

# Overview and Scrutiny Committee

## AGENDA

**DATE:** Tuesday 12 February 2019

**TIME:** 7.30 pm

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

### MEMBERSHIP (Quorum 4)

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**Chair:** Councillor Jeff Anderson

**Councillors:**

Dan Anderson  
Peymana Assad  
Honey Jamie  
Jerry Miles

Richard Almond (VC)  
Jean Lammiman  
Chris Mote  
Kanti Rabadia

**Representatives of Voluntary Aided Sector:** Mr N Ransley / 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:

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- |                      |                     |
|----------------------|---------------------|
| 1. Sarah Butterworth | 1. Philip Benjamin  |
| 2. Maxine Henson     | 2. Stephen Wright   |
| 3. Rekha Shah        | 3. Norman Stevenson |
| 4. Michael Borio     | 4. Ramji Chauhan    |
| 5. Dean Gilligan     |                     |

**Contact:** Miriam Wearing, Senior Democratic Services Officer  
Tel: 020 8424 1542 E-mail: [miriam.wearing@harrow.gov.uk](mailto:miriam.wearing@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**

The Council will audio record Public and Councillor Questions. The audio recording will be placed on the Council's website.

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: Monday 4 February 2019**

# 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 - 24)

That the minutes of the meeting held on 13 November 2018 and the Special meeting held on 8 January 2019 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 in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

**[The deadline for receipt of public questions is 3.00 pm, 7 February 2019. Questions should be sent to [publicquestions@harrow.gov.uk](mailto: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 2019/2020 (Pages 25 - 84)

Report of the Chief Executive

**8. FLYTIPPING** (Pages 85 - 96)

Report of the Corporate Director Community

**9. ANY OTHER BUSINESS**

Which 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 7 February 2019
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# OVERVIEW AND SCRUTINY COMMITTEE MINUTES

## 13 NOVEMBER 2018

<b>Chair:</b>	* Councillor Jeff Anderson	
<b>Councillors:</b>	* Richard Almond * Dan Anderson * Peymana Assad * Philip Benjamin (1)	* Honey Jamie * Jean Lammiman * Jerry Miles * Kanti Rabadia
<b>Voting Co-opted:</b>	(Voluntary Aided) † Mr N Ransley Reverend P Reece	(Parent Governors)
<b>Non-voting Co-opted:</b>	Harrow Youth Parliament Representative	
<b>In attendance: (Councillors)</b>	Simon Brown Varsha Parmar Christine Robson	Minutes 33 & 34 Minutes 33 & 34 Minutes 33 & 34

- \* Denotes Member present
- (1) Denotes category of Reserve Member
- † Denotes apologies received

### 27. Attendance by Reserve Members

**RESOLVED:** To note the attendance of the following duly constituted Reserve Members:

Ordinary Member

Reserve Member

**28. Declarations of Interest**

**RESOLVED:** To note that there were no declarations of interests made by Members.

**29. Minutes**

**RESOLVED:** That the minutes of the meeting held on 17 September 2018 be taken as read and signed as a correct record.

**30. Public Questions and Petitions**

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

**31. References from Council/Cabinet**

**RESOLVED:** To note that none were received.

**RESOLVED ITEMS**

**32. Draft Scope for Preventing Youth Crime Review and Highways Maintenance Review**

The Committee received a report of the Divisional Director, Strategic Commissioning which set out the draft scopes for the Scrutiny Reviews on Preventing Youth Crime and Highways Maintenance.

**RESOLVED:** That

- (1) the draft scopes for the Scrutiny Reviews on Preventing Youth Crime and Highways Maintenance, be agreed;
- (2) Councillors Peymana Assad and Honey Jamie be members of the Youth Crime Scrutiny Review Group;
- (3) Councillors Richard Almond, Dan Anderson and Jerry Miles be Members of the Highways Maintenance Review Group;
- (4) the timing of each Review and associated reporting arrangements be discussed further and agreed with the relevant Scrutiny officer.

**33. Draft Transport Local Implementation Plan 3**

The Committee considered a report of the Corporate Director, Community which set out the key contents of Harrow's Draft Transport Local Implementation Plan, the consultation process, consultation results and the recommended changes to the plan following consultation.

A Member advised that the LIP reflected the strategic outcomes of the Mayor of London's Transport Strategy and that the draft proposals had been amended taking into account the consultation results. The policies in the LIP would enable a move towards improved, safer and more sustainable systems of transport in London. He added that it was encouraging that TfL's response to the draft LIP submitted by Harrow had been positive.

Members asked the following questions and officers responded as follows.

Did the Mayor of London's target of 80 per cent of all trips to be made on foot, by bicycle or using public transport by 2041 include Harrow and was step-free access planned for all tube stations in Harrow?

The officer advised that the 80 per cent target was a London-wide target. He added that TfL had a programme for the introduction of step-free access at all tube stations and works had begun at Harrow on the Hill station. Discussions were ongoing with TfL regarding Stanmore and Sudbury Hill stations and officers would continue to lobby TfL regarding the matter. The officer undertook to seek confirmation from TfL regarding whether Sudbury Hill Station had been prioritised for step-free access and to share this information to Committee Members.

With regard to the new policy to support the police to address anti-social behaviour around Harrow bus station – were there plans to roll this out to bus stops near schools?

The officer advised that this measure would be focussed on Harrow Bus Station.

A Member asked whether the policy CB3 - the intention to encourage modal shift towards more sustainable forms of transport by developing travel plans and working with businesses to encourage them to switch deliveries from vans to sustainable travel modes - was valuable or would it restrict the Council's options?

The officer responded that the consultation response from Harrow Cyclists was extremely useful. The cycling schemes and measures proposed by the group had been shown to work elsewhere and could work equally well in Harrow. Members and traffic officers had recently undertaken a visit to Waltham Forest to evaluate the mini-Holland cycling scheme which had been introduced there.

How would the police and schools be supported to address traffic noise and pollution issues and were the proposed 20mph zones enforceable?

The detail of how the LIP policies would be implemented and funded would be worked out once TfL and the Council had approved the draft policy. Officers would work with existing partners such as schools and the police to develop the best way to deliver the policy.

How and when would the LIP3 policies be risk assessed and would other agencies such as the police and the local planning authority be consulted?

Did he expect an increase in litigation against the Council with regard to the implementation of new schemes, for example, R2, giving consideration to the potential reallocation of road space to benefit sustainable transport and introducing road traffic restrictions and play streets?

The officer advised that none of the proposals posed additional risks to those already mitigated at the current time. It was standard practice and there was a legal obligation to risk assess every scheme in accordance with health & safety regulations and to take account of equalities impacts assessments, which gave due consideration to all the protected characteristics.

A Member expressed disappointment that the total number of responses was 35 from 6 responding organisations. She commented that the Council needed to improve the way it disseminated information to and engaged with the wider community in relation to major consultations such as the LIP. Had social media platforms been used? How had younger people been targeted?

The officer stated that every effort had been made to publicise and promote engagement with the LIP consultation. Nevertheless, the dry nature of the subject matter meant that engagement was generally low. In terms of local stakeholders, the consultation had been circulated to schools, Community Champions, partner agencies and Members. Nevertheless, the comments received were detailed and useful and some expert advice and suggestions had been received from a wide range of organisations including TfL, neighbouring authorities such as Ealing, Harrow Cyclists, the Pinner Association, Historic England and Natural England. He confirmed that the consultation had been publicised on the Council's website and the Council's Communications team had tweeted on the subject.

Did S11, relating to mobility issues, take into account hidden disabilities such as mental health issues and the need for some people to feel safe to travel by public transport or by walking? How were young people supported to travel?

The officer confirmed that S11 related to barriers in the physical environment, however, he was aware that there were other barriers. The Council offered training, information and assistance to help individuals feel safe when travelling. This had been included in the draft policy and there was an existing programme of Independent travel training. The officer undertook to provide the Member with a separate briefing regarding the matter outside the meeting.

A Member commented that incidences of illegal cycling on the pavement, inconsiderate parking in the vicinity of schools, the reduction of parking at the Civic Centre site, greening the borough, implementation of 20 mph zones (which, in his view were not in fact self-enforcing) would not be enforceable due to a due lack of resources. Who would be responsible for the maintenance and upkeep of some of these measures, such as greening the borough?

The officer responded that whereas TfL would provide the initial capital for the implementation of schemes, ongoing maintenance costs for these would be



the responsibility of the Council and funding would be prioritised accordingly. He explained that the use of resources for maintenance would be prioritised in accordance with current asset management strategies to maximise the benefit on the network. He added that population projections and modelling studies had shown that the population of London would continue to grow at a steady pace, though the road network could not be expanded to keep pace with this growth and increase in demand. Traffic, parking and congestion issues would continue to be exacerbated. It was therefore paramount that the Highways authority work closely with TfL to engage in long-term forward planning to mitigate against this trend and put in place a transport plan to mitigate its impact.

The former Leader of the Council and the Labour Group had stated that he did not believe that the Mayor of London's ambition to reduce the number of car journeys and car ownership to be practicable in outer London Boroughs. What was the view of the current administration regarding the matter?

The Portfolio Holder for Environment stated that it was not feasible to expect to drastically reduce car ownership and car use in outer London boroughs. The transport dynamics and challenges in Central London were very different to those in outer London Boroughs such as Harrow. The Council was obliged to consider a number of different strategies and would continue to work closely with local stakeholders and TfL to review and improve the infrastructure and encourage modal shift through educating residents.

The officer added that the LIP contained ambitious forward-thinking targets for 2041. The intention was not to demonise motorists but to encourage voluntary modal shift among residents to promote more sustainable travel patterns.

**RESOLVED:** That the Draft LIP3 and the recommended changes be endorsed.

### **34. Waste Management and Recycling**

The Committee considered a report of the Corporate Director Community which provided an overview of the current waste and recycling performance within Harrow as well as outlining the key local, national and international challenges surrounding the waste industry and their potential impact on the Borough.

Members asked the following questions and officers responded as follows.

What was the reason for the reduction in food waste collected from the kerbside since 2017?

An officer advised that the figures were based on quarter 1 comparisons. Since then, figures had increased slightly. Harrow had one of the highest tonnages of waste collected in West London. Also, separate food waste collections helped residents to realise the amount of food waste they threw away so there was always an element of waste minimisation. In addition the

food waste collection pilot which had been rolled out to flats in the borough had good levels of participation, helping to increase food waste tonnages.

What would be the likely impact of Brexit on the Waste service and the Waste Plan? What impact would Brexit have on migrant workers employed in the recycling industry? What was being done to educate residents regarding recycling? What had been the impact of China's restrictions on waste imports? The Member stated that she would like to be included in discussions about reducing plastic waste as part of the Recycling and Reuse Plan

The officer stated that the current European recycling target to be achieved by 2020 was 50 per cent and technically under the EU fines could be levied for non-compliance. However, it remained to be seen whether these targets would be enforced post-Brexit and whether they would be changed. The Department for Environment, Food and Rural Affairs were also about to release their Recycling Strategy which should give further information on what the UK would do. With regard to migrant workers, to date, no impact had been felt locally, however, there was a potential impact nationally.

The Portfolio Holder for Environment advised that the Council's recycling officers would be responsible for educating residents about recycling. They disseminated leaflets to households and provided information to schools.

How much of Harrow's dry mixed recycling waste was contaminated?

Levels of contamination were generally low. Harrow's recycling contractors carried out sampling of loads and overall Harrow had consistently low levels of contamination (7-8 per cent), which was lower than most other Local Authorities.

For the food waste pilot in flats, participation was based on actual collected food waste, as the contaminated food bins were collected separately so as not to skew the results.

What was the reason for the variance in the rates of composting, household waste and recycling since 2017?

The officer advised that there had been a national reduction in recycling rates and these were affected by budget cuts. The chargeable garden waste scheme in Harrow had one of the highest participation rates in London.

How would the findings of the surveys and assessments impact in the current financial year?

The officer advised that a compositional analysis of the residual waste stream would be undertaken around February/March 2019 to avoid seasonal elements such as Christmas affecting the results. She confirmed that there would be no financial impact in the current financial year and that these would be felt in the following financial year if successful.

Were the targets set achievable or were some of them being driven by policies from Central Government, for example, those relating to packaging?

The officer stated that a number of organisations such as the Green Alliance and the Chartered Institute of Waste Management lobbied manufacturers to reduce the amount of packaging they used, to ensure their products were recyclable and to move away from the trend of built-in obsolescence of certain types of products. She also advised that a number of supermarkets were also planning to phase out black plastics in their own branded packaging which were not recyclable, all of which would have a positive impact on the environment.

Had an analysis of domestic and commercial recycling been carried out?

The officer advised that the service was currently looking at household waste. The Mayor of London's Environmental Strategy set municipal targets and detailed how those targets should be achieved. She advised that Harrow had a growing and successful commercial waste service that would contribute to the municipal target.

What were the financial implications of the increase in domestic waste since 2017 and how would these be mitigated?

The officer advised that the Council was proactive in this and procured jointly with West London Waste to achieve the best possible outlets. The Portfolio Holder for Environment added that the Council was investigating other options and the forthcoming waste review would seek to improve services and make them more cost effective.

Would re-tendering the dry mixed recycling contract mean an increase in costs?

The officer advised that the contract was in the process of being re-tendered and that there was a 6-month waiver period during the re-tendering to ensure a sustainable disposal point. The new tender was focussed on reducing any potential impact on the service. The aforementioned Chinese restrictions had led to significant fluctuations on the market prices for dry recyclables which in turn increased the Council's disposal costs.

Why had there been an increase in garden waste collected?

The officer stated that the recent increase in the volume of garden waste was partly due to the unusual weather conditions during the spring and summer of 2018 and the fact that subscriptions for the garden waste service had increased.

**RESOLVED:** That the report be noted.

### **35. Children and Families Services Complaints Annual Report 2017/18**

The Committee receive a report of the Interim Corporate Director, People which set out the statutory Children and Families Services Complaints Annual Report for 2017/18.

Following a brief overview of the report, the presenting officers responded to Members questions as follows.

There were 3,990 children who were considered to be children in need (CiN) throughout 2017/18 and their ethnic breakdown was predominantly BME (Black and Minority Ethnic) with just over a quarter being of white ethnicity. Why was there no data in the report regarding the ethnic breakdown of complainants? Why did 27% of complainants 'disagree with social care opinion'?

An officer advised that this data was captured by a different team. The data in the report related to the number and nature of complaints received and outcomes. The officers undertook to provide information regarding the ethnic breakdown of complainants in future reports. He added that the equalities data included in the report demonstrated that the complainants were of various ethnicities.

The Member pointed out that the term 'Afghani' referred to the currency of Afghanistan and that the correct term for someone from Afghanistan was Afghan. This was noted by the officers.

An officer added that Managers, social care staff and the complaints teams continued to work towards a more balanced, open and less defensive approach to complaints, where concerns were recognised and complainants received appropriate, timely responses. Officers were encouraged to reflect on practices and on the outcomes of each complaint and endeavoured to successfully resolve some complaints before they reached stage 1.

Were complaints made about individual social workers tracked to see if there were any patterns emerging? How was the complaints process signposted to clients? Were written complaints taken more seriously than verbal ones?

An officer advised that complaints against social workers were monitored and confirmed that no single social worker had received multiple complaints. If any issues relating to practice or performance were highlighted then these would be dealt with through additional training. Every looked after child was given a complaints leaflet and their carers and advocates could represent them. Individuals could complain by phone or in writing and no complaints were turned away, even those that may appear trivial in the first instance.

Why had there been an increase Stage 1 complaints?

During 2017/18 there was a slight increase in the number of Stage1 complaints received. As with previous years, the majority of received transactions (both representations and formal complaints) were via Targeted Services (81%). There had been no stage 3 complaints and one case had been referred to the Ombudsman under the EHCP (Education, Health & Care Package) process.

How were anonymous complaints dealt with? At what stage would the team involve other partner agencies such as the police in a case? How were stage 2 complaints dealt with?

An officer advised that some anonymous complaints had been received over the years and these would be investigated and the appropriate safeguarding procedures would be followed. There was a detailed policy regarding this and the appropriate child protection procedures would be followed and an information sharing meeting with the police would take place quite early on in the process. In accordance with legal requirements, stage 2 complaints were dealt with by an external independent investigator.

A Member stated that she was pleased to see the compliments received by the section. She asked how SEN (Special Educational Needs) children were assisted to make complaints.

An officer added that the MASH (Multi Agency Safeguarding Hub), which had recently undergone a peer review and an Ofsted review, now had a teacher representative on its board who assisted with communicating information to schools. Members of the advocacy service had specialist skills in supporting these children and the Council had an SLA with all Harrow schools to provide training to enable them to better manage their complaints process. The complaints team regularly met with advocacy groups.

A Member asked whether for those complaints that were upheld or partially upheld, had the children in question been exposed to any serious risks? What did the corporate complaints relate to? Did other corporate bodies make complaints?

An officer advised that none of the children had been exposed to significant harm. He added that the corporate complaints process captured any complaints that fell outside the statutory process or where there may be a cross-over of service areas, for example, when someone, who was not the parent or guardian of a child made a complaint on behalf of the child. In the past, complaints had been received from health partners and there was a separate protocol to deal with these. He added that a breakdown of the representations would be included in future reports.

**RESOLVED:** That the report be noted.

### **36. Adults Services Complaints Annual Report (social care only) 2017/18**

The Committee received a report of the interim Director of Adult Social Services, which set out the statutory Adults Services Complaints Annual report (social care only) 2017/18.

