

## PARTNERSHIP BOARD

Progress Report relating to LAA Reward Grant funding and the Board's work programme

11 October 2011

<b>Introduction</b>
<p>The Partnership Board agreed the second Partnership Fund allocation on the 12<sup>th</sup> July and requested the receipt of regular update reports. This report sets out the framework for monitoring progress with both the first and second allocations of LAA Reward Grant and also a framework for monitoring progress against the Partnership's priorities.</p> <p>The report also considers the process for deciding topics for discussion at the Assembly meetings and a summit.</p>
<b>Proposed Action</b>
<p>The report concerning monitoring is noted and that the aspects of the report concerned with the process for determining the agenda for Assembly meetings and the proposal for the next Summit are agreed.</p>
<b>What are you asking the Partnership Board to do</b>
<ul style="list-style-type: none"><li>▪ Note and agree the report as appropriate.</li></ul>

## Summary of the issues

LAA Reward Grant was received from the Government in 2010 and 2011. The allocation process for the first tranche of funding was complicated by the incoming Government making reductions to the Reward Grant previously announced and providing only 50% of the amount earned by authorities. There was then considerable doubt as to whether any Reward Grant would be received in respect of the Partnership's second claim relating to targets for which the data was not available initially to demonstrate our success. In the event, Reward Grant was also paid at 50% of the amount earned for this claim.

This has resulted in there being two separate allocation programmes of Reward Grant made at different times and against different criteria. The first allocation was confirmed in July 2010 and the most recent allocation in July 2011. This means that monitoring processes differ between the allocation rounds.

For the first round, spend to the first quarter of 2011/12 is set out in Appendix 1 to this report. Notable progress is also highlighted in the Appendix.

Appendix 2 gives details of the progress made in concluding service level agreements for the allocation of the second tranche of Reward Grant funding. As this was approved in July 2011, there is not yet either a financial or progress on the ground report.

Appendix 3 shows the outcomes and, where appropriate, timescales for their achievement set out in the business cases agreed for the second allocation of Reward Grant. We are expecting data about performance and progress on 17<sup>th</sup> October.

Appendix 4 shows possible measures for the performance management of the Partnership work plan based around the four objectives of:

- Effective Joint Working
- Building Community Capacity
- Health
- Worklessness/Welfare

The measure will be reported to Harrow Chief Executives at their next meeting for approval and baseline data and targets (quantitative and timescale) will then be added. Quarterly monitoring reports will be considered by Harrow Chief Executives and reported on the Board.

Turning to the Assembly meetings and the Summit, it has been proposed that Assemblies are held immediately after designated Partnership Board and the first such meeting could take place on 7<sup>th</sup> December, 2011. The intention behind creating the Assembly was to increase the opportunities for Assembly members

to contribute to discussion of strategic issues, debate emerging policy themes and help frame the Partnership's and the Borough's direction of travel. The topics for debate can be suggested by any of the organisations within the Partnership and, if there are too many to be accommodated immediately, it is suggested that no more than two should be selected by Harrow Chief Executives in consultation with the Chair of the Board for each Assembly meeting. The topics that have been suggested so far include:

- Roles supporting Integrated Offender Management
- How to get the best from the health reforms
- How Harrow can gain from the Olympics
- What the partnership can do to help create the conditions in which business can grow
- The next steps for community cohesion
- How best to engagement our public and how best to use the outcomes of engagement
- How to encourage co-production and services where this could be effective.

As regards the Summit meeting, it is suggested that we should hold the next summit in March 2012 at which point we should be developing a refreshed sustainable community strategy. The existing strategy was prepared against a very different economic and political background and looks towards Harrow in 2020. Given the rapidly changing context within which we work, it is felt that a new strategy should look no further forward than, say, 2015 and be more specific about outcomes derived from the Partnership's current priorities.

It hoped that by mid March 2012, we will have collected sufficient data, views and aspirations to enable a Summit to consider a first draft to check that the direction, reach and tone reflect the needs and possibilities for Harrow.

