

# 1. Build a Better Harrow

Objective	What we will do	Update (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 been 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 including new civic centre	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	Engagement on the Regeneration Programme continues to be

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	<p>and influential voice in our regeneration plans through the Neighbourhood Community Infrastructure Levy</p>	<p>outstanding. The Residents’ Regeneration Panel continues to be a 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 (NCIL) 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>
	<p>Give residents more power over local planning decisions - Investigate the use of planning powers and Article 4 directions</p>	<p>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.</p>
	<p>Increase the number of residents who feel able to influence local decisions</p>	<p>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.</p>
<p>Harrow homes for Harrow residents</p>	<p>Regeneration of Grange Farm estate</p>	<p>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</p>

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		sessions held at the community centre for residents to raise queries 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 639 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 council homes to be 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	Proposed changes to Council Tax Long Term Empty Property Premiums went to Cabinet in January 2019 and will be determined by Full Council in February. 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	<p>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.</p> <p>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.</p> <p>Affordable housing in particular is advertised locally for three</p>

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	purchases.	months before being advertised more widely. Housing Associations who build shared ownership schemes are requested to keep and submit data.
	Complete audits and investigations to recover properties where fraud is identified and allocate to those in genuine housing need	Four properties recovered to date in 2018/19.
	Provide good quality homes for all	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.
Deliver new schools and school places	Continue our School Expansion Programme to ensure every Harrow child has a school place	<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</p>

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

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		now until 2020 and beyond. The previous growth in pupil numbers 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	Improve the cleanliness of the local environment and increase resident satisfaction	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.
	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	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.
	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	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.
	Adopt a 'zero tolerance'	Targeted enforcement is continuing in hot spot areas. We are using

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	<p>approach to fly-tipping.</p>	<p>Community Protection Notices (Under the ASB, Crime and Policing 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>Continue to improve the appearance of our housing estates working closely with caretakers, tenants and leaseholders:</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>Increase participation in sports, arts and cultural offer.</p>	<p>Deliver a new cultural strategy for Harrow</p>	<p>Harrow’s Cultural Strategy has been adopted for consultation, which 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>
	<p>Provide under-21 year olds</p>	<p>The Arts and Heritage team have embarked on outreach and are</p>

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	with cultural and enrichment activities as part of our new local facilities	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 sports ground are being appraised.
	Work with the Mayor's office to make London a National Park City and expand our park user	As and when the Mayor starts discussions on National Park City status we will engage with it.

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	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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Reducing homelessness	Implement the Homelessness Reduction Act 2017	In the 12 months to December 2018 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 are 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

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		<p>new product for landlords.</p> <p>We continue to bring private empty homes back into use for families in need, with 10 achieved to date.</p>
	<p>Reduce rough sleeping</p>	<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>
	<p>Work to develop and implement a 'Charter of Rights' for private renters</p>	<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>
	<p>Implement our Homesafe programme for council rented and leasehold homes</p>	<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 2018, 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>
<p>Improving Health and Well-</p>	<p>Investigate the development of an</p>	<p>Fuel Poverty is a priority in the Smarter Housing Plan 2018/19. A</p>

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being	in-house enterprise to provide relief for those suffering from fuel poverty	major strand of the Decent Homes programme this year has been to upgrade to condensing boilers, replacing underperforming 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.  Delivery of improved energy standards in new build and implementation of district energy schemes where they are deliverable forms part of the strategy.
	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 September 2018.
	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	The Health Checks programme identifies the “pre-diabetic” patients and refers 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.  Public health are part of the Harrow Diabetic Implementation strategy group, chaired by the CCG in Harrow.
	Improve access to high quality	Public Health Harrow’s new Integrated Sexual & Reproductive

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	<p>local contraception and sexual health services</p> <hr/> <p>Work with our local CCG, schools and VCS partners to support people experiencing mental ill health, and reduce the stigma of mental health in the workplace.</p>	<p>Health Service includes increasing the provision of Emergency Contraception (EHC) and uptake of Long Acting Reversible Contraception (LARC). Our Provider LNWH<sup>2</sup> will ensure provision of EHC and LARC in areas with higher need and provide information and pathways to Sexual Health services.</p> <hr/> <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<sup>3</sup> 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 – The emotional health of children looked after for one year plus aged 4–16 is measured annually. Harrow’s average score is 14.9, an increase from last year, where a score of under 14 is considered normal, 14-16 is borderline cause for concern and 17 or over is a cause for concern. A clinical resource is being commissioned, bridging the gap and strengthening clinical</p>