A Member asked how it had been possible to informally resolve two of the stage 2 complaints received? Why was there no data relating to the 'representations' included in the reports?

An officer advised that informal meetings were offered to both adults and children complainants between stages 1 & 2 and this meant that complaints were often resolved informally at those meetings. He added that there was no statutory requirement to capture this information in the report, however, he undertook to include this information in future reports.

A Member noted that there were no joint NHS and social care complaints received. She asked what would be the likely nature of such a complaint.

The officer cited a previous case of a patient with dementia whose family had made a complaint.

**RESOLVED:** That the report be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.45 pm).

(Signed) COUNCILLOR JEFF ANDERSON  
Chair

# OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

## 8 JANUARY 2019

<b>Chair:</b>	* Councillor Jeff Anderson	
<b>Councillors:</b>	* Richard Almond * Dan Anderson * Peymana Assad Honey Jamie	* Jean Lammiman * Jerry Miles * Chris Mote * Kanti Rabadia
<b>Voting Co-opted:</b>	(Voluntary Aided)  * Mr N Ransley Reverend P Reece	(Parent Governors)
<b>Non-voting Co-opted:</b>	Harrow Youth Parliament Representative	
<b>In attendance: (Councillors)</b>	Graham Henson	Minute 39

\* Denotes Member present

### 37. Attendance by Reserve Members

**RESOLVED:** To note that there were no Reserve Members in attendance.

### 38. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

### Agenda Item 3 – Question and Answer Session with the Leader of the Council and Interim Chief Executive

During the question and answer session, Councillor Chris Mote, a member of the Committee, declared a non-pecuniary interest in that he his daughter worked for the NHS. He would remain in the room whilst the matter was considered and voted upon.

During the question and answer session, Councillor Jean Lammiman, a member of the Committee, declared a non-pecuniary interest in that she was Chairman of Shaftesbury School Board of Governors. She would remain in the room whilst the matter was considered and voted upon.

During the question and answer session, Councillors Jeff Anderson, Jerry Miles and Chris Mote, members of the Committee, declared non-pecuniary interests in that they were in receipt of medications provided by the NHS. They would remain in the room whilst the matter was considered and voted upon.

## **RESOLVED ITEMS**

### **39. Question and Answer Session with the Leader of the Council and Interim Chief Executive**

The Chair welcomed the Leader of the Council, the interim Chief Executive and the Director of Finance to the meeting. Prior to the consideration of questions from Members of the Committee, the interim Chief Executive outlined the overall funding position and underlined the severe pressures on the Council's finances, as follows:

- Revenue Support Grant (RSG) – the Council had seen its RSG reduced by 97% over a 7 year period. By 2019/20, the grant reduction would equate to £1.566m. This had translated into funding gaps of £22.8m over the next two years. The Council had been addressing funding gaps since 2006 and had been underspending, in comparison with other local authorities. The Council had made transformational changes such as in its library and garden waste collection services. Growth pressures in Children and Adult Services would continue, including in the delivery of Special Educational Needs (SEN). The Council was finding it challenging to identify savings year on year;
- Business Rates – in Harrow had been in long term decline. Pooling arrangements would be addressed during the latter part of the question and answer session;
- Reserves – the Council did not have large cash reserves and its general fund balances stood at £10m. As a result, it had limited ability to 'smooth out' funding gaps or invest over a number of years and this situation would continue.



The interim Chief Executive added that the Council had been in discussion with the Local Government Association (LGA) to seek advice. The Council had delivered an underspend in 2018/19 and the draft budget contained 'cushioning'. The Council had started work on demographic shift and trends in Harrow to help prepare future budgets. In Children's Services, savings had been achieved due to actions implemented in 2018, such as early intervention. In Adult Services, changes were at an early stage and teams were being re-organised. Officers were also exploring joining health and social care with housing. Significant savings had been made in the Community Directorate and work on Project Phoenix was continuing. In the Resources Directorate, Human Resources (HR), Finance and Payroll were all operating at minimum levels.

Members asked a series of questions to the Leader, Chief Executive and the Director of Finance and received responses as follows:

***What was the future direction of the Council – the big picture – referenced in paragraphs 1.61 and 1.62 of the Draft Revenue Budget report submitted to 6 December 2018 Cabinet meeting?***

The Leader of the Council and the interim Chief Executive responded as follows:

- the vision was to deliver on an effective adult social care service, reverse 'growth out' and tackle demand. Amongst its other initiatives, the Council was looking to integrate health and social care but it recognised that the Clinical Commissioning Group (CCG) was also facing financial difficulties. The report to December 2018 Cabinet meeting alluded on the need to focus on the Council's future financial position to ensure that Council services could operate safely, within the law, could be afforded and were delivered as cheaply as possible whilst being effective;
- the Council needed to strike a balance between permanent and agency staffing levels;
- the Council was looking at commercial opportunities. The Council had to look at what financial contribution it could get from the Regeneration Programme in order to help fund future gaps in the budget;
- national changes would also impact on the Council. The forthcoming Comprehensive Spending Review was not expected to address Harrow's financial position specifically. The NHS 10-year Plan would be both an opportunity and a challenge to local authorities as the intention was to provide services in the community. Additionally, early discharge of patients from hospitals impacted on the CCG and the Council. The Social Care Green Paper was awaited;
- the Council was one of the most economical boroughs in service provision. The Council needed to ensure how best to spend the money available and that the services provided were viable. It needed to decide whether it should provide statutory services only, how best to

recover costs and expand its commercialisation programme. Early intervention was essential as it would help provide long term benefits to the Council;

- the Council could not rely on one-off payments from the government as it made it difficult to plan for the future and recruit staff. Insufficient funding would put the Council in difficulty. The Council had supported the 'Breaking Point' campaign to end austerity in local government. However, the RSG was expected to be reduced further at a time when the costs associated with Adult Services were likely to rise drastically.

The Leader of the Council stated that the outlook was bleak, many Council budgets were at 'breaking point' and that austerity had gone too far. The challenge for officers in delivering services whilst finding savings had increased, particularly in areas such as Adult Social Care where increased demands were being funded by Council Tax payers in the form of the adult social care precept.

***What assumptions had been made about the income that would be received as a result of the Council's Regeneration Programme and Project Infinity?***

The Leader of the Council stated that Brexit had slowed down the building market and this had impacted on Harrow. The Council's Regeneration Programme would continue but a cautious approach would need to be taken to ensure that value was delivered over time and risks factored in. The Leader outlined the implications of increased costs in the building industry. He had no figure in mind for what financial return could be expected from the Regeneration Programme.

***With reference to paragraphs 1.42 and 1.43 in the Draft Revenue Budget report submitted to 6 December 2018 Cabinet meeting, what was the logic behind the transfer of fixed capital receipts on the revenue costs of reform projects? What were the associated costs and benefits and had any income projections been made?***

The Director of Finance explained the budget assumption supporting the £500k adjustment for Gayton Road in the revenue budget report at, Table 1 of the report submitted to December 2018 Cabinet referred. A revenue benefit of £500k had been included for two years. If the decision was that these properties were purchased by the HRA (Housing Revenue Account), the revenue benefit would be replaced by a capital receipt. She added that, to date, no decision had been made to transfer properties to the HRA. In terms of the use of the capital receipt, the decision would be taken at the point of transfer.

In response to further questions on whether the receipts were guaranteed, the Director of Finance replied that that would be the case and it would benefit the Council. With regard to a question on the timing in relation to the £32m grant money from the Greater London Authority allocated to Harrow, the Director of Finance stated that she would confirm the timings and inform the Committee.

She added that there would be an impact on the HRA Business Plan which would be quantified at a later stage.

***What was the Council doing about the homeless and the Homelessness Reduction Act? How was the Council tackling the issue in terms of its strategy and available funds?***

The Leader of the Council stated that the Council was supportive of the Act but was of the view that not enough funding had been built-into the measures for reducing homelessness although not all last year's funding had been spent. In relation to the London boroughs, the impact of homelessness was more acute for outer London boroughs where there was insufficient affordable housing. The drivers behind homelessness were the increase in housing costs and Universal Credit. There was a moving debate on this issue and it was important to understand the key drivers of homelessness which included the lack of stability in the housing rental market.

The interim Chief Executive stated that Harrow was experiencing an increase in those living in Bed and Breakfast (B&B) following the introduction of the Homelessness Reduction Act. There were 180 households now living in B&B compared to just over 100 at the beginning of 2018. Overall, there were 900 households living in temporary accommodation. The figures were high and advice and support was being provided to the homeless. An initial analysis had been carried out in relation to the issue. The figures were high and advice and support was being provided to the homeless. An initial analysis had been carried out in relation to the issue.

***With regard to homelessness, what was the role of the Voluntary Sector, including the strengths and weaknesses on how the situation could be improved?***

The Leader of the Council reported that a number of advisory services had been consolidated and were run through the Citizens' Advice Bureau (CAB) which was partially funded by the Council through the HRA. There was also a hardship budget of £100k available to provide support.

The interim Chief Executive stated that, in practical terms, a great deal of work had been undertaken to prevent homelessness and the Council would like to do more to help but, currently, it was considered that the service provided was effective. Discussions were continuing on the role and responsibilities of the Department for Work and Pensions (DWP).

The Leader of the Council stated that the CAB was also struggling with the number of homeless cases it continued to receive and whilst there were other organisations providing advice, this had not been advertised.

***What was the Council doing about Adult Service provision as the demands in this area were expected to rise? What measures was the Council taking to deal with the increase in costs whilst its funding was being reduced?***

In response, the Leader of the Council stated that going bankrupt was not an option for Harrow Council and he referred to the issues facing Northamptonshire County Council. With the levels in funding gaps, there was limited scope available to the Council to take action. He referred to paragraph 1.61 of the Draft Revenue Budget report submitted to 6 December 2018 Cabinet meeting, which outlined the actions that the Council would need to take in order to focus on its future financial position. He stressed that unless the government provided additional financial resources to address the issue, the Council would have no option other than to close down some of its services. Otherwise the government would step in and do the same.

In response to further questions on the issue of Adult Social Care, the Leader of the Council stated that budget savings for 2019/20 would be delivered but this would be dependent on demand. The Council may need to draw on its reserves but this would 'fuel' the situation for future years. Looking ahead, the challenges facing the Council included:

- the Fair Funding Review which would set the new needs baseline in April 2020 and would determine the distribution of core central government funding to local government.
- cost pressures and getting the message across to the government.

In response to a question on what actions the Council had taken regarding Fairer Funding, the interim Chief Executive stated that London Councils was leading on the campaign on behalf of London boroughs. Harrow Council was pushing London Councils on how it would protect the position facing outer London boroughs. Similar discussions had taken place with the Local Government Association (LGA) on the historic low levels of funding provided to outer London boroughs.

### ***Was the Council going to meet its target of providing 500 new homes?***

The Leader of the Council stated that he was expecting 500 new homes to be built over the next 2 years but felt that the Right to Buy hindered the process.

A Member of the Committee asked if the Leader would support the argument put forward by a Labour MP who supported the Right to Buy Scheme provided the capital receipt was used to invest in another property. The Leader explained his reservations. Another Member of the Committee asked about the need to explain to residents on why the Council was struggling to build Council homes.

### ***What would the impact of a 'No Deal' Brexit on Harrow?***

The Leader and the interim Chief Executive stated that a co-ordinated approach was being taken through London Councils but what was lacking was national planning assumptions around what Brexit might mean. In Harrow, there would be an impact on the available workforce, particularly for Harrow Council and local hospitals. Harrow also had some 50,000 European Union (EU) residents living in the borough. Additionally, the issue of medication, with diabetes prevalent in Harrow, was high on the national

agenda and it had been noted that the National Health Service (NHS) had made some statements on this issue. The impact of Brexit on Harrow was at the forefront of the many other issues facing the Council.

***How was the issue of 'Modern Slavery' being addressed by the Council since the Motion to Council? Had a Communications Strategy been developed to alert residents to Modern Slavery?***

The Leader of the Council stated that this issue had been included in any contract notification. Other avenues would be considered to highlight the issue.

***How would the budget impact on the Library Service in Harrow? What concerns did Members have about residents having to rely on online communications only, such as those proposed in the Planning area and the Public Realm? Would residents be able to make contact with the Council by telephone?***

The Leader of the Council informed Members that the Council was running out of options on identifying savings. He added that 90% of residents contacted the Council online. In relation to Planning, the website was being redesigned and online communication would lead to better record keeping. Both projects would come to fruition within the next 2 years. With regard to bin collections, the number of telephone calls to the Call Centre had reduced.

The Leader added that the Council was also looking to ensure that minority groups were able to access Council services smoothly.

Since the collapse of Carillion, the Council had managed its own libraries. The Council wanted to keep all its libraries open and, following an analysis of their use, the matter was being consulted on. A decision would be taken after the consultation period had expired. The Council was also exploring renting out facilities it owned, such as the Harrow Arts Centre and other similar venues to bring in additional income.

***How was the Council addressing the problem of crime, particularly violent crime in Harrow? What discussions had taken place at the London Council's Leaders' Committee? What had been the impact on Harrow following recent changes to the structure of the Metropolitan Police Service (MPS)?***

The Leader of the Council stated that at the Leaders' Committee, Cressida Dick, Commissioner of London's Metropolitan Police force, had announced that the MPS would need to make savings of £350m.

The move to Police Commanders having responsibilities across three boroughs had given Harrow better resilience and experience. It also had an adverse impact in that Harrow police officers were taken out of the borough to assist with violent crime in neighbouring boroughs, such as Brent.

The Leader added that the reduction in the numbers of police officers had not helped and funding was a long term issue. Harrow had used a 'Needs

Analysis' approach to target areas suffering from high levels of crime and gang culture such as in Wealdstone and Edgware. He was also concerned about the ferocity of crime. A new Crime Unit and the Youth Offending Team (YOT) had helped provide support in challenging areas.

The interim Chief Executive agreed that the changes had brought about greater resilience and recent episodes in Harrow had confirmed this. The Council would keep an eye on the issue of response times which were higher for Harrow due to police officers responding to crime in Harrow from their main base in Brent.

However, the Borough Commander's positive approach ought to be welcomed and the relationship between the Council and the Borough Commander was very good. The joint partnership working with a police officers stationed within the Civic Centre had helped. Continued discussions with the Borough Commander to address problems in Wealdstone had assisted. Overall, Harrow remained a safe borough although there had been spikes in crime.

The interim Chief Executive stated that contrary to rumours, South Harrow Police Station would not be closing down. The Chair stated that it was important that such issues were communicated to Councillors quickly.

***What realistic assumptions would the Council need to make to close funding gaps in 2020/21/22? What levels of income were expected during that period? What assumptions had been made in relation to the Council Tax base for future years? Why was the collection rate for business rates low? Had there been a year on year decline in yield? What assumptions had been made in relation to the possible extension of the London Pilot Pool for business rates? What assumptions had been made on the various proposals in relation to the NHS 10-year Plan?***

The Leader of the Council and the interim Chief Executive replied as follows:

- that the £17.6m budget gap projected a year ago for 2019/20 had largely been closed by one-off payments from the government which Harrow might not receive in future years. This uncertainty made it difficult to plan long term. Moreover, the one-off payments were announced at different points in time which exacerbated the situation. No assumptions had been made in the budget about one-off payments for future years;
- that the 100% Business Rates retention as part of the pilot had been reduced to 75%. Harrow's income from businesses was very low when compared with other boroughs such as Westminster. The pooling arrangement for a second year would require the agreement of other participating boroughs;
- the NHS 10-year Plan was both an opportunity and a risk to the Council as indicated in the discussions above;

- the balance between growth and savings would need to change and there was a need to identify what elements were realistic.

***How was the initiative relating to Band H Council Tax being progressed?***

The Leader of the Council stated that letters seeking additional income from Band H Council Tax payers were in the pipeline.

The Chair thanked the Committee for their questions. He also thanked Leader of the Council, the interim Chief Executive and the Director of Finance for their attendance and responses at the meeting.

Upon concluding the question and answer session, the Chair, on behalf of the Committee, wished the interim Chief Executive, Tom Whiting, well in his new job at the Independent Office of Police Conduct (IOPC). Tom thanked Members for their kind remarks.

**RESOLVED:** That the Committee's comments be forwarded to Cabinet for consideration.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.25 pm).

(Signed) COUNCILLOR JEFF ANDERSON  
Chair

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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	12 February 2019
<b>Subject:</b>	Corporate Plan
<b>Responsible Officer:</b>	Sean Harriss - Chief Executive
<b>Scrutiny Lead Member area:</b>	All
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Draft Harrow Ambition Plan 2019

**Section 1 – Summary and Recommendations**

This report sets out the 2019 Corporate Plan. It sets out the key priorities, activities and outcomes for the next year and the progress that has been made against these to date. Together with the Final Revenue Budget 2019-20, they outline what the Council intends to do and how those actions and services will be funded.

Cabinet will be considering the plan on 21<sup>st</sup> February and then it will be presented to full Council on 28<sup>th</sup> February for formal adoption.

**Recommendations:**

O&S are asked to comment on the Corporate Plan.

## **Introductory paragraph**

The Corporate Plan sets out the strategic direction for the authority, it's vision for the borough, our priorities, core outcomes and key initiatives which describe and illustrate the programme of activity for next year and against which the Council is happy to be judged. Together with the Final Revenue Budget 2019/20, 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.

The Corporate Plan sets out our aspirations for the Borough in the context of the budgetary and demand pressures we are facing. The administration's vision of 'Working together to make a difference for Harrow' is supported this year, by five key priorities: Build a Better Harrow; Support those Most in Need; Protect Vital Public Services; Deliver a Strong Local Economy for All and Modernise Harrow Council.

