

**Harrow Ambition 2020**

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

**2017 Refresh**

# Leader's Introduction

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

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

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

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

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

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

**Cllr Sachin Shah**

**Leader of Harrow Council**

# How we will deliver our Vision

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

- **Build a Better Harrow**

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

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

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

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

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

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

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

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

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

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

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

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

- **Protect the Most Vulnerable and Support Families**

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

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

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

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

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

## Our Budget:

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

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

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

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

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

# Our Achievements in Difficult Circumstances

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

## Build a Better Harrow

### *Regeneration*

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

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

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

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

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



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

### ***Environment***

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

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

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

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

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

### ***Community engagement & volunteering***

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

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

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

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

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

### ***What we are doing for businesses***

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

### ***Commercialisation and shared services***

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

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

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

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

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

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

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

### ***Customer service***

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

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

## **Protect the Most Vulnerable and Support Families**

### ***Families & children***

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

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

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

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

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

### **Adults**

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

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

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

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

## Why this Strategy – our local context

**Population Growth:** 7.1% of the population are aged 0-4; 13.5% aged 5-15; 64.4% are aged 16-64 and 14.9% are aged 65 plus<sup>1</sup>. As with most areas in the country, the borough has an ageing population. It is expected that the number of residents aged 65 plus will increase by 42% and those aged 85 plus could increase by 62% by 2029<sup>2</sup>.

**Diversity:** 42.6% of the population identify as being Asian which ranks 2nd nationally. Since 2001 there has been a 59.4% increase in the number of residents who are Asian. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages<sup>3</sup>.

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

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

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

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

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<sup>1</sup> 2015 Mid-Year Estimates, Office for National Statistics (ONS)

<sup>2</sup> 2014-2029, 2014-based Sub-National Population Projections, ONS

<sup>3</sup> 2011 Census, ONS

<sup>4</sup> 2015, Dwelling Stock Table 100, DCLG

<sup>5</sup> 2011 Census, ONS

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

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

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



# Harrow Ambition Plan 2020

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

# 1. Build a Better Harrow

**Our aim is by 2020 to:**

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



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

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

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

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

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

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

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

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



## 2. Be More Business-like and Business Friendly

**Our aim is by 2020 to:**

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

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

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

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

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

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

# 3. Protect the Most Vulnerable and Support Families

**Our aim is by 2020 to:**

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

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



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

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

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

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

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

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

# What it means for the Council and Our Staff

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

# What will it be like working for Harrow?

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

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

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

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

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

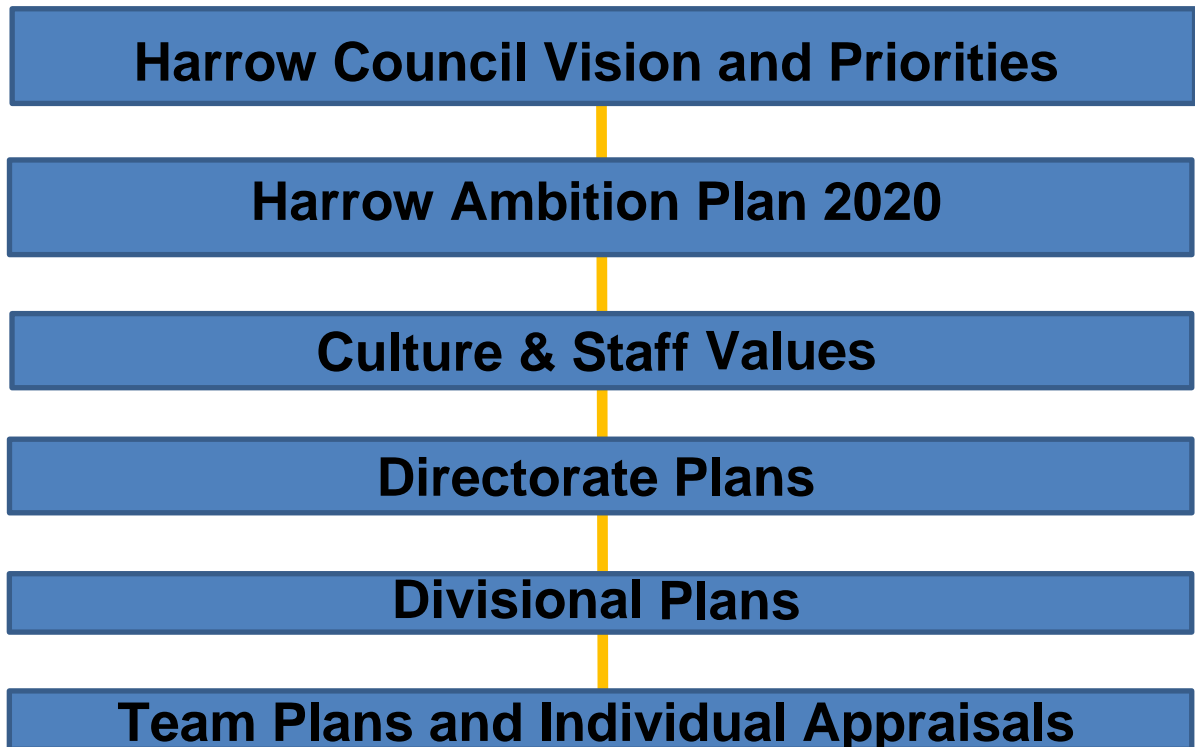
Finally, digital access to information, advice and transactions will be the default position, enabling the remaining capacity to be used to deal only with the most complex cases face to face.



# **Council Golden Thread**

## **2016-2019**

How it all fits together



# Our Workforce Ambition

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

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

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

## Be Courageous

It means I will –

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

When I work with others –

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

## Do it Together

It means I will –

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

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

When I work with others –

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

## Make it Happen

It means I will –

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

When I work with others –

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

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

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

Who we are:

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

**As leaders we will:**

## **1. Be Courageous**

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

## **2. Do it Together**

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

## **3. Make it Happen**

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

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

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

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

# Harrow Ambition Plan 2020: Culture Change

Our aim is by 2020 to:

What we will do	Ambition	Progress so far (as at Q2 2016/17)
Develop and deliver a set of activities, tools and communications that enable colleagues to demonstrate the new values and behaviours	All staff understand the new values and demonstrate the behaviours (measured at appraisal)	Development of the Harrow Staff Awards encompassing the new values as award categories. Values posters developed and distributed across the organisation and satellite offices. Managers' toolkit to provide guidance and activities around the values and behaviours. Corporate induction covers the new values and behaviours via an engaging activity. Updated appraisal to include values. The 2016 Peer Review commended staff on clearly understanding and owning the new corporate values.
Develop and deliver a culture change programme that supports the mobile and flexible working programme	All staff are working in a mobile and flexible way and are comfortable doing so (measured at appraisal)	Delivered a change programme to support Mobile & Flexible working, including; <ul style="list-style-type: none"> <li>• Follow me telephony</li> <li>• Follow me printing</li> <li>• Wi-Fi</li> <li>• Desk storage replaced with lockers</li> <li>• Creation of Hot Desk zones</li> <li>• Audio &amp; visual equipment in meeting rooms</li> <li>• Access to BT conference and webinars</li> <li>• Collaboration tools               <ul style="list-style-type: none"> <li>– Microsoft Lync</li> <li>– Microsoft SharePoint (on-going)</li> </ul> </li> <li>• Flexible equipment on desks to aid agility, i.e. generic docking stations</li> </ul>
Develop and deliver	Positions are filled at	Phase 1 of Harrow Recruitment

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