

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 14 February 2017

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2, Harrow Civic Centre,
Station Road, Harrow, HA1 2XY

MEMBERSHIP (Quorum 4)

Chair: Councillor Jerry Miles

Councillors:

Ghazanfar Ali
Mrs Chika Amadi
Jeff Anderson
Jo Dooley

Richard Almond
Ameet Jogia
Chris Mote
Paul Osborn (VC)

Representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
Representatives of Parent Governors: 2 Vacancies

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Representative of Harrow Youth Parliament

Reserve Members:

- | | |
|---------------------------|----------------------------|
| 1. Ms Pamela Fitzpatrick | 1. Stephen Wright |
| 2. Kairul Kareema Marikar | 2. Lynda Seymour |
| 3. Ajay Maru | 3. Barry Macleod-Cullinane |
| 4. Aneka Shah-Levy | 4. Susan Hall |
| 5. Antonio Weiss | |

Contact: Frankie Belloli, Senior Democratic Services Officer
Tel: 020 8424 1263 E-mail: frankie.belloli@harrow.gov.uk

Useful Information

Meeting details:

This meeting is open to the press and public.

Directions to the Civic Centre can be found at:
<http://www.harrow.gov.uk/site/scripts/location.php>.

Filming / recording of meetings

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Please note that proceedings at this meeting may be photographed, recorded or filmed. If you choose to attend, you will be deemed to have consented to being photographed, recorded and/or filmed.

When present in the meeting room, silent mode should be enabled for all mobile devices.

Meeting access / special requirements.

The Civic Centre is accessible to people with special needs. There are accessible toilets and lifts to meeting rooms. If you have special requirements, please contact the officer listed on the front page of this agenda.

An induction loop system for people with hearing difficulties is available. Please ask at the Security Desk on the Middlesex Floor.

Agenda publication date: 6 February 2017

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

3. MINUTES (Pages 5 - 14)

That the minutes of the meetings held on 8 November 2016 (*enclosed*) and on 1 February 2017 (**to follow**) be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order notice of them was received and there be a time limit of 15 minutes.

[The deadline for receipt of public questions is 3pm, Thursday, 9 February 2017. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. REFERENCES FROM COUNCIL/CABINET

(if any).

7. CORPORATE PLAN 2017 (Pages 15 - 66)

Report of the Corporate Director, Resources and Commercial

8. STREET TRADING CHARGES

Report of the Corporate Director, Resources and Commercial **to follow.**

9. ANY OTHER BUSINESS

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[**Note:** The questions and answers will not be reproduced in the minutes.]

| | |
|------------------------|---|
| Deadline for questions | 3.00 pm on Thursday, 9 February 2017 |
|------------------------|---|

OVERVIEW AND SCRUTINY COMMITTEE MINUTES

8 NOVEMBER 2016

Chair: * Councillor Jerry Miles

Councillors: Ghazanfar Ali * Jo Dooley
 * Richard Almond * Ameet Jogia
 * Mrs Chika Amadi * Barry Macleod-Cullinane (3)
 * Jeff Anderson * Stephen Wright (1)

Voting Co-opted: (Voluntary Aided) (Parent Governors)
 † Mrs J Rammelt
 Reverend P Reece

Non-voting Co-opted: Harrow Youth Parliament Representative

In attendance: * Sue Anderson Minute 188
(Councillors) * Mrs Christine Robson Minute 189

* Denotes Member present
 (1), (3) Denotes category of Reserve Member
 † Denotes apologies received

181. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Councillor Chris Mote
 Councillor Paul Osborn

Reserve Member

Councillor Stephen Wright
 Councillor Barry Macleod-Cullinane

182. Declarations of Interest

Councillor Chika Amadi declared a non-pecuniary interest in Agenda Item 7 (Scrutiny Review of Health Visiting in the Borough) in that she was involved in community health activities. She would remain in the room whilst the matter was considered and voted upon.

Councillor Ameet Jogia declared a non-pecuniary interest in Agenda Item 9 (Homelessness Scrutiny Review Challenge Panel) in that he had been a beneficiary of the Right to Buy scheme in the Borough. He would remain in the room whilst the matter was considered and voted upon.

At the commencement of consideration of Agenda Item 10 (Prevent Strategy), there was a discussion about relevant interests and Councillor Jeff Anderson declared a non-pecuniary interest in that his wife was the Portfolio Holder for Community, Culture and Resident Engagement. He would remain in the room whilst the matter was considered and voted upon.

183. Minutes

With reference to Minute 177 (Implementation of the new Youth Offending Case Management System), Councillor Barry Macleod-Cullinane, who had been in attendance for that item, stated that he recalled much more serious criticism of the system, including from the Corporate Director, People Services, than had been reflected in the minute as drafted.

RESOLVED: That the minutes of the meeting of the Committee held on 20 September 2016 be taken as read and signed as a correct record, subject to amendment of the fifth paragraph Minute 177 to include the addition of the following as the second sentence: "The Committee noted the serious concerns expressed in relation to the impact of the system failures, including the criticisms of the Corporate Director, People Services".

184. Public Questions and Petitions

RESOLVED: To note that no public questions or petitions were received at this meeting.

185. References from Council/Cabinet - Community Involvement in Parks

The Committee received a reference from the Cabinet which confirmed that the recommendations of the Scrutiny Challenge Panel had been accepted.

In considering the reference, Members made the following comments:

- the report's statement that there were "no specific performance issues", was at odds with the further statement that performance would be monitored on a quarterly basis. The Chair suggested that the monitoring arrangements were simply standard practice.

- the responses from the Cabinet to the review's recommendations were generally positive, but also anodyne.
- Cabinet should have been clearer about the implementation of the "Daily Mile" and Young Champions initiatives. The commitment to explore opportunities to expand Green Gyms should state timescales and particular parks rather than being left open-ended and vague.
- it was acknowledged that Cabinet's response was light on specific timescales and detailed plans, but the overall tenor was supportive of the proposals put forward in the scrutiny review.

RESOLVED: That the response of proposed actions in response to the recommendations of the Scrutiny Challenge Panel Review Group, as set out in the report, be noted.

RECOMMENDED ITEMS

186. Homelessness Scrutiny Review Challenge Panel

The Committee considered a report which set out the findings and recommendations from the Homelessness Challenge Panel (Scrutiny Review).

Councillor Jeff Anderson, Chair of the Challenge Panel, introduced the panel's report and recommendations; while he acknowledged that the latter were not particularly innovative, they did nevertheless recognise the seriousness of the issues and identify key drivers for homelessness.

A Member referred to the possible impact on the Council's finances of the proposed changes to the treatment of the Temporary Accommodation Management Fee and suggested that the Council should be lobbying in respect of the Homelessness Reduction Bill. It was also pointed out that the Bill had now passed its Second Reading in Parliament and its progress should be reflected by updating the panel's report; the introduction of a definition of homelessness would be an important improvement.

Officers were asked to clarify whether the figure of 27 acquisitions "in the pipeline" cited on Page 65 of the agenda, was part of the anticipated total of 60 purchases in the 2016-17 financial year.

In response to a Member's question about the loss of Private Rented Sector tenancies as a cause of homelessness, it was confirmed that the panel had discussed the issue, but had not made a particular recommendation in this area.

The Committee considered the recommendations arising from the review and agreed that it would be appropriate to add a further recommendation as follows:

“To request that Cabinet make representations to the Government concerning the impact on the Council’s finances of the changes to the treatment of the Temporary Accommodation Management Fee”.

The Committee further agreed that the Challenge Panel’s report be updated to reflect progress of the Homelessness Reduction Bill in Parliament.

Resolved to RECOMMEND: (to Cabinet)

That the report of the Homelessness Scrutiny Review Challenge Panel be endorsed, subject to the changes outlined above, and that its recommendations, as amended, be agreed and referred to Cabinet for consideration.

RESOLVED ITEMS

187. Scrutiny Review of Health Visiting in Harrow - Draft Scope

The Committee received a report which set out proposals for carrying out a scrutiny review of health visiting services in the Borough.

It was suggested that the scope for the review should include examination of the expenditure involved in provision of the service and options for the allocation of resources. A Member also referred to the timetable for the tendering exercise and proposed that this should be coordinated with the review. The Committee agreed to these additions.

Councillors Almond, Amadi and Macleod-Cullinane indicated their wish to be involved in the scrutiny review group. The Chair suggested that the option and timescale for others to be nominated, be checked.

RESOLVED: That

- (1) the scope for the review, as set out in Appendix 1 to the report, be approved;
- (2) Councillor Janet Mote be appointed to chair the review group;
- (3) in respect of any further membership of the review group, Councillors Richard Almond, Chika Amadi and Barry Macleod-Cullinane be included;
- (4) the timescales for the review follow the pattern suggested in Appendix 1 to the report, subject to confirmation that this would dovetail with the tendering process.

188. Together with Families Programme

Members received a report which outlined progress with the Together with Families programme since the full endorsement from the Cabinet in July 2016.

The Divisional Director, Children and Young People, outlined the context of the report Members received a presentation, explaining the key aspects of the progress in implementing the programme since the Cabinet meeting in July 2016. The Portfolio Holder for Children, Schools and Young People, underlined the key message about the approach to the delivery of these services, namely, the importance of integration of services and partnership between the agencies involved.

A Member queried whether the “turnaround” for the 395 families mentioned in the report could be objectively assessed and confirmed. An officer explained that, in Phase 1 of the programme, the Department for Communities and Local Government (DCLG) criterion for being assessed as “turned around” was to meet targets in two out of the three categories of progress; anti-social behaviour, school attendance and worklessness. She accepted that, in Phase 1, there was no sustainability tracking of such improvements, and the targets were focused on individuals rather than taking into account the broader context of whole families. The officer that once the payment of £800 per individual had been secured, there was no requirement to repay should the performance against the indicators slip.

A Member referred to the fact that the statistics in the report did not convey a sense of the real impact on families of the programme. The officer agreed that the material did not reflect powerful narratives of the real experience of families; she suggested that she could provide Members of the Committee with access to videos of interviews with families involved which portrayed significant achievements in keeping families together in spite of significant stresses and challenges. In response to further questions, the Portfolio Holder added that the programme represented concerted progress for vulnerable children and troubled families, with the Council matching the funding available from Government and demonstrating that concrete improvement were being achieved.

A Member referred to his recent visits which had enabled him to appreciate first-hand the effectiveness of this work. In response to his queries, it was confirmed that once outcomes were achieved, children were able to exit the programme, and that families signed consent forms in respect of data protection and confidentiality.

In response to questions as to whether interventions before family crisis could be shown to be saving costs, the officer confirmed that the early support model based in three community hubs allowed for relevant cases to be escalated to statutory services if necessary. For those cases in the “edge of care” cohort, it was much more difficult to divert children and families away from the care options. However, given the very high costs of care, even success in diverting a few cases would result in significant savings.

In reply to a Member’s query about the use of IT, the officer underlined that face-to-face support was the most important and effective, but the service was keen to develop online options to supplement this eg. keeping in contact over a weekend; she hoped it might be possible to attract commercial interest and sponsorship in this area.

Information on comparisons with other authorities and on the demands on lead workers were allocated to each family was sought and the officer reported that Harrow had done well in the first round of funding claims with 80 successful claims registered compared with a projection of 50; she would provide more detailed information to Members. The Divisional Director confirmed that the Council was trying to maintain reasonable caseloads for staff in the social work teams; supervision was provided to support staff and performance was monitored through regular reporting.

