

Changes to the Harrow Ambition Plan

1. Build a Better Harrow

Changes are shown in green (additions) or strikethrough for deletions

"How this will be measured":

These columns are used to show how the objective or action will be reported against - by a narrative update if that column is ticked, or by a metric if it is shown under "Performance Indicator". In some instances there will be both. Some colleagues have used the PI column to provide additional information regarding narrative updates.

Objective	Orig. Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
Commence Procurement Process for a Harrow Strategic Development Partner (HSDP)		New	To bring forward proposals to redevelop Poets Corner, Byron Qtr (Phase 1) and Peel House Car Park.	✓	To complete OJEU process by March 2020 and bring forward a Cabinet Report in April 2020 for appointment of a Strategic Development Partner.	Community	Keith Ferry	Kirstan Shiels
To establish New Civic requirements		New	To establish New Civic requirements in consultation with Directorates and members.	✓	To share new civic brief throughout the HSDP Procurement process and establish minimum requirements by March 2020.	Community	Keith Ferry	Kirstan Shiels
Define procurement route for Greenhill Way		New	To bring forward proposals for mixed use/housing leisure use on Greenhill Way site.	✓	To bring forward proposals for the long term use and procurement strategy for Greenhill Way by X.	Community	Keith Ferry	Kirstan Shiels
Develop a Regeneration Strategy for Wealdstone Town Centre		New	To bring forward a Master plan for Wealdstone Town Centre	✓	To develop a Master plan