<sup>2</sup> London North West University Healthcare NHS Trust

<sup>3</sup> Central and North West London NHS Foundation Trust

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	Provide a health visiting service and advice clinics offering support and guidance for new parents in our children’s centres	support for children and families including children looked after.  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).
Supporting Children and Families	Deliver a ‘keeping families together’ service to reduce the number of looked after children	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.  The % of children with Child Protection Plan (CPP) for two years or more remains low and % of children with repeat child protection 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 six months’ exemption from Council Tax for Harrow residents leaving care.	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

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		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.
	Subsidise 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 2018/19) this brings the total number of families we have worked with to date to over 1500. Key appointments have been made 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.
	Increase 2/3/4 year old early years take up	<p>Harrow has a high proportion of funded children accessing good or outstanding early years provision.</p> <p>The number of funded two 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 three and four 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	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

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		<p>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>
<p>Transform how we deliver adult social care</p>	<p>Co-produce a new vision for Adult Social Care – Resilient Communities</p>	<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 strategy agreed at Cabinet in November 2018</li> <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>
	<p>Invest in extra care Housing</p>	<p>Watkins House is being redeveloped by Harrow Churches Housing Association. All current tenants have been rehoused and planning permission has been secured.</p>

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		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.
	Improve Quality of Life measure in annual adult social care user survey	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.
	Increase the proportion of long term service users who report having as much control over daily life as they would like.	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 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	Feedback from the 2018 survey and work commissioned from Lateral suggested an urgent need to redesign the social care



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	<p>and advocacy available so the whole community knows how to access support and report concerns</p>	<p>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.</p>
	<p>Increase the percentage of adult social care users/adult carers who have as much social contact as they would like</p>	<p>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.</p>

## 3. Preserving Vital Public Services

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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 December 2018 making the case for fair funding for Harrow.
Collaborate with Transport for London to improve transport access across the borough	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

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		<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>

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		<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 sought 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	KS2 Final – 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

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	<p>results for ‘Average Attainment 8 score per pupil’ and ‘Percentage of pupils who achieved a 9-5 pass’ in the top 20% nationally.</p>	<p>mathematics in 2018.</p> <p>KS4 PROVISIONAL – 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>
<p>Work with our colleagues in the police to keep Harrow’s status as one of the safest boroughs in London</p>	<p>Work to reduce levels of violent crime in the borough</p>	<p>There has been a 3.18% increase in total crime in the 12 months to November 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 Councillors in South Harrow on how a similar approach can be rolled out in South Harrow.</p>
	<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>	<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 a recent Ofsted focus visit. These forms of abuse also have a high profile within the local community.</p>

Objective	What we will do	Update (as at Quarter 2, 2018/19)
		Themes from the best practice forum in June 2018 are embedded in practice and planning for next year's forum is in 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	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.  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.
	Explore co-location options with the Police	In 2017 MOPAC <sup>4</sup> announced there would be a reduction in Safer Neighbourhood Team bases in Harrow: since then we

<sup>4</sup> Mayor's Office for Policing and Crime

Objective	What we will do	Update (as at Quarter 2, 2018/19)
		have been talking to the police about options on new locations and also around the new civic centre.
	Support those residents who are victims of domestic and sexual violence.	The Council's website has been updated to include details of a range of support services. Feedback from service users 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 August 2017 said 77% of residents thought 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 eight local charities, collaborative external funding bids with the VCS have successful secured approximately £800k for projects to divert young people away from gangs and youth violence and a further two bids worth almost £2m have also been

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Objective	What we will do	Update (as at Quarter 2, 2018/19)
		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.
	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 hosted 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 five years’ experience. Turnover in Q1 is down to 9% compared with 2017/18 average of 10%.



