

Appendix 1 - Community Cohesion Action Plan

1 NI 1: % of people who believe people from different backgrounds get on well together in their local area NI 23: Perceptions that people in the area treat one another with respect and dignity							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.1	Raise profile and increase community interaction with on-line Community, Faith and Cultural Calendar	Existing	Ongoing	Community Development Services (John Tucker)	Increased online use measured by number of visits	Improved understanding of commonality and diversity.	In place since 2008 5.5K hits between April – November 09
1.2	Delivery of Under One Sky 2010	Existing + In-kind support, external community and business support	Ongoing with event delivery on June 27 2010	Community Development Services (John Tucker)	Increased community participation and attendance by local residents.	Improved perceptions of community cohesion and improved understanding of commonality and diversity.	Delivery plan in place
1.3	Work with community and faith partners to provide multi-faith events	Existing	Ongoing	Community Development Services (John Tucker)	No. of events, community feedback and participation; attendance numbers.	Strengthened Inter-Faith relations.	First Open Faith Weekend held in Nov 09
1.4	Third Party Reporting roll out to all equality strands	Existing	2010 - 2011	Community Development services (Samia Malik)	No. of hate crime incidents	Community confidence in reporting hate crime.	Action plan currently being updated.

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1.5	Community tension monitoring	Existing	Monthly (on going)	Community Development services (Samia Malik)	Monthly returns	Community tensions are monitored and prompt action taken to ease tensions when arise.	Process in place for gathering community tension responses across the Council and partner agencies.
1.6	Delivery of PVE (Preventing Violent Extremism) action plans	ABG (Area Based grant) funding YJB (Youth Justice Board) Funding	To March 2011	Community Development services (Samia Malik)	NI35 assessment scores (process of assessment includes peer and community validation)	Greater community resilience to violent extremism. Support for local institutions and vulnerable individuals.	The Dec 2009 protest passed off peacefully and with no arrests. Joint Harrow planning has been held up as an example of good practice.
1.7	Establish Cricket initiative across Harrow	SNT & Partnership unit	May 2010	Harrow Police (Nick Davies / Stuart Ward)	Each SNT and school to have access to a Level 1 MCC trained Coach. Borough wide tournament to take place in Summer 2010	Using cricket as a medium to bring together different communities and teaching self-discipline and team working to the young people taking part.	

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1.8	Walk Your Way to Health	Full time coordinator, 30 volunteer walk leaders, a small budget	Ongoing	NHS Harrow, Public Health, Health and Wellbeing Coordinator (Anne Whitehead/ Denise Thiruchelvam)	Health Questionnaire	Increased physical activity (walking) in individuals from BME communities whilst improving community cohesion	
1.9	Extended school clusters to have identified activity to support Community Cohesion	Extended Schools funding	April 2010 - March 2011	Extended School Clusters (Wendy Beeton)	Measures contained in Extended Schools Action Plan	Improved perceptions of Community Cohesion	Plans are being put in place
1.10	Training on Community Cohesion in schools	EMAS & A&I Staff	On-going	Achievement and Inclusion (A&I) and EMAS (Joy Collins / Zaitun Virani)	Successful Ofsted judgments on community cohesion inspections	Cohesive, happy, healthy safe communities	Different schools at different stages – from outstanding to satisfactory
1.11	Organize 'A Young Peoples Conference'	Subscriptions, donations from all Faiths plus Council grant and partnership contributions	One day conference pending on funds received in 2011	Harrow Inter Faith Council and partners (Martha Besser)	Organized individual workshops measured by young people attending	To encourage dialogue and understanding between the youth from all faiths and philosophy's in Harrow	HIFC have tried and tested this activity in 2007 the youth enjoyed it and intimated they would attend future conferences
1.12	Revive the 'Talking to each other series' Faith communities to invite all faiths to	Subscriptions, Donations and partnership contributions	Either 9 mornings, afternoons or evenings in any given year	Harrow Inter Faith Council and partners (Martha Besser)	Measured by partnership and audience attendance	To encourage all faiths to talk to and learn from each other. To share knowledge and understanding of diversity.	The working party partnership would meet regularly to organize the activities and plan events.