Clarification was sought on the value and range of joint work with partners. The officer advised that key partners included the Probation service, the Police, the Youth Offending Team, Early Years services, the Clinical Commissioning Group (CCG), Public Health, the voluntary sector and social workers. Partners were involved in an overall Board managing the programme and on an operational group; these mechanisms facilitated better coordination, cleared blockages and progressed joint initiatives such as workforce development. The Council's Corporate Leadership Group (CLG) was available to deal with any more significant strategic issues and ongoing challenges. The Divisional Director underlined the importance of moving beyond the narrow focus on children's social care, to the broader remit of public services contributing to sustaining and supporting families, eg. the value of getting an adult in a household into work.

A Member suggested that there might be opportunities for investing in services to generate savings down the line; he felt this should have been addressed in the financial implications paragraphs of the report. He considered that there was insufficient information for Members to make any reliable judgement on the financial context, including the relationships with partners' funding arrangements and the prospects for commercial involvement. The officer acknowledged the issues and indicated that a mapping exercise of the public sector resources engaged, particularly in the health sector, would be helpful. The Divisional Director of Strategic Commissioning, cautioned that, given that the DCLG reward grant amounted to a maximum of £1,800 per family, there should be realism about how much should be invested. The Member expressed the view that there may be financial grounds for a different approach irrespective of DCLG reward grant.

In response to a number of questions which sought to clarify various aspects of the programme the officer confirmed that:

- some families continued to receive appropriate support even though they had formally exited the programme;
- "edge of care" cases were those in which there was a risk of family breakdown and often related to existing Children in Need and Child Protection plans;
- the programme staff included a performance analyst, a data assistant, a project officer and an employment adviser based in Economic Development, with an employment adviser seconded from the DWP;

the costs were covered by a service transformation grant. It was hoped that, after April, it would be possible to carry out a mapping exercise which would inform the future structure and funding for the programme.

The Chair thanked the Portfolio Holder and officers for their contributions.

RESOLVED: That

- (1) the report be noted;
- (2) the programme progress and key developments since Cabinet endorsement, that is, from July 2016 up until October 2016, be noted;
- (3) reporting back to Overview and Scrutiny Committee throughout the duration of the programme from 2015 – 2020, be agreed as on an annual basis.

189. Prevent Strategy

The Committee received a report which outlined the Council's approach to meeting the Prevent Duty in partnership with other agencies and the community.

A Member questioned whether a Committee Member, Councillor Jeff Anderson, had a conflict of interest in the participation in the scrutiny of the Prevent Strategy given that his wife, Councillor Sue Anderson, also in attendance, as the relevant Portfolio Holder responsible for implementation of the strategy. The Committee was advised that beyond the category of disclosable pecuniary interests, which was not considered to be relevant in this case, it was for the Member concerned to determine whether a non-disclosable pecuniary interest or a non-pecuniary interest was applicable under the Council's Code of Conduct. Declaration of such an interest would not necessarily preclude continued attendance at the meeting or even participation in the discussion or decision.

An officer introduced the report, outlining the key aspects and inviting Members to ask questions about the area of work. In considering the report, Members asked questions and made comments as follows:

- It was questioned whether any reliable assessment could be made of the "success" of the programme given that it was difficult to determine what might have occurred in the absence of the Prevent initiatives. The officer acknowledged that it was hard to measure the effectiveness of the programme from an outcomes perspective, a factor also recognised by the Home Office. It was nevertheless clear that, without it, there would have been increased risk of radicalisation, even if it was also clear that risk could not be completely eradicated. The Divisional Director of Strategic Commissioning added that, although it was impossible to be sure of the impact, it was still the case that, to date, there had been no significant known incidents involving any resident of the Borough.

- In response to a question as to whether the Council was given access to security information, say, from MI5 or GCHQ, the officer explained that there were different levels of information-sharing and many sensitive datasets were not available to the Council. However, there was a local counter-terrorism profile issued annually to the Council which was particularly helpful to risk assessment and coordination with local Police and the Counter-Terrorism Command.
- The officer confirmed that some 1,500 staff had already been WRAP trained (Workshop to Raise Awareness of Prevent), including foster carers, and that there were very few refusals of such support. There was no explicit power to compel individuals to participate, but other measures would be followed in those rare cases of non-compliance.
- In terms of the engagement of schools in the Prevent Strategy and the resources available for this, the officer advised that work had been done directly with Borough Headteachers and with Safeguarding leads; training continued to be offered to schools. A representative of the Department for Education was due to address headteachers and this would refer to Ofsted expectations and requirements of schools. There was increasing interest in this area. With respect to funding and capacity, the Divisional Director confirmed that the Service Manager, Cohesion and Engagement, was the key resource along with an element of his own time; it was challenging to deliver on a statutory duty with limited resources.
- There were instances of the Council's IT firewall blocking some inappropriate websites but not others, and it was queried therefore whether the existing filters were strong enough in the context of the Prevent Strategy. The officer confirmed that this was a difficult area as there were many arguments that making such firewalls too robust would obstruct knowledge and understanding, and even that they would infringe rights to freedom of expression.
- In response to a Member's challenge that there should be reference to the Prevent Duty in Council contracts, the officer reported that legal advice had been obtained via Barnet Council and the current approach was to prioritise including relevant clauses in new contracts, though consideration would be given to others as appropriate. The Divisional Director explained that this followed a risk-based assessment of services and contracts.

A Member asked a number of questions in relation to the strategy and it was reported that

- the Prevent Working Group and Prevent Action Plan group were in fact one and the same;
- the Council was investigating the extension of filters on IT equipment;

- that any instances of IT misuse in schools had been investigated and appropriate action taken;
- reference in Item 6 of the action plan was to statutory agencies rather than voluntary groups;
- there was an aspiration that new contracts include clauses related to the Prevent Duty, as appropriate; and
- mosques in the Borough had been positive and proactive in raising awareness.

RESOLVED: That the approach being taken in Harrow to meet the requirements of the Prevent duty, as set out in the report and discussed at the meeting, be endorsed and supported.

190. Termination of Meeting

In accordance with the provisions of Committee Procedure Rule 14 (Part 4B of the Constitution), it was

RESOLVED: At 9.55 pm to continue to 10.15 pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.05 pm).

(Signed) COUNCILLOR JERRY MILES
Chair

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

| | |
|-----------------------------------|---|
| Date of Meeting: | 14 th February 2017 |
| Subject: | Corporate Plan |
| Responsible Officer: | Tom Whiting – Corporate Director Resources and Commercial |
| Scrutiny Lead Member area: | ALL |
| Exempt: | No |
| Wards affected: | All |
| Enclosures: | Harrow Ambition Plan 2020 |

Section 1 – Summary and Recommendations

This report sets out the annual update of the Corporate Plan for 2016-2019. It sets out the key activities and targets that will evidence delivery of the plan over the next three years and the progress that has been made against these in the past 12 months. Together with the Final Revenue Budget 2017-18, they outline what the Council intends to do and how those actions and services will be funded.

The Cabinet will be considering the plan on 16th February and then it will be presented to full Council on 23rd February for formal adoption.

Recommendations:

The Committee is asked to comment on the Corporate Plan.

Introductory paragraph

The Corporate Plan sets out the strategic direction for the authority, its vision, priorities, core outcomes and key initiatives which describe and illustrate the programme of activity for next two years and against which the Council is happy to be judged. Together with the Final Revenue Budget 2017-18, it outlines what the Council intends to do, how those actions and services will be funded and the progress we are making towards achieving them. The funding detail is set out in the budget reports also going to February Cabinet meeting.

All councils are experiencing immense budgetary pressures and Harrow is no different. The Corporate Plan is designed not only to set out how this Borough is responding to those challenges, but it also sets out our aspirations for the Borough and our strategy to deliver on our vision of 'Working together to make a difference for the vulnerable, communities, families and businesses'. That strategy, between now and 2020, is to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like. This remains unchanged.

The Corporate Plan, entitled 'Harrow Ambition Plan 2020' is set in three parts: A first section that sets out the context, ambition and strategy; section two which is the delivery plan, and sets out the projects, initiatives and targets we aspire to achieve and provides an update on progress towards achieving these; and a third section which is aimed internally at staff which sets out what all of this will mean for the Council as an organisation and a place to work.

Consultation

Where necessary, further consultation will be undertaken with residents and communities to shape the delivery of the proposals within the Corporate Plan, in keeping with the ambition of the Administration to consult and engage.

Legal Implications

Approving the Council's policy framework is reserved to full Council. The Corporate Plan will therefore be considered on 23rd February 2017.

Financial Implications

The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2017-18. The Corporate Plan incorporates those key activities that the Administration wish to be delivered between now and 2019 within the current spending envelope.

Performance Issues

A set of performance indicators are presented as measurement of each of the Council Priorities in the Corporate Plan. A more detailed and comprehensive set of indicators that will be used to monitor delivery of the Corporate Plan and the Corporate Equality Objectives will be contained within the Corporate

Scorecard which will be signed off by the Portfolio Holder and measured quarterly and presented to Cabinet and Scrutiny through the Strategic Performance Report.

Equalities implications

A number of the activities are proposals where final business cases are still being developed, so EQIAs will be being developed to support these.

Council Priorities

The Corporate Plan sets the delivery plan for making the Council's corporate priorities a reality.

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|-----------------------------------|-----------|
| Ward Councillors notified: | NO |
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Section 4 - Contact Details and Background Papers

Contact:

Rachel Gapp, Head of Policy 0208 416 8774

Background Papers:

None

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Working Together to Make a Difference for Harrow

2017 Refresh

Leader's Introduction

This is my first corporate plan as Leader of Harrow Council. I have been a Councillor since 2010 and as a Harrow boy, born and bred, I am honoured to represent the borough that I love. I am determined to do everything I can to make our borough the best it can be.

Despite large cuts in the council's budget, our first priority must always be the wellbeing of our residents. That's why we are making it one of Harrow's top priorities to deal with inequality across the borough. It is completely unacceptable that your life might be up to 10 years shorter if you live in the poorer parts of Harrow compared to the richer parts. Dealing with this problem will not be something that we can do in a year or even 5 years, but will take generations. But I don't believe we can leave this problem any longer and I want 2017 to be the year when we take the first step.

Harrow Council has an ambitious regeneration programme and I'm pleased we're making good progress on 'Building a Better Harrow'. I'm determined that all our residents feel the benefits of this regeneration. As a council we recognise that those that live near regeneration sites face disruption as they see their area change. As well as recognising this we want to do more for these residents to ensure we're spreading the benefits of this regeneration. I want to use some of the proceeds of our regeneration to make sure that no one loses out.

The Council has sometimes spent a lot of time thinking about big strategic decisions but not enough time thinking about the things that matter most to Harrow residents, issues such as street lights, bins, pot holes and clean streets. This year we will focus on 'little big things' – these issues that might seem small to the council but are big issues for Harrow residents. Enforcement must be central to this. We are already fining people for dropping litter and prosecuting those that we catch fly tipping. But we will do more to make sure that those that make Harrow dirty are not only found but made to pay for the cost of cleaning up after them. Where we find them we will fine them. Across our borough most landlords are doing a great job, but there are some that are not fulfilling their duties. Where this happens there is often an extra strain on the local area. A landlord that overcrowds a house leads to more cars fighting for the same number of parking spaces and more rubbish which may get fly tipped. By stepping up our enforcement we can deal with this.

I know that sometimes Harrow Council's policies can seem ridged and unresponsive. I recognise that sometimes exceptions need to be made. Over the next year we will be looking at council policies to make them more responsive to the needs of Harrow residents. If changes need to be made we will make them.