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<b>Objective</b>	<b>What we will do</b>	<b>Update (as at Quarter 2, 2018/19)</b>
	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

Objective	What we will do	Update (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%

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Objective	What we will do	Update (as at Quarter 2, 2018/19)
	with local businesses	local spend.
	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	There is strong support from businesses to maintain the 20 minutes on-street free period and no changes are proposed.  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).
Jobs, Skills and Low pay	Create new jobs and apprenticeships for young people and introduce work experience placements in the Council for young people in the borough	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.
	Maintain one of the lowest rates of young people Not in Education, Employment or Training in the country	98.7% of 16-18 year olds were in education, employment or training at Quarter 2.
	Investigate the development of a Harrow Pension Scheme for young people	Work will start on a business case to explore the idea this year.
	Create 3,000 new jobs	The latest statistics from the Office for National Statistics' Business Register & 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.
	Support adult community	Learn Harrow supported 4,594 adult community learners in the 2017/18 academic year. This demonstrates growth since 2016/17. The

Objective	What we will do	Update (as at Quarter 2, 2018/19)
	learners to improve their skills	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>The Retail Relief Scheme Policy is 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>The 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 the process, ensures improved cash flow and reduces the burden on the businesses in Harrow.</p>
	Run debt advice clinics for residents of the borough, to tackle mounting debt especially amongst young	Citizens Advice Harrow (CAH) delivers the general information and advice service in the borough which includes debt management. Between April and December 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>Update (as at Quarter 2, 2018/19)</b>
	people	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. 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.
Inward Investment	Invest in District Centres to provide attractive bars, restaurants and leisure activities to improve the local offer and economy of Harrow	<p>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.</p> <p>In the Harrow Town Centre Business Improvement District (BID) ballot of December 2018, 98% of local business owners voted to continue the BID for a second five year term continuing the investment in our town centre.</p>
	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 – December 2018.) A further £5m is pending.
	Support the development of a third runway at Heathrow	Support has been provided to the Heathrow Skills Taskforce on social

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<b>Objective</b>	<b>What we will do</b>	<b>Update (as at Quarter 2, 2018/19)</b>
	airport.	value that can be delivered through the expansion of the airport.

## 5. Modernising Harrow Council

Objective	What we will do	Update (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	<p>We have a shared legal service with: Hounslow, Barnet, Aylesbury Vale, Slough and Buckinghamshire County Council and are looking for future opportunities.</p> <p>With regards the HR shared service Buckinghamshire County Council (BCC) have served notice to terminate the arrangement on 30<sup>th</sup> September 2019. We are working constructively with BCC on these exit arrangements in order to bring the service back in house, but will continue to explore any future opportunities for the councils to continue to work together as well as lessons learned to apply to future opportunities across the council.</p>
	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,

<b>Objective</b>	<b>What we will do</b>	<b>Update (as at Quarter 2, 2018/19)</b>
		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 council-owned land in the next decade and use any profit to support council services and become more self-sustaining.	The Council has been undertaking a review of the most appropriate 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 CO<sub>2</sub> 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.



<b>Objective</b>	<b>What we will do</b>	<b>Update (as at Quarter 2, 2018/19)</b>
	Introduce “no-go” areas for high emissions vehicles and incentivise electric vehicle usage	Environmentally friendly vehicles are already free and included within the fees and 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 opportunity to consider how we incentivise electric vehicle usage.
	Create electric vehicle charging points through the borough	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.  Electric charging points will be installed on the Gayton Rd development.
	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’	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..  This has enabled us to improve the shift to self-service as follows. In comparison to 2017/18:  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,

Objective	What we will do	Update (as at Quarter 2, 2018/19)
		<p>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 outbound postage by utilising Digital services is under way.</p>
	<p>Work with the Mayor's office to bring 5G to Harrow</p>	<p>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 &amp; Technology and Economic Development are working jointly on exploring the options with the market and with other services.</p>
	<p>Make Harrow a 'smartphone' council, with key services such as street cleaning and fly-tipping reporting accessible through digital means</p>	<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>
	<p>Go paperless in meetings</p>	<p>A large proportion of staff have laptops or iPads which provide</p>

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Objective	What we will do	Update (as at Quarter 2, 2018/19)
		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 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	The Annual Equalities Report for 2017/18 showed good progress being made against the corporate equality objectives with a range

<b>Objective</b>	<b>What we will do</b>	<b>Update (as at Quarter 2, 2018/19)</b>
	Equality Objectives	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.
	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>

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<b>Objective</b>	<b>What we will do</b>	<b>Update (as at Quarter 2, 2018/19)</b>
	<p>Embed effective standards for countering fraud and corruption from the organisation to minimise impact on service provision</p>	<p>A draft fraud risk register summary went to CSB<sup>5</sup> in May 2018 and GARMS<sup>6</sup> Committee on 17 July 2018 for review. Further work will be carried out in Q3 to ensure the risks identified are accurate, 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>

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<sup>5</sup> Corporate Strategic Board

<sup>6</sup> Governance, Audit, Risk Management and Standards