The Corporate Plan also sets out our commitment and expectations of staff and managers and the Council's Corporate values.

Appended to the Corporate Plan is the delivery plan, which sets out the key projects and initiatives we will undertake, along with an update on progress to date.

## **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 28<sup>th</sup> February 2018.

## **Financial Implications**

The financial implications of the Corporate Plan are set out in the Draft Revenue Budget 2019/20. The Corporate Plan incorporates those key activities that the Administration wish to be delivered 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.

### **Section 3 - Statutory Officer Clearance**

Not required

<b>Ward Councillors notified:</b>	<b>NO</b>
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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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## **DRAFT Harrow Ambition Plan - 2019**

### **1. Executive Summary – Plan on a Page**

Harrow is a forward looking borough, a place with a strong, proud and diverse cultural identity that is tolerant, compassionate and fair. Despite the challenging financial circumstances we find ourselves we are driven to put Harrow at the forefront of innovation, constantly striving to improve how we deliver public services. This plan sets out a clear set of priorities and outcomes which together with continued effective management of our resources will mean we will be able to continue to make a difference to the lives and well-being of all who live, work and study in Harrow.

Our priorities for Harrow are:

- 1) Building a Better Harrow
  - Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home
  - Increase the supply of genuinely affordable and quality housing for Harrow residents
  - Ensure every Harrow child has a school place
  - Keep Harrow clean
  - More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion
- 2) Supporting those most in Need
  - Reduce levels of homelessness in the borough
  - Empower residents to maintain their well-being and independence
  - Children and young people are given the opportunities to have the best start in life and families can thrive
  - Reduce the gap in life expectancy in the borough
- 3) Protecting Vital Public Services
  - Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles
  - Healthcare services meet the needs of Harrow residents
  - Everyone has access to high quality education
  - A strong and resourceful community sector, able to come together to deal with local issues
  - Harrow continues to be one of the safest boroughs in London
- 4) Delivering a Strong local Economy for All
  - A strong, vibrant local economy where local businesses and thrive and grow
  - Reduce levels of in-work poverty and improve people's job opportunities
  - Harrow is a place where people and businesses invest
- 5) Modernising Harrow Council
  - Deliver excellent value for money services

- Reduce the borough's carbon footprint
- Use technology and innovation to modernise how the Council works, improving access to digital services

Attached to this plan is an annex that details the key projects and initiatives we will undertake to deliver against these priorities and the progress we have made against each of them to date.

## 2. Context

### Cuts to Government Grant

By 2019/20 Harrow will see its main source of central government grant funding reduced by 97%, with the Revenue Support Grant (RSG) reducing from £52m in 2013/14 to £1.566m in 2019/20. In addition to reduced funding, there has been the need to fund growth as a result of demand pressures including rising homelessness, increasing special needs placements and rising social care costs which is in addition to funding the impact of general pay and services inflation. This has meant that over the period 2015/16 to 2019/20, the Council has had to make total savings of £63m in order to deliver a balanced budget each year as well as needing to increase the council tax each year and levy the adult social care precept between 2016/17 and 2019/20. There are further budget gaps of £17.2m and £8.9m in 2020/21 and 2021/22 respectively and so further efficiencies will be required to balance the budget in each of these years.

### Lowest funded Council in London

Harrow Council is one of the lowest funded councils in London. In 2015/16 Harrow's revenue spending power per head was £159 (or 17.3%) lower than the London average which ranked Harrow 26<sup>th</sup> out of 32 London Boroughs. A similar comparison with the England average shows Harrow's revenue spending power per head was £127 (or 14.3%) below average and ranked Harrow 105<sup>th</sup> out of 120 local authorities. Harrow's Housing Revenue Account was in a unique position as one of only two in London at its borrowing cap. However the Ministry of Housing, Communities & Local Government (MHCLG) has recently lifted this cap for new build schemes only, which, combined with the Council's successful bid for £32m grant funding from GLA, and pending approval of £10m grant funding from the Housing Infrastructure Fund ("HIF") will enable hundreds of additional homes to be built in the borough.

### A prudent borough

Harrow has long been financially prudent and has not overspent in at least 11 years. We have one of the lowest levels of reserves (money held for unexpected events or emergencies) in London at £17m, so we are not able to use reserves to contribute to the budget which has meant a lot of difficult decisions have already been taken whilst shielding front line services such as adult and children's social care as much as we can. Despite this, we continue to deliver:

- Economic Growth, i.e. working with the West London Alliance Economic Prosperity Board to support business growth, employment and skills improvements. The strategic investment pot from the Business Rates Retention pilot is investing £1.1m into extending the high speed public broadband infrastructure, which will support residents in accessing online services. Further to this, we are investing £480k in the skills of low paid, low skilled and self-employed residents in the borough. We have been recognised for our work in this area by winning the award for the Best Small Business Friendly Borough.
- New housing, making use of the New Homes Bonus, we have set out a major regeneration programme in order to maximise use of Council owned sites, to support sustainable housing growth in line with the London Plan.

- A 'Good' Ofsted in February 2017 and in comparison to other Councils we offer good services, at a low cost.
- Council Tax collection levels in excess of 97%.
- Commercialised services, looking at innovative ways that we can generate income, by supplying quality services to residents, whilst not endangering local business in the private sector, e.g. an MOT Bay and Garden Services. We are also a leader in shared services, working with a number of Councils to make significant efficiencies for front line and back office services, e.g. Legal, Special Needs Transport and depot services and have marketed ourselves successfully as a major film location and commercial events in our parks.
- Digitalising our services, for example 87% of customer transactions are carried out online.
- Actively bidding for external monies, where they clearly support local priorities. We have secured £500,000 worth of investment from the Home Office to help fund early intervention services for young people at risk of joining gangs and becoming involved in youth violence. £1.5m to help support economic growth locally and was recently granted £32 million by City Hall to build 614 new council homes, a sign of how well regarded we are in spite of the challenges of austerity.



## 2.1. Our Budget

Net Controllable Revenue Budget	Budget 2019/20 £000	Description of service
<b>Resources &amp; Commercial</b>		
Council contribution to freedom passes scheme	10,158	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	4,116	Residents want to contact the authority in a number of different ways. This funding supports 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 revenues and residents benefit claims	2,280	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	20,865	Provision 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.
<b>Community</b>		
Keeping Harrow clean & green	14,444	The council undertakes street cleaning, grounds maintenance, 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, maintaining highway verges, 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 Intelligence led street cleansing to ensure that those areas that require high frequency cleaning receive it; 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 efficient and cost effective ones, monitoring and maintaining all the road surfaces in the Borough and taking the initiative to reduce road accidents.
Promoting culture and sports in the Borough	455	Libraries, leisure 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 leisure and cultural facilities in the Borough.
Housing General Fund	3,829	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.

Economic Development & Research	710	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	218	As a Planning Authority, the Service processes planning applications and enforces planning standards across the Borough.
<b>People - Adults and Public Health Services</b>		
Support for Adults and Children with a disability and older people.	55,553	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, as well as residential care for the most complex. Our support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance & strategic management services	1,704	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, and strategic management to ensure we have appropriate services in place to meet the needs of our residents.
<b>People - Public Health Services</b>		
Public Health	(1,867)	The Public Health grant support statutory duties such as NHS Health Checks, Health Visiting and Sexual Health, in addition to supporting non statutory duties such as drug misuse prevention and wider health improvement activities, to ensure the general health and wellbeing of the local population.
<b>People - Children's Services</b>		
Children & Young People's Services	25,511	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	7,080	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. We are keen to offer the appropriate support services for vulnerable children, such as education services for children in care or with special educational needs.
<b>Total Service Budgets</b>	<b>145,056</b>	

## 2.2. Our Harrow, Our Community

**Population:** Harrow's resident population is estimated to be 248,900<sup>1</sup>. Over the past year Harrow's population is estimated to have increased by just 0.07 per cent. Over the past decade the borough's population has increased by around 9.9 per cent (22,480) which ranks Harrow 25<sup>th</sup> out of 33 in London. The 2017 Mid-Year Estimates indicate a population density of 49.3 persons per hectare (pph) in Harrow<sup>2</sup>, which is above the Outer London average density of 42 pph.

**Age:** A fifth of Harrow's residents are under 16. 63.7% of Harrow's population are of working age (16 to 64) and 15.4% of Harrow's residents are 65 or older, this compares to 11.8% in London overall and 18% nationally<sup>3</sup>. As with most areas in the country, the proportion of older people in Harrow continues to increase. In 2001 around 30,000 of Harrow's residents were aged 65 and over, so numbers have increased by over 8,400 or 28% since then. It is expected that the number of residents aged 65 plus will increase by 41% and those aged 85 plus could increase by over 67% by 2031. It is also expected that the number of children (0-15) will also increase by 14% during the 10 year period between 2014 – 2024<sup>4</sup>.

**Disability:** 9.6% of Harrow's working age population classified themselves as disabled, a total of 23,900 people<sup>5</sup>. 5,510 individuals, 2.2% of the total population, receive Disability Living Allowance<sup>6</sup>.

**Pregnancy and Maternity:** In 2017 there were 3,695 live births to mothers living in Harrow, representing 14.8 live births per 1000 population, higher than the London rate of 14.3<sup>7</sup>. For women under the age of 18, the birth rate was 3.7 per 1000 population which is in line with the London average of 3.8 and lower than the UK average of 5.7.<sup>8</sup>

**Race (Ethnicity):** in 2011, 30% (73,830) of Harrow's residents are White British, ranking Harrow fourth lowest nationally. This population group has fallen by 28.5 per cent in Harrow over the decade. Harrow has one of the most ethnically diverse populations nationally. 69% of Harrow's residents are from minority ethnic groups. Harrow has the fourth highest proportion of residents from minority ethnic groups<sup>9</sup>. 26.4% of Harrow's residents are of Indian origin, the largest minority ethnic group in the borough, followed by Kenyans and Sri Lankans. Harrow is home to the largest Sri Lankan born community in the country. 8.2% of residents are 'White Other', up from 4.5% in 2001<sup>10</sup>.

In 2015/16 Harrow recorded its 2nd highest levels of migration in a decade signifying a significant change in population make-up since the 2011 census<sup>11</sup>, although it currently looks as though the level of international migration may have peaked. The top three nationalities of these most recent arrivals are Romanian, Indian and Polish. The top 5 most recorded community languages in Harrow are: English, Gujarati, Tamil, Romanian, Polish and there are over 155 languages spoken in Harrow schools.

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<sup>1</sup> Office for National Statistics (ONS) 2017 Mid-Year Estimates, published June 2018

<sup>2</sup> The London Borough of Harrow covers an area of 5,046 hectares

<sup>3</sup> ONS, 2017 Mid-Year Estimates

<sup>4</sup> 2017-2032, ONS, 2014 Sub-National Population Projections

<sup>5</sup> Oct 2018 NOMIS, Jul 2017 - Jun 2018, ONS, Annual Population Survey

<sup>6</sup> May 2018, ONS/DWP. Rates calculated using the ONS 2017 Mid-Year Estimates

<sup>7</sup> ONS, Birth Summary Tables, England and Wales 2017

<sup>8</sup> ONS, Births by mothers' usual area of residence in the UK 2016

<sup>9</sup> ONS, 2011 Census

<sup>10</sup> ONS, 2011 Census

<sup>11</sup> ONS, 2016 Mid-Year Estimates

**Religion or Belief:** Religious affiliation is high in Harrow, with Harrow having the 2nd lowest number of residents who stated that they have no religion. The Greater London Authority (GLA) Diversity Indices rank Harrow as second for religious diversity in London. In the 2011 Census, Christianity was identified as Harrow's most common religion with 37% of followers (59% nationally). This represents an overall fall of 8.8% since 2001. Hinduism is Harrow's second most common religion and ranking highest nationally. Harrow has the highest proportion of Hindus, Jains and members of the Unification Church in London and the second highest for Zoroastrianism. At 10,538 Harrow has the third highest proportion of people who identify themselves as Jewish in London (4.7 %). There has been a 100% increase in the number of people identifying as Muslims in Harrow, from 14,915 in 2001 to 29,880 (12.5%) in 2011. Islam is London's second most common religion and Harrow's third<sup>12</sup>.

**Gender/Sex:** – 49.9% of the population are male and 50.1% are female<sup>13</sup>.

**Sexual Orientation:** In 2017 it is estimated that 2.7% of the London population identify as lesbian, gay, bisexual or transgender (LGBT), which would equate to approximately 6,720 of our residents<sup>14</sup>. Organisations such Stonewall believe the true figure to be higher. People aged 16 to 24 were most likely to identify as LGB in 2016 (4.1%).

**Marriage, Civic Partnerships and Same Sex Marriage:** 54% of Harrow residents are married, the highest level in London. As of 31st December 2016, there have been 142 Civil Partnerships in Harrow, 19 of which have been converted to marriage. There have been 32 same sex marriages in Harrow since inception on 29th March 2014.

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<sup>12</sup> ONS, 2011 Census

<sup>13</sup> ONS, 2017 Mid-Year Estimates

<sup>14</sup> ONS Annual Population Survey, October 2016 to September 2017

### 3. Our Priorities

#### 3.1. Build a Better Harrow

- ***Create a thriving, modern, inclusive and vibrant Harrow that people can be proud to call home***
- ***Increase the supply of genuinely affordable and quality housing for Harrow residents***
- ***Ensure every Harrow child has a school place***
- ***Keep Harrow clean***
- ***More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion***

- Regeneration

We have over £1.75bn of public and private investment lined up to deliver thousands of genuinely affordable homes, new local facilities, schools, GP practices and an improved entertainment, cultural and leisure offer. Our Regeneration Strategy is centred on three key council-owned sites: Poets Corner, Byron Quarter and Wealdstone and a range of other private developments across the borough. The regeneration strategy, as with any long term strategy, should be reviewed on a regular basis throughout its lifespan to ensure it remains up to date and relevant, especially given changes to the economy and the impact this has on construction and labour costs. So, we are in the process of reviewing the programme four years on from when the Regeneration Strategy was first presented to Cabinet. We want to make sure that all Harrow residents feel the benefit of regeneration in the borough. We appreciate that regeneration can bring with it extra disruption during the building works, so we will continue to talk to residents about what improvements they would like to see in their area and how we could use the money we receive from regeneration sites to invest in communities.

- Harrow Homes for Harrow People

Housing supply (especially in the private rented sector) and affordability (particularly for those on low to moderate incomes) are two of the biggest issues we face as a borough. Harrow has the second lowest proportion of social housing stock in London, about 9,000 homes. 4,179 council homes have been sold under Right to Buy and private rents have increased faster than wages. So, Harrow Council has started to build the first new council houses in a generation. Harrow will be building 5500 new homes over the next 8 years of which between 700-1300 will be affordable houses which in line with the Mayor's Homes for Londoners Programme will include: London Affordable Rent for people on low incomes; London Living Rent for people on average incomes save for a deposit for their first home and shared ownership for people who cannot afford the open market. We want to do whatever we can to make sure that Harrow residents are able to live in the new homes

being built by making sure these homes go on sale to Harrow residents first and they are not just bought as empty financial assets.

- School Places

Along with the rest of London, Harrow has experienced an increase in demand for school places, due to a higher birth rate and internal and international migration. Since 2008 we have opened 5 new schools, expanded 27 primary schools and created an additional 150 Special Educational Needs places. Our current 2020 projections show so we are able to continue to offer every Harrow child a school place.

- Keep Harrow Clean

We know that the quality and cleanliness of the local environment is really important to residents. Latest recycling figures (Q1 2018/19) show a recycling rate of 42% for Harrow. This is up by 6 percentage points from the previous quarter (36%) and 2 percentage points lower than the corresponding quarter last year (44%). In terms how we compare against other London boroughs, we are in the top quartile of participating London boroughs. However, there has also been an increase of approximately 900 tonnes (or 4.6%) of residual waste produced by households. In order to meet our 50% target we are developing a new Recycling and Reuse plan; rolling out food waste recycling in flats and trying to get a better understanding of why the amount of residual waste varies so much between households in the borough. In Harrow there are also more than a thousand reports of fly-tips a month, two thirds of which involve household waste, although fridges, washing machines, beds and mattresses are also seen regularly. We will continue to focus on improving street cleaning across the borough, and tackling fly-tipping hotspots with a pro-active zero-tolerance approach.

- Sports and Cultural Offer

As part of our regeneration plans we also want to make sure we deliver a good cultural, leisure and night-time economy offer that is well used by all residents. In Harrow 1 in 3 adults and 20% of children over 10 years of age are obese. Levels of physical activity amongst young people drop off with age and physical inactivity and social isolation are also contributory factors to dementia as people get older. Given Harrow has the highest prevalence of type 2 diabetes in London, we want to increase the number of people being active and engaged in sporting, artistic and cultural activities to improve mental and physical health, social isolation and improve community cohesion (between generations, ethnicities and faiths). Alongside the Arts Centre and Headstone Manor, our district and town centres and the new Wealdstone Square will provide venues for street entertainment, celebrations, festivals, parades and exhibition space.