Last year we invited in a voluntary peer review where councillors and staff from other councils came in to review how we are doing. I was very pleased that they said Harrow is a 'good Council' with the potential to become great. Harrow Council is only getting through this difficult time through the extraordinary initiative, energy and resilience of its talented staff members, whom I value hugely. Only together we can strive to take Harrow Council from being a good council to being a great one.

Cllr Sachin Shah

Leader of Harrow Council

How we will deliver our Vision

The Council's strategy to deliver its vision of 'Working together to make a difference for Harrow', between now and 2020 is to:

- **Build a Better Harrow**

Together we are building a better Harrow, for today, and for future generations, creating the places and the opportunities that all our residents deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of. Harrow is a good place to live, but we want to make Harrow a great place to live.

We will make sure that all Harrow residents feel the benefits of regeneration. We know that for residents living near a regeneration site there can be extra disruption during the building works and as more people come into the areas there is greater competition for space, greater demand for resources such as parking and more rubbish is created. As a council we will do more to recognise it and will do more to help. This means that for local areas around a regeneration site, we will look at ways to use the money we will receive from the regeneration scheme. We will talk to residents about what improvements they want to see in their area and do what we can to help. That could mean helping with parking places, it could be dealing with an unsightly alley way or it could mean extra money to make the local high street more attractive. This will be locally led wherever possible.

Making Harrow a great place to live also means focusing on the small things that make a big difference to people's lives. This can be the streetlight outside their house or the potholes in their road. We will also step up our enforcement of issues such as fly tipping, planning and landlords that don't play by the rules.

We want all our residents to have the opportunity to get a good job, access good education, improve their skills and live in a house they are proud to call a home. We need to create more jobs that will remain in Harrow and offer our residents from school leavers to parents the chance to move onwards and upwards. We have over £1.75bn of public and private investment lined up to deliver thousands of affordable homes, new schools and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets. Harrow is already a destination for good food and people travel here to visit our restaurants. We want to build on that by promoting our restaurants and cafes as well as attracting new establishments into the borough that our residents can enjoy. We also want to focus on bringing up standards across all restaurants and to promote healthy food to make Harrow a healthier borough.

We want our local businesses to be successful and able to reach their full potential with access to more commercial workspace and the ability to employ local people in the many jobs they are able to create. We want local businesses to be able to tender for work locally and benefit from the £1.75bn investment in Harrow by investing in their workforce to help build prosperous communities.

Finally, we want Harrow to be an attractive place to live, work and invest in. We want young people who grow up in Harrow to be able to afford to build a life here. We also want a good cultural, leisure and night-life offer that is celebrated and well used. We want to support people to be healthy and our environment to be safe, clean and accessible. We want local people to take pride in their neighbourhoods. We want to help our communities to help themselves, either by increasing their skills, getting a better job, or accessing information and advice that can solve a problem. We will seek to empower and inspire local people to become more active citizens, able to contribute to local decision-making and play a greater part in their community.

• **Be More Business-like and Business Friendly**

We want to be seen as a Council that understands the needs of local businesses, and supports them to grow and be successful. We also want to be seen as a well-run Council, with our residents supporting our growing set of business ventures. We want our commercial services to be profitable and used by local residents and businesses, so the profits can then be re-invested back into those services most valued by our residents.

Our efforts to increase business growth in Harrow will increase as Councils are expected to become self-financing by 2020. Businesses are essential to *Building a Better Harrow*, so we will focus our efforts on increasing business activity in the borough. We will also use the opportunities from devolution to London and the West London Economic Prosperity Board to continue to invest in skills and apprenticeships so our residents can benefit from growth, and we can gain income from a growing and profitable business base.

We want to have as lean a management structure as we can, enabling as much of our money as possible to be spent on those services that matter most to residents. It is important that we are able to manage the levels of demand for services so the Council will still be focussed on early intervention - preventing problems from escalating. This will be important in our regeneration programme, for example by designing out crime and making homes more energy efficient to avoid fuel poverty, but also through those services that help older people remain healthy and stay in their homes for longer, and working with children and families to solve problems before they get worse where it is in everyone's interest to do so. Where residents are vulnerable, we will ensure that vital services are still available, even if we are not providing those services.

We want to deliver an excellent customer experience for our residents when they contact us, which will increasingly be online, meaning residents can contact us when it suits them, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.

Finally, we want to maintain our position as one of the top recycling boroughs in London and increase recycling to 50% so we can reduce the overall costs to residents of disposing of waste in landfill.

• Protect the Most Vulnerable and Support Families

In Harrow you can live up to 10 years longer if you live in the richest parts of the borough compared to the poorest. This means some of the most vulnerable people in Harrow are disadvantaged twice. Having to live in poverty during their life and living for a shorter period of time. We will start work on dealing with this problem, carrying out research to make sure that we tackle the right issues at the right time.

We want to make sure that those who are least able to look after themselves are properly cared for and supported. We want to safeguard adults and children from abuse and neglect, keep them safe and ensure they have access to opportunities and a good quality of life.

We want people to be able to look after themselves, and reduce their need for repeated professional interventions. We want to increase the choice that our service users have through a more personalised approach so they are more in control of the services they receive and can access the things that will make the biggest difference to their lives.

We want to develop a new relationship with our voluntary and community sector, so they are able to continue supporting our most vulnerable residents. We want our youngest and most vulnerable children to have access to the key services that will help to reduce child poverty and give them the best start in life and support those families at risk of losing their homes to find the means to help themselves.

Families are at the heart of our communities in Harrow, and we recognise that for some the last few years of 'austerity' have been a struggle. We want to make sure that Harrow is a place where families can thrive, from good quality housing and safe neighbourhoods, to good schools for their children and jobs which enable the aspiration of families to be met. We know that the cost of living continues to rise in Harrow, and we will do all we can to support families through this, targeting our resources as best we can so that families can feel the full benefits of economic growth and regeneration.

Our Budget:

This is what we have to spend on delivering this plan.

| Net Controllable Revenue Budget | Budget 2017/18 | Description of service |
|---|----------------|--|
| | £000 | |
| Resources & Commercial | | |
| Council contribution to freedom passes scheme | 10,303 | Every resident should have their independence. This funding allows our older residents and those with a disability to have access to the independence and better quality of life that free travel across Harrow and London can ensure. |

| | | |
|--|--------|--|
| The Council's call centre, main reception and website administration costs | 3,925 | Residents want to contact the authority in a number of different ways. This funding support those channels of communication, so that residents can contact the council in the way that is most convenient for them, whether it is online or over the phone. We want to ensure that we are accessible to residents, especially those most vulnerable and who do not have access to the Internet, offering a timely response. |
| Support for residents revenue and benefit claims | 2,787 | This funding provides assistance to those residents in need with benefit claims, helping them access the support they need and offering a timely response. |
| Resources | 21,030 | Providing good frontline services relies on strong back office functions, including Legal, HR, procurement and IT support. This budget ensures a high quality support function for the Council. |
| Community | | |
| Keeping Harrow clean & green | 15,247 | The council undertakes street cleaning, collection of refuse, recycling, food and garden waste to all residential properties within the borough, including collecting and preventing fly-tipping, managing and maintaining parks, licensing and preventing Anti-Social Behaviour. This budget includes investing in neighbourhood facilities and pro-active action to stop our streets becoming dirty in the first place. The council is determined to make Harrow clean again- which means sweeping streets every week; picking up your bins on time; and finding and fining those who blight our borough with litter and fly-tips. We are renewing our street lighting to more effective and cheaper lighting, monitoring and maintaining all the road surfaces in the Borough and taking the initiative to reduce road accidents. |
| Promoting culture in the Borough | 1,778 | Libraries and cultural facilities are important to us and our residents and they form an essential part of our plan to build a better Harrow. This money maintains our well used and popular libraries, as well as other cultural facilities in the Borough. |
| Housing General Fund | 4,361 | The Council has a duty to ensure all our residents have somewhere to live. This money is spent providing temporary accommodation for residents and families in need. This also goes towards housing vulnerable residents, who, for example, are fleeing domestic violence. |
| People | | |
| Adults and Public Health Services | | |
| Support for people with a disability and older people. | 47,488 | We spend millions of pounds on caring for older residents, and those with a disability. This covers thousands of residents in the Borough and includes day care centres, overnight respite care and home visits by support workers. Our support helps give our residents, dignity, independence and support for their carers and family. |
| Quality Assurance & commissioning services & Public Health | 9,825 | We want to ensure our residents receive the care they deserve. This is the money we spend on safeguarding to ensure that the care our residents receive in the borough - including in private care centres - adheres to the highest standard of care. Public Health grants support statutory duties such as NHS Health Checks and Sexual Health and also non statutory work such as drug misuse prevention. |
| Children's Services | | |

| | | |
|------------------------------------|----------------|--|
| Children & Young People's Services | 23,064 | We provide valuable support to families and young people across the Borough. This includes Children's Centres to support young families and social workers to work with our most vulnerable children and families. We want our youngest and most vulnerable children to have access to key services that will help reduce child poverty and give them the best start in life. This also includes adoption and fostering services. |
| Education Services | 6,235 | The Council is very proud of its schools and the quality of education provided in the borough as we remain one of the top boroughs in the country in terms of education results. The School Expansion Programme is on track to deliver sufficient school places for children in 2017/2018, with contractors working on three major projects. We are keen on offering the appropriate support services for vulnerable children, such as education services for children in care or with special educational needs. |
| Regeneration | | |
| Economic Development & Research | 594 | The council team that works with local businesses and employers to create hundreds of jobs, apprenticeships and training opportunities, particularly for our young people. They also bid for grants from Government to support businesses and regenerate Town Centres in the Borough. We want our local businesses to be successful and able to reach their full potential with access to more commercial workspaces and the ability to employ local people in the many jobs they are able to create. It is this team that is one of the reasons we were awarded the best small business friendly Borough in London. |
| Planning Services | 223 | This is money spent processing planning applications and enforcing planning standards across the Borough. |
| Total Service Budgets | 146,860 | |

Further information can be found in the Council's Budget.

Our Achievements in Difficult Circumstances

Despite the difficult financial situation we find ourselves in, we continue to provide many vital services to residents and address some of the key challenges we have faced during the year. This is a summary of what we have achieved so far in 2016/17.

Build a Better Harrow

Regeneration

The Council is committed to everyone being able to benefit from the regeneration of Harrow which aims to create a thriving, modern, inclusive and vibrant borough. In 2016 the regeneration programme got underway. Design work has started and architects appointed for Poets Corner (formerly Station Road Quarter), Byron Quarter (Leisure Centre and neighbouring sites) and the new Civic Centre in Wealdstone. A further round of community and stakeholder engagement was launched in November 2016 and attracted 200 participants. Design Architects have been selected for the creation of a new public square in Wealdstone and a successful bid has been made to the Government's Heat Networks Delivery Unit to fund a £125,000 feasibility study into a possible district heating network to serve the main regeneration sites in Harrow and Wealdstone, building on the Energy Masterplan completed last year. The 125th young person has also been supported into work in this financial year.

With regards to housebuilding, the revised version of the pilot Private Rented Sector (Build to Rent) scheme at Haslam House, Honeypot Lane, has received planning approval and work has started. Progress is being made in design and engagement on the next two private rented sector (PRS) schemes; at Vaughan Road, in Harrow town centre, and Waxwell Lane, Pinner. The new council house programme is progressing well with planning permission received for 51 new homes. We have also progressed the regeneration of the Grange Farm estate with residents and submitted a planning application. In 2016/17 we expect to see over 800 new homes delivered across the Borough.