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	attend at least one major festival in any given year to acknowledge HIFC and explain their event/festival						

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2 NI 7: Environment for a thriving third sector							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
2.1	To encourage applications from voluntary and community groups for projects that support cohesion.	Grants budget & staff time	March 2010 and on-going monitoring	Community Development Services (Melvyn Leach)	Number of grants awarded to projects that promote community cohesion.	Improved perceptions of community cohesion across all communities.	Currently a number of funded activities only support one community or issue – and do not lead to improved integration within the wider community.
2.2	To encourage and monitor the level of community cohesion activities provided by groups based at community premises (27 Northolt Road).	Community premises building, facilities and staff time	On-going	Community Development Services (Melvyn Leach)	Number of organisations based at community premises and activities delivered	Positive community activity that promotes and encourages community cohesion.	As above.
2.3	Review provision of community lettings to ensure services support community cohesion.	Community lettings budget and officer's time	On-going	Community Development services (Melvyn Leach)	Number of activities supporting community cohesion.	Positive community activity that promotes and encourages community cohesion.	As above.
2.4	Development and delivery of Third Sector Strategy	Realignment of existing resources and external funding	2010-2013	Community Development services (and the NI 7 Working Group) (Kashmir Takhar)	Improvements against NI 7 indicator	Strengthened partnerships and role of VCS in delivery of public services.	Third Sector Strategy approved by Cabinet in April 2010.

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3 NI 13: Migrants English Language skills and knowledge							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
3.1	Development of ESOL action plan	Existing	Ongoing	Community Development Services (Geoff Trodd)	ESOL registrations, classes, progressions	Access to English language training that meets the needs of the learner to aid integration.	
3.2	Family Learning programmes in Numeracy, Early Years Foundation Stage and Wider Family Learning	LSC Family Learning funding	April-July 2010	Community Development services (Geoff Trodd)	% of families from BME communities % of new learners	Increased participation in community learning.	50 families from localities of greatest need engaged in family learning and signposted to further learning/training
3.3	Basic ICT programmes, including preparation for Life in the UK, run at Beacon Centre, Sangat Centre, KLC and SKSS Temple	LSC funding	April-July 2010	Community Development services (Geoff Trodd)	% of families from BME communities % of new learners	Increased participation in community learning.	40 learners engaged in community-based ICT programmes
3.4	To ensure ESOL classes are available in all clusters and Children's Centres	Sure Start and ESF	April 2010 – March 2011	Integrated Early Years and Community Services (Wendy Beeton)	No. of classes, enrolments and destination of learners.	Improved access to English language classes to ease integration of new arrivals.	

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4 NI 6: Participation in regular volunteering							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
4.1	One-4-One employee volunteering scheme promoted across the Council and HSP	Existing	Ongoing	Community Development services (Samia Malik)	Increase in number of staff volunteering Increase in number of volunteering opportunities registered on scheme.	Increased community involvement through volunteering in the community.	The roll out of One-4-One will be raised with HSP partner agencies in 2010.
4.2	Harrow's Heroes volunteer awards ceremony	Existing	October 2010	Community Development Services, the Volunteer Centre and partners. (Samia Malik)	No. of nominations / press coverage / event feedback / increased numbers of volunteers.	To raise the profile of volunteering, celebrate the contribution volunteers make and encourage others to volunteer.	
4.3	Increase the number of volunteers helping in libraries and museum.	Existing plus resources identified by Harrow Volunteer Bureau and Harrow College	Apr 2010 to May 2011	Harrow Library Service, Harrow Volunteer Bureau, and Harrow College (John Pennells)	Increase in the number of volunteers	Increased opportunities for isolated individuals to participate in local activity.	
4.4	Ensure local people know how to register for the official London 2012 Volunteer Programme.	Existing	Ongoing to 2012	Cultural Services / Harrow Volunteer Centre (John Pennells)	Numbers of volunteers participating in 2012	Active participation of local people in London 2012	
4.5	Develop local volunteering opportunities	Existing	Ongoing	Harrow Volunteer Centre (Sarah Kersey)	Number of volunteering opportunities created / available	A vibrant voluntary sector that utilises the skills of local people.	

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4	NI 6: Participation in regular volunteering						
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4.6	Delivery of V Talent project	V Talent funding	By March 2011	Young People 's Services (Joy Shakespeare)	Project plan contains measures	Young people from a range of diverse backgrounds are enabled to gain work experience and qualifications	

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5 NI 4: % of people who feel they can influence decisions in their locality NI 3: Civic Participation in the local area							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
5.1	Neighbourhood Champions	Existing	Ongoing	Public Realm (Jerry Hickman)	No.s of neighbourhood champions / No. of issues reported and dealt with	Positive civic engagement and involvement of local community volunteers.	Official launch 17 th March 2010
5.2	Residents Meetings	Existing	Ongoing	Public Realm (Jerry Hickman)	Feedback from residents and no. of issues tackled.	Giving a voice to local residents and building trust in council services.	Commissioned for operational reasons and used to give residents positive messages
5.3	Weeks of Action / Days of Action	Existing	Ongoing	Joint between Council, Police and other partners (Jerry Hickman)	Positive impacts delivered and resident feedback.	Engaging and informing residents of council services and support.	Street opportunities to capture community interest and showcase Community Cohesion
5.4	Resident participation	Dedicated budget for HFTRA, Resident Participation Officer	Ongoing	Housing Services (Carol Yarde)	Tenant and Leaseholder satisfaction Surveys to be undertaken in 2010/11	Resident Satisfaction	RPO working closely with User Engagement Officer in Adults Services. Programme of visits to all sheltered accommodation blocks.
5.5	Better Together programme – to identify opportunities which engage residents in changing their	To be identified	2009 – 2013	Adults and Housing (Carol Yarde)	Reputation Tracker / Place Survey LAA indicators Public health	Improved health inequalities, improved views on how people get along in neighbourhoods,	Resident satisfaction survey shows service improvement is now being seen by residents.