### **3.2. Supporting those Most in Need**

- ***Reduce levels of homelessness in the borough***
- ***Empower residents to maintain their well-being and independence***
- ***Children and young people are given the opportunities to have the best start in life and families can thrive***
- ***Reduce the gap in life expectancy in the borough***

- Homelessness

Harrow has witnessed a rise in homelessness over the last five years due to a combination of loss of private rented accommodation and Government welfare reforms. There are approx. 1880 applicants on the housing register and over 1,000 families in temporary accommodation, around 2/3<sup>rd</sup> of which is leased from private landlords, increasingly outside of Harrow. In the 12 months to Dec 18 there were 215 households accepted as being eligible, unintentionally homeless and in priority need. The number of households in emergency B&B accommodation has decreased from a peak of 307 families in June 2016 to 204 households in December 2018. This was 7 times the number accepted in 2009/10. It is a priority of the Council to reduce the levels of homelessness and bring down the length of time families have to stay in emergency bed and breakfast accommodation through a combination of a property purchase programme to buy 100 new properties and actively working with private landlords. We are also concerned about the risk of people transferring onto Universal Credit falling into rent arrears and losing their home and we want to address the issue of overcrowding. Harrow has seen a 72% increase in Houses of Multiple Occupation (HMO) applications over the last 4 years, and a 376% increase in reports of suspected HMO in the same period. We will work to tackle rogue and irresponsible landlords to make sure everyone is able to live in a quality home.

- Adult Social Care

Adult social care provides support to those with a disability, long-term illness, older people and unpaid carers. Social care currently helps over 7,500 people. The numbers of people who might need care and support in the future is expected to rise significantly. In line with most areas in the country, Harrow has an aging population, and compared to other London boroughs it has one of the highest proportions of older residents aged 65 and over. It is expected that the number of residents aged 65 plus in the borough will increase by 41% and those aged 85 plus could increase by 67% by 2031. Therefore, the numbers of people living with dementia, learning disability or poor mental health will all increase and with it demand for health and social care services also rises. Over the past three years, demand at the “front door” of adult social care from new clients that required a substantial response has increased by 27%. Therefore, prioritising an emphasis on keeping people independent or regaining their independence after injury or illness takes on even greater significance. In Harrow we are delivering a new adult social care

offer –Resilient Communities, based around empowering citizens to maintain their well-being and independence, strengthening support networks within their families and communities; enabling them to be stronger, healthier, more resilient and less reliant on formal social care services.

Adult Social Care and Housing are also working together to explore ways of increasing the supply of Extra Care Housing for Older People in the borough. Affordable housing options designed for older people including the incorporation of dementia friendly features, are limited in Harrow, leading to some older people living in homes that do not match their needs and others being placed in residential or nursing care or remaining in hospital longer than necessary. Increasing the amount of extra care housing provides an alternative to more costly domiciliary care and residential care which are not always the most appropriate or cost effective approaches to meet needs and maintain health and wellbeing.

- Children's and Families

Families are at the heart of our communities and we want to make sure that Harrow is a place where families can thrive, so we are proud that in 2017 Children's services in Harrow were rated 'Good' by Ofsted placing them in the top 25% of the country; in 2018 our Children's Centre hubs worked with over 7,800 families; there was a 58.3% take up of 2 year old funded nursery places and 86% for 3 and 4 year olds. Our overall children in need rate dropped for the first time in three years after an increasing trend. However, half of children flagged as "in need" by social services have suffered or witnessed domestic violence and our children with child protection plans continues to increase from 21.9 children per 10,000 in 2012/13 to 40.1 today, mirroring a trend nationally in increased demand for children's social care services. Ensuring children and young people have access to services that will give them the best start in life and keep them safe from violence, vulnerability and exploitation lies at the heart of the role of the local authority and we will continue to prioritise our efforts in this area as well as in the prevention of offending and re-offending and anti-social behaviour. We believe this is best achieved through collaborative working to develop a robust preventative framework between all council services – the Together with Families Programme, Youth Offer, Violence, Vulnerability & Exploitation and Youth Offending Teams, the Safer Harrow Partnership, Local Safeguarding Children's Board and the Voluntary and Community Sector.

- Health and Wellbeing

Life expectancy in Harrow for both men and women at 82.5 years and 85.9 years respectively is higher than the national averages, but the gap between those in affluent areas and those in deprived areas within the borough is also increasing. Men in the most affluent parts of Harrow can expect to live 6.7 years longer than those in the most deprived. Similarly women in the most affluent parts of Harrow live 3.7 years longer than their deprived counterparts. Poverty is a major influence on people's health, quality of life and life



expectancy. Approximately 30,000 of Harrow's residents are experiencing income deprivation, with childcare and housing two of the costs that take the biggest toll on families' budgets. Child poverty levels in Harrow are 19% before housing costs and rise to 29% after housing costs in Harrow (2017). Two-thirds (64 per cent) of children growing up in poverty live in a family where at least one member works. Our efforts therefore to increase the number of genuinely affordable houses, raise people's skills levels so they can secure better employment, offer outstanding early years childcare, debt advice and reduce fuel poverty by improving the condition of our council houses and helping people reduce their energy bills, are key not just for the economy but also people's health and well-being.

Harrow also has the highest prevalence of diabetes in London which is a major cause of stroke, blindness, kidney failure and premature death. There are a number of reasons for Harrow's high prevalence, including a high percentage of residents from Asian and Afro Caribbean backgrounds, obesity rates and a large percentage of people above the age of 75. The situation is expected to get worse unless residents are supported to make lifestyle changes.

One-in-four adults and one-in-ten children experience mental illness during their lifetime, and according to the 'This is Harrow' Young People needs analysis, there are also surprisingly high numbers of young people self-harming and experiencing suicidal thoughts in the borough. There is a link between improved mental health and wellbeing and better outcomes for people of all ages and backgrounds, including: physical health life expectancy; educational achievement; employment rates and productivity. So we launched Harrow Horizons in 2017, a service run by Barnardo's in partnership with the council and CCG, to provide support for more than 1,000 infants, primary school pupils and teenagers in the borough each year and we will continue to work with Thrive LDN, the Young Harrow Foundation and Voluntary and Community sector organisations to try and improve the mental health and wellbeing of all our residents and work to ensure those residents with mental health conditions can access employment.

### 3.3. Preserving Vital Public Services

- ***Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles***
- ***Healthcare services meet the needs of Harrow residents***
- ***Everyone has access to high quality education***
- ***A strong and resourceful community sector, able to come together to deal with local issues***
- ***Harrow continues to be one of the safest boroughs in London***

- Transport

Whilst the Mayor has said fares will be frozen until 2020 we continue to work with TFL around bus services, accessibility improvements for all stations, especially step free access at Harrow on the Hill and TFL's plans to build new houses on land they own in the borough. We are also developing our own plan in Harrow for how we intend to implement the Mayor's Transport Strategy which aims for 80% of all trips in London to be made on foot, by cycle or using public transport by 2041 (Harrow is currently at 48%) and ensure that transport supports sustainable growth and regeneration, improves the environment, supports healthy lifestyles and improves road safety. We will also develop a cycling strategy to improve cycling across the borough and invest in cycle lanes and electric vehicle charging points. Harrow also needs to make sure its voice is heard regarding the expansion of Heathrow Airport and the impact this might have on air quality in the borough.

- Health

Big changes are starting to take place in Health as a result of the new NHS 10 year plan. A possible next step is that this area of the capital will apply to become an integrated care system. That could happen as early as April 2019. There's already a lot of joint health and care working across west London and such a move would serve to formalise these arrangements and embed the efficiencies that our cooperation is already delivering. We're also working closely with hospitals and foundation trusts in the area to promote joint working and better understand the role of all agencies in adult social care integration. Northwick Park has received its second consecutive 'requires improvement' rating from the Care Quality Commission in 2018. On behalf of our residents it is important we scrutinise the hospital's improvement plans and as part of the regeneration programme we are engaged in discussions about GP provision in the borough and where this would be best located.

- Schools

Harrow 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 for education results. 95% of Harrow schools are judged by Ofsted to be 'Good' or 'Outstanding'. Our primary schools rank in the top 5% nationally for key stage 2 results in reading, writing and maths and our secondary schools rank 20<sup>th</sup> out of 150 local authorities (top13%) for the average attainment 8 score and 22<sup>nd</sup> (top14%) for pupils achieving a grade 5 or above. 98.7% of 16-18 year olds are in education, employment or training. However, schools are also facing ever increasing financial pressures making it harder for them to accommodate as many requests to help children with special needs as they might want to.

- Voluntary and Community Sector

Over the last four years the Council's relationship with the Voluntary and Community Sector has changed significantly moving from one of funder and commissioner to enabling partner. The Council and sector are committed to

making Harrow home to a resourceful and collaborative voluntary and community sector which works alongside the public and private sectors to meet local needs and deliver the best outcomes for residents. Together we will be developing a shared leadership role, collaborating and co-producing the new adult social care model – resilient communities; maximising the opportunity to leverage social value from the procurement of goods and services; make more effective use of local assets and develop a more co-ordinated approach to attracting additional external resource into the borough.

- Police and community safety

Despite overall crime levels in London and Harrow increasing, Harrow continues to have the lowest crime rate in London and is generally seen as place where people from different backgrounds get on well together. But the recent upsurge of ‘gang activity and youth violence’ in Harrow is a concern for everyone, especially young people. This comes at the same time as the police have lost just short of 200 police officers from the borough’s streets. The merger of Harrow, Barnet and Brent Basic Command Units should bring with it opportunities for greater collaboration and efficiencies, but we also need to make sure it doesn’t impact negatively on response times for Harrow residents. Through our Safer Harrow partnership we are working with the Police and a range of other statutory and voluntary and community based organisations to keep Harrow as one of the safest boroughs in London and improve community cohesion. The Council’s Community Safety Strategy maintains a clear commitment to tackling high volume crime such as burglary and ASB, and high harm crime such as youth violence, domestic abuse and drug and alcohol misuse.

### 3.4. A Strong Local Economy for All

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| <ul style="list-style-type: none"><li>• <b><i>A strong, vibrant local economy where local businesses and thrive and grow</i></b></li><li>• <b><i>Reduced levels of in-work poverty and improve people’s job opportunities</i></b></li><li>• <b><i>Harrow is a place where people and businesses invest</i></b></li></ul> |
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- Business Growth

We want our local businesses to be successful and 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. Nearly a third of our working age residents are self-employed and creative industries are key growth sector in Harrow’s economy. Over the last four years we have supported over 3110 businesses. This year we want to continue to foster growth in the local economy; attract new businesses into the borough and make it easier for them to work with the council as they establish themselves. We will work with businesses to bring up standards, enable them to tender for work locally and benefit from the regeneration programme. We will work with our partners across West London to take advantage of the opportunities from the devolution to London of business rates and skills funding.

- Jobs, Skills and low pay

Employment levels in Harrow are generally good and Harrow has seen a reduction in unemployment – currently 1.4% and the number of long term unemployed claimants. However, we know that low wages and skills levels are key concerns for residents as they lead to in-work poverty and people’s inability to afford to live in the borough. Approx. 30,000 of Harrow’s residents are experiencing income deprivation and over a fifth are in low paid jobs. Wages paid in Harrow workplaces average £575/wk for full-time workers whereas the London average is £713. In part this relates to the business composition of the borough, with small businesses paying less than larger companies and in part due to a significant number of residents having low skills, for example poor language skills are a major barrier to progressing in the workplace. 28.5 % of Harrow’s residents have a foreign first language and 1% of Harrow residents are unable to speak English at all, compared to 0.6% for London and a national figure of 0.3%. We would like all our residents to have the opportunity to improve their skills and have the opportunity to get a good job. We will use our regeneration programme to create 3,000 new jobs and apprenticeships and continue our Adult Community Learning and employment programmes that so far have helped over 1000 people into work, over 500 young people into jobs and apprenticeships and over 4500 people improve their language and IT skills.

- Inward Investment

Together with our neighbouring boroughs in West London we have agreed a shared Vision for Growth in West London - using our combined weight to secure funding to boost skills and productivity, increase housing supply, improve orbital transport connections and promote West London as a place to invest and set up business. Capital West London has been launched to promote inward investment, business trade and retention and Head Quarter relocations to West London. As part of the business rate retention pilot, Harrow has secured £1.5m to invest in super-fast wi-fi in public buildings and skills initiatives and we continue to secure funding from external sources to implement a range of schemes to support businesses from public realm and shop front improvements to the creation of artist’s studios and funding of new public squares. We will also use Social Value to make sure that our contractors invest in Harrow.

### 3.5. Modernising Harrow Council

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| <ul style="list-style-type: none"><li>• <b><i>Deliver excellent value for money services</i></b></li><li>• <b><i>Reduce the borough’s carbon footprint</i></b></li><li>• <b><i>Use technology and innovation to modernise how the Council works, improving access to digital services</i></b></li></ul> |
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- Efficiencies and Commercialisation

Harrow is a low-cost, high performing borough with costs in the lower quartile. It is important that we maintain this position and continue to ensure we are as lean and efficient as possible, providing the best value for money services that we are able to. As government grant to Harrow reduces by 97%, it is also important that we explore opportunities to earn income to contribute to our medium term budget planning. Commercialisation is a positive agenda for Harrow as it provides for the profits to be re-invested back into those services most valued by our residents and off-set some of the reduction in grant from Government that we are facing. But it is also inherently risky. So far eight new commercial ventures have been approved including the cookery school, MOT testing and trade waste. We are also; generating income from advertising on the Council's website and our magazine – Harrow People; securing external sponsorship for events such as Harrow's Heroes; have a property investment strategy and are building new houses for rent. We have also introduced a range of shared services.

- Environmental Sustainability

The Council's footprint consists of 20,453.27 tonnes of CO2 emissions from 463 sites including 60 state Schools and Academies across the borough. In total for all the Council's buildings including schools and street lighting our annual energy bills are between £5 million to £5.5 million, depending on the global energy prices, weather conditions and our energy saving activities and investments. Heating our homes accounts for 66% of carbon emissions in Harrow. Our new Climate Change strategy for 2018 – 2023 identifies key priorities to reduce the borough's environmental impact, improve the energy performance and reduce emissions from the council's buildings, estate and schools and raise awareness of key sustainability, environmentally friendly and energy efficiency options amongst Harrow residents and businesses.

- Technology & Digital

In an era of constrained budgets, making the most of digital technology is essential. It can drive efficiency and deliver value for money in a multitude of ways. The experience residents have when they contact the council is very important to us. We are moving services online, making it easier for residents to contact us or transact with the council at a time that suits them. Over 89% of all enquiries to the council are now handled online and further enhancements will be made during the year to the Council's website, the MyHarrow Account and online services for environmental health, bookings and payments. However, we are also conscious that not everyone can transact online so we are developing a programme of activity with community groups, the voluntary sector and adult community learning to improve people's IT skills and will be increasing capacity in the One Stop Shop and making capacity available in libraries to provide face to face support for those who really need it.

#### 4. Our Council

Harrow, as judged by our corporate peer review in 2016, is a well-run council. Since the Peer Review, we continue to ensure we do not lose sight of the fundamentals that underpin what we do.

# Council Golden Thread

How it all fits together



#### 4.1. Our Staff

Harrow is very lucky to have a committed and passionate workforce, without which we could not do what we do. We will continue to support our staff to work together with each other, partners and residents to deliver the best outcomes to residents, whilst responding to the complex challenges we face. We want to be an employer of choice with a diverse workforce that embodies our values and behaviours and who:

- Are committed to delivering the best outcomes for Harrow residents
- Are 'can do'
- Collaborate
- 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

One of the Council's equality objectives is to develop an inclusive workforce that feels valued, respected and reflects our community. We have therefore signed up to Stonewall's workplace equalities index to ensure we support staff who identify as lesbian, gay, bi-sexual, or transgender; we are working to improve working conditions and access to services for disabled members of staff and residents and have signed the Time2Change pledge and work with the Thrive initiative in London to reduce the stigma of mental health in the work place. We will also need to ensure that we utilise technology to support our staff to work as efficiently as possible, through our commitment to mobile and flex for example. We will also ensure that each member of staff has an annual appraisal, access to a programme of training and professional development and appropriate contact and supervision with their line manager. Knowing what our staff actually think about working for Harrow is important ahead of the scale of change that we face. Therefore in 2019 we will undertake a staff survey which will aim to baseline employee engagement, change readiness, motivation and happiness.

The consistency of management approach is key to a successful and productive workforce. We will therefore ensure that internal communications are as effective as possible; that new members of staff are able to clearly understand the Council's Golden Thread, via effective induction and completion of the basic mandatory training. We expect our managers to do the basics of good management well. This includes: effective budget management; good consultation and staff engagement; sickness absence monitoring; performance management; ability to understand service users' needs and assess any equality implications and where appropriate effective contract management. We will also be reviewing our corporate project management processes this year to agree a common standard and framework to be used across the Council. The Council has expertise in all of these areas and it will be important that this support is accessible to all to ensure high quality management.