We also undertook the largest council house improvement programme in recent years, delivering £9m of work including: 250 boilers, 500 bathrooms, 250 kitchens, upgraded door entry systems to 260 homes, fire safety works to nine sheltered schemes, eco works to nine homes and doors/ windows in 200 homes. These contracts also delivered social value in terms of 17 apprenticeships, 18 work placements, use of local Harrow businesses / employees and sponsorship of community events.

In terms of arts, leisure and cultural provision, in the first three months since re-opening on 2 April 2016, the redesigned and refurbished Stanmore Library has seen the number of new members increase by 48% and visits by 5%. The restoration of the Great Barn has been completed and the venue is available for hire for events including weddings. Harrow Arts Centre is due to transfer to Cultura London in March 2017.

Harrow is very proud of our schools and the quality of education provided in the borough as we remain one of the top boroughs in the country for education results. The School Expansion Programme is on track to deliver sufficient school places for

children in 2017/18, with contractors working on three major projects. Welldon Infants' school was completed in October 2016. Harrow Council schools continue to do well against the new national measures for 2016 relating to the Early Years Foundation Stage and Key Stages 2 and 4 and further positive news on the new progress measures is expected in forthcoming results. One of our two remaining schools previously judged by Ofsted as 'requires improvement' has been assessed as 'good' on re-inspection.

Environment

We want Harrow to be an attractive place to live, work and invest in and our environment to be cleaner, safer and more accessible. So this year we have focussed on the introduction of weekly street cleaning, on the spot fines and a renewed focus on fly-tipping as we set out to make Harrow clean again.

Weekly street cleaning in residential streets was introduced in September 2016 and rolled out across the borough. There are 4 wards to go and these will be completed by February 2017. We are meeting our target of removing fly tips within one working day of their being reported.

To help attract more users to our parks, we have let contracts for building works to provide cafes in three parks, installed green gyms and Green Flag status has been retained in five parks.

Our waste services empty over nine million bins in the course of a year. Currently 38% of Harrow's household waste is recycled and composted and we are proactively driving up recycling rates. Harrow's new garden waste scheme, with over 28,000 residents signed up over the last year, is the largest in London. Greenhouse gases from the council's operations have reduced by 6.4%.

We have a full 'Days of Action' programme to tackle all issues identified in an area where Harrow Council works together in partnership with local services including Police, Fire Brigade, DVLA and Trading Standards. Through our Safer Harrow partnership we are working with the Police and other organisations to stem the increase in violent activity by young people. There has been an increase in such activity during 2016, and we know this has an impact upon residents' perception of safety. However, Harrow remains one of the safest boroughs in London, and we will continue to prioritise the safety of all our residents.

Community engagement & volunteering

We want residents to be able to play a greater role in their communities. We are working with our residents to increase volunteering activity through the established Community Champion network and expanded Parks Volunteer programme. This year local residents have been supported to set up 6 new park user groups, new volunteer clean-up crews and river watchers for Rayners Mead. The Queensbury Park user group had their first public meeting in May 2016.

Building on successful pilots of the MyHarrow Fund, a new Crowdfunding partner has been selected, and we will be launching this in March 2017 along with support for our local voluntary and community sector to maximise the opportunity to raise more money locally for important community outcomes, giving local people more choice on where their money can make a difference for Harrow. We are also working with the voluntary and community sector on a new volunteering project 'V4Change',

where they were able to bring in significant sums of money from the Big Lottery to support better outcomes in Harrow.

A very successful 'I am Team GB' post Olympics event was held on 27 August 2016 at Harrow Leisure Centre, attended by over 600 people and in the finals of the London Youth Games at the beginning of July 2016, Harrow finished 19th out of 33 London Boroughs, only our second time in the top twenty.

Be More Business-like and Business Friendly

What we are doing for businesses

We are a council that understands the needs of local businesses and supports them to grow and be successful. We are very pleased that the council's business support events continue to be well attended and highly valued. 2016 saw the first birthday of the Harrow Business to Business Mentoring project, the Accelerate your Growth Workshop and a networking breakfast sponsored by Nat West Bank. Our Pop-Up Shop in Rayners Lane provided the Young Harrow Foundation space for training, networking and mentoring sessions for small Harrow based charities. The Meanwhile Space Project has secured new premises in Wealdstone, which will be used to provide "Step Up" space to local entrepreneurs that have benefited from the "Start Here" space.

Commercialisation and shared services

In 2016 we have accelerated our commercialisation agenda with a range of new services for residents and businesses.

The new HR Shared Service with Bucks County Council went live in August and the new shared management structure is in place. The shared procurement service with Brent and Brent Housing has also gone live and work is being undertaken for Haringey Council. Work to expand the Legal Practice has continued and Bucks County Council decided to join HB Public Law (HBPL) in the summer. HBPL now covers the legal work of five councils: Harrow, Barnet, Hounslow, Aylesbury Vale District Council and Buckinghamshire County Council.

Harrow Council and IBM signed a partnership contract for Project Infinity, the adult social care product, in August 2016. The project has generated much interest from a range of bodies which is all very positive and meant Harrow was included as one of the case studies in the LGA report written by the Institute of Public Care on Transforming social care through the use of information and technology. Project Infinity has also been shortlisted in the 'Innovation' category by the Local Government Chronicle (LGC) awards panel 2017. Separate discussions with IBM have moved forward the MyCommunity ePurse, OurCommunity ePurse and TotalCommunity ePurse products with a view to launch these in September 2017.

Project Phoenix is also pressing forward, with seven new commercial ventures approved. Highlights include the launch of the Harrow & Brent transport hub, the Training Academy – Centre of Excellence, and the commercial food waste service. Trade waste and gardening services are expanding and greater utilisation of our assets has seen Council buildings used for major film locations and commercial events offered in our parks. The garden waste service was launched in April 2016 and has gained around 28,000 subscribers, this has the most successful take-up amongst our cohort of neighbouring Boroughs.

Shared Lives, which is looking for ordinary members of the public to do the extraordinary and share their lives with a vulnerable adult, is making good progress in expanding its offer to include Barnet Council referrals. Eight self-employed carers who live in Barnet are now in place to start taking on referrals.

Wiseworks has expanded its income generation through new printing contracts, garden maintenance services and maintenance of community notice boards and is developing a hiring policy to enable other groups to use its facilities.

The 2016 peer review concluded that Harrow was a 'good council with committed and passionate staff who have enthusiastically embraced the authority's commercialisation objectives.' It also recognised that the Council has made great strides in strengthening its financial base since 2006. The report also made a number of recommendations for where we could continue to improve and we will be looking at these and how we can take them forward.

Customer service

The experience residents have when they contact the council is very important to us. Customer Service performance has been up and down over last year. High call volumes were seen with the introduction of the Green Garden Waste service. Customer Service issues began to impact on customer satisfaction levels. So in 2016 we have invested in additional phone line support for residents calling up the Council so we can deal with their issues as soon as possible.

Call volumes have now started to drop and we are back to providing a good service. We also continue to make more services available online, making it easier for residents to contact or transact with the council at a time that suits them. 85% of Council transactions are now self-serve and by December 2016 there were over 90,000 My Harrow Accounts open, producing nearly 35,000 MyHarrow logins per month. Calls answered by self-service stand at 45% and MyHarrow and Web Form Users satisfied are 90% and 91% respectively against a target of 90%.

Protect the Most Vulnerable and Support Families

Families & children

Families are at the heart of our communities in Harrow and we want to ensure that Harrow is a place where children, young people and their parents can thrive. We are on track to work with over 400 vulnerable families as part of the Together with Families programme. An integrated disabilities team has been established and is working towards a seamless service for children, young people and adults and good progress is being achieved in recruiting to front line Children's social work posts to deal with the highest numbers of children in care and with child protection plans in at least 12 years.

Watkins House, an extra care/supported living housing scheme in Harrow, has achieved formal registration from the Care Quality Commission.

The Council places great importance on addressing all forms of inequality from health inequality to economic opportunities. This is a long-term aspiration, but positive developments in 2016 include the launch of Active Harrow - the new Physical Activity and Sports Strategy which has been developed jointly with teams in the Council leading on sports, travel planning, regeneration and parks/open spaces. Work is underway to engage further with health, voluntary and community

stakeholders. This far-reaching programme will not only improve health and wellbeing but there will be a knock-on impact on children's educational achievement, workplace productivity and absenteeism, crime and antisocial behaviour. We also want to find new ways to deal with the high level of diabetes in Harrow.

Nearly 60 people have been trained on HENRY (Health, Exercise and Nutrition for the Really Young), including early years workers, private and voluntary sector nursery staff, health visitors, school nurses, practice nurses and GPs and obesity training has been run for GPs, health visitors, school nurses and other front line staff, particularly those working with children, to improve their confidence and skills in having conversations about weight with families.

Adults

We want people to be able to look after themselves and reduce their need for repeated professional interventions. We have strived to protect key services for the most vulnerable and re-design services to get the best outcomes for the resources available. Through a steering group including users and carers, work has started to move towards a self-financing model of care and support at The Bridge mental health day centre and is now at procurement stage, with a specification having been agreed.

The Council has trained 16 mental health first aiders who will be able to provide support for their colleagues and deliver workshops to raise awareness about the importance of good mental health. We have also signed up to the national Mental Health Challenge and appointed two Mental Health Champions, Cllr Kareema Marikar and Tom Whiting – Corporate Director for Resources and Commercial. A scheme to help people with mental health difficulties into employment is moving forward, with the contractor advertising for staff in order to be fully operational.

In 2016 officers worked with the renowned Tavistock Relationships to deliver a pilot programme, providing mentalisation therapy to 10 couples who have experienced domestic violence in their relationship and who want to work together to become better parents. The evaluation has just been finalised and the project has been successful in securing funding from the Department for Education to extend the pilot for a further 30 couples.

National figures confirm Harrow as third highest in London for reablement clients continuing to live independently, the number of social care clients reporting being satisfied has continued to increase in 2016 and an Adult Social Care study with the Tizard Research Centre, entitled 'Ballet Burst', which focussed on using ballet as a discipline to improve health outcomes, has achieved international recognition.

Why this Strategy – our local context

Population Growth: 7.1% of the population are aged 0-4; 13.5% aged 5-15; 64.4% are aged 16-64 and 14.9% are aged 65 plus¹. As with most areas in the country, the borough has an ageing population. It is expected that the number of residents aged 65 plus will increase by 42% and those aged 85 plus could increase by 62% by 2029².

Diversity: 42.6% of the population identify as being Asian which ranks 2nd nationally. Since 2001 there has been a 59.4% increase in the number of residents who are Asian. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages³.

Housing: Harrow has the second lowest proportion of social housing of any of the London boroughs. ⁴ 10.2% of Harrow's households live in social rented housing, and 21.7% of households live in private rented accommodation. Around 2000 households in housing need approached the Council for assistance in 2014/15 and the number of homeless families has increased over the past 5 years, with homelessness now a significantly growing issue. We will continue to work to help families remain in their accommodation whenever possible and find new housing solutions for families who need to move. Evictions in social housing are normally very low, averaging 6/7 per year for rent arrears. In 2016/17 we have seen this figure increase to 15 after all options to assist the tenant to sustain their tenancy had been explored.

Health: Health in the borough is generally good; however, in 2011 14.6% of residents in Harrow have a limiting long-term illness or disability. This is an increase of 13.2% (+4,000) since 2001. Harrow's rate is now higher than the average for London (14.2%)⁵ 22.5% of all 4-5 year olds are classified as over-weight. 9% of 4-5 year olds are considered obese. 34.5% of 10-11 year olds are classified as over-weight. 20% of 10-11 year olds are classified as obese. This is higher than the national average.