## Appendix 1

### Local Area Agreement Reward Grant

Quarter 1 monitoring reports have not been received for Reablement – PCT and The Souk – African SANG

Project	Total Grant Awarded	Quarter 1 2011/12	Quarter 2 Forecast	Quarter 3 Forecast	Quarter 4 Forecast	Total Spend to Date	Identified Underspend
Children's Health	£75,000	£2,210.99	?	?	?	£5,422.82	£0.00
Young People and Anti Social Behaviour	£30,000	£0.00	£12,000	£9,000	£9,000	£0.00	£0.00
Development of Partnership Working (Capital) **	£250,639	£0.00	TBC	TBC	TBC	£1,750.00	£0.00
Voluntary Sector Development	£2,000	£0.00	£941	£0.00	£0.00	£1,059.00	£0.00
Smoking Cessation – Revenue	£29,047.85	£0.00	?	?	?	£15,077.78	£0.00
Smoking Cessation – Capital	£19,048.00	£0.00	?	?	?	£14,811.48	£0.00
Harrow in Business – Revenue	£48,094.38	£1,304.38	£0.00	£0.00	£0.00	£48,094.38	£0.00
Harrow in Business – Capital	£48,094.38	£0.00	?	?	?	£13,000	£0.00
The Souk	£8,000					£0.00	£0.00
Third Party Reporting Sites	£4,000	£973.00				£973.00	£0.00
HASVO Integrated Activities	£8,000	£0.00	£1,600.00	£1,600.00	£1,600.00	£3,200	£0.00
Harrow's Heroes	£9,000	£0.00	£2,295.25	£2,295.25	£0.00	£4,409.50	£0.00

Project	Total Grant Awarded	Quarter 1 2011/12	Quarter 2 Forecast	Quarter 3 Forecast	Quarter 4 Forecast	Total Spend to Date	Identified Underspend
Children's Services Transformation	£85,000	£46,086.16	£12,675.25	£0.00	£0.00	£65,637.11	£6,687.64
Reablement (LBH) - Revenue	£251,000	£28,500	?	?	?	£165,500	£0.00
Reablement (NHS)– Revenue	£90,000	?	?	?	?	?	?
Reablement – Capital (LBH)	£46,000	£0.00	£16,000	£0.00	£0.00	£30,000	£0.00
Reablement – Capital (NHS)	£220,000	?	?	?	?	?	?
Local Intelligence Database and JAG - Revenue	£25,000	£0.00	£6,500	£0.00	£7,200	£11,200	£0.00
Local Intelligence Database and JAG - Capital	£90,000	£0.00	£1,000	£0.00	£0.00	£46,502.76	£40,000
Media and Communications (Capital)	£110,000	£0.00	?	?	?	£22,367.71	TBC
Alley Gating (Capital)	£17,000	£0.00	£3,000.00	£3000.00	£3,000.00	£8,000.00	£0.00
Green Gyms (Capital)	£23,000	£0.00	£0.00	£0.00	£8,000.00	£15,000	£0.00
Arts Centre (Capital)	£25,000	£2,843.00	£3,223.76	£3,223.76	£3,223.76	£15,328.72	£0.00
<b>Under One Sky</b>	<b>£6,000</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£6,000</b>	<b>£0.00</b>
<b>Dangerous Dogs</b>	<b>£13,000</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£13,000</b>	<b>£0.00</b>
<b>Community Events</b>	<b>£10,000</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£10,000</b>	<b>£0.00</b>
<b>Resilience Programme</b>	<b>£50,000</b>			<b>£0.00</b>	<b>£49,936</b>	<b>£49,936</b>	<b>£64.00</b>
<b>Council and Health Integration</b>	<b>£10,055.36</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£10,055.36</b>	<b>£0.00</b>

The schemes shaded have been completed

\*\* In April 2011 Harrow's Common Assessment Framework (CAF) was launched. Over the past months discussions have taken place between Harrow Council and Capita on the electronic needs and potential solutions for Children Services. A proposal is being scoped and discussed at the end of July and it is anticipated that an agreed model will be produced in August 2011. Once agreed a clear picture on costs and the timetable for procurement and installation will then be available.

### **Variations**

#### **Media and Communications**

£22,367.71 has to date been used to hard wire terminals for the Joint Intelligence Unit and the Anti Social Behaviour Unit. Due to MET regulations the remaining proposals that were contained within the original business case have not been achieved. It is proposed that the budget is used to hardwire terminals into the Multi Agency Safeguarding Hub. A final quote has yet to be received for this but it is anticipated that there will be a capital underspend.