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	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	behaviours to Improve outcomes and have a positive financial impact				Indices National Indicators	increased resident ability to influence decisions	
5.6	Delivery of Youth Participation Strategy	YOF and Youth Parliament funding	By March 2011	Young People's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Improved participation by young people in all aspects of council decision making	

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6 NI: 140 Fair treatment by local services							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
6.1	Delivery of Somali Interagency Task Force Action Plan	To be identified by partners	Jan – Dec 2010	Community Development services (Kashmir Takhar)	Measures for each activity are contained within the plan	Improved quality of life for Somali community	An updated action plan has been developed by partners. Task Force meets quarterly to monitor progress.
6.2	Delivery of Play Strategy	Big Lottery Fund / DCSF Playbuilder	To March 2011	Community Development services / Property & Infrastructure (Kashmir Takhar)	Measures contained within Play Strategy	Increased access and opportunities to play.	Improvements to 3 open access play spaces has been completed with BLF funding. 11 play sites developed with Playbuilder funding. Increased opportunities for children with disabilities through projects delivered by voluntary groups.
6.3	Development of new Equalities and Human Rights Body	Harrow Council and external funding	2010-2011	Community Development / HAVS (Kashmir Takhar)	Successful establishment of new body.	Increased access to advice, information and support on equality and human rights issues.	Consultation has been undertaken to inform the setting up of this new body. Recruitment for Interim Director has commenced.

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6 NI: 140 Fair treatment by local services							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
6.4	Home Library Service - to increase use of the service by a programme of talks promoting the service to sheltered housing units and to Older People.	Existing resources –stock and staffing	Apr 2010 to Mar 2011	Home Library Service/Harrow Library Service (John Pennells)	Increase in the number of residents using the Home Library Service. The target is a minimum of 100	Access to Library Service for vulnerable people who otherwise would not be able to do so.	
6.5	Establish Tamil forum	SNT & Partnership unit	By July 2010	Harrow Police (Inspector Aleks Pogroszewski)	This will empower the community to provide constructive feedback to partnership so their needs can be better served.	Better engagement and cooperation with young Tamils, increased knowledge of the problems/issues they face, enabling the police and local service providers to give them a better service.	
6.6	Establish LGBT forum	Community Safety & Partnership unit	May 2010	Harrow Police (Inspector Stuart Ward)	To form a Harrow borough LGBT forum to give members a vehicle to voice opinions, identify concerns and provide constructive criticism to service providers across the borough.	Better engagement and cooperation with LGBT community leading to greater empowerment, mutual understanding and enabling the partnership to provide a better service through a focused response.	

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6 NI: 140 Fair treatment by local services							
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6.7	Promote universal access to Children's Centres for all Communities	Sure Start Funding	April 2010 - March 2011	Integrated Early Years and Community Services (IEYCS) (Wendy Beeton)	Measures contained in Children's Centre Strategy	Universal access to children's centre services.	
6.8	To further enable Community training on Early Years Foundation Stage	Sure Start Grant	April 2010 – March 2011	Integrated Early Years and Community Services (Wendy Beeton)	Measures contained in Integrated Early Years and Community Services Action Plan	Increased Community access to 3 and 4 year old Early Years provisions	
6.9	Delivery of Extended Schools strategy as detailed in IEYCS service plan and 7 clusters action plans	Standards fund and Area based grant	Sept 2010	IEYCS (Wendy Beeton)	NI 88 – No of schools providing access to the core offer of services	Narrowing the gap of achievement between targeted groups and increased life chances. Improved community cohesion	Currently 98% of Harrow schools are providing access to the core offer. Confident to meet the deadline of 100% by Sept 2010
6.10	Delivery of Young People's Services Diversity Action Plan	Young People's Services core funding	By March 2011	Young People's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Reduced disproportionality within the Criminal Justice System	
6.11	Development of Youth Crime Prevention initiatives including Triage, Early Intervention,	Young People's Services core funding	By March 2011	Young People's Services (Joy Shakespeare)	Measures are contained in Young People's Services strategic plan	Young people from a diverse range of backgrounds are helped to avoid offending and make a positive	