In Harrow men showed an increase in life expectancy between 2002-4 and 2008-10 but this has reduced again. The average life expectancy for 2012-14 for men showed that men in the most deprived parts of Harrow live, on average, 6 years less than men in the most affluent. In women the inequalities gap closed (decreased) between 2002-4 and 2006-8 but after a period of stability, it has increased and women in the most deprived parts of Harrow live, on average, 5.6 years less than women in the most affluent areas.

Education: There are 57 schools in the borough, of which 95% are judged as good or outstanding by Ofsted. Despite population growth every Harrow child has been offered a school place at a Harrow school, achieved through our successfully delivered school expansion programme.

¹ 2015 Mid-Year Estimates, Office for National Statistics (ONS)

² 2014-2029, 2014-based Sub-National Population Projections, ONS

³ 2011 Census, ONS

⁴ 2015, Dwelling Stock Table 100, DCLG

⁵ 2011 Census, ONS

Crime: Over the year to November 2016, crime levels rose by 5.4%. The most common crime in the borough was anti-social behaviour, followed by violence against the person, although relative to London rates are low. The local community safety partnership is working hard to respond to emerging concerns around violence and knife crime. Overall, the borough had a crime rate of 4.74 offences per 1,000 population in November 2016, which is the lowest rate in London.

Environment: Over 20% of the area of the Borough is Green Belt. 38% of household waste is currently recycled or composted.

Employment and Skills: Unemployment in the year to November 2016 averaged 1.2%, below the London and national average of 1.9% and 1.8% respectively. There are more than twice the number of residents that have higher level qualifications (in Harrow (37% NVQ Level 4+), compared to those with no qualifications (17%) with only 4.3% having no qualifications at all. The borough has a high percentage of residents with 'Other' qualifications (including foreign qualifications), at 11.6%, compared to London (8.5%) and England overall (6.6%). At 1.4%, the borough has also has one of the lowest levels of 16-18 year old NEETs (not in education, employment or training) in both London and one of the lowest levels nationally. 17% of those aged 16-64 have no qualifications (lowest being NVQ4).

Harrow Ambition Plan 2020

This is the second Harrow Ambition Plan which builds on and reports on the progress made against achieving the first Plan issued in February 2016. All Councils are experiencing immense budgetary pressures and Harrow is no different. This document is designed, not only to set out how this Council is responding to those challenges, but it also sets out our aspirations for the Borough, our commitment to the residents of the Borough and our commitment to staff.

1. Build a Better Harrow

Our aim is by 2020 to:

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|---|---|
| Deliver the largest number of new homes in a decade | 5,400 new homes by 2020/21 | <p>Regeneration being led by others: We are expecting to deliver over 800 homes in 2016/17 and are on track to exceed our target of 5,400 new dwellings completed in the borough by 2020/21. Good progress with planning activity on Harrow View West and East as well as Origin sites. College Road (now Harrow Square) and Lyon Road progressing with construction on site.</p> <p>Regeneration programme on Council owned sites: Good progress with first completions of units scheduled this calendar year but larger phases due 2018/19. Planning consent for Haslam House obtained. A number of planning applications for Council Regeneration sites being prepared and due to be submitted in the summer 2017.</p> |
| Deliver the biggest Council Estate Regeneration scheme in decades | 500 new council houses by 2020 | Planning permission received for 51 new homes with 11 on site. Planning application submitted for the regeneration of the Grange Farm estate. |
| Improve the quality of our homes and estates by implementing the Harrow Better Homes Standard and rolling 5 year Better Homes Programme | Successfully deliver our capital programme, maximising value for money, social value and collection of any income due from leaseholders | The 2015-16 housing capital programme was the largest in recent years. These contracts also delivered social value: 17 apprenticeships, 18 work placements, use of local Harrow businesses / employees and sponsorship of community events including Harrow Heroes. A communications plan accompanies the investment programme to publicise outcomes from the |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|--|--|--|
| | Approved rolling 5 year Better Homes programme | various programmes The rolling programme is in place. The advantages of this are now showing clear improvement in our delivery of the programme. This is because the ability to plan all steps to delivery much earlier means that the current year's programme is going well; we are able to substitute delayed projects and we are further ahead than we have ever been in validating, consulting residents and designing next year's programme. |
| Continue to improve the appearance of our estates working closely with caretakers, tenants and leaseholders. | Improved service performance – measured by tenant and leaseholder feedback surveys | We have delivered a rolling programme of estate action days including caretakers, tenants and leaseholders and are working on a means of measuring resident satisfaction. |
| Reduce housing fraud | Complete 600 leasehold audits to confirm occupation and the protection of our freehold Recover 10 properties in 2016/17 where fraud is identified and allocate to those in genuine housing need | Audits started in qtr. 2. 581 properties have been visited and access was granted to 226, enabling audits to be completed. So far in 16/17 we have recovered 8 properties. The first unlawful profit order, to obtain profit from subletting, has been achieved by Harrow since the introduction of the Protection of Social Housing Fraud Act 2013. A Communications Plan has been developed with campaigns to encourage more public reporting. |
| Deliver a thriving cultural offer through regeneration and commercialisation projects (arts, libraries, heritage, sports & leisure and | Six libraries will have been refurbished or rebuilt, Headstone Manor Museum will be completely refurbished, Harrow Arts Centre will be delivering | Public consultation regarding the refurbishment of Kenton Library has been completed and works will be finished by the end of May 2017. Works on the new Town Centre Library site at 51 College Road have started and opening to the public is scheduled for the end of 2019. A viability study and proposals for the residential development of the Roxeth Library site including a new library |

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| night-life) | from improved buildings, an improved or new Harrow Leisure Centre will be at the centre of a new residential and leisure led quarter next to Byron Park | have been completed following public consultations in July 2016. Restoration work at Headstone Manor Museum has continued following the re-opening of the Great Barn. The new visitor centre will open in April 2017 and the main house in October 2017. Detailed design work has been undertaken for the Byron Quarter site for residential and leisure development, to include a new Leisure Centre, prior to the submission of planning applications. The transfer of Harrow Arts Centre to Cultura London is due to proceed in March 2017. Also see below. |
| | In 2020 the annual Active People Survey will show 25% of the population aged 16+ engaging in sport or physical activity three times a week | Annual survey data for 2016/17 not yet available. |
| | By 2020, there will be at least 2.5 million visits per annum across our cultural offer, which would include Harrow libraries, Harrow leisure centres and Headstone Manor | New Cultural Strategy being developed in 2017. Overall 91.69% of users rated the service Excellent, Very Good or Good in the 2016/17 surveys. Nearly 1.2m visits in the first half-year of 2016/17. |
| | Harrow will be seen as the place for creative industries/artists to locate and conduct business (e.g. Artisan Place) | Grant Agreement now in place to create workspace for artists at Artisan studios. |
| | Deliver S106 funded improvements to outdoor | The S106 contribution in relation to the development of the Harrow View West site for improvements to outdoor sports facilities has now been received by the Council. Improvements to be made at three sites near to the development – Bannister |

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| | sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023 by 2019 | Sports Centre, Headstone Manor Recreation Ground, and Harrow Weald Recreation Ground. |
| | Resident feedback: 90% of library users rate the Library Service as Very Good or Good | An overall 91.69% of users rated the service Excellent, Very Good or Good in the 2016/17 surveys. |
| Deliver a new Civic Centre in the heart of Wealdstone, providing the catalyst for total regeneration of that part of the Borough, and regenerate Harrow Town Centre | To have moved into a new civic centre by 2019 | The new Civic Centre masterplanning team (led by Gort Scott architects) has now been engaged and design work has begun. Discussions continue with the CCG on the potential for a shared facility on the site. |
| | Create over 500 new jobs | Data will be reported at year end. |
| | Support 500 young people into apprenticeships and jobs | We have so far recruited 400 young people into apprenticeships and jobs |
| | Support over 5,000 adult community learners | This is an annual measure which will be reported in July 2017. |
| | Helped 300 unemployed residents back into work | 142 helped at mid-year 2016/17. |
| Prevent homelessness whenever possible | By 2020 all families facing homelessness in the borough will be helped to remain in their accommodation or be offered an alternative housing solution. No families will stay in shared bed and | We are currently prioritising homelessness prevention and finding housing solutions for statutory homeless households (mainly families with children) to reduce the numbers who have to go into Bed & Breakfast accommodation. The work we are doing on this is helping us to meet our 2020 target. B&B numbers are reducing, but there are still significant homelessness pressures because of welfare reform and the overheated London housing market. |

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| | breakfast accommodation longer than 6 weeks | |
| We will continue to support local private landlords and work with our social lettings agency (Help2Let) to offer well managed private rented accommodation in the borough | We aim to double the number of training sessions for Harrow Landlords by 2020 so as they can be accredited or re-accredited and keep their knowledge up to date (the course is offered through the London Landlord Accreditation scheme) | Delivered 325 against a target of 344 at mid-year 2016/17. We continue to promote accreditation through landlord forums and our contacts with landlords. In addition we encourage take up of our regular accreditation training sessions |
| Continue to be one of the safest boroughs in London | Crime rates continue to fall and are the best in London | Best rate in London at November 2016, notwithstanding an increase in overall numbers of offences. |
| | Remain one of the best places in London for people from different backgrounds to get on | In a May 2016 survey, 79% of respondents thought people from different backgrounds got on well together in the local area. This will be re-measured in quarter 4 against a year-end target of 70%. |
| | We will regularly review our Road Safety Plan | The delivery of the road safety plan involves both educational and engineering initiatives to achieve a reduction in the number of accidents. This year there has been a 30 % increase in Level 2 cycle training; outreach activity to older people to address an increase in accidents; hard hitting 16-19 year olds programme for young drivers; specific targeting to women to increase participation; subsidised BikeSafe courses and a flagship cycling event to encourage and promote cycling benefits. |
| | Aim for a year on year reduction in people killed or seriously injured on our | There were 44 people killed or seriously injured in 2016, Harrow is in the upper quartile of safest Boroughs. |

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| | roads | |
| Ensure sufficient places in childcare for vulnerable 2 year olds and encourage uptake | Uptake of formal childcare to improve from 48% to 67% and increase to 80% by 2018 | 56% at Q1 |
| Support our schools to continue to be among the best in the country | 95% of Harrow's maintained schools to be judged as good or outstanding by Ofsted for all children | 95% as at 31st August 2016 |
| | No "Coasting" schools | Harrow did not have any 'Coasting' schools at Key Stage 2 or Key Stage 4. |
| | Harrow school's Key Stage 2 results remain in the top 10% nationally and 5+A* to C GCSEs including English & Maths in the top 20% nationally | Key Stage 2: Percentage of pupils achieving the expected standard in Reading, Writing & Maths in Harrow's schools in 2015-16 ranked in the top 10% nationally. Key Stage 4: Harrow's schools have ranked (1) 37th out of 150 local authorities for their 2015-16 5+A*-C GCSEs including English & Maths result; and (2) 16th for the new Attainment 8 score at KS4. |
| Maintain one of the lowest rates of young people Not in Education, Employment or Training in the country | Increase the number of young people who partake successfully in Apprenticeships and on Pre-Apprenticeship programmes | 98.3% in education, employment or training at Quarter 2. |