**HCE agreed to allocate the remaining funding towards the installation of terminals for the Multi Agency Safeguarding Hub.**

#### **Smoking Cessation**

The original business case proposed to undertake work on a smokefree environments project and smokeless tobacco. Due to issues around capacity and resources the work to evaluate previous smokefree homes is not able to be undertaken and the work on smokeless tobacco has not been taken forward. A Needs Assessment was undertaken in 2010 which highlighted that specific work was required to strengthen stop smoking services and more specifically Youth specific smoking projects to increase the uptake of services by young people.

The prevalence of smoking in young people in England has decreased over the last 10 years. However there is still a relatively large pool of young people taking up smoking. In Harrow there is limited activity to date with children and young people and this group has a very low uptake of the services. There is a role for more preventative work and activity to

make cigarettes less available to young people, in line with the new national strategy. NHS Harrow are looking to commission a project to deliver prevention and education sessions in schools and to develop the peer mentor programme. These two programmes will extend the initial proposal for young people in the business case.

**HCE agreed that the remaining smoking cessation money is used to expand the young people's programme.**

### **Notable progress**

**Reablement** – 3,874 clients have received a Reablement Service. Detailed work has taken place on the IT System Framework to introduce and facilitate day to day operation and reporting on Reablement. £30,000 has been spent in 2010/11 and a further £16,000 will be used to further develop IT in 2011/12. To date 89% of Reablement clients have been satisfied to very satisfied with the service they have received. The remaining Council funding is due to be spent by 31<sup>st</sup> March 2012.

**The Young People and Anti Social Behaviour project** – A senior Youth Worker and six part time youth workers have been recruited.

Due to the Wealdstone dispersal order, the team has had to work differently as they are unable to work in the high street. This has meant that the detached patch has needed to be widened. There have been two knife incidents, which have been worked through in the team's risk assessment. The Police have offered Personal Safety Training.

**Joint Intelligence Unit and Local Information System** – The JIU is now fully operational and JAG has agreed a series of products which can be delivered from the Joint Intelligence Unit. Final elements to resolve are around the licensing use of the building to enable the police to formally use the equipment.

The Local Information System software has been procured and data is currently being transferred and formatted into the system. An extensive programme of training/awareness raising sessions has been set up for the Local Information System (LIS) and the first session has been delivered. The go live date has been delayed slightly to October 2011.

## Appendix 2

### Partnership Fund Allocation Update

The Cedars Centre	Kids Can Achieve	Signed contract received on the 26 <sup>th</sup> September. Purchase Order Raised.  1 <sup>st</sup> quarterly performance report is due 17 <sup>th</sup> October.
Harrow Into Work	Harrow College	Service Level Agreement has been sent to Harrow College and the signed contract has been received  1 <sup>st</sup> quarterly performance report is due 17 <sup>th</sup> October.
Increasing Volunteering at Harrow CAB	Harrow CAB	Signed contract received and a purchase order has been raised. The first instalment invoice has been received from CAB and is due for payment.  1 <sup>st</sup> quarterly performance report is due 17 <sup>th</sup> October
Mental Health Employment Support Coordinator	MIND in Harrow	Signed contract received and a purchase order has been raised. The first instalment invoice has been received from CAB and is due for payment.  1 <sup>st</sup> quarterly performance report is due 17 <sup>th</sup> October
Building Recovery in Communities by Engaging Substance Misusers	NHS Harrow	Signed contract received and purchase order has been raised. Awaiting invoice for first payment.  1 <sup>st</sup> quarterly performance report is due 17 <sup>th</sup> October
Circles of Support	Harrow Council	Contract developed and sent. Awaiting signed copy of contract before payment can be made.  Specification developed.  1 <sup>st</sup> quarterly performance report is due 17 <sup>th</sup> October
Top 50 Families	Harrow Council	Contract developed and sent. Awaiting signed copy of contract before payment can be made.  Project lead appointed and project plan currently being developed.  1 <sup>st</sup> quarterly report is due 17 <sup>th</sup> October.