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	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Community Stars					contribution to the community	
6.12	Delivery of Youth Justice Plan	Youth Justice Board funding and Partner funding		Young People's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Young people from a diverse range of backgrounds are helped to avoid offending and make a positive contribution to the community.	
6.13	To address health inequalities in priority areas (eg. Smoking cessation)	NHS Harrow Health Trainers service	Ongoing	Health Trainers Team Leader/Public Health (Anne Whitehead/ Denise Thiruchelvam)	No. of events, talks to community groups and individuals supported	Reduced health inequalities for Harrow residents	Have referred 65 people to pharmacy service for stop smoking
6.14	Promote Mental Health promotion within BME groups	NHS Harrow with MIND	Ongoing	NHS Harrow / MIND (Anne Whitehead/ Denise Thiruchelvam/Mark Gillham)	No. of activities	Reduced marginalisation and increased networking and support	Local increase in BME population where mental health promotion support has been identified as a need.

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7 NI: 81 Inequality gap in the achievement of a level 3 qualification by the age of 19 NI: 82 Inequality gap in the achievement of a level 2 qualification by the age of 19							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
7.1	Narrowing the Gap (NtG) in 36 schools. This programme targets Black Caribbean, Somali and White British on Free School Meals.	EMA Grant	Current to 31 st July 2011	EMAS (Ethnic Minority Achievement Service) (Joy Collins)	Each school has Raising Attainment Plan (RAP) with identified actions	Raised attainment for targeted groups.	Measurable impact in 50% of participating schools. 5 outstanding Ofsted judgments. Long way to go for others.
7.2	Rights Respecting School Awards (RRSA) involving 20 schools	Schools & LA	January 2010 – 31 st July 2011	EMAS (Joy Collins)	Reduction in number of racist incidents and bullying incidents.	Communities respect each other and themselves and children grow up to be responsible global citizens	
7.3	New Arrivals Project	Migration Impact Funding	September 2009-March 2011	EMAS (Joy Collins)	10 parents/carers recruited in the first year, 10 in the following year	75% of course participants progress to paid part-time or full-time as parent ambassadors in Harrow schools	
7.4	Harrow Weekend School	John Lyons Charity	January 2010-December 2013	EMAS (Joy Collins)	Study support in English, Maths and Science for 100 children on Saturdays Partnership between mainstream schools.	Improvement in pupils motivation and attitudes to learning and pupils make 3 sub levels of progress (the average is 2 in 1 year)	

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7	NI: 81 Inequality gap in the achievement of a level 3 qualification by the age of 19 NI: 82 Inequality gap in the achievement of a level 2 qualification by the age of 19						
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7.5	Produce Welcome to Harrow publication	EMA Grant	February / September 2010	EMAS (Joy Collins)	Copy sent to all schools and children's centres	Families who are new arrivals have information about Harrow and the UK educational system.	Booklet + CD in 5 languages. "Abdi's Day" by Verna Wilkins a story commissioned by EMAS reflecting a Somali child growing up in a urban UK setting

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8 NI 2: % of people who feel that they belong to their neighbourhood							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
8.1	Xcite for Parents, supporting workless parents, and partners in households with an income below £20k p.a.	LDA £250k balloon payment + outcome related payment	April 2010 – March 2012	Economic Devt' Harrow Council (Mark Billington)	Job entry, 6 month employment retention. 12 month employment retention	Reduced child poverty. Increased employment rates.	Quarterly claim and report. Update to Enterprising Harrow.
8.2	Future Jobs Fund, supporting unemployed young people into work.	£6k per person placed into a new job.	January 2010 – March 2011	LB Ealing. Local responsibility, Economic Devt' Harrow Council (Mark Billington)	Job creation, 6 month employment retention	Reduced youth unemployment.	Monthly report Update to Enterprising Harrow
8.3	Development of Credit Union	£12k 2010/2011 potential loan of £50k	March 2010 – March 2011	M4Money, with Econ Devt Harrow Council (Mark Billington)	FSA approval Launch Payroll Process in place HSP sign up	Financial inclusion	Report to Corporate Director. Credit Union Champions Group
8.4	Delivery of Enterprising Harrow Action Plan	Partnership resources.	2010-2103	Economic Development (Mark Billington)	Measures contained within plan.	Reduced worklessness, Business growth, business start up.	Quarterly updates managed by the Group.
8.5	Recession Busting Group, Economic Recovery Plan	Partnership resources.	2010-2011	Economic Development (Mark Billington)	Measures contained within plan.	Increased access to advice and guidance, increased benefit take up, reduced worklessness, Business growth, business start up.	Quarterly updates managed by the Group.
8.6	Mental Health Personal Trainers	2 PT personal trainers, use of community based	Ongoing	NHS Harrow, CNWLH (Anne Whitehead/	Pre assessments and 3 month follow-ups.	Increased physical activity levels, increased	

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		leisure and sport facilities		Denise Thiruchelvam)		integration within community based activities, avoiding social exclusion and isolation.	