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| Promote wellbeing and reduce inequalities in the borough | Reduce life expectancy differences in the borough | <p>This is a generational ambition and progress will only be evident over several years. The life expectancy gap in the borough is currently an average of 6 years for men and 5.6 years for women.</p> <p>The Harrow Health and Wellbeing Board have committed to a five-year vision 'to help all in Harrow to start, live, work and age well concentrating particularly on those with the greatest need.' We are also trialling a health impact assessment for council decisions and the housing resident involvement programme promotes health, wellbeing and financial inclusion via information and activities at housing events, in the tenants and leaseholders quarterly magazine 'Homing In' and will be a key part of the new resident involvement strategy from 2017.</p> |
| | Deliver improvements against our Corporate Equality Objectives | <p>Our achievements against these objectives in the first half year include:</p> <p>Production of an LGBT Guidance for managers, a Transitioning at Work Policy</p> <p>A publicity campaign to raise awareness of DisabledGo resulting in doubling the hit rate to our Access Guide.</p> <p>Progress against the British Sign Language Charter including training frontline staff.</p> <p>A number of diversity events organised and delivered for staff and elected members working in partnership with the third sector including Mental Health Awareness Week in May and entering a walking group for Pride London.</p> |
| Promote and support volunteering and greater community action | Increase number of volunteers and volunteer hours across the borough | The Council is working with Harrow Community Action following their successful Big Lottery bid for the Volunteering for Change project. The housing resident involvement strategy refresh underway in 2016 aims to increase the number and diversity of |

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| | | tenants and leaseholders involved in the service and in their communities. |
| | Achieve a target of 1100 trained Community Champions by 2016/17 | On track - 1059 at half-year point, 2016/17. |
| | To have established a Park User Group in every major park by the end of 2016/17 | The target was for 18 Park User Groups to be set up by the end of March 2017, but by the end of 2016, 19 had been set up. |
| Continue to be tough on enforcement including on-the-spot fines for littering our streets and other anti-social behaviour | Fly tipping will be removed within one working day. We will carry out targeted enforcement and education activity based on areas with higher activity | <p>Work has included:</p> <ul style="list-style-type: none"> Use of mobile CCTV to target hot spots Ward improvement plans being developed and we have made it easier to report fly-tipping, missed bins or broken streetlights via a new app – called ‘Your Place, Your Space’ More intelligence to target resources Produced a fly tipping operational plan Introduced a £200 Fixed Penalty Notice for fly tipping under new legislation Working with partners including Keep Britain Tidy to put in place sustainable approaches We will be putting in place community work to help educate and improve knowledge around refuse disposal |
| | Reduction in the total number of anti-social behaviour incidents per 1,000 residents | To be determined at year end (19.1 per 1,000 residents at end of 2015/16) |
| To have a good quality, clean | To maintain our position as one of the top recycling | A Waste Management Strategy has been developed and adopted. The strategy provides a framework of how waste will |

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| and sustainable environment | boroughs in London and develop a recycling strategy to meet our ambition to be the top performer in London achieving a target of 50% by 2020 | be managed to deliver sustainable waste management, divert waste from landfill, deliver best value and be flexible in responding to changes and waste minimisation will sit within this. Recycling and composting at 38% at mid-year, 2016/17. |
| | To increase sustainable modes of transport in the borough to support improvements in air quality and public health by: | |
| | Reducing the % of children travelling to school by car | School travel plans are in place for 40 of Harrow's schools so far. Data against these measures will be assembled at the year end. |
| | Increasing the % of trips by walking and cycling | |
| Improve the cleanliness of the local environment etc and increase resident satisfaction | Weekly street cleaning in residential streets introduced in September 2016 and rolled out across the borough – 4 wards to go due to be completed by February 2017. 3 surveys undertaken to provide baseline data and move to focus management along local area lines. We are planning a series of housing estate action days in 2017/8 including caretakers, tenants and leaseholders, and are working on a means of measuring resident satisfaction. | |

2. Be More Business-like and Business Friendly

Our aim is by 2020 to:

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| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|--|---|---|
| Generate new sources of income for the Council to pay for vital services | Bring in commercial contributions worth £15m by 2019 | A Commercialisation Strategy was agreed in June 2015 and is making a major contribution to our budget planning. Sources of income are being raised to invest in the local services our residents value. Our pioneering deal with IBM for Project Infinity has been signed. Project Phoenix is commercialising Depot based services such as trade waste, gardening, MOTs, parks and events. We are investing in commercial property to generate a return. We are investing in Housing through our development of new housing as part of Building a Better Harrow. In February we agreed a plan to sell our Helpline Service. |
| | Deliver 2000+ new homes on council-owned land in the next decade and use any profit to support council services and become more | The regeneration programme for Council-owned land is proceeding according to plan. Most sites are currently at the masterplanning and design phase, with some initial sites entering planning and pre-application stages. Delivery on site for the initial regeneration schemes will commence in mid- 2017. |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|--|---|
| | self-sustaining. To aim for cost neutrality in Environmental Services by 2020, with 70% complete by 2018, through the work of the Project Phoenix commercialisation programme | Seven business cases have been approved by the Commercial Board during 2016/17. Projects are underway in: <ul style="list-style-type: none"> <input type="checkbox"/> Trade Waste; <input type="checkbox"/> Grounds Maintenance/Gardening Service; <input type="checkbox"/> Pest Control; <input type="checkbox"/> MOTs; <input type="checkbox"/> Events/Filming; <input type="checkbox"/> Training Academy |
| Launch a new Private Lettings Agency | Have a portfolio of c.500 homes for letting and management | The new Private Lettings Agency was launched in 2016 as part of Concilium Business Services, one of the Council's new companies. |
| Deliver more workspace for Harrow's enterprising businesses | Create workspace to support the needs of growing local businesses, and attract new businesses into Harrow | Gayton Road development will create new workspace in 2019/20 to be under council management. |
| Continued growth of Harrow's business base through our spend with local businesses | 15% of council spend will be with local businesses | We are currently at 12% and on our way to achieving our 2020 target. |
| Improve resident satisfaction with our services, despite our need to do more for less | Resident satisfaction will be constantly above 60% | 56% of residents are satisfied with the way Harrow Council runs things (May 2016). Levels of satisfaction are highest amongst the 65-75 age range (67%) and 16-24s (65%). |
| Have a reputation for being a good employer and an inclusive organisation, attracting and retaining the | Maintain Investors in People (IIP) and Disability '2 tick' accreditation. | Planning has not yet commenced for IIP or Two Tick re-accreditation. However, the new on-line appraisal process has been launched and we are now using the system to report performance. |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|---|---|
| best staff | Improve our Stonewall Equality Index Score to achieve Top 100 employer status by 2020 | At January 2017 the Council moved up from 399th to 153rd out of 440 organisations and is the “most improved” employer in the Stonewall index. |
| | Improve our staff survey ‘engagement’ scores. | Our new Council Values and the Harrow Ambition Plan are the foundation of our staff engagement and we are continuing with our plan to embed the values. Feedback from the recent Peer Review indicates that this work is successful. |
| | Achieve London Healthy Workplace Charter Excellence Award | In conjunction with Public Health a strategy and action plan have been developed to address achievement of the Award. The Council’s Public Health Team are running a series of wellbeing activities for staff that have been well supported. The Council has also engaged in the Dementia Friends programme and has committed to focusing on mental health and wellbeing in 2017. |
| Have a reputation for being an innovative council | National reputation for being a commercial council | Active communication has not started as yet, as we wait for more of our ventures to start demonstrating sustained commercial performance. Meanwhile an article in the Municipal Journal on 23 November publicised Harrow’s partnership with IBM on the Infinity project. Project Phoenix and Project Infinity are both finalists in the Local Government Chronicle awards. |
| | Leader in West London for shared services | Activity around Legal and HRD are good evidence of this. |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|---|--|
| Involve residents more in decisions that impact them and their neighbourhoods, devolving decisions where we can | Community consultation is at the heart of our regeneration activities though the active involvement and engagement of the Residents' Regeneration Panel | The regeneration Residents' Panel continues to meet, and has an active core membership engaged in Harrow's regeneration programme. Local engagement with residents has taken place on all the regeneration schemes, and it is important that as these develop residents are kept up to date on developments. Newsletters from the Leader have been distributed to key areas of the borough to update on what's going on within their area as another means of informing and engaging residents about Building a Better Harrow. |
| | Increase number of residents who feel able to influence local decisions | Although this went down to 27% in May 2016, with the number of engagements now active with the regeneration programme the Council expects this to rise. However, over 50% of tenants are satisfied with the way the Council listens to their views and acts on them. |
| Continue to deliver excellent customer service and the right 'First Impression' | Improved resolution at the first point of contact | The Council continues to perform well in this area, although performance has slightly fallen to 89% from 90% in 2015/16. |
| | Reduction in avoidable contact | Avoidable contact is now reducing, following improvements to the Garden Waste service. |
| | Increased Customer Satisfaction | In May 2016, 56% of residents surveyed were satisfied with the way the Council runs things. This is the same as the average figure since surveys started in 2008 but is a reduction since last year and our ambition is to achieve 60% consistently (see "Improve Resident Satisfaction" above). In the third quarter of 2016/17, 90% of My Harrow Account users and 91% of web form users were satisfied or very satisfied with the service. 67% of tenants are satisfied with the overall service provided by the Housing Department. This is comparable to the 2012 result, in spite of the overall external environment being more challenging. |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|--|--|---|
| | Enhanced self-service offering | The percentage of customer contact by self-service (including web forms, kiosks, web visits) has increased to 85% from 80% last year. |
| Become a truly digital Council with residents increasingly dealing with the Council online, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person. | Reduce advisor appointments by 10%, advisor answered phone calls by 10% and email traffic by 20% by 2020 | We have already reduced our advisor appointments by 30.3%, exceeding our 10% target. We have reduced our advisor answered phones calls by 5.6% We have already reduced our email traffic by 22.8% in 2016/17. |
| | Increase logins to MyHarrow accounts by 50,000 pa and integrated web form usage by 20% | We are on target as achieving around 35,000 logins per quarter |
| | Reduce postage costs by £30,000 pa | Savings will be calculated at the year end. |
| Continue to develop shared service arrangements with other Councils in order to save money | Save £100K in 2016/17 on Procurement services, £250K on HR services by 2018/19, and £280K on Legal services in 2016/17 | These projects are on track and are being monitored through regular budget monitoring. |
| Embed effective standards for countering fraud and corruption in the organisation to minimise impact on service provision | Ensure that risks associated with fraud & corruption are managed effectively across all parts of the council by identifying fraud risks; developing a counter fraud strategy; providing resources to implement the strategy; and taking action in response | Fraud risks – The fraud risk register is currently under development with an estimation of it being established by April 2017. Corporate Anti Fraud & Corruption Strategy – following consultation with a number of groups, the reviewed strategy will go to Council in February 2017 for adoption into the constitution. Providing resources and taking action – Internal Audit & the Corporate Anti Fraud Team’s mid year progress against their respective annual programme of works will be reported to |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|--|---|
| | to identified fraud & corruption | Corporate Strategic Board and the Governance, Audit, Risk Management and Standards Committee in January 2017. |
| Support a sustainable voluntary sector to deliver services in the borough | Develop and deliver a strategy for working with the Voluntary and Community Sector in Harrow | A consultation was launched with the Voluntary and Community Sector in September 2016, setting out future funding options, and to start discussions on the future relationship. The final decision on this proposal was taken at Cabinet in January 2017. |

3. Protect the Most Vulnerable and Support Families

Our aim is by 2020 to:

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|--|--|--|
| Safeguard vulnerable children and adults in need of protection and be pro-active in reducing the risk of abuse within families | Pro-actively counter all forms of abuse; including child trafficking, child sexual exploitation, serious youth violence, gangs, on-line grooming, modern slavery and elder abuse | <p>Work to counter abuse and exploitation is being co-ordinated through the LSCB and the multi agency sexual exploitation panel (MASE)</p> <p>Co-ordinated programme on Violence Vulnerability and Exploitation has been developed with the Police involving People Directorate, Community Safety Team and others across Council. This has led to the setting up of a Gangs Multi-Agency Panel, which meets monthly to review cases and put in place partnership level interventions.</p> |
| | Reduce rate of first time entrants to the youth justice system | <p>The most recent verified data available (year to March 2016) shows a reduction in first time offenders (83 per 100,000 pop) from the baseline (year to Sept 2015, 89 per 100,000 pop). However the Youth Offending Team (YOT) team has experienced an increase in caseload and police report increases in crime involving young people during 2016-17 which is likely to be reflected in the next quarterly reports. Activity is being co-ordinated with police and other local agencies to better understand and reduce violence, vulnerability and exploitation, including gang-related activity.</p> |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|--|--|---|
| | Reduce rates of reoffending amongst young offenders | There is a significant time lag due to the nature of this indicator and the cross-referencing of national offender data. The most recent data shows reoffending for those who originally offended in 2013-14 and shows a reduction in the numbers of reoffenders, but an increase in the rate of reoffending (i.e. the total number of offenders has also decreased). |
| | The independent Local Safeguarding Adults Board (LSAB) judges that safeguarding adults work is person centred | At its March 2016 meeting, the LSAB agreed that Harrow has attained the “silver” level in the Making Safeguarding Personal programme. Without significant funding and a University partner this is the highest level of achievement. In the most recent user interviews, the independent social worker who speaks with victims at the end of the SGA Team’s involvement found 100% understood and felt in control of the process. |
| | The LSAB judges that prevention of abuse of adults at risk is a high priority in Harrow | At its annual review and business planning day in June 2016, the LSAB identified prevention as a high priority for work in 2016/17, including a focus on distraction burglary and financial scams etc. The users who attended the day thanked the Board for the priority given to these areas to date, but confirmed that they would like more work to continue this year. |
| Continue to support those residents who are victims of domestic and sexual violence, including female genital mutilation | Improve the ‘Outcome Star’ performance for those residents who use our Domestic and Sexual Violence services, meaning they feel more safe as a result of our interventions | The average outcome star performance for those monitored in this way has shown a positive journey, although this measure is not used by the IDVA service as this is for short term crisis intervention. We are looking to introduce Safe Lives exit questionnaires for the IDVA service to better assess the effect of support given. |
| | Deliver the ‘Harrow Couples Domestic Violence Project’ in 2016 | In 2016 officers worked with the renowned Tavistock Relationships to deliver a pilot programme, providing mentalisation therapy to 10 couples who have experienced domestic violence in their relationship and who want to work |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|--|---|
| | | together to become better parents. The evaluation has just been finalised and the project has been successful in securing funding from the Department for Education to extend the pilot for a further 30 couples. |
| To improve the lives of vulnerable families with multiple problems through the transformation of local services | 1360 families have measurably improved outcomes by 2020 | Reward funding claimed for 80 families at September 2016 and now working with over 400 families. Further claims to be made before end of March 2017. |
| Deliver Project Infinity, an innovative programme to develop a contemporary, fresh and leaner adult social care system so the most vulnerable, their carer(s) and their family are at the centre of adult social care | Achieve outcomes and commercial ambitions for the Infinity programme | A joint sales and marketing plan has been developed with IBM Watson and initial governance board held. Regular weekly meetings and monthly conference call with lead members is being held to monitor commercial progress. The response from the market has so far been very positive and a number of opportunities are currently being progressed. |
| Integrate adult social care services and health services further | Partners agree Better Care Fund plans | A new quarterly reporting template is being complete providing more data driven performance measurements to report on to the Health and Wellbeing Board. |
| Continue to ensure people have maximum choice and control over the care services they receive through personalisation | Increase the % of long term service users who report having as much control over daily life as they would like | There are two questions on control in the adult social care user survey. The first question asks generally about control over daily life and for this measure, the score has fallen slightly since last year from 70% to 67%. There is a second question about whether council services have made a difference to clients' sense of control. For this question the results were slightly better than last year, increasing from 83.3% to 85.6%. |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|--|--|--|
| | Increase the % of long term service users who report having choice over care and support services | This question was first asked in the Harrow survey in 2016 and the result was 70% (those who have enough choice or didn't want choice). This measure has been included in the national survey for 2017 which will give the first benchmarking information. |
| Deliver an effective health visiting service to ensure children get the best start in life | Increase the percentage of births that receive a face to face New Birth Visit within 14 days by a Health Visitor with a target of 88-90% by April 2017 | 80% achieved against a target of 88% at Q1 2016/17. |
| Continue to deliver effective intervention services through our Children's Centres | Increase reach of Children's Centres to Harrow's most vulnerable children and families | Consultation complete and Early Support now being rolled out from January 2017 – to be delivered via Children's Centre and youth centre hubs. Will keep Children's Centres and youth centres open and accessible to residents in the areas of greatest need, despite budget constraints. |
| Establish a new respite care unit and increase the offer of respite care for children with disabilities within the borough | Sign off business case and identify site by end of 2016/17 | A cross council working group is investigating potential options for new or expanded respite provision. Work is underway to develop the business case including site searches, assessment of capital requirements, collation and analysis of demand data and revenue modelling. |
| Continue our School Expansion Programme | Every Harrow child has a school place each year to 2020 | School place planning is in place to meet the demand for school places up to 2020 in accordance with current school roll |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|--|--|
| | | <p>projections as follows:</p> <p><u>Primary</u>: it is anticipated that delivery of the primary free schools announced to be opened in Harrow will meet the need for primary school places in Harrow without the need for further expansions of existing primary schools.</p> <p><u>Secondary</u>: there is sufficient capacity at high schools up to 2020. Work is progressing to develop plans for more places to be created to meet increased demand beyond 2020/21, which are expected to include a new high school as well as some expansions of existing schools.</p> <p><u>Special educational need</u>: 151 additional places have been created from 2015/16. The need has been identified for a new special free school to meet future increased demand.</p> |
| Improve access to high quality local contraception and sexual health services | To reduce sexually transmitted infections and unplanned pregnancies in Harrow | Targets met for HIV tests offered (99% of new attendances vs target of 97%) and HIV tests accepted (90% vs target of 84%) at Q1 2016/17 |
| Improve mental health and wellbeing and in particular pilot an integrated employment/ mental health support offer | Residents with common mental health problems who are out of work are supported to return to employment | Please see next but one entry. |
| | Increase the percentage of adult social care users/adult carers who have as much social contact as they would like | The number of clients reporting feeling socially isolated has increased. The confirmed ranking in London has dropped from 19th to 26th. However, this result is not solely related to social care services and is also affected by environmental factors such as Housing, Access to local facilities, Public Transport etc. |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|------------------------|---|--|
| | Increase the proportion of adults in contact with secondary mental health services in paid employment | The indicator shows employment levels above the target 8.9% vs target of 6.5%. The mental health indicator measures the <i>average</i> level of employment from monthly data. This is a Harrow definition of the indicator - the published data will be lower as it includes some clients placed out of Borough in secure accommodation who cannot work or live independently. Benchmarking confirmed Harrow achieved average results in the national indicator for 2015-16. |
| | Reduce number of working days lost due to stress and mental ill health in the Council | We are about to launch a programme which will give support to residents with common mental health problems who are unemployed and will support them back to work by giving integrated employment and mental health support. Around 22 people will receive the support but we are looking for further funding to extend the reach of the programme. We now have trained 16 mental health first aiders in the Council who will be able to provide support for their colleagues and also will train other staff and managers to become more aware of the importance of good mental health. The training will be launched shortly and we hope all staff and managers will attend. This is an innovative and low cost programme which we anticipate will be of interest in other boroughs. We are now looking to extend the training to the community, particularly into schools. World Mental Health Day 10 October was well supported in the Council and Public Health team members adapted and abridged a play about mental health and suicide. The play was performed twice and well attended by staff. |
| | Improve the emotional wellbeing of children looked after | This is measured by reference to the proportion of looked after children who have been looked after for at least 4 months and are aged between 4 and 16, who have a 'strengths and difficulties' questionnaire completed in last 12 months by their |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|---|---|--|
| | | carer. The current proportion is 74.8%. |
| Develop community assets aimed at keeping people independent for longer | Improve Quality of Life measure in annual adult social care user survey | Social care-related quality of life is expressed as a score (maximum 24) comprising several questions from the annual survey. The result has slipped this year from 11th in London to 28 th in London. The reason for the decline appears to be clients reporting they feel more socially isolated than last year, and finding it more difficult to get information and advice about services. |
| Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns | Increase the proportion of people who use services who find it easy to find information about services | There has been a noticeable drop in the percentage of people reporting information was easy to find (though not statistically significant) which is a concern following new duties to make information and advice a more universal service following the Care Act. New arrangements for the provision of information and advice in Harrow (SWISH - Support and Wellbeing Information Service Harrow) are not reflected in this year's results. The ranking dropped from 13th to 25th. There were a lot of comments and statistical evidence that those clients with anxiety and depression found it especially difficult to get information & advice, with particular concerns around the proposed closure of The Bridge day centre. |
| More residents from hard to reach groups will participate in sport and physical activity at the Council's leisure facilities | An increased number of users of Harrow's leisure facilities from specific target groups including females, those with a disability, those aged 60+, and those who are Black, Asian, and Minority Ethnic | Q2 was a successful period for sports and leisure with Harrow Leisure Centre maintaining a membership base of over 6,700 members, and achieving over 335,000 visits. A very successful 'I am Team GB' post Olympics event was held on the 27th August 2016 at Harrow Leisure Centre attended by over 600 people. Public consultation regarding the refurbishment of Kenton Library has been completed. The refurbishment is to be completed by the end of May 2017. Works on the new Town Centre Library site at 51 College Road have started following the |

| What we will do | Ambition | Progress so far (as at Quarter 2, 2016/17) |
|------------------------|-----------------|---|
| | | <p>signing of the legal agreements in August 2016. The library is due to open to the public by the end of 2019. A viability study and proposals for the residential development of the Roxeth Library site including a new library have been completed following a public consultation event held in July 2016.</p> <p>Restoration work at Headstone Manor Museum has continued following the re-opening of the Great Barn. The new visitor centre will open in April 2017, with the main house opening in October 2017.</p> <p>Detailed design work undertaken for the Byron Quarter site for the development of a residential and leisure quarter prior to the submission of planning applications. The development will include an improved or new Harrow Leisure Centre.</p> <p>Priorities have been identified to be funded from the S106 Contribution related to the development of the Harrow View West site for improvements to outdoor sports facilities. These include the installation of a 3G artificial grass pitch and improvements to changing facilities.</p> |

What it means for the Council and Our Staff

The Administration see staff as the lifeblood of the organisation and the foundation to making 'Our Harrow Ambition Plan' a reality

What will it be like working for Harrow?

By 2020 we will be a smaller organisation, with a new Civic Centre that is an open and accessible community building. We aspire to be an employer of choice offering a range of modern and flexible working arrangements and reflecting the diversity of the borough throughout the organisation. Our new values will support us in achieving this so that wherever people work, they will know they work for Harrow Council in the way they are treated and the rewards and opportunities they have access to.