#### 4.2. Our Corporate Values

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:

<b>Be Courageous</b>	<b>Do it Together</b>	<b>Make it Happen</b>
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<p>It means I will:</p> <ul style="list-style-type: none"> <li>• Challenge the status quo and be ready to step up and accept a challenge</li> <li>• Make brave decisions to achieve success – be risk aware not risk averse</li> <li>• Look for ways to do things differently</li> <li>• Be conscious of my actions and take responsibility for the outcomes</li> <li>• Look for opportunities to learn and develop</li> <li>• Trust myself to have a go – change starts with me</li> <li>• Learn from failure, accept and act on feedback</li> </ul>	<p>It means I will:</p> <ul style="list-style-type: none"> <li>• Actively seek the views of others and share knowledge</li> <li>• Break down silos</li> <li>• Think 'Us' not 'I'</li> <li>• Build effective relationships across the organisation</li> <li>• Treat everyone with respect and value diversity</li> <li>• Involve all stakeholders. Think through the issues and impact, engaging with all those affected or impacted</li> <li>• Put myself in others' shoes</li> </ul>	<p>It means I will –</p> <ul style="list-style-type: none"> <li>• Be positive</li> <li>• See things through</li> <li>• Be agile and quick to act</li> <li>• Act with confidence</li> <li>• Take initiative, be proactive and less reactive</li> <li>• Be outcomes focused</li> <li>• Stop when it's not working</li> <li>• Know what to do and have the conviction to do it</li> </ul>
<p>When I work with others:</p> <ul style="list-style-type: none"> <li>• Give and earn trust</li> <li>• Challenge others and be open to challenge back</li> <li>• Stop and review. Have the courage to speak up when it's not working, seek out solutions to achieve success</li> </ul>	<p>When I work with others:</p> <ul style="list-style-type: none"> <li>• Communicate honestly</li> <li>• Tackle problems together</li> <li>• Praise the work of others, acknowledge contribution</li> <li>• Value the views of others – my colleagues and my customers</li> </ul>	<p>When I work with others:</p> <ul style="list-style-type: none"> <li>• Take responsibility – don't pass the buck</li> <li>• Be clear about expectations</li> <li>• Agree clear outcomes</li> <li>• Have a common purpose</li> <li>• Support others' enthusiasm</li> </ul>



	<ul style="list-style-type: none"> <li>• Show I care</li> <li>• Celebrate success</li> <li>• Establish clear roles and responsibilities</li> </ul>	
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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 corporate plan. The Senior Management of the Council is made up of the Council's Directors and Divisional Directors, led by the Chief Executive Sean Harriss.

Who we are:

Chief Executive:	Sean Harriss
Corporate Director Community:	Paul Walker
Interim Corporate Director People:	Paul Hewitt
Corporate Director Resources & Commercial:	Vacant
Director of Finance	Dawn Calvert
Director of Legal & Governance	Hugh Peart
Interim Director Adult Social Services	Visva Sathasivam
Director Public Health	Carole Furlong

**As leaders** we will:

<b>1. Be Courageous</b>	<b>2. Do it Together</b>	<b>3. Make it Happen</b>
<ul style="list-style-type: none"> <li>• Encourage freedom within a framework</li> <li>• Provide the framework and guidance for others to perform</li> <li>• Set clear expectations and outcomes</li> <li>• Take ownership and work to prevent a blame culture</li> </ul>	<ul style="list-style-type: none"> <li>• Be visible, have a presence with our teams and across the organisation</li> <li>• Drive collaboration with others who share the same outcome</li> <li>• Actively seek the views of the customer</li> <li>• Listen to others</li> </ul>	<ul style="list-style-type: none"> <li>• Give responsibilities to others, let go of control</li> <li>• Remove barriers. Enable others to be more effective</li> <li>• Be decisive</li> <li>• Trust staff to work on the basis of results not tasks</li> <li>• Make the process</li> </ul>

<ul style="list-style-type: none"> <li>• Be ambitious about what's possible, inspiring others to 'Think Big'</li> <li>• Have high expectations of others</li> <li>• Hold others to account</li> <li>• Review performance regularly</li> <li>• Be authentic</li> <li>• Deliver on my promises</li> <li>• Build on experience and adapt. Plan, review, do.</li> </ul>	<p>opinions to inform decision making</p> <ul style="list-style-type: none"> <li>• Engage, not just communicate</li> <li>• Move from 'them' and 'they' to 'us' and 'we'</li> <li>• Listen and ask, don't tell</li> <li>• Involve members</li> <li>• Adapt my style to support people to deliver results</li> <li>• Create a coaching environment, mentoring and developing others</li> <li>• Openly share my knowledge and experience</li> </ul>	<p>for change faster and more dynamic</p> <ul style="list-style-type: none"> <li>• Articulate clearly what success looks like</li> <li>• Celebrate and encourage innovation</li> <li>• Set and review priorities</li> </ul>
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# 1. Build a Better Harrow

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Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
Implement a once-in-a-generation £1.75bn regeneration strategy for Harrow	Poets Corner	A new Direction of Travel for Poets Corner is now in place following soft market testing with the development community. This recognises the strategic importance of the Poets corner site to unlock the wider regeneration benefits across Harrow. The Council has now engaged with commercial, legal and property advisors to establish the next stages of delivering the Regeneration Programme. Re-phasing the delivery of Poets Corner scheme has now been reviewed and the Planning strategy has amended accordingly.
	Byron Quarter	This site proposal is currently under review to ensure that the Council's proposals will maximize the site and get the best possible regeneration outcome.
	Wealdstone inc new civic	The Harrow New Civic review is underway which will establish the existing design requirements, Council space needs and the financial envelope required to release the regeneration outcomes to enhance and contribute to the wider Wealdstone town centre.
	Regeneration led by others	Through the Major Development Panel we continue to drive forward development opportunities across the wider borough . This has resulted in progress with TfL, Kodak, Hyde/Barratt and Persimmons.
	Give our residents an active and influential voice in our	Engagement on the Regeneration Programme continues to be outstanding. The Residents' Regeneration Panel continues to be a

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	regeneration plans through the Community Infrastructure Levy	<p>one-of-a-kind, best-in-class initiative showing how residents and Council can work together in partnership to improve schemes and public relations.</p> <p>Neighbourhood Community Infrastructure Levy (CIL) is allocated to community priorities. A mechanism to allocate the CIL was agreed by Cabinet in December 2017. Information has been produced and shared with Members.</p> <p>NCIL allocations for 2018/19 are three projects so far (Rayners Lane Triangle, Lyon Road Good Growth Fund project, and Wealdstone Square), totalling £381,227 (£7,227, £75,000 and £299,000 respectively).</p> <p>There is a total of £1,254,057 of NCIL still available.</p>
	Give residents more power over local planning decisions - Investigate the use of planning powers and Article 4 directives	We will continue to work with developers to ensure they maximise opportunities to engage with residents as part of their schemes. We will consider the use of Article 4 directions where there is evidence to support the request: however, the ultimate decision lies with the Secretary of State.
	Increase number of residents who feel able to influence local decisions	At the last survey in July 2017, 21% felt able to influence decisions affecting their local area, which will be used as a baseline to measure improvement.
Harrow homes for Harrow residents	Regeneration of Grange Farm estate	All secure tenants on the Grange Farm estate have been offered the right to remain or return to a new home on the regenerated estate. All affordable rented housing will be let to Harrow residents according to their priority on the Housing Register. Priority for low cost home ownership such as shared ownership will be to either Harrow residents or people who work in Harrow. Weekly drop-in sessions held at the community centre for residents to raise queries

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		and concerns.
	Build new Council homes	We have been successful in our bid to the GLA and have been awarded £32m of grant allocation, the 11th-highest amount of funding in London, which will help build 618 homes in the borough (including Grange Farm). Combined with the Government lifting the HRA borrowing cap and consultation on additional flexibilities in the use of Right to Buy receipts this means we can drive forward our council house building programme. The current estimate for 2018/19 is for 86 new homes completed.
	Develop and deliver a 3 year infill programme	Three new 3 bedroom houses at Atherton Place completed and let. Further homes under construction at Stuart Avenue, Holsworth Close and Allerford Court. Consultation carried out at Pinner Grove.
	Tax empty homes in the borough, helping to increase the supply of quality housing	New long term empty property discount policy going to Cabinet in January 2019. This will put in place the mechanisms to charge empty property up to 300% of the normal council tax for the relevant band depending on the number of years a property has been continuously empty.
	Clarify our policy on local housing for local people in our Regeneration Strategy and in our development plan. Work with developers to negotiate agreements to market schemes locally first and request that they provide monitoring data on local	It is the Council's intention to make homes developed through the Regeneration Programme available to Harrow residents first; the detail of such a marketing strategy will be developed closer to homes being completed.  There is now precedent in the borough – Eastman Village/old Kodak factory site – for such a strategy and a similar approach will likely be taken.  Affordable housing in particular is advertised locally for three

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	<p>purchases.</p> <p>Complete audits and investigations to recover properties where fraud is identified and allocate to those in genuine housing need</p>	<p>months before being advertised more widely. Housing Associations who build shared ownership schemes are requested to keep and submit data.</p> <p>Four properties recovered to date in 2018/19.</p>
	<p>Provide good quality homes for all</p>	<p>The Housing Revenue Account 2018/19 capital programme is £8.2m. At the halfway point in the year we have spent and committed £3.179m with a further £1.9m of works in tender evaluation. We have also procured £2m of security and compliance works. Kitchen and bathrooms works will be starting and windows and door replacements at Burnt Oak Broadway started in October.</p>
<p>Deliver new schools and school places</p>	<p>Continue our School Expansion Programme to ensure every Harrow child has a school place</p>	<p>The Primary School expansion programme is nearing completion. Our future focus is SEND<sup>1</sup> and high school places.</p> <p>A new school at the old Kodak site will form part of the overall education provision in Harrow and meet the need arising from proposed housing developments in the area. This project is being delivered by the Education &amp; Skills Funding Agency (ESFA) through the Government's free school programme. The delivery of the school is being timed with the wider development of the site to ensure that the dwellings are occupied.</p> <p>The current projections show that we have sufficient places in primary schools to ensure every pupil will have a school place from now until 2020 and beyond. The previous growth in pupil numbers</p>

<sup>1</sup> Special Educational Needs and Disabilities

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		in primary are now moving into the Secondary phase. For 2020 we should have sufficient places to offer every young person a place in school, however we may need create additional secondary school places beyond 2020.
Keep Harrow Clean	<p>Improve the cleanliness of the local environment and increase resident satisfaction</p> <p>Deliver our Waste Strategy to increase recycling and reuse and reducing household waste; we will also make it easier and cheaper for residents to dispose of larger items and Improve access to the Harrow Recycling Centre, particularly for local Harrow residents</p> <p>To maintain our position as one of the top recycling 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</p> <p>Adopt a 'zero tolerance' approach to fly-tipping.</p>	<p>Street cleanliness is measured via the NI 195 survey, conducted three times a year, with the annual average reported in Q3. The most recent results show performance better than target except for graffiti. Resident satisfaction is measured via the Reputation Tracker survey, last conducted in July 2017, which will be used as a baseline.</p> <p>The Waste Review which is currently in progress, will ensure we make the most efficient use of resources. As part of this we are already increasing the access to recycling services across the Borough by rolling out food waste collections in flats, one of the first West London Boroughs to do so. Making the Harrow Recycling Centre for use by Harrow residents only has led to a 12% decrease in visitors to the site (53,000 in a year) which has led to reduced queuing time and less detrimental impact on residents.</p> <p>A Community Engagement Plan (recycling strategy) has been drafted and is being further developed as part of the Waste Review. Latest figures show Harrow's recycling rate at 42% as at Q1 2018/19.</p> <p>Targeted enforcement is continuing in hot spot areas. We are using Community Protection Notices (Under the ASB, Crime and Policing</p>

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		<p>Act 2014) to carry out enforcement activities. Work is in progress to improve the messages going out to the public around fly tipping.</p> <p>An internal review has taken place around fly tipping to lead the approach on this, and target key areas. Work has taken place with Keep Britain Tidy. Waste and Enforcement reviews, as well as development of a new CCTV strategy, are taking place and will help shape the approach to fly tipping.</p>
<p>Increase participation in sports, arts and cultural offer.</p>	<p>Deliver a new cultural strategy for Harrow</p>	<p>The Service Level Agreement between Housing and Environment services regarding grounds maintenance is being reviewed. A strategy has been implemented for refuse collection on Grange Farm estate. The next tenant survey to take place January-February 2019, leaseholder survey to take place March-April 2019.</p> <p>Harlow's Cultural Strategy has been adopted for consultation. The consultation commences in January 2019. It actively invites VCS, businesses, faith groups and residents to state how they can contribute to helping residents (including young people) become involved in cultural activities. Harrow Music Service has developed strong partnerships to enhance the experiences of young people with: A New Direction, City of London Sinfonia, Pavilion Opera Education Trust, the Jewish Music Institute, Tomorrow's Warriors and the Music8London consortium of music education hubs, amongst many others</p> <p>Business cases for the Harrow Arts Centre and Manor House and Museum have been adopted and will drive forward the commercialisation and cultural agendas.</p>



Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	Provide under-21 year olds with cultural and enrichment activities as part of our new local facilities	The Arts and Heritage team have embarked on outreach and are building on success of 100% Producers to provide opportunities for young people, from 13 to 24 to gain opportunities to experience working in music, dance, and technical roles. Headstone Manor exceeded its target to provide work experience and volunteering and provided 1,342 hours of support young people.
	Celebrate reading by encouraging free library enrolment of children and adults in the borough	Harrow People has featured the offer for children. A marketing campaign will commence in Q4 to encourage enrolment of children and adults.
	Building a major new library in Harrow town centre	The specification for the fit out of the new Harrow Town Centre Library has been produced, consultation commenced for the library and Cabinet agreed to commence the procurement for a fit out contractor.
	Increase the number of visits per annum across our cultural offer, which would include Harrow libraries, Harrow leisure centres, the Arts Centre and Headstone Manor	Current attendance is 751,000 visits for libraries, 230,000 to the Arts Centre and 127,000 to the Museum.  New Business and Marketing plans are in place. Additional capacity has been installed at Harrow Arts Centre. Visitor numbers are increasing for HAC.
	Deliver S106 funded improvements to outdoor sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023	Plans for improvements for Roger Bannister are being appraised.
	Work with the Mayor's office to make London a National Park	As and when the Mayor starts discussions on National Park City status we will engage with it.

<b>Objective</b>	<b>What we will do</b>	<b>Progress so far (as at Quarter 2, 2018/19)</b>
	City and expand our park user groups to put power back into the hands of our residents	As at December 2018 22 out of the 26 parks in the borough have a park user group. We are working with each of the parks to produce 5 year plans articulating the management and development needs. For example Pinner Village have been fundraising for new playground equipment and applications are being developed for Pocket Park Plus funding.
	Increase the number of users of Harrow's leisure facilities	All target group attendances are ahead of Service Plan targets with the exception of 60 plus which is only 0.8% below target

## 2. Supporting Those Most in Need

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Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
Reducing homelessness	Implement the Homelessness Reduction Act 2017	In the 12 months to Dec 18 there were 215 homelessness acceptances and at 31 December 2018 there were 204 households in B&B accommodation, 19 of these were families with children or pregnant women that had been there more than six weeks. We are continuing to prioritise 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, particularly families. We have introduced new ways of working, including new software to meet the new legislative requirements from the Homelessness Reduction Act. We are using personalised housing plans and supporting customers to take appropriate steps to find or keep a suitable home and understand that there is insufficient accommodation in Harrow.
	Acquire properties for use as temporary accommodation	Budget secured to purchase a further 32 properties, to complement the portfolio of 100 properties already purchased. 72 homes at Gayton Road purchased by the Council for use as temporary accommodation.
	Work with private sector landlords	Through Help2let we continue to work with private landlords to increase the supply of private rented housing, improve the management of this accommodation and tackle disrepair. We continue to hold regular Landlord Forums. We are developing a new product for landlords.