Appendix 3

<b>Final Projects support by LAA Reward Grant</b>			
<b>Organisation</b>	<b>Timescales</b>	<b>Outcomes</b>	<b>RAG</b>
<b>CAB</b>	July 2011 – decision received, recruitment begins	3 part time postholders offered employment	
	August – recruitment of 4 advice volunteers begins	4 volunteers recruited and have training start date	
	August – beginning of improved telephone service	Telephone hours increase to 2 days a week	
	March 2012 – volunteer advisers have started supervised interviewing	Significant progress towards achieving qualification in advice can be seen – advisers have each completed at least 4 supervised interviews	
	April 2012 – recruitment of 6 new volunteer telephone gateway advisers begins	6 new volunteers in post with training start dates agreed	
	October 2012 – new gateway volunteers are able to take supervised telephone calls	6 volunteers have passed gateway training and assessed as competent to take supervised calls. Those assessed as able to train as advisers have started training process	
	March 2013 - end of project	Paid staff leave, volunteers competent to provide ongoing service	
	Increase outputs from telephone service	Increase from 1,132 calls answered to around 2,000 per full year, meaning that over the two years of the project over 1,700 additional Harrow residents will be able to access information and advice. This represents an increase of 77%.	
<b>Circles of Support</b>	Prepare specification and tender project - October 2011	Appoint organisation to develop Harrow Circle of Support	
	Scope detailed service needs and then tailor service to address requirements – January 2012	Needs identified and used to establish service	
	Develop customized systems and infrastructure , including production of contract monitoring reports and QA – ongoing during this first phase/year one	Systems and reporting mechanisms in place to start actively operating circle from April 2012	
	Establish an IT system with CRM capability in preparation for readiness at the beginning of year 2	System operational	

<b>Final Projects support by LAA Reward Grant</b>			
<b>Organisation</b>	<b>Timescales</b>	<b>Outcomes</b>	<b>RAG</b>
	Marketing and communication materials developed, including website development/links to Shop4Support	Materials in line with Harrow branding requirements and produced in accessible formats where required. Website established and linked to Shop4Support	
	Work with partner organisations to build Harrow Circle of Support membership/customer base – March 2012	Production of target list of members wishing to use the circle	
	Recruit helpers – March 2012	Production of target list of helpers able to accommodate member's requests and CRB systems established.  Achieve 200 members and customer base Secure 1,000 helps per year.	
<b>100 Top Families</b>	Establish Partner Task Group and appoint co-ordinator	Group with representation from partner agencies and across council.	
	Identify Top Families pilot group 20-30 families	Agreed pilot group of families from the Top 100 Families.	
	Complete mapping exercise to identify pathways, interventions and costs	Understanding of route to at risk status. Map of interventions provided and when by agencies. Detailed financial cost of intervention Initial proposals for improving financial efficiency.	
	Research models from other Boroughs to develop Harrow model	Option models considered and preferred model agreed.	
	Review of policy and procedures	Draft proposals for increasing interface agreed by partners	
	Additional support package for families delivered.	Monitor progress and evaluation of interventions.	
	Evaluation of model, including demonstration of savings, opportunities for aligning budgets, and proposals for sustainable implementation including revisions to systems and processes	Reduced escalation towards crisis for vulnerable families. Fewer high need families with intense on-going multi-agency input. Evidence of savings to council and partner organisations.	

Final Projects support by LAA Reward Grant			
Organisation	Timescales	Outcomes	RAG
Cedars Centre	Partner organisations work together more effectively	More information is shared across partner organisations, within data protection and confidentiality guidance; service users report that services are accessible and well coordinated; development of protocols for partnership working	
	Partner organisations are more efficient	Reduction in running costs such as utilities and rent.	
	Service and building users feel valued and involved in the running of Cedars Hall	Engagement of service and building users via consultation; service and building users report that they feel valued and involved in the running of Cedars Hall and in the planning of our services	
	Local citizens and partner organisations and their clients feel involved in the running of Cedars Hall	Partner organisations are involved in the Cedars Building Management Group; partner organisations and their members/ service users report they feel valued and involved in the running of Cedars Hall	
	More local citizens can contribute to their community and develop their skills through volunteering	Increase in volunteering opportunities and volunteer involvement; more local citizens access training	
	Voluntary and community sector groups help to deliver public and community services	Continued successful delivery of existing public services; increase in capacity of partner organisations to deliver new public services; increase in possibilities for joint delivery of services.	
Mental Health Employment Support Coordinator	<b>Project outcome 1:</b> 10 small and medium enterprises in Harrow provided with support through early intervention to prevent long-term sickness of employees or create a healthier workplace	An additional 10 small and medium enterprises in Harrow provided with support to be measured from a baseline number of SMEs being supported at the beginning of the project and records to evidence that 10 new SMEs have been supported by the end of the project.  50% clients offered 1:1 advice and guidance experience a reduction in sickness rates for people those employed. The client group related to this measure is Project outcome 2: 25 Harrow residents.  Increased employer awareness of mental health in the workplace to be measured by a feedback survey.	
	<b>Project outcome 2:</b> 25 Harrow residents receive specialist and accessible employment/redundancy advice across agencies to support job retention	75% clients offered 1:1 advice and guidance achieve job retention in coordination with other employment providers	