We will have shared service arrangements for most of our back office functions, which means that more staff will increasingly work for more than one Council, or will have transferred to other organisations to deliver services for Harrow residents. They may or may not work in the new Civic Centre, but our technology will link them ensuring they feel part of Harrow Council.

We will be working with a range of suppliers and partner organisations from the private sector, voluntary and community sector and other Councils to deliver services, and together with our partners, we will look at all ways of maintaining the services that residents value.

Our biggest innovation will be our commercial strategy to bring in new income to support other services in the Council as we are expected to become self-financing by 2020.

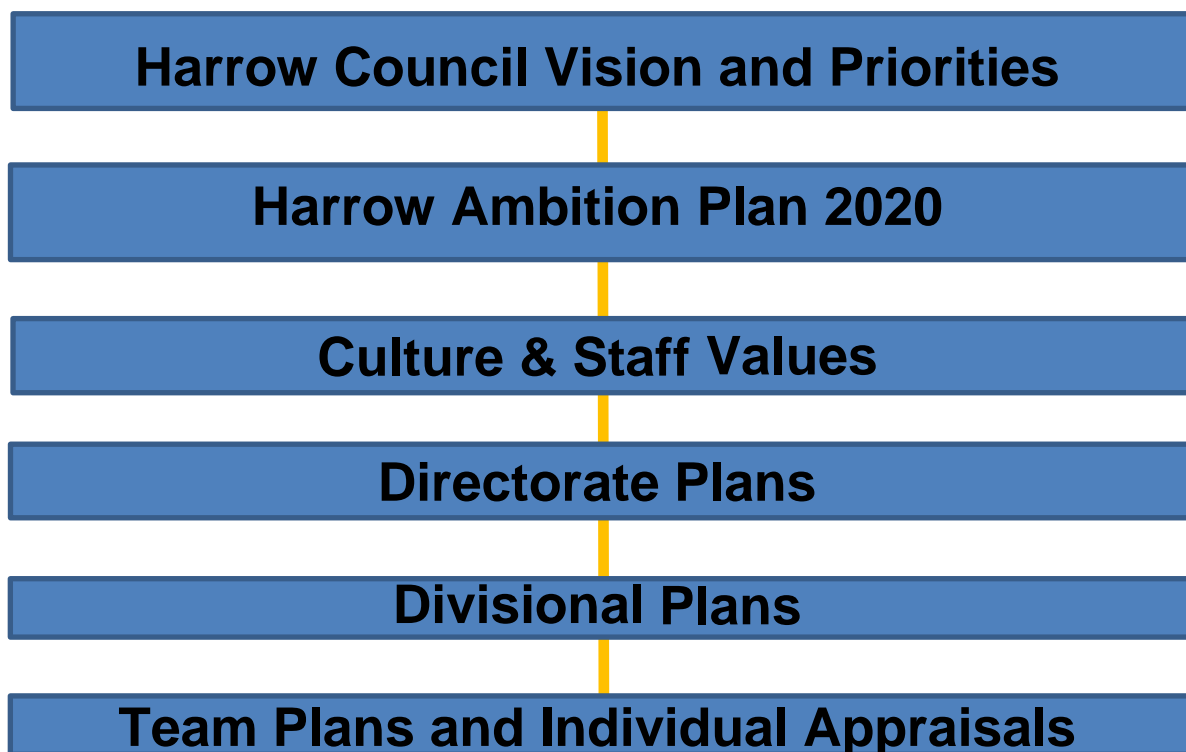
Our commercial strategy will mean that more of what we do will be delivered by a separate trading company, to allow us to generate income. We will look to market these services to other Councils and to residents and local businesses where we believe that we can offer something that meets a real need in the borough.

Finally, digital access to information, advice and transactions will be the default position, enabling the remaining capacity to be used to deal only with the most complex cases face to face.

Council Golden Thread

2016-2019

How it all fits together



Our Workforce Ambition

In order to deliver our ambitions we need a leaner, more flexible and resilient workforce. We need a workforce that is commercially skilled and equipped and incentivised to work together in this more complex environment. We want to be an employer of choice with a diverse workforce that embodies our values and behaviours and who:

- Are committed to delivering for Harrow
- Are 'can do'
- Collaborate to get the best outcomes for customers
- Put the customer at the centre of their thinking
- Demonstrate increased cost consciousness
- Are risk aware not risk averse
- Look for opportunities to do things differently

Our values have been developed by our staff and they are the foundation for the behaviours that will shape the way we work with each other, our partners and the way in which we deliver our services. Our values and behaviours are:

Be Courageous

It means I will –

- Challenge the status quo and be ready to step up and accept a challenge
- Make brave decisions to achieve success – be risk aware not risk averse
- Look for ways to do things differently
- Be conscious of my actions and take responsibility for the outcomes
- Look for opportunities to learn and develop
- Trust myself to have a go – change starts with me
- Learn from failure, accept and act on feedback

When I work with others –

- Give and earn trust
- Challenge others and be open to challenge back
- Stop and review. Have the courage to speak up when it's not working, seek out solutions to achieve success

Do it Together

It means I will –

- Actively seek the views of others and share knowledge
- Break down silos
- Think 'Us' not 'I'
- Build effective relationships across the organisation
- Treat everyone with respect and value diversity
- Involve all stakeholders. Think through the issues and impact, engaging with

- all those affected or impacted
- Put myself in others' shoes

When I work with others –

- Communicate honestly
- Tackle problems together
- Praise the work of others, acknowledge contribution
- Value the views of others – my colleagues and my customers
- Show I care
- Celebrate success
- Establish clear roles and responsibilities

Make it Happen

It means I will –

- Be positive
- See things through
- Be agile and quick to act
- Act with confidence
- Take initiative, be proactive and less reactive
- Be outcomes focused
- Stop when it's not working
- Know what to do and have the conviction to do it

When I work with others –

- Take responsibility – don't pass the buck
- Be clear about expectations
- Agree clear outcomes
- Have a common purpose
- Support others' enthusiasm

Our leadership commitments set out how the Senior Management Team of the Council will support the workforce to embody our values in order to deliver our ambitions to: build a better Harrow; protect the most vulnerable and support families; and be more business-like and business friendly.

The Senior Management of the Council is made up of the Council's Directors and Divisional Directors, led by the Chief Executive Michael Lockwood.

Who we are:

| | |
|--|------------------|
| Chief Executive: | Michael Lockwood |
| Corporate Director Community: | Tom McCourt |
| Corporate Director People: | Chris Spencer |
| Corporate Director Resources & Commercial: | Tom Whiting |
| Director of Finance | Dawn Calvert |
| Director of Legal & Governance | Hugh Peart |
| Director Adult Social Services | Bernie Flaherty |
| Director Public Health | Andrew Howe |

As leaders we will:

1. Be Courageous

- Encourage freedom within a framework
- Provide the framework and guidance for others to perform
- Set clear expectations and outcomes
- Take ownership and work to prevent a blame culture
- Be ambitious about what's possible, inspiring others to 'Think Big'
- Have high expectations of others
- Hold others to account
- Review performance regularly
- Be authentic
- Deliver on my promises
- Build on experience and adapt. Plan, review, do.

2. Do it Together

- Be visible, have a presence with our teams and across the organisation
- Drive collaboration with others who share the same outcome
- Actively seek the views of the customer
- Listen to others opinions to inform decision making
- Engage, not just communicate
- Move from 'them' and 'they' to 'us' and 'we'
- Listen and ask, don't tell
- Involve members
- Adapt my style to support people to deliver results
- Create a coaching environment, mentoring and developing others
- Openly share my knowledge and experience

3. Make it Happen

- Give responsibilities to others, let go of control
- Remove barriers. Enable others to be more effective
- Be decisive
- Trust staff to work on the basis of results not tasks
- Make the process for change faster and more dynamic
- Articulate clearly what success looks like
- Celebrate and encourage innovation
- Set and review priorities

We have also put in place a culture change programme with a range of communications, activities and tools for managers and employees so that they can:

- understand the Harrow Ambition Plan and are aware of how they, as individuals, contribute to that vision

- understand our values and what they mean for their team
- demonstrate those values and behaviours in the workplace
- develop the skills to work in a commercially minded, customer focused and innovative way

Harrow Ambition Plan 2020: Culture Change

Our aim is by 2020 to:

| What we will do | Ambition | Progress so far (as at Q2 2016/17) |
|---|---|--|
| Develop and deliver a set of activities, tools and communications that enable colleagues to demonstrate the new values and behaviours | All staff understand the new values and demonstrate the behaviours (measured at appraisal) | Development of the Harrow Staff Awards encompassing the new values as award categories. Values posters developed and distributed across the organisation and satellite offices. Managers' toolkit to provide guidance and activities around the values and behaviours. Corporate induction covers the new values and behaviours via an engaging activity. Updated appraisal to include values. The 2016 Peer Review commended staff on clearly understanding and owning the new corporate values. |
| Develop and deliver a culture change programme that supports the mobile and flexible working programme | All staff are working in a mobile and flexible way and are comfortable doing so (measured at appraisal) | Delivered a change programme to support Mobile & Flexible working, including; <ul style="list-style-type: none"> • Follow me telephony • Follow me printing • Wi-Fi • Desk storage replaced with lockers • Creation of Hot Desk zones • Audio & visual equipment in meeting rooms • Access to BT conference and webinars • Collaboration tools <ul style="list-style-type: none"> – Microsoft Lync – Microsoft SharePoint (on-going) • Flexible equipment on desks to aid agility, i.e. generic docking stations |

| | | |
|--|---|---|
| <p>Develop and deliver a strategy to position Harrow Council as an employer of choice that attracts and retains commercially minded, energetic people who enjoy working at pace in a fast changing environment</p> | <p>Positions are filled at first time of asking Turnover (resignations) is better than London Boroughs' mean Staff feedback positively about being employed by Harrow (measured via the staff survey)</p> | <p>Phase 1 of Harrow Recruitment project undertaken Sep - Dec 16. Key focus around reviewing existing recruitment process with an aim to streamline where necessary and improve the experience for both applicant and manager. Secondly to raise awareness and incorporate our new values into the recruitment progress. Phase 2 will start from Feb 2017 onwards.</p> |
| <p>Put in place a set of learning solutions – e-learning, coaching, workshops - that enable staff to work in a commercially minded, agile and digital way</p> | <p>All staff have the appropriate skills for their role (measured at appraisal)</p> | <p>Coaching pool has been set up and now recruiting a second cohort. Feedback from first cohort very positive. Piloted manager as coach which will now be added to the corporate programme. Running commercial awareness training for both teams and individuals. Facilitation skills course piloted and now added to the corporate programme. New induction programme which covers commercial and agile for all new staff. Work is underway on developing e-learning. Working with workforce development groups to identify skills gaps and address with appropriate training interventions.</p> |
| <p>Develop and deliver a leadership programme that enables leaders to lead commercially minded, collaborative and digital teams</p> | <p>All managers have the required skills (measured via the staff survey and at appraisal)</p> | <p>Secured £300k of funding from the skills funding agency to deliver management and leadership training. Harrow based leadership programme yet to be scoped and is on hold.</p> |
| <p>Develop and deliver an Employee Wellbeing Strategy that promotes healthy living, the right work/life balance and builds a resilient and resourceful workforce.</p> | <p>Staff feed back positively about wellbeing at work (measured via the staff survey) Sickness absence is better than London Boroughs' mean</p> | <p>2017-2019 wellbeing strategy in development with public health. The Health & Safety board has been joined with Wellbeing Board to create a joint committee to ensure greater efficiency. Staff survey has been commissioned and is in development. Likely to be rolled out post April 2017.</p> |

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