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		We continue to bring private empty homes back into use for families in need, with 10 achieved to date.
	Reduce rough sleeping	<p>Rough sleepers in Harrow numbered 13 at the last count in November 2018, compared to 10 in 2017.</p> <p>We continue to work with key local organisations such as Firm Foundation to provide support to rough sleepers.</p>
	Work to develop and implement a 'Charter of Rights' for private renters	<p>We are looking at getting a leaflet arranged with information for tenants with regard to their rights and responsibilities.</p> <p>Harrow Council is part of the London Ventures Transition Insurance pilot - an insurance product which would be an alternative to providing a large rental deposit; instead renters would pay a monthly premium. This will make moving between privately rented properties more affordable, reducing the demand on local authority services.</p>
	Implement our Homesafe programme for council rented and leasehold homes	<p>The HOMESAFE programme is improving health and safety, including fire safety. The pilot is targeting blocks of 4 storeys or more and will begin in January 2019.</p> <p>HOMESAFE resident consultation sessions took place in early October with 500 tenants and leaseholders affected by the initial roll out of the new Homesafe improvement programme invited to attend. Works that will be done include block video door entry or upgrade to the existing system, multiple alarm detection system (Fire and Monoxide) and fire door – for each flat and emergency lighting to block Common Parts where necessary.</p>
Improving Health and Well-being	Investigate the development of an in-house enterprise to provide relief for those suffering from fuel	Fuel Poverty is a priority in the Smarter Housing Plan 2018/19. A major strand of the Decent Homes programme this year has been to upgrade to condensing boilers, replacing underperforming

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	poverty	<p>windows and roofs which have the biggest impact in controlling fuel bills. A key component of the Asset Management Strategy includes targeting these improvements at poorly performing stock/areas of Council Housing with high fuel poverty. Cross departmental discussions are also taking place about a holistic approach to reducing fuel poverty within the Borough.</p> <p>Delivery of improved energy standards in new build and implementation of district energy schemes where they are deliverable forms part of the strategy.</p>
	Increase the % of the population aged 16+ that are Active or Fairly Active.	A number of initiatives are currently taking place including the commencement of Tai Chi classes January 2019 and a joint Harrow Council and Watford FC project called Shape Up which commenced in Sept 18.
	Use our powers as a council to reduce the number of unhealthy food shops across the borough.	A Mayor of London Initiative “Superzones” aims to tackle unhealthy urban environments. Work has begun with senior teachers at Whitefriars school in Wealdstone, focusing on fast food outlets amongst others.
	Act to reduce levels of diabetes in Harrow	<p>The Health Checks programme identifies the “pre-diabetic patients and referrers them onto the Non Diabetic Prevention Programme (NDPP) which has now launched in Harrow. Currently Harrow is the top performer for Diabetic Eye Screening , amongst other Northwest London Boroughs.</p> <p>Public health are part of the Harrow Diabetic Implementation strategy group, chaired by the CCG in Harrow.</p>
	Improve access to high quality local contraception and sexual health services	Public Health Harrow’s new Integrated Sexual & Reproductive Health Service includes: increasing the provision of Emergency Contraception (EHC) and uptake of Long Acting Reversible Contraception (LARC). Our Provider LNWHHT will ensure

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	<p>Work with our local CCG, schools and VCS partners to support people experiencing mental ill health, reduce the stigma of mental health in the workplace.</p>	<p>provision of EHC and LARC in areas with higher need and provide information and pathways to Sexual Health services.</p> <p>Around 8% of residents with common mental health problems are being consistently supported to return to employment – this is consistently above the 7% target and national data shows we are in the 2nd quartile in London.</p> <p>CNWL now has three employment advisors. The proportion of adults in contact with secondary mental health services in paid employment stood at 7.8% in quarter 2 but might be expected to improve given this new staffing resource.</p> <p>The Council worked with Thrive London to host a community mental health workshop in January 2018. Events were also held to mark world mental health day and time to talk day. Mental Health First Aid training for staff within the council and Mindful Manager training have been rolled out to 83 staff so far this year.</p> <p>Improve the emotional wellbeing of children and young people</p>
	<p>Provide health visiting service and advice clinics offering support and guidance for new parents in our children’s centres</p>	<p>Under the new contract for the 0-19 Health Visiting and School Nursing service we are planning to introduce new checks at 4-5 months in order to focus on weaning, healthy eating and oral health as well as at 3.5 years (a targeted check for those not attending an early years setting in order to improve school readiness).</p>
<p>Supporting Children and Families</p>	<p>Deliver a ‘keeping families together’ service to reduce the number of looked after children</p>	<p>The Keeping Families Together service supports a wider strategy for reducing the number of children in care. It is so far delivering a 90% prevention rate of children entering Local Authority care.</p> <p>The % of children with Child Protection Plan (CPP) for 2 years or more remains low and % of children with repeat child protection</p>

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		plans is reducing as expected and is now in line with statistical neighbour averages. Performance data validated through Ofsted visit indicates appropriate referral thresholds and good qualitative assessments. Our looked after children population and children in legal proceedings (PLO) has reduced and remains stable.
	Provide exemption from Council Tax for people leaving care for 6 months	Local Council Tax Discount Scheme for Care Leavers was agreed by Cabinet in January 2017 which gives a six month 100% discount from Council Tax for Harrow Council's care leavers, where the former child becomes the sole liable person of a property in Harrow and where the Council Tax band on which the discount is sought equals Council Tax Band A or B only.
	Increase reach of Early Support Hubs to Harrow's most vulnerable children and families	Staff in the Early Support Hubs have recognised a need to increase reach in the most deprived areas of the borough and have undertaken a range of actions including leaflet drops, school drop ins and other awareness raising events to target these areas over the last quarter and this has been having a positive impact in terms of reach.
	Subsidising costs of children's funerals	This is something we will explore during the course of the year.
	Improve the lives of vulnerable families with multiple problems through the transformation of local services	So far this year we are working with over 480 families (by the end of Q2 2018) this bring the total number of families we have worked with to date to over 1500. Key appointments this year such as a parenting coordinator, clinical resource, hidden harm worker as well as work carried out by the 'Keeping Families Together' team and the Violence, Vulnerability & Exploitation (VVE) unit has meant we have been able to turn around the lives of 322 families to date this year.
	2/3/4 year old nursery take up	Harrow has a high proportion of funded children accessing good

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		<p>or outstanding early years provision.</p> <p>The number of funded 2 year olds for Q2, as of December 2018 (Autumn term 2018 data) was 559, or 58.3% take-up.</p> <p>The number of funded 3 and 4 year olds was 2317. The Q2 take-up rate is subject to confirmation but in the 2018 early years census was 86%.</p>
	Break the cycle of child poverty	<p>We have been part of a number of bids and applications for funding for example an application to Health Education North West London (HENWL), totalling £64,000 to deliver health related projects targeting some of the most vulnerable people in the borough. We continue to: increase opportunities for parents with English as a second language to enter employment, education and training and support adults in gaining skills; tackle financial exclusion, including debt management, financial literacy, affordable credit and maximise benefit take up; increase opportunities for inward investment and funding opportunities by working; improve health and wellbeing of all children and families and access early support services with a focus on looked after children, children at the edge of care, children with Special Educational Needs and Disabilities (SEND) and support families with housing and those in temporary accommodation.</p>
Transform how we deliver adult social care	Co-produce a new vision for Adult Social Care – Resilient Communities	<p>Five key work streams are being delivered through co-design to support Community Resilience and these are on track and progress this quarter has been:</p> <ul style="list-style-type: none"> <li>• Streamlining the adult social care pathway underpinned by a new staffing structure that went live in September 2018.</li> <li>• Transforming Models of Care including an Extra Care housing</li> </ul>



Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		<p>strategy agreed at cabinet in November 2018</p> <ul style="list-style-type: none"> <li>• Developing Community Assets – Co- design and collaboration continues this quarter with the community sector following on from the Lateral project</li> <li>• Enhancing Digital Access and Online Data – A working party across all stakeholders has been formed to enable a fit for purpose solution. Enhanced Telecare Assistive Technology – Adult social care is currently exploring expansion of the current offer</li> </ul>
	Invest in extra care Housing	<p>Watkins House is being redeveloped by Harrow Churches Housing Association. All current tenants have been rehoused and planning permission has been secured.</p> <p>Housing and Adult Social Care continue to work together to identify ways to increase the supply of extra care housing as an alternative to domiciliary and residential care. The strategy was approved by Cabinet.</p>
	Improve Quality of Life measure in annual adult social care user survey	<p>The February 2018 Survey results for social care related Quality of Life were not significantly different from the previous year. The next survey is due in February 2019. An action plan was drawn up to improve the results based on user feedback and is in progress. In addition, an application has been made to NICE (National Institute for Health and Care Excellence) for a project aimed at improving user reported outcomes now the new vision and strengths based care pathway are in place.</p>
	Increase the % of long term service users who report having as much control over daily life as	<p>Analysis of the 2018 user survey results showed that clients with personal care needs continue to do well by using cash personal budgets (direct payments) but those with difficulties accessing the</p>

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	they would like.	community and with poor mobility, as well as clients with mental health problems experience more control through traditionally commissioned services. Clients under the new operating model need to be helped to choose the right type of budget that will work best for them, as Harrow already has a very high level of cash personal budget provision.
	Increase the % of long term service users who report having choice over care and support services	The 2018 survey data shows giving clients more choice over their care package (within the budget available) does boost their sense of control. In general cash personal budgets (direct payments) still offer the most choice over services and the most control for those people able to use them.
	Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns	Feedback from the 2018 survey and work commissioned from Lateral suggested an urgent need to redesign the social care section of the Harrow website. In addition the data suggested referrals to Swish (the voluntary sector provider) for information and advice need to be made easier to access. A refreshed website, new information leaflets and the new strengths based approach to care and support should enable people to more easily find the local resources, groups, activities and interests that will help them.
	Increase the percentage of adult social care users/adult carers who have as much social contact as they would like	40% of long term social care users said they had as much social contact as they wanted. For the others, issues included being afraid to go out into the community without support (but feeling they do not have this support), help with making journeys in their local area, and help with parking restrictions on their street that prevent relatives and friends from visiting by car.

# 3. Preserving Vital Public Services

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Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
Work with partners to continue to make the case for proper funding of local government	Engage with the Government's Fair Funding review and Spending Review 2019	A non-executive role on Cabinet has been created whose role is to support making the case for fairer funding. Harrow West MP made a speech in Parliament on 19 Dec 2018 making the case for fair funding for Harrow.
Collaborate with Transport for London to improve transport access across the borough	New (night tube ambition for Piccadilly and Metropolitan lines and step free access to Harrow on the Hill. )	TfL have committed to step-free access at Harrow on the Hill. We are working closely with them to speed up the process.
	Work with the Mayor's office to ensure Tube fares are frozen until 2020	The Mayor of London has made this commitment and TfL have factored it into their new business plan
	Develop a new Transport Local Implementation Plan to increase the amount of trips made in Harrow on foot, by cycle or using public transport.	The road safety plan is being reviewed as a part of the development of the new Transport Local Implementation Plan in 2018/19. A stakeholder consultation on the draft TLIP concluded in October 2018 and feedback is currently being evaluated.
	Protect local residents from the impact of increased school congestion	Harrow's Transport Local Implementation Plan (LIP) sets out our policies to promote more sustainable transport by increasing travel by walking, cycling and public transport and to reduce journeys by private car. These policies accord with the Mayor's Transport Strategy. The delivery of our on-going annual LIP programme to improve transport infrastructure, promote sustainable transport and develop school travel plans

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		<p>is an on-going process of improvement that is improving the sustainable transport mode share of travel to school year-on-year and will help to reduce congestion outside of schools.</p> <p>Invest around £20m in road paving, cycling lanes, resurfacing and maintenance, to improve the physical infrastructure of the borough</p> <p>Develop a Cycling Vision &amp; Strategy for Harrow, working with local stakeholders and TfL to improve cycling access in the borough</p> <p>Provide free parking permits in Controlled Parking Zones for electric Vehicles and subsidised parking permits for low-emissions vehicles in Controlled Parking Zones</p>
Health integration	Explore co-location of key services to improve collaboration	<p>There are four joint projects in progress to integrate teams by end 2020:</p> <ul style="list-style-type: none"> <li>i) A single Integrated Brokerage team with the CCG staff member coming under council management</li> <li>ii) Creation of an integrated specialist multi-disciplinary</li> </ul>

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		<p>Learning Disability team between the council staff and CNWL NHS Trust under single operational management</p> <p>iii) The Integrated Care Partnership creating three primary care hubs across Harrow focused on the over 65's with co-located health staff</p> <p>iv) Co-location of Adult Social Care Integrated Care team staff into those hubs with a target date of April 2020.</p>
	Health and Social Care integration and Better Care Fund plans	<p>A strategy for health and social care integration is being drafted for agreement with NHS Harrow CCG by end March 2019.</p> <p>Mid-year review of Better Care Fund completed and submitted end August 2018. Guidance awaited re 2019-20 BCF planning, expected as part of 10 year NHS plan.</p>
	Work with the CCG to facilitate the delivery of new healthcare facilities	<p>The repositioning and development of the Belmont Health Centre will not only provide a brand new fit for purpose health facility for the east of the borough, but also support the redevelopment of three other sites. Funding from One Public Estate has been secured and the CCG have aught approval through the appropriate NHS process to have the business case for a new centre approved.</p>
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% of Harrow's maintained schools were judged as good or outstanding by Ofsted as at January 2019.
	Harrow school's Key Stage 2 results remain in the top 10% nationally and Key Stage 4 results for 'Average Attainment	<b>KS2 Final</b> – Harrow's pupils ranked 8 <sup>th</sup> – top 5% - in England for the KS2 measure of Attainment of pupils at the end of key stage 2 achieving the expected standard in reading, writing and

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	8 score per pupil' and 'Percentage of pupils who achieved a 9-5 pass' in the top 20% nationally.	<p>mathematics in 2018.</p> <p><b>KS4 PROVISIONAL</b> – 1. Harrow's pupils ranked 20<sup>th</sup> – top 13% - in England for the KS4 Average Attainment 8 score per pupil result in 2018; 2. Harrow's percentage of pupils who achieved a 9-5 pass ranked 22<sup>nd</sup> – top 14% - in England.</p>
Work with our colleagues in the police to keep Harrow's status as one of the safest boroughs in London	Work to reduce levels of violent crime in the borough	<p>There has been a 3.18% increase in total crime in the 12 months to Nov 2018. Harrow is still however, the safest borough in London in terms of crime per 1000 population.</p> <p>The Community Safety, Violence, Vulnerability and Exploitation Strategy was reviewed in July 2018. A number of projects to help reduce crime in the Borough were commissioned under the London Crime Prevention Fund, and we have started the process to recommission projects for 2019/20 &amp; 2020/21.</p> <p>The Wealdstone Action Group has been set up in response to incidents of knife crime and youth violence in the area. Discussions are taking place with all 15 Cllrs in South Harrow on how a similar approach can be rolled out in South Harrow.</p>
	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>The Violence Vulnerability and Exploitation team has daily multi agency meetings which ensure live information is exchanged between professional partners and up to date risk assessments and action plans are progressed.</p> <p>There is an increase in the number of cases but the local authority and professional partnerships are strong as evidenced in recent Ofsted focus visit. These forms of abuse also have a high profile within the local community.</p> <p>Themes from the best practice forum in June 2018 are embedded in practice and planning for next year's forum in</p>

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		train.
	Reduce rate of first time entrants to the youth justice system	The most recent verified data available shows a reduction in the rate of first time offenders per 100,000 population from 83 (April 2015 - March 2016) to 72 (April 2016 to March 2017). Work continues to be co-ordinated with police and other local agencies to better understand and reduce violence, vulnerability and exploitation, including gang-related activity.
	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 2014-15, and shows both a reduction in the numbers of reoffenders, and a decrease in the rate of reoffending.
	Reduce the total number of anti-social behaviour (ASB) incidents in the borough	<p>ASB incidents numbered 4,813 in the year to November 2018, the lowest number amongst neighbouring Boroughs. There has been a 40% reduction in complaints coming in to the ASB team in the last three years.</p> <p>Steps have been put in place through partnership working to address knife crime, youth violence, street drinking and other ASB. The Wealdstone Action Group has been put in place to address a hot spot area and engage the community to resolve ASB matters.</p>
	Explore co-location options with the Police	In 2017 MOPAC announced there would be a reduction in Safer Neighbourhood Team bases in Harrow: since then we have been talking to the police about options on new locations and also around the new civic.
	Support those residents who are victims of domestic and sexual	The Council's website has been updated to include details of a range of support services. Feedback from service users

<b>Objective</b>	<b>What we will do</b>	<b>Progress so far (as at Quarter 2, 2018/19)</b>
	violence.	indicates that they are satisfied with the service received and feel safe and supported. Further work is being undertaken with the service provider to increase user feedback. We were successful in a bid to MHCLG to invest in services in the refuge.
	Deliver an action plan on tackling modern slavery in Harrow	A motion was passed at Council in November 2018. Annual safeguarding conference in January will be on the theme of Modern Slavery where strategic guidance will be launched. Training for practitioners is being arranged.
	Remain one of the best places in London for people from different backgrounds to get on	The last survey in Aug 2017 said 77% of residents through people from different backgrounds got on well together in the local area.
Work with our voluntary sector partners	Deliver the recommendations from the Council/VCS relationship review	Work is progressing well on delivering the VCS review action plan with a set of procurement and social value changes agreed and going through Cabinet in January 2019. The delivery of the Lateral project on the Community Resilience Vision for Adult Social Care has completed and we are working with the sector on next steps. A local community lottery was agreed at November Cabinet and will be launched in April 2019. The Big Give has been set up and raised over £80k for 8 local charities, collaborative external funding bids with the VCS have successful secured approx. £800k for projects to divert young people away from gangs and youth violence and a further 2 bids worth almost £2m have also been submitted.
	Work with the voluntary sector to continue to support and engage volunteers in the borough	Through the Lottery Funded V4Change project led by the VCS, the total number of new volunteers as of Q2 is 568. Actions to develop a borough volunteering strategy as part of the V4Change project will start this year.



Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	Work with Community Champions to develop their role and enable them to be more actively involved in the community	The community champions scheme has stabilised at 1100 members, we have run half a dozen training sessions for the champions on first aid and adult safeguarding for example, and they have participated in our monthly days of action.
	Pilot additional Voluntary Council Tax contributions	A pilot scheme aimed at band H council tax payers in the borough was launched in December 2018
	Introduce a local community lottery to support local grassroots voluntary organisations	Cabinet approved the establishment of a local lottery in Harrow in November 2018. A communications plan, including branding is in hand and an event will be host on 6 March 2019, where local organisations will be invited to sign up to become beneficiaries. The lottery – ‘Harrow Wins’ will be launched in April 2019.
	Continue to work towards getting wider representation in council decision making, ensuring all voices are heard	A Voluntary and Community Sector representative on Cabinet was appointed in November 2018.
Ensure we have sufficient GPs, doctors, nurses, teachers, and social workers for our residents in Harrow	Social worker recruitment (Children and Young People Services)	Latest figures show we have 82% permanent social workers compared with a 2017-18 average of 76%. 77% of workforce has over 5 years’ experience. Turnover in Q1 is down to 9% compared with 2017/18 average of 10%.
	Key worker housing	Key workers living and/or working in the borough are prioritised for shared ownership schemes in Harrow. Harrow’s Housing Strategy is being reviewed during 2019 and will make reference to key worker housing.