Final Projects support by LAA Reward Grant			
Organisation	Timescales	Outcomes	RAG
	<b>Project outcome 2:</b> 15 Harrow residents offered specialist and accessible employment/redundancy advice across agencies to enable unemployed people to take steps closer to the labour market or gain employment	75% unemployed people to take steps closer to the labour market  20% unemployed people to move off sickness benefits and gain employment.	
	<b>Project outcome 3:</b> 25 Harrow residents receive specialist and accessible re-skilling and up skilling opportunities to enable unemployed people to take steps closer to the labour market or gain employment	65% unemployed people in job clubs to take steps closer to the labour market  10% unemployed people in job clubs to move off sickness benefits and gain employment.	
	<b>Outcome 4:</b> Contribute to address inequalities in access to employment support drawing on IAPT best practice guidance	Service client profile reflects Harrow's diverse population, measured by comparing the service's aggregated client equalities data against Mind in Harrow's summary of Harrow's demographic data drawn from JSNA Update 2010	
	<b>Outcome 5:</b> 5 effective joint working partnerships with other employment providers and providers offering assistance for other needs underpinning mental health. Signposting to a wider range of providers for appropriate support.	Improved referral pathways and improved coordination between employment, psychological and economic welfare support providers to reduce duplication, evidenced by qualitative case study examples and feedback through an adapted version of IAPT Patient Experience Questionnaire (PEQ) as below.  Increased customer satisfaction with employment related support measured through an adapted version of IAPT Patient Experience Questionnaire (PEQ).  Signposting to a wider range of providers for appropriate support to be recorded on IAPTUS data management system, reported through hard measures: Numbers of signpostings and types of signposting.	
<b>Building recovery in communities</b>	Formalise the PLAN Committee by Sept 2011	Appointed 8-10 Committee members and held regular business meetings	
	Complete the Company Vision, business paper and Governance Policy by May 2012	All PLAN member will endorse the business paper at the wider User Forum in May 2012	

Final Projects support by LAA Reward Grant			
Organisation	Timescales	Outcomes	RAG
	PLAN to register as an independent organisation by September 2012	Acceptance of Registration	
	Formalisation of the Company by November 2012	Election of members and hold AGM	
	16 Harrow substance misuse clients, Drug Rehabilitation Requirement clients to be given priority to complete sundial course over 2 years	80% completion rate and further, training, education and employment	
	6 Harrow volunteers to complete Pathway to drugs work course over 2 years	80% completion of course and employment in the sector	
	% of successful recovery in contact with PLAN	60% of the registered clients on PLAN continued recovery	
	% of successful recovery in contact with ETE programme	75% of successful recovery in one-year follow up	
	Pre and post ETE programme by rate of re-conviction and A&E and hospital admissions	Less 30% for re-conviction and A&E contacts	
	Number of users to gain employment	15 per year	
<b>Harrow into work</b>	200 SME's engaged	300 NVQ / Apprenticeships delivered 85 95% success	
	Baseline = 70SME's		

## Appendix 4

Priority	Outcome Measure	Baseline 2010/11	2011/12	2012/13	2013/14	Partners	Lead
Effective Joint Working Public Services are efficient and effective	<b>OM1</b> Reduced unit costs						<b>Tom Whiting</b>
	This measure will be applied to services included within the Transformation Programme such as Reablement, Top 100 Families and other services jointly agreed for redesign. There will be a baseline and a separate reporting line for each service included. The measure will be the unit costs of the service to the public rather than the costs associated with projects designed to improve service efficiency.						
	<b>OM2</b> Increased customer/client satisfaction						<b>Tom Whiting</b>
	Data from the Involvement Tracker and Residents' Panel. Questions to be widened to include satisfaction with public sector generally rather than the Council alone. Any Partner survey data?						
Effective Joint Working Vulnerability of Harrow Citizens is reduced	<b>OM3</b> Reduce repeat victimisation						<b>Dal Babu</b>
	Can include data about burglary, domestic violence via the MARAC, Hate crime and ASB. Perhaps useful to develop a linked measure about the prevalence of offending in high crime locations – a form of geographic repeat victimisation. Could also link Top 100 Families project to assess the impact of early intervention on the extent of vulnerability						
Effective Joint Working Rationalised assets	<b>OM4</b> Reduction in the number of publicly owned/leased premises used to deliver public services						<b>Andrew Trehern</b>
	Simple count of reduction of locations quarter by quarter. Does this need to be adjusted to omit cessation of services rather than co-location/efficiency gains? While service cessation might release buildings, it is not an indicator of effective joint working so much as a measure of not working.						
Building Community Capacity Citizens know they are valued and involved	<b>OM5</b> Percentage of citizens who report in a survey that they feel valued and involved						<b>Tom Whiting</b>
	Involvement Tracker and Residents' Panel data. Any Partner survey data?						
Building Community Capacity	<b>OM6</b> Percentage of citizens who feel they can influence decisions affecting their local area						<b>Tom Whiting</b>

Priority	Outcome Measure	Baseline 2010/11	2011/12	2012/13	2013/14	Partners	Lead
Empowered citizens	Involvement Tracker and Residents' Panel data. Any Partner survey data?						
Building Community Capacity Increased confidence of the voluntary and community sector	<b>OM7</b> Better skilled and more informed volunteers						<b>Tom Whiting</b>
	Measure of number of volunteers can be constructed from Involvement Tracker and Residents' Panel data. Unclear how to measure levels of volunteer skills or informedness. Does increasing the number of volunteers act as a proxy for increasing the confidence of the voluntary and community sector?						
Health Better quality of life for older people	<b>OM8</b> Reduced admissions of older people to hospital						<b>Rob Larkman</b>
	National outcome measure 2B, ex-NI 125) which looks at whether clients who are discharged from hospital remain at home, 3 months after discharge.						
	<b>OM9</b> Increased Independence						<b>Paul Najsarek</b>
Changes in the ACCU (Adult Community Care User) Survey "I now have more choices & control over my daily life (can do more of what you want to)" Change in Level of Need measure (which compares the results of assessment at reablement start versus the care package they end up with 4 months later)							
Health Reduced gap in life expectancy across wards	<b>OM10</b> Reduced gap in life expectancy across wards						<b>Andrew Howe</b>
	Use existing data						
Health Health and Social care structures are joined up	<b>OM11</b> Health and Wellbeing Board in place						
	A yes/no indicator which does not need to be included in this framework. Instead we could monitor the production of and compliance with a project plan for the introduction of the Health and Wellbeing Board and the transition of Public Health to the local authority						
	<b>OM12</b> Aligned commissioning plans						
	Need to assess before the point of seeking expressions of interest whether each agreed commissioning plan can be said to be aligned with the commissioning plans for associated and complementary services. Report the % of positive assessments.						
	<b>OM13</b> Increase business start ups						<b>Andrew Trehern</b>
Existing data							
Worklessness/Welfare Strong small and medium enterprise in Harrow	<b>OM14</b> Reduced number of empty commercial premises						<b>Andrew Trehern</b>
	Existing data						

Priority	Outcome Measure	Baseline 2010/11	2011/12	2012/13	2013/14	Partners	Lead
Worklessness/Welfare Accessible employment/redundancy advice across agencies	<b>OM15</b> Percentage of employees at risk of redundancy referred to redundancy/employment advice						<b>Paul McKeown</b>
	Explore data availability and completeness with JCP						
Accessible re-skilling and upskilling opportunities	<b>OM16</b> Increased number of adults signed up to training courses						<b>Paul McKeown Andrew Trehern Jacqui Mace</b>
	Total enrolments of all adults on Skills Funding Agency funded courses Total enrolments of all learners on benefits Total enrolments of all learners on Job Seekers Allowance/ESA (WRAG)						
	<b>OM17</b> Increased attendance at business training workshops						<b>Andrew Trehern Jacqui Mace Harrow In Business</b>
	Collated figures from both colleges for 2010/11 and then again at the end of 2011/12 Data from HiB						
Worklessness/Welfare Improved economic well being of Harrow citizens	<b>OM18</b> Increase the number of Harrow citizens who are employed						<b>Paul McKeown</b>
	Existing data can give the employment rate which is almost the same thing						
	<b>OM19</b> Increased benefit take up						<b>Julie Alderson</b>
	Existing data but currently no benefits take up work undertaken.						