, child health clinics and the Child Health Intervention Programme (CHIPS) 					
Reducing the impact of diabetes	<ul style="list-style-type: none"> Raising awareness in high risk communities including through use of health trainers and local health champions Providing opportunities for healthy eating and physical activity (as above) Involve partners and family members and other carers of those with diabetes in lifestyle modification Intensive lifestyle management for those with pre-diabetes Implement London plan for commissioning diabetes services 	NHS Harrow CSP, Operating Plan	Improvement in QoF, and GP Balanced Scorecard. Reduced variation between GP practices in Harrow	Adult Health and Wellbeing Board	Healthy Living Partnership Group	Public Health Consultant, NHS Harrow
Reducing the impact of Chronic Obstructive Pulmonary Disease	<ul style="list-style-type: none"> Service review of COPD to address gaps in current provision Review of GP practices with highest rates of COPD admissions to hospital Review of GP practices with lower rates of COPD diagnosis than expected Addressing early discharge Referral to appropriate services to support self management (e.g. pulmonary rehab and stop smoking services) Development of a Community-based specialist respiratory outpatient service Development of user and carer support network 	COPD Strategy (In development)	QOF - COPD prevalence. Admission avoidance - Reduce number of admissions - Reduce LOS	Adult Health and Wellbeing Board	Health Support and Intervention Group	Public Health Officer, NHS Harrow Commissioning Manager NHS Harrow
Preventing cancer through screening	<ul style="list-style-type: none"> Raise awareness of benefits of cancer screening, (cervical, breast and bowel) through Health Trainers, who will be trained to deliver healthy outcome message associated with screening programmes Support primary care to improve and promote 	Cancer Screening Action Plan. Service specifications for screening	NHS Vital signs: coverage of Breast screening, cervical screening and bowel screening. NI 122 Mortality rate	Adult Health and Wellbeing Board	Screening Improvement group	Screening Commissioner, NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	<p>benefits of screening, i.e. follow up non-attenders - ensure patients understand the benefits of screening and are able to make informed choices</p> <ul style="list-style-type: none"> • Improving relationships with local communities to empower them to improve the health of their local population. Focus message to wards where uptake is low in order to improve outcome • Health Promotion Manager for Bowel Screening targeting community groups and age related groups i.e. Age Concern • Improve access to breast screening by offering extended hours, and increasing static sites • Improve access for cervical screening by ensuring service provision at polyclinics with 7/7 and 8.00 – 8.00 opening hours • Ensure that information leaflets are available in relevant languages for our diverse population. • Ensure appropriate arrangements and information available for women/men with learning disabilities 	provision	from all cancers at ages under 75			
Improving outcomes from Stroke	<ul style="list-style-type: none"> • Develop stroke prevention initiatives to ensure communities at particular risk of stroke are aware of risk and have access to preventive interventions • Education and training for all healthcare professionals, especially primary care, in benefits of stroke prevention • Lifestyle management of those at risk promoting healthier lifestyles (link to NHS Health Checks) • Stroke Association commissioned to provide support and education to patients and carers • Investigation and medical management (antihypertensives and statins) of those on existing disease registers: Diabetes/Hypertension/CHD • Harrow Community Stroke programme, including sessions on Stroke/Secondary prevention; Controlling Blood Pressure; Communication; Equipment Adaptations; Relaxation/Gentle Exercise; Benefits/Work and Stroke • LA Stroke Co-coordinator to support stroke 	Stroke Strategy Implementation Plan	90% of time spent on a stroke unit TIA target	Adult Health and Wellbeing Board	Stroke project group	Commissioning Manager NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	patients in the community following discharge					
Improving oral health	<ul style="list-style-type: none"> Increasing dental access in those areas with higher DMFT rates Ensuring that oral health education and ‘brushing for life’ is targeted at those most in need and in multiple settings– including children’s centres, through health visitor contacts, school events, bottle to cup scheme Improving patient awareness of good access to dentistry through communications campaign 	Oral health strategy	NHS Dental Access targets	Adult Health and Wellbeing Board	NHS Harrow’s Oral Strategy Group	Consultant in Dental Public Health , NHS Harrow/NWL sector
Maintaining independence in older adults /social care clients	<ul style="list-style-type: none"> Improving advice, information and advocacy Implementing ‘New Horizons’ for mental health service users Increase service users choice of, and control over, care options Increasing uptake to the ‘reablement service’ (and ensuring integration with the intermediate care initiatives Increasing the use of telehealth and telecare initiatives Increasing access to libraries and e-enabling older people / housebound library service Ensure that support mechanisms for carers are in place 	Adult social care prevention strategy. Advocacy strategy. Information and advice strategy. Reablement strategy	NI 130 Social Care clients receiving Self Directed Support. NI 136 People supported to live independently. NI 125 Achieving independence for older people through rehabilitation/intermediate care. NI 139 People over 65 who say that they receive information, assistance and support needed to exercise choice and control to live independently	Adult Health and Wellbeing Board	London Borough of Harrow Social care directorate Supporting people Commissioning Body	Director of Adult Social Care, Harrow Council SP Commissioning Manager, Harrow Council
Engage drug users in effective treatment and enhance recovery and social re-integration	<ul style="list-style-type: none"> Deliver a shift of emphasis of services to ensure effective engagement, recovery and social reintegration for drug treatment Ensure that commissioning and contracting arrangements result in high level of service performance Establish strategic alliance with the goals of multiagency co-ordination, information sharing and joint working protocols Invest in service user and carer involvement and development 	Adult Drug Treatment Plan 2010/11. Integrated Commissioning Strategy 2009/2014	LAA target. NI 40 Increasing number of PDU in effective treatment	Safer Harrow Management Group	Harrow DAAT	Joint Commissioning Manager for Drugs and Alcohol NHS Harrow DAAT coordinator Harrow Council

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	<ul style="list-style-type: none"> Implement workforce training and development plan 					
Improving public mental health	<ul style="list-style-type: none"> Targeted mental health promotion for groups at high risk, e.g. refugees. BME Mental health promotion ‘Dissolving Barriers, Bridging Cultures’ reaching out to BME groups experiencing isolation Mental Health Promotion within youth settings supported by Psychology services to reduce suicidal ideation and intent Mental Health Promotion intervention within Hotspots. Counselling service to tackle suicidal ideation/ intent within Harrow’s St. Georges shopping centre Building emotional resilience project – Psychology training and support to staff within Harrow pharmacies on detection of psychological problems and signposting clients World Mental Health Day in October – annual high profile event to raise mental health awareness 	Harrow’s Suicide Prevention Action plan	Results of PCT Suicide Audits. Adherence To the Mental Capacity Act / Section 75. NI 51 Effectiveness of child and adolescent mental health (CAMHS service). NI 50 Emotional health of children. NI 150 Adults receiving secondary mental health services in employment	Safer Harrow	Harrow’s Suicide Prevention Group	Public Health Consultant, NHS Harrow
Reducing accidents and injuries	<ul style="list-style-type: none"> Promotion of active transport which will reduce the numbers of cars on the road and thereby reduce the likelihood of road traffic accidents Falls prevention programme as part of promoting independence Introduction of alcohol diversion scheme to reduce the number of admissions and attendances at A&E due to accidents and injuries 	Active travel plans. Prevention Strategy for Adult Social Care 2010. Supporting People housing strategies for vulnerable groups. Alcohol Strategy to be developed	NI 136 People supported to live independently. Reducing alcohol related admissions.	Adult Health and Wellbeing management group	Various	
Preventing excess seasonal deaths	<ul style="list-style-type: none"> Addressing fuel poverty (see elsewhere) Improving flu vaccination uptake Annual medications review Preventing falls programme (see elsewhere) Introducing telecare and telemedicine 	Preventing excess seasonal deaths framework	NHS vital signs – Emergency bed days / mortality rates. NI 134 The number of emergency bed days per head of	Adult Health and Wellbeing Board	Winter planning group	Public Health Specialist, NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
	<ul style="list-style-type: none"> Implementing heat wave policy and plan Developing a personal crisis contingency plan (e.g. including a buddy scheme, where, where no close friends or family, to watch for danger signs and provide someone to call) 		weighted population (LAA target). NI 120 All age all-cause mortality rates			
Dementia	<ul style="list-style-type: none"> Raising awareness of the benefits of physical activity, healthy eating and blood pressure control in preventing dementia. Providing physical activity opportunities for people who have dementia Supporting carers of people with dementia Promoting the Expert Patient Programme or other self care programmes for people with early dementia 	Dementia Strategy (in development -June 2010)	NI 136 People supported to live independently. NI 130 Social Care clients receiving Self Directed Support	Adult Health and Wellbeing Board	Dementia Strategy group	Public Health Consultant, NHS Harrow
Improving prevention and treatment of Tuberculosis	<ul style="list-style-type: none"> Ensure services are tailored to meet the needs of the local population in order to achieve completion of TB treatment Raise awareness of symptoms and services for communities at high risk (e.g. those from African or Asian subcontinent, and those with HIV) from TB therefore reducing risk of ongoing transmission and stigma within the local community Deliver and promote BCG programme where appropriate e.g. Universal for under 2s and transfers in Ensure new entrants are followed up if at high risk and develop a local care pathway Implement NICE guidance for TB 	Joint TB Strategy (Brent and Harrow- in development)/ National HPA strategy	TB completion NHS Vital sign. Neonatal 95% BCG vaccination target	Adult Health and Wellbeing Board	Brent and Harrow TB steering group NWL TB group	Public Health Specialist, NHS Harrow

Workstream B. Give every child the best start in life

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Reducing infant mortality	<ul style="list-style-type: none"> Improve access to effective and appropriate antenatal and postnatal care (see elsewhere) Promote breastfeeding at 6 to 8 weeks Implementation of Child Health Promotion Programme and modernised Health Visiting service as part of the National Service Framework for Children, Young People and Maternity Services Extra support and follow up for vulnerable families and babies and improving links/referral between agencies Reduce smoking in pregnancy (see elsewhere) Reduce Teenage pregnancy rates including healthy schools programme providing SRE 	Harrow's Infant Mortality action Plan. Harrow breast Feeding Policy	NI 53 Coverage and Prevalence of breastfeeding at 6-8 weeks from birth. Reduce Pregnancy smoking rate from 12% to 8%	Children's Trust	Be Healthy subgroup	Public Health Consultant, NHS Harrow
Improving maternal and child nutrition	<ul style="list-style-type: none"> Implementation of the national healthy start programme that targets pregnant women and children from deprived households (who are on income support) To implement NICE guidance on maternal and child nutrition-focuses on pregnant women and early years so that children can have a healthy start in life 	NHS Healthy start programme	Implementing NICE guidance	Children's Trust	Be Healthy subgroup. NHS Harrow Clinical effectiveness subgroup	Public Health Consultant, NHS Harrow
Improving access to maternity services	<ul style="list-style-type: none"> To increase registration of pregnancy before 12 weeks of gestation so that the outcomes for both the mother and child can be optimised. To focus on 'hard to reach' pregnant women through targeted health promotion interventions (including the Somali community) To target the most vulnerable pregnant women through a dedicated PH midwife Improving postnatal care including implementation of screening for postnatal depression 	NHS Harrow CSP - 2010/11. Breastfeeding strategy.	90% women registered within less than 12 weeks of gestation. NI 126 Early access for women to maternity services	Children's Trust	Maternity Service Liaison Committee	Children's Commissioner, NHS Harrow Public Health Consultant, NHS Harrow

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Increasing vaccination and immunisation uptake	<ul style="list-style-type: none"> • Increase immunisation uptake within the Harrow population to 95% coverage • Implement the 2009 NICE guidelines targeting the hard to reach populations and ensure services are commissioned to meet the needs of the population • Ensure data quality and information sharing for immunisation coverage is valid and reliable, then ensure the partnership target resources efficiently • Actively promote immunisation and vaccination at all opportunities with the public e.g. social services, education services and NHS 	Immunisation action plan	CSP immunisation outcome target. NHS Vital Signs targets	Children's Trust	Immunisation subgroup.	Public Health Specialist, NHS Harrow
Improving 'early years' provision	<ul style="list-style-type: none"> • Develop an integrated service delivery framework for children with additional needs within universal services (including increasing access to speech and language therapies) • Increase the range of parenting outreach interventions across the children's centre network • Deliver the 'Healthy Child' programme throughout childrens centre network (including targeted support on breastfeeding, oral health, antenatal care) • Provide targeted support for early education provision (2 year olds) • Increase provision of childcare places 	Early Years and Community Services Business Plan 2010-11. Parenting strategy	Range of local indicators in Early Years and Community services business plan	Children's Trust	Health Support and Intervention Group. Parenting Strategy Board	Group Manager (Early Years, Childcare and Parenting) Harrow Council

Workstream C. Enabling all children, young people and adults to maximize their capabilities and have control over their lives

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Narrowing the gap in	<ul style="list-style-type: none"> • Working with schools to: 	'Narrowing the gap'	NI 108	Children's	Schools and	Director of

educational attainment	<ul style="list-style-type: none"> • Focus work on pupils from Black Caribbean, Somali, and white working class communities • Target extended services (e.g. 'weekend school') • Target allocation of resources to target disadvantage • Reduce permanent exclusions • 	implementation plan. 'Golden Threads' programme	Improve Key Stage 4 attainment for Black and minority ethnic groups. NI 114 Reduction of permanent exclusions	Trust	Children's Development	Schools and Children's Development
Implementing and developing 'extended schools'	<ul style="list-style-type: none"> • Support extended school clusters to have in place a range of targeted activity for children, young people and their families which responds to identified needs • Ensuring an 'activate plan' is in place across all clusters 	Early Years and Community Services Business Plan 2010-11	NI 88 100% extended schools by 2010	Children's Trust	Harrow Council Adult and Community Learning	Extended School Cluster Co-ordinators
Providing support for 16-25 year olds	<ul style="list-style-type: none"> • Increasing access for the 'NEET' group to access "Youthstop" Centre providing: • Career interviews and information and guidance on workplace learning opportunities • Advice, information and assistance on housing and homelessness, sexual health & drug and alcohol issues • "Next Step" provision for 19 and upwards offering advice and support 	NEET Strategy	NI 117 % of young people aged 16-18 who are NEET	Children's Trust	Connexions Direct	Connexions Manager
Improving life long learning opportunities	<ul style="list-style-type: none"> • Opportunities targeted at those most vulnerable: • 2-year project for ESOL training and work placement for parents on benefits. Age Concern to start a computer club for their members to help with shopping online • Art classes provided at the Art Centre • Provision of adult learning programmes by Harrow College • Delivery of basic IT training within 8 community centres 	Family learning action plan. Personal Community Development Plan. Community Service Development Plan. (As of April 2011, a single Adult Learning Plan will be developed)	LSC Number of learners	Children's Trust	Harrow Council Adult & Community Learning	Group Manager, Lifelong Learning Services Harrow Council

Workstream D. Creating fair employment and good work for all

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Increasing access to employment opportunities	<ul style="list-style-type: none"> Addressing skills shortages by developing work placements in the construction industry, through enforcement S106 Delivery of a range of workshop events with local employers to identify skills shortages Coordinating approach to IAPT (Improving access to psychological therapies) which will also consider the PCT approach to supporting and employing people who use mental health or learning disability services Creating opportunities for young people utilising the Future Jobs Fund allocation that Harrow has secured NHS Harrow / Harrow Council are supporting the “Sliver’s of Time” initiative to assist people back into employment. 	Locally identified priorities led by the Economic Development Unit forming part of the Enterprising Harrow Workstream for 2010 – 2013. Draft West London Worklessness Assessment	NI152 Working aged people out of work benefits. Local indicator: Job seekers allowance. JTAG dashboard	Sustainable Development and Enterprise Management	LBH Economic Development Unit. Harrow College Enterprising Harrow. Job Centre Plus/ West London Consortium. NHS Harrow	Head of Economic Development, Harrow Council
Improving Workplace health	<ul style="list-style-type: none"> Supporting businesses to deliver healthy lifestyle initiatives Development of Travel Plans for local businesses (‘better together’ initiative) Promoting Active Travel 	Healthy Living Strategy	NI175 (LAA) Access to services and facilities by public transport, walking and cycling. NI186 Per capita reduction in CO2 emissions	Adult Health and Wellbeing Board	Healthy Living Partnership Group	Public Health Consultant, NHS Harrow
Corporate citizenship	<ul style="list-style-type: none"> Whilst individual organizations have developed their own plans, Harrow Chief Executive’s have recently agreed that there should be a single plan developed across the partnership. 	Locally identified priority led by LBH Climate Change lead.	NI186 Per capita reduction in CO ₂ emissions	Sustainable Development and Enterprise Management Group		Head of Climate Change Harrow Council

Workstream E. Ensure a healthy standard of living for all

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Increasing access to debt advice and improving uptake of benefits	<ul style="list-style-type: none"> • Citizens Advice, Job Centre Plus and Access Harrow (Part of LBH) provide benefits advice. In addition, a number of third sector organizations locally provide benefits advice. • The Citizens Advice Bureau has received additional funding (from the LA led Recession Busting Group and Surestart Grant) to increase its capacity which has been supported by a number of Law Graduates provided by Westminster University to assist with an enlarged caseload. • Improving access by publication of the NHS National Stress Helpline on the PCT website • Provision of MacMillan service information office based at NWLHT where people with concerns about Cancer are able to receive a financial assessment and advice 	LBH Economic Development Unit plan	Local indicators: - Jobseeker allowance claimants - House benefit enquiries - Enquiries to citizen advice bureau - Redundancies - Numbers of families receiving tax credits - Numbers of families with children under five accessing CAB support	Sustainable Development and Enterprise Management	Enterprising Harrow	Head of Economic Development, Harrow Council

Workstream F. Create and develop healthy and sustainable places and communities

Aims	Key Objectives	Specific / Related Delivery Plan	Headline outcomes indicator	Lead Partnership Board	Delivery group	Lead
Improving active travel/ sustainable travel	<ul style="list-style-type: none"> Increase Sustainable Travel opportunities– Individual partners have developed active travel plans, however LBH / NHS Harrow and NWLH have agreed to further integrate this planning by developing a sustainable travel plan focusing on increasing cycling and walking amongst the local population Reduce the level of single occupancy car trips to and from the sites Enhance the levels of access to the sites by non car means To increase the use of public transport for trips to / from the sites 	NHS Harrow, London Borough of Harrow and North West London Hospitals NHS Trust travel plans / strategies. LBH Local Implementation Plan	NI186 Per capita reduction in CO ₂ emissions. NI 198 Children travelling to school / mode of transport used. NI 185 CO ₂ reduction from LA operations. Congestion – average journey time per mile during the morning peak	Sustainable Development and Enterprise Management		Head of Climate Change Harrow Council
Improving energy efficiency / fuel poverty	<ul style="list-style-type: none"> Improving warmth and reducing individual homes carbon footprints; LBH have recruited and trained 40 volunteers to visit members of the public in their own homes to provide advice Implement Healthy Outlook program, operated by the Met Office, for those suffering from COPD- informing them of sudden changes in temperature that could cause an exacerbation of the illness Target those considered as being in fuel poverty with benefits advice and referral to government schemes such as Warm-front or energy providers for those requiring additional insulation 	Fuel poverty strategy. LBH Climate Change Strategy Action Plan,	NI186 Per capita reduction in CO ₂ emissions. NI 187 Tackling fuel poverty- % of people receiving income based benefits living in homes with low/high energy efficiency rating	Sustainable Development and Enterprise Management	Fuel Poverty delivery group	Head of Climate Change Harrow Council
Tackling Homelessness	<ul style="list-style-type: none"> Encouraging affordable housing to be developed in accessible locations Reducing the pockets of deprivation that affect parts of our borough, to increase social inclusion. For example ensuring that Alcohol and Mental Health Service Users are referred to ‘supporting people’ services 	Harrow Homelessness strategy 2008 – 2013	NI D140 Tackle Exclusion. NI 141 Number of vulnerable people achieving independent living. NI 155 Number of	Adult Health and Wellbeing Board	Harrow Homelessness forum	Head of Housing

	<p>and to employment and training advice services</p> <ul style="list-style-type: none"> • Ensure continuous improvement in the quality of housing, affordability and choice of type, size and tenure • To ensure sound multi-agency communication and practice around protecting children from harm and promoting their welfare • Developing accommodation opportunities 		<p>affordable homes delivered (LAA). NI 142 % of vulnerable people who are supported to maintain independent living. NI 156 Number of households living in temporary accommodation.</p>			
Supporting vulnerable groups accommodation needs	<ul style="list-style-type: none"> • To develop a Supported Accommodation strategy with a particular focus on reconfiguring Older People's accommodation and support options in the context of Adults services work to develop reablement as part of the total place agenda • To ensure that vulnerable people are supported to maintain their independence • To ensure that services are commissioned to enable dependent people become independent • 	Supported Accommodation strategy (in preparation)	<p>NI 141 Number of vulnerable people achieving independent living. NI 142 % of vulnerable people who are supported to maintain independent living.</p>	Adult Health and Wellbeing Board	Supporting People Commissioning Body	Supporting People Commissioning Manager
Reducing crime and fear of crime	<ul style="list-style-type: none"> • Reduce victimisation and increase detections in serious acquisitive and violent crimes • Reduce ASB, Environmental and Criminal Damage • Raise awareness of domestic violence and abuse, encourage reporting with the overall aim of reducing the level of such offences and providing support to victims/survivors • Prevent offending, reduce re-offending by young people and to protect the community from harm 	<p>Community Safety Partnership Plan 2008-2011.</p> <p>Strategic Assessment 2009-10</p>	<p>NI 17 Perceptions of anti social behaviour (LAA). NI 32 Repeat incidences of domestic violence (LAA)</p>	CDRP/Safer Harrow Management Group	JATCG	<p>Chief Inspector, Met Police</p> <p>Community Safety Manager, Harrow Council</p>
Improve Community cohesion	<ul style="list-style-type: none"> • Communicate with the community and partners to provide active involvement, celebrate diversity, achievement and success • Improve Community Cohesion through enhanced reporting of race hate crime, preventing victimisation, community 			Community Cohesion Management Group		Head of Service – Community Development, Harrow Council

	tension and prevention of violent extremism					
Community Engagement Project for Black and Minority Ethnic Groups with specific drug and alcohol problems	<ul style="list-style-type: none"> Ensure that BMEG gain a better understanding of substance misuse issues for their communities Provide capacity building for BMEG communities to deliver drug prevention, education, outreach and support Ensure that BMEG can access appropriate treatment services Engage with BMEG community leaders, service users and carers in the planning and development of drug and alcohol treatment services 	<p>Adult Drug Treatment Plan. HASVO SLA.</p> <p>Adult Treatment Needs Assessment</p>	Substance misuse target	Safer Harrow Management Group	BMEG SMS Advisory Steering Group Somali community-Interagency Taskforce.	<p>Chief Inspector, Met Police</p> <p>Drug and Alcohol Manager, Harrow Council</p>
Community Development	<ul style="list-style-type: none"> Strengthening Community leadership and partnerships Sharing knowledge, encouraging innovation and improving performance Building stronger communities, social capital and community cohesion Tackling poverty, inequality and isolation (and extending volunteering) Improving communication and celebrating diversity Stimulate community participation in all aspects of health and local authority service planning, development and delivery 	<p>Community development strategy for Harrow 2007-2010.</p> <p>Community Cohesion Action Plan.</p> <p>NHS Harrow/LBH community development/engagement plan (in development).</p>	<p>NI 1 % of people who believe people from different backgrounds get on well together in their local area.</p> <p>NI 2 % of people who feel that they belong to their neighbourhood.</p> <p>NI 23 Perceptions that people in the area treat one another with respect and dignity.</p> <p>NI 4 % of people who feel they can influence decisions in their locality</p>	Community Cohesion Management Group.		Head of Service – Community Development, Harrow Council
Volunteering and development of third sector capacity	<ul style="list-style-type: none"> Enabling third sector organizations to help improve quality of life in Harrow and reduce inequalities by: Increasing opportunities for Third Sector involvement in design and delivery of public services Supporting the development of the capacity of voluntary and community organizations Strengthening the role of the Third Sector as a strategic partner 	Harrow Council Third Sector Strategy	<p>NI 7 An environment for a thriving third sector.</p> <p>NI 6 Participation in regular volunteering</p>	Community Cohesion Management Group.	Third Sector Working Group	Director of Community and Cultural Services