# 4. A Strong Local Economy for All

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Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
Business Growth	Create workspace to support the needs of growing local businesses and to attract new businesses into Harrow	<p>The Council's work in creating workspace was recognised at the Place West Awards where Whitefriars Studio (on the old Colart site) was a winner.</p> <p>Funding from the GLA Good Growth Fund Round 1 has been secured to create a new square with pop-up/street food kiosks to help increase the opportunities for start-up food operators in the borough.</p>
	Harrow will be seen as the place for creative industries/artists to locate and conduct business	Two consultation events were held with creative organisations to secure funds to attract creative industries/artists to Harrow. The outcome of the Creative Enterprise Zone bid will be known in Quarter 4. The GLA has announced our application for funds to create new workspace at Harrow Arts Centre between 2019-2021 has been successful. Cabinet adopted the draft cultural strategy to go out to consultation in January 2019. Implementation will support the creation of new workspace for creative industries.
	Make it easier for local businesses to thrive by simplifying licensing and planning processes	<p>In the last year simplification of licensing processes and policies internally, as well as updating of licensing and gambling policies has taken place. Work is happening to make materials available online to assist businesses.</p> <p>The council has created an online Food toolkit to support food operators through the regulatory process and in their business planning with a clearer pathway for restaurants and food start-ups to set up in Harrow.</p>
	15% of council spend will be	The Council has exceeded this target and is on track for over 20%

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	<p>with local businesses</p> <p>Continue with 20 minutes free parking across the borough and make it easier to see relatives and receive guests by treating Bank Holidays as Sundays for parking restrictions</p>	<p>local spend.</p> <p>There is strong support from businesses to maintain the 20 minutes on-street free period and no changes are proposed.</p> <p>The Council is treating bank holidays as Sundays in terms of enforcement until a full consultation is carried out which is needed to formally change parking rules (and therefore signage).</p>
Jobs, Skills and Low pay	<p>Create new jobs and apprenticeships for young people and introduce work experience placements in the Council for young people in the borough</p> <p>Maintain one of the lowest rates of young people Not in Education, Employment or Training in the country</p> <p>Investigate the development of a Harrow Pension Scheme for young people</p> <p>Create 3,000 new jobs</p> <p>Support adult community learners to improve their skills</p>	<p>We have supported 72 young people into apprenticeships so far in 2018/19, this should be accelerated once the council's own regeneration sites are developed. We continue to deliver work experience in the Council and with the council's suppliers.</p> <p>98.7% of 16-18 year olds were in education, employment or training at Quarter 2.</p> <p>Work will start on a business case to explore the idea this year.</p> <p>The latest statistics from the Office for National Statistics' Business Register &amp; Employment Survey (BRES) are for 2017. These show that there were a total of 74,000 employee jobs in Harrow in 2017, compared to 72,000 jobs in 2016 and 71,000 jobs in 2015.</p> <p>Learn Harrow supported 4,594 adult community learners in the 2017/18 academic year. This demonstrates growth since 2016/17. The</p>

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		number for 2018/19 will not be known until August 2019. A new Community Learning Strategy will be developed in Q4 2018/19 this will touch on employability and will form an important part of the work on the new Local Plan.
	Help 300 unemployed residents back into work	473 residents have been supported into work. This includes Learn Harrow for 2017/18 academic year and Xcite for 2018/19 financial year.
	Tackle low wage rates in Harrow, whilst supporting local businesses with business rate relief to ensure they can pay employees the London Living Wage	<p>In the new financial year, we expect to commence a programme to work with low paid residents and businesses to address skill gaps and improve productivity. Our programme will deliver short focused courses. To date we have identified sector specific training in several sectors, as well as generic training. The generic training includes subjects that will be of importance to self-employed residents and owner managers.</p> <p>Retail Relief Scheme Policy to go to Cabinet in January 2019 to ensure the latest Central Government funded relief is awarded from April. This should reduce our SMEs' local taxation burden by approximately £1.3m in 2019/20 alone.</p> <p>Policy adopted does not rely on application forms and all that were entitled to a similar scheme in 2015 will automatically be granted relief. This speeds up process, ensures improved cash flow and reduces burden on the businesses in Harrow.</p>
	Run debt advice clinics for residents of the borough, to tackle mounting debt especially amongst young people	Citizens Advice Harrow (CAH) delivers the general information and advice service in the borough which includes debt management. Between April and Dec 2018 CAH helped clients manage over £1.5m of debt. The Top debt issue continues to be Council Tax arrears. Citizens Advice will also be delivering the digital support and personal

<b>Objective</b>	<b>What we will do</b>	<b>Progress so far (as at Quarter 2, 2018/19)</b>
		budgeting for Universal Credit on behalf of DWP from April 2019.
	Launch an independent Low Pay Commission in Harrow, to tackle the issue of low wages in our borough	A cross-party commission on Universal Credit has been established and has held three formal evidence gathering sessions and their report is due to be published by the end of February.
	Work with local stakeholders, employers, education providers and the GLA to develop a strategy on the current and future employment needs of the borough	Engagement is taking place through the Enterprising Harrow Steering Group and with businesses.
<b>Inward Investment</b>	Invest in District Centres to provide attractive bars, restaurants and leisure activities to improve the local offer and economy of Harrow	Examples of activity to date include: The Rayners Lane Triangle is completed and “opened” - launched at the Festive Lights switch-on event, the Harrow Town Centre Food Event took place sponsored by Metro; and a food toolkit to help new food operators.
	Be proactive in bidding for strategic funds from central government and bring new revenue streams into the borough	£2.2m worth of External Funding has been secured so far this year (April 2018 – Dec 2018.) A further £5m is pending.
	Support the development of a third runway at Heathrow airport.	Support has been provided to the Heathrow Skills Taskforce on social value that can be delivered through the expansion of the airport.

# 5. Modernising Harrow Council

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Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
Continue to deliver efficiencies and commercial income	Review the number of councillors per ward with a view to lowering the cost of running the council	The Council made a warding pattern submission to the Local Government Boundary Commission for England (LGBCE) based on a council with 55 councillors, which is eight fewer than at present. The LGBCE has now issued a proposal for consultation that provides for 55 councillors across a mix of three- and two-councillor wards. Changes, once agreed, will come into effect in May 2022.
	Consider in-house or non-profit options for all operations and supplier procurements	Procurement options should be considered and covered in Cabinet reports
	Continue to explore and expand shared service arrangements	On 30 September 2018 Buckinghamshire County Council (BCC) served notice with Harrow Council to terminate the Shared Services of HRD and Legal. We are working constructively with BCC on the exit arrangements and future opportunities to work together, and are continuing to seek other opportunities in the shared services space, recognising any lessons learnt that we need to apply for the future.
	Bring in new commercial income	Work continues to bed in and establish current projects such as trade waste, pest control, transport (incl. MOT bay), Brent SEN Transport, gardening service, Training Academy, events, filming, Barnet co-location, bulky waste, cookery school. New business cases are also being developed as we push forward with this work
	Deliver 2000+ new homes on	The council has been undertaking a review of the most appropriate

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	council-owned land in the next decade and use any profit to support council services and become more self-sustaining.	delivery vehicle to deliver the new homes for the Council to rent out.
Environmental Sustainability	Reduce our carbon footprint, emissions from council buildings and energy bills	<p>Energy consumption and CO2 emission levels for the Council's corporate buildings and Schools has reduced by 5% against our 4% annual carbon footprint set target.</p> <p>The Council's Climate Change Strategy incorporating the Air Quality and Climate Change Action Plans has been approved by Cabinet on 17 January 2019. This Strategy provides a framework within which the council can undertake effective actions to meet its social and environment commitments in accordance with the GLA's Zero carbon target and working model.</p>
	Work with the Mayor's office to proactively tackle pollution in Harrow and improve air quality across the borough especially from the proposed expansion at RAF Northolt .	A consultancy company has been engaged to start the process of developing an updated air quality strategy, including working with stakeholders
	50% of trips to be on foot, by cycle or by public transport by 2021	Between 2014/15 and 2016/17, 48% of daily trips were made by foot, cycle or public transport in Harrow. The Harrow Transport Local Implementation Plan sets an ambition to achieve 50% by 2021.
	Introduce "no-go" areas for high emissions vehicles and incentivise electric vehicle	Environmentally friendly vehicles are already free and included within the fees & charges for both residents and businesses, which would cover electric vehicles. The Council has consulted on and is preparing the borough transport LIP and this provides an

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	usage	opportunity to consider how we incentivise electric vehicle usage.
	Create electric vehicle charging points through the borough	<p>These will be provided on the Grange Farm Regeneration scheme and elsewhere when required by Planning. We are also incorporating appropriate policies into the revised Local Plan and will implement through the planning system.</p> <p>Electric charging points will be installed on the Gayton Rd development.</p>
	Divest from fossil fuels in our pension fund	We will start work to explore the feasibility of doing this this year.
	Ensure our new civic centre is a zero-emissions council building	The council is currently reviewing the new civic centre and as part of that review will explore the most cost effective way of delivering zero-emissions.
Technology & Digital - Continue to collaborate with leading technology providers to bring innovation to transform how the council works	Improve how we provide services to local residents, continuing to move services online whilst also supporting those who may be 'digitally excluded'	<p>Over the last twelve months, the Council has continued to improve both the functionality and customer experience through digital services. This will continue over the forthcoming year as we prepare to transition the website and MyHarrow account to a new platform creating a personalised experience for residents..</p> <p>This has enabled us to improve the shift to self-service as follows. In comparison to 2017/18:</p> <p>Call volumes are 3% lower, Face to face visits are 12% lower and email traffic is 2% higher. MyHarrow account log-ins are 8% higher, Web Forms are 17% higher, Web visits are 15% higher. Overall, customer self-service stands at 89.4% - a record high.</p> <p>The Council is also moving to a hybrid mail solution reducing stationery costs through off site posting. Ongoing work to reduce</p>



Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		outbound postage by utilising Digital services is underway.
	Work with the Mayor's office to bring 5G to Harrow	5G requires a Fast Fibre Broadband backbone. We have secured some funding from the Strategic Investment Pot to connect public buildings to super- fast broadband. Transformation & Technology and Economic Development are working jointly on exploring the options with the market and with other services.
	Make Harrow a 'smartphone' council, with key services such as street cleaning and fly-tipping reporting accessible through digital means	<p>Harrow Council was a co-publisher of the Local Digital Declaration and signed the declaration in 2018. Other initiatives include:</p> <ul style="list-style-type: none"> <li>• The Council is part of a joint EU Funding bid about the use of technology in residential care homes.</li> <li>• Working with the Food Standards Agency to pilot an app to simplify the food hygiene certification process</li> <li>• Testing Artificial Intelligence technology through a chatbot on certain pages of the website to assist residents find relevant web pages.</li> <li>• Working with AWS (Amazon Web Services) to release a number of 'Alexa' skills related to a customer's specific address allowing residents to retrieve missed bin data through their assistant and to train apprentices in programming skills and cyber security.</li> <li>• Working with Capita and Jadu to launch the first truly personalised Council website.</li> </ul>
	Go paperless in meetings	A large proportion of staff have laptops or iPads which provide access to meeting papers electronically. All shared meeting rooms have screens and pc's which allow papers to be displayed. Over the next two years all staff will receive a mobile device as part of a

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
		programme to facilitate full flexible working and meeting room technology will be updated to provide even more collaborative working over distributed teams.
	Open up Harrow Council data to foster innovation	Some data beyond the mandatory requirements is already made available to the public, for example the Young People's Needs Analysis 2018, published jointly with the Young Harrow Foundation, and the Vitality Profiles, containing a range of information about Harrow (currently under refresh). Further work will be undertaken to establish other data sets that could be made available for use by residents, local organisations and businesses.
	Explore the use of crowdsourcing to encourage civic engagement	We are exploring ways in which we could do this within the resources available or by bidding for external funding.
Continue to improve accessibility to council services for disabled people.	Increase the number of venues in the borough that are approved by Access Able as accessible to members of the public who are disabled	Harrow Council currently have 293 Detailed Access Guides and 82 Key Accessibility Guides on the <a href="http://www.AccessAble.co.uk">www.AccessAble.co.uk</a> website.
Being a Good Employer	Explore the implications and benefits for Harrow residents of joining the Greater London Mutual bank	Initial discussions have taken place this year with the Mutual Bank to start to explore the implications and benefits.
	Deliver improvements against our Corporate Equality Objectives	The Annual Equalities Report for 2017/18 showed good progress being made against the corporate equality objectives with a range of activity taking place. The next Annual Equalities Report for 2018/19 is due to go to the Performance and Finance scrutiny sub-committee in April 2019.

Objective	What we will do	Progress so far (as at Quarter 2, 2018/19)
	Stonewall workplace equalities index	In the 2019 index Harrow were ranked 197 out of 445 organisations that took part. This is a reduction in our ranking of 40 places compared to last year, but over 40 more organisations have participated in the index this year. An action plan is in place to deliver a range of activities to contribute towards our submission this year.
	Disability Confident level 2 accreditation	<p>The Council's Disability Working Group is working on achieving Level 2 of the Disability Confident Scheme by:</p> <ul style="list-style-type: none"> <li>• Launching a new pilot Disability Awareness training course</li> <li>• addressing some accessibility issues within our buildings and other facilities</li> <li>• developing guidance to support managers on how they can better support disabled colleagues and colleagues with long-term conditions</li> </ul> <p>As part of the work of the Disability Working Group, the council has commissioned Business Disability Forum (BDF), a not-for-profit business organisation to carry out an independent review to help us understand how we can continually improve how workplace adjustments are made for disabled colleagues and colleagues with long-term conditions. BDF will report on the findings and recommendations in the early 2019.</p>
	Embed effective standards for countering fraud and corruption in the organisation	A draft fraud risk register summary went to CSB <sup>2</sup> in May 2018 and GARMS <sup>3</sup> Committee on 17 July 2018 for review. Further work will be carried out in Q3 to ensure the risks identified are accurate,

<sup>2</sup> Corporate Strategic Board

<sup>3</sup> Governance, Audit, Risk Management and Standards

<b>Objective</b>	<b>What we will do</b>	<b>Progress so far (as at Quarter 2, 2018/19)</b>
	to minimise impact on service provision	<p>owners identified and actions to further mitigate those fraud risks achievable.</p> <p>The Corporate Anti-Fraud &amp; Corruption Strategy was reviewed and a progress report against the strategy went to CSB in May 2018 and GARMS on 17 July 2018.</p> <p>Internal Audit and the Corporate Anti-Fraud Team have an annual work programme of acknowledging, preventing and pursuing fraud and corruption. The 2018-19 joint annual work programmes were taken to CSB in May 2018 and GARMS Committee on 17 July 2018 along with year-end reports for 2017/18.</p>

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE  
AND SCRUTINY SUB-  
COMMITTEES**

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<b>Date of Meeting:</b>	12 February 2019
<b>Subject:</b>	Fly Tipping
<b>Responsible Officer:</b>	Paul Walker – Corporate Director of Community
<b>Scrutiny Lead Member area:</b>	Councillor Ghazanfar Ali (Co-Chair, Scrutiny Lead Member for Community)  Councillor Jean Lammiman (Co-Chair, Scrutiny Lead Member for Community)
<b>Exempt:</b>	No
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Appendix 1: Breakdown of actions taken by London Boroughs in 2017-18

## Section 1 – Summary and Recommendations

This report sets out an overview of fly tipping and the current and future actions being taken to address it in the Borough

### 1.1 Recommendations:

To note the report

## Section 2 – Report

### 2.1 National and Local Picture

- 2.1.1 Fly-tipping is defined as the illegal deposit of waste on land contrary to Section 33(1) (a) of the Environmental Protection Act 1990. The types of waste fly tipped range from 'black bag' waste to large deposits of materials such as industrial waste, tyres, construction material and liquid waste.
- 2.1.2 Local Authorities are required to report fly tipping actions and incidents to the Department for Environment, Food and Rural Affairs (DEFRA) on an annual basis, to provide a national overview.
- 2.1.3 In 2017/18, nationally and Harrow picture of fly tipping was:
- 998,000 incidents, down 1% from the previous year
  - Harrow has seen a 40% increase in the same period
  - 66% of all fly tips were classed as “household black bags / other”
  - Harrow was 65% household waste
  - 69,000 FPNs issued (but 52% were in relation to littering, 11% for fly tips, 37% other issues)
  - 46% occurred on the highway, 16% on Council Land, 11.6% in back alleyways and only 1.4% on private residential premises
  - Harrow had 72% on Highways, 3% Council Land, 1.75% back alleyways and 0.44% on private residential premises
  - Only 7% of fly tips reported nationally were linked to commercial waste
  - 4% in Harrow were linked to commercial waste
  - 64% of all action taken is classed as “investigation”, 9% being warning letters and 8% duty of care visits and only 0.22% of all fly tips led to a prosecution (these do not take into account FPNs)
  - 85% of Harrows actions were investigation, 4.7% warning letters and 5.5% Duty of Care

## 2.2 Drivers for change

2.2.1 Extensive research has been carried out in relation to the socio, economic and political effect of fly tipping, including work by the Jill Dando Institute<sup>1</sup>. This particularly explored the increased fear of crime associated with increased / persistent fly tipping. There are many reasons to develop an operational plan for tackling fly-tipping, but the four main drivers for change are:

- **Environmental, social and financial impact** – As mentioned above, the council recognises the unacceptable environmental and social harm caused by fly-tipping. Fly-tipping presents a particular financial burden on the council. These are monies that could be better directed towards more essential services such as school places, adult social care and housing.
- **Current changes to waste disposal** – these include charging for garden waste disposal, greater demand on the civic amenity site as a result of neighbouring boroughs closing their facilities.
- **Working in isolation** – the current approach to tackling fly-tipping is fragmented. The council wants to develop a holistic approach in Harrow.
- **Perception** – fly tipping has an adverse effect on how a person feels around living, working or visiting an area. It ties in with how a person perceives pride in their area, and happiness in it. It unfortunately can cause the same issues as that seen by the broken window effect<sup>2</sup>

## 2.3. Responsibilities

2.3.1 Defra is responsible for the national steer on tackling fly-tipping, with enforcement and investigation split between local authorities and the Environment Agency.

2.3.2 The Environment Agency oversees large scale fly tips. These are defined as more than a lorry load, being approximately greater than 20m<sup>3</sup>, fly tips by organised gangs / group of offenders, or fly tips that involve hazardous waste<sup>3</sup>

2.3.3 Local Authorities are responsible for dealing with investigating, clearing and taking appropriate enforcement action in relation to smaller scale fly tips on public land. They do not have a responsibility to clear fly tips from private land, and this rests with the landowner. The removal of fly tips from private land must be carried out by the landowner in compliance with the legislation, including ensuring any waste is taken away from an authorised waste carrier.

2.3.4 Defra has published information<sup>4</sup> regarding this responsibility, stating:

*“Neither the local authority nor the Environment Agency is under any legal obligation to remove the waste. Placing a duty on the authorities to remove all waste from private land would simply encourage illegal dumping rather than tackle the problem. People would not pay the costs of legitimate disposal if they knew they could fly-tip it in the nearest field and the local tax payer would foot the bill”*

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<sup>1</sup> Fly Tipping: Causes, Incentives and Solutions, Jill Dando Institute of Crime Science 31 May 2006

<sup>2</sup> <http://cebcp.org/evidence-based-policing/what-works-in-policing/research-evidence-review/broken-windows-policing/>

<sup>3</sup> Working Better Together, Fly-Tipping Protocol 6, 2005

<sup>4</sup> Defra, Fly capture fly-tipping national database background

## 2.4 Legislation

- 2.4.1 The Environmental Protection Act 1990 as amended is the principal piece of legislation. The offence of fly-tipping and the additional offences of 'knowingly causing' or 'knowingly permitting' fly-tipping are set out in Section 33(1) (a)
- 2.4.2 There is also a "duty of care" on businesses under **Section 34** of the Act, being a legal responsibility to ensure that they produce, store, transport and dispose of their business waste without harming the environment.
- 2.4.3 Until May 2016, the penalties for fly tipping were informal warnings, a simple caution or prosecution. A prosecution for fly tipping can result in a fine of up to £50,000 or 12 months imprisonment in a Magistrates Court, or unlimited fine and up to 5 years imprisonment if convicted in a Crown Court. Additionally, there is the power to seize vehicles and / or its contents because of involvement in fly tipping.
- 2.4.4 Courts can also make guilty offender pay for all court and investigation costs that enforcement agencies had to pay in bringing action to court, as well clean-up costs of the public authority and landowners.
- 2.4.5 There are powers under the Cleaner Neighbourhoods and Environment Act 2005 to seize and forfeit any vehicle used in fly tipping, as well as stop and search vehicles (in the presence of Police) for fly tipping and waste duty of care checks (e.g. carrying waste while not registered)
- 2.4.6 In May 2016, the Government introduced new legislation being the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016, which brought in fixed penalties for small scale fly tips. These FPNs can be set at a local level - £150 to £400. A London wide approach to setting a consistent fee is being adopted.
- 2.4.7 Appendix 1 shows a breakdown of actions taken by London Boroughs in 2017-18. Some caution must be given as the Fixed Penalty aspect includes all FPNs issued and not just for fly tipping. These figures are from

## 2.5 Factors that contribute to fly-tipping in Harrow

- 2.5.1 While there is no definitive answer, there are a number of factors that the council view as could be contributing to the problem including:
- The cost of dealing with waste has increased providing a greater opportunity for rogue traders to find illegal ways to dispose of waste.
  - Increased HMOs (72% increase in HMO applications in 4 years, and a 376% increase in suspected HMO reports in the same period)
  - Prevention measures not working.
  - Lack of availability of authorised waste disposal sites due in main to neighbouring Local Authorities either shutting their sites or introducing charging regimes.
  - Increasing transient population in Harrow, leading to an education issue in term of understanding the waste requirements, as well as a lack of community pride due to them seeing the area as a short term option
- 2.5.2 This is supported by findings from the National Fly-Tipping Prevention Group (NFTPG) and the House of Commons Briefing Paper on "Fly-Tipping – the illegal dumping of waste" (May 2016). These have shown that the reasons for fly tipping are numerous, with the main reasons being:



- Financial gain or saving by the perpetrator;
- A lack of waste disposal facilities or access to them; and
- Laziness and an attitude that someone else will clear it up

2.5.3 The traditional fly-tip, associated with large scale dumping of waste, has diminished over the years and been replaced by smaller, more household waste fly tips. In Harrow for instance the reports of fly tipping from 2011 to 2015 increased by 5% (7,135 per annum to 7,479) but the tonnage decreased (640 tonnes to 486 tonnes).

2.5.4 With this increase in smaller fly tips, there comes the issue of identification of source to be able to tackle those undertaking this activity. CCTV usage has increased in Borough, as has been the case nationally, but this is only able to capture the event but for those not using a vehicle or being seen leaving / re-entering a house, the ability to take action is limited. Therefore the reliance on human intelligence, be it from Officers, residents or businesses, is more important than ever.

2.5.5 In the current climate, there is a resource reduction implication across Councils that adversely affect the ability to tackle this area, and this has decreased the risk on those carrying out fly tipping from being caught.

## **2.6 Current Approach to Tackling Fly Tipping**

2.6.1 Incidents of fly tipping in Harrow can be reported via the website, by phone, email or letter. Once a complaint is received, it is handled by either Harrow Street & Grounds (who are responsible for removal of fly tips from public land within 1 day) or Environmental Compliance who conduct an investigation to try and ascertain the perpetrator.

2.6.2 Environmental Compliance will investigate any fly tip, be it on private or public land. They will seek to find evidence of the perpetrator to take formal action for the offence, as well as seek financial recovery from the cost of removal. There are currently 3 Officers within the team that undertake this role. Additional resources are being tasked.

2.6.3 The fly tipping of mattresses is a particular problem in Harrow. This may be partly driven by the fact that it would require a large vehicle to take it to the civic amenity site, where there is the potential of being charged as part of commercial waste (e.g. landlords). Mattresses are often found directly around residential premises, especially in service roads, but with no means to trace origin.

2.6.4 The Council has sought to address fly tipping through tackling issues as they arise, leading to localised successes, but not addressing the fundamental core underlying factors that lead to a sustainable approach. Examples of such localised successes, which can be built upon, are:

### **Un-adopted Service Road**

Working with businesses and residents to put restrictions in such areas to tackle vehicles parking in the service roads that prevent refuse collection, and leads to “fly tipping”. This has been carried out using the Anti-Social Behaviour, Crime and Policing Act 2014, which covers “nuisance, annoyance and harassment”

### **Out of Hours Service**

Introduction of an Out of Hours service provision, being the collection of fly tips from hot spot areas during the night in conjunction with enforcement that can carry out investigation and low level action (e.g. Fly Tipping Fixed Penalty Notices) based on any evidence found. The aim is decreased fly tips, cleaner streets and areas when people go to work in the morning, and increased perception about areas.

### **Selective Licensing**

Putting in place specific conditions on licences for private rented accommodation around waste storage and disposal, that sets out clearly the requirements that must be met, and allow quicker enforcement options for non-compliance.

### **CCTV**

Increased CCTV installation covering these key service roads, especially where evidence suggests the source of the issues are residents living in or around the area and increasing opportunity of identifying and enforcing against them

### **Increased Enforcement**

Introduction of 3<sup>rd</sup> Party Uniformed On-Street Enforcement Officers tackling littering and spitting, that act a visual deterrent but also impact the cleanliness of an area. Additionally, a £200 Fixed Penalty Notice has been put in place for low level, isolated fly tip issues.

## **2.7 Future Approach**

2.7.1 The Jill Dando institute in 2006<sup>5</sup> identified five main strands for addressing fly tipping, as:

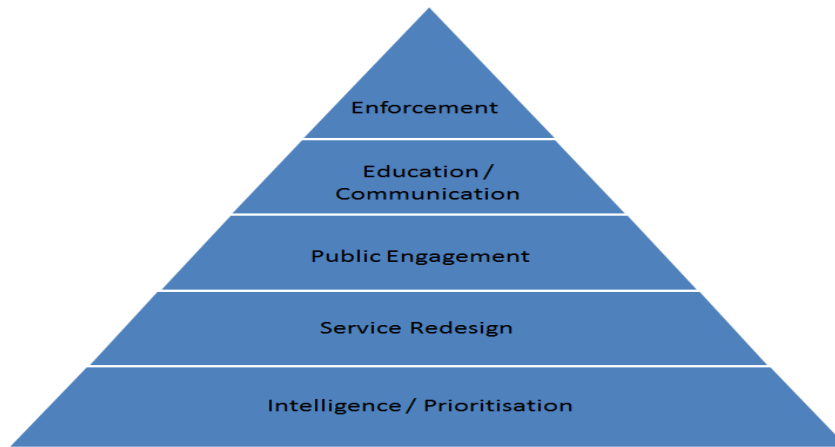
- Increasing the effort of the potential offender
- Increasing the risks to the potential offender
- Reducing the rewards for the potential offender
- Reducing provocations of potential offenders
- Removing the excuses for potential offenders

2.7.2 Due to the nature of these strands, co-ordinated initiatives are required. Tower Hamlets, working with Keep Britain Tidy, developed a hierarchy of actions<sup>6</sup> that show what is needed to establish a sustainable solution, being:

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<sup>5</sup> <http://www.tacklingflytipping.com/Documents/NFTPG-Files/Jill-Dando-report-flytipping-research-report.pdf>

<sup>6</sup> [http://keepbritaintidy.org/Documents/Files/Campaigns/stakeholders\\_litter\\_report\\_FINAL\\_web.pdf](http://keepbritaintidy.org/Documents/Files/Campaigns/stakeholders_litter_report_FINAL_web.pdf)



2.7.3 This approach looks at identifying what the issues are and where, based on intelligence gathered from data the council holds including complaints, feedback, crime data etc. This allows to understand how the service should then be set up to tackle these identified issues (for example, more bins needed in a certain area, night time cleaning). Once completed, the public are then engaged to get them to be part of the solution, with all stages supported by a clear communication and education strategy. Enforcement is the last stage, tackling the persistent, entrenched and / or criminal elements.

2.7.4 The Council also conducted a Lean Review of Fly Tipping which examined the fact that an intelligence led approach is best taken, hitting the areas of main concern and clearing the other areas without delay

2.7.5 As a result of the above, a Fly Tipping Operational Plan is being developed to take into account all partners, the best means to approach tackling the issue, enforcement options, use of CCTV and Drones and the communications around this.

2.7.6 A fundamental aspect of this will be to decide the Corporate Approach to Private and Unadopted / Orphaned (no legal owner) land which is currently approached in an ad hoc approach, with some being cleared by the Council and some not.

2.7.7 Intelligence is the best way forward to identify causation and key areas of concern. In light of this, work is currently taking place between the Community & Public Protection and the London Fire Brigade to map out areas of concern. An example of this is provided in Appendix 3

2.7.8 Ultimately, Enforcement is one aspect of tackling the issue and a better partnership approach is required. This is being explored further as part of an ongoing Enforcement Review.

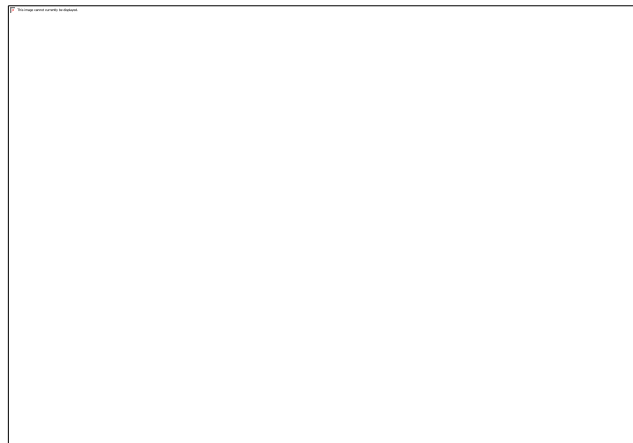
## **2.8 Communication and Education**

2.8.1 Good communication is integral to any strategy, and key to influencing behaviour change around making fly tipping an unacceptable activity and one not engaged in by members of communities. This must consist of a clear communication strategy built around local level consistent and clear messages.

2.8.2 Such a strategy must take into account all relevant parties including households, private landowners, property landlords, business owners and communities to tackle fly-tipping together. Messages must be around the aspect of fly tipping being a crime but

also educating in terms of their 'duty of care' and how they can dispose of waste safely, legally and responsibly.

2.8.3 There is not one means of communications, but be across a range of media from relevant local papers, websites, social media and use of Council and partner assets such as adverts on Council vehicles. It must be aimed at ensuring that the message is constantly prominent and recognised by all, and simple and directed enough to cut across language barriers. Where specific research shows a specific community group in the hot spot(s) being targeted, the communications message must be relevant enough, be it through language or example, to have an impact.



### 3. Financial Implications

3.1 There are no financial implications associated with this report

### 4. Performance Issues

3.2 There are no performance issues associated with this report

## 5. Environmental Impact

5.1 By its very nature, fly tipping is a blight on the environment and therefore is of primary concern. It is the reason it remains one of the key areas of the Administration to address.

## 6. Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

## 7. Equalities implications

Was an Equality Impact Assessment carried out? No

The report is for information only and therefore has no EQIA impacts

## 8. Council Priorities

The Council's vision:

### **Working Together to Make a Difference for Harrow**

Please identify how the report incorporates the administration's priorities.

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

## **Section 4 - Contact Details and Background Papers**

**Contact:** Richard Le-Brun, Head of Service (Community & Public Protection), 020 8424 6267, Richard.lebrun@harrow.gov.uk

### **Background Papers:**

Fly Tipping: Causes, Incentives and Solutions, Jill Dando Institute of Crime Science 31 May 2006

Working Better Together, Fly-Tipping Protocol 6, 2005

Defra, Fly capture fly-tipping national database background

[http://keepbritaintidy.org/Documents/Files/Campaigns/stakeholders\\_litter\\_report\\_FINAL\\_web.pdf](http://keepbritaintidy.org/Documents/Files/Campaigns/stakeholders_litter_report_FINAL_web.pdf)

<http://www.tacklingflytipping.com/Documents/NFTPG-Files/Jill-Dando-report-flytipping-research-report.pdf>

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Breakdown of London Borough Actions 2017-18

APPENDIX 1

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LA Name	Region	Total Actions	Investigation Actions	Warning Letter Actions	Statutory Notice Actions	Duty of Care			Formal Caution Actions	Prosecution Actions	Prosecution Action Costs (£)	Total fines (£)	Total Fixed Penalty Notice Actions
						Inspection Actions	Stop and Search Actions	Vehicles seized					
Kingston upon Thames	London	3	0	0	0	0	0	0	0	0	0	0	3
Bromley	London	258	201	17	3	0	0	0	0	3	750	950	34
Bexley	London	327	231	28	0	0	0	0	0	0	0	0	68
Sutton	London	450	278	57	56	53	0	0	0	0	0	0	6
Barnet	London	503	0	7	0	0	0	0	0	0	0	0	496
Lambeth	London	959	778	0	0	0	0	0	0	0	0	0	181
Barking and Dagenham	London	1066	29	7	27	33	0	0	0	0	0	0	970
Lewisham	London	1330	476	32	249	207	1	0	0	0	0	0	365
Greenwich	London	1443	818	65	119	201	37	10	0	0	0	0	193
Southwark	London	2255	1017	113	439	371	0	0	0	6	3464	4470	309
City of London	London	2579	1624	0	221	175	0	0	0	0	0	0	559
Richmond upon Thames	London	2615	2296	288	0	6	0	0	0	0	0	0	25
Croydon	London	2684	212	19	10	1762	103	9	0	49	14549	19065	520
Hammersmith and Fulham	London	2982	2469	0	262	43	0	0	6	8	2805	6000	194
Haringey	London	3171	1313	0	469	119	0	0	8	27	13846	14714	1235
Newham	London	3615	2206	0	119	0	0	0	0	0	0	0	1290
Hounslow	London	4334	1412	2074	4	79	0	0	0	0	0	0	765
Hillingdon	London	4393	0	0	0	0	0	0	0	0	0	0	4393
Ealing	London	5471	193	150	100	7	0	0	0	0	0	0	5021
Redbridge	London	5670	2809	889	607	315	76	0	435	16	1745	28797	523
Enfield	London	5855	1290	37	520	3367	0	0	0	0	0	0	641
Merton	London	6299	355	191	18	62	32	0	0	0	0	0	5641
Westminster	London	7111	0	1882	131	0	0	0	0	0	0	0	5098
Islington	London	7231	192	964	254	423	0	0	0	5	1100	1100	5393
Brent	London	7483	3188	372	708	431	0	0	0	253	56560	36160	2531
Harrow	London	7727	1368	77	60	90	5	0	0	5	700	750	6122
Wandsworth	London	9735	5163	1453	0	897	0	0	158	0	0	0	2064
Kensington and Chelsea	London	10165	9783	0	0	200	0	0	0	1	845	5000	181
Havering	London	10463	5195	3986	611	369	0	5	0	2	1250	1930	295
Hackney	London	11172	10550	112	245	124	0	0	5	17	11309	9815	119
Camden	London	12671	11129	0	337	373	0	0	0	0	0	0	832
Tower Hamlets	London	13316	11155	821	161	0	0	0	0	0	0	0	1179
Waltham Forest	London	17036	4666	236	1005	1209	107	0	202	45	10660	9881	9566
*Total	London	166267	82396	13877	6735	10916	361	24	814	437	119583	138632	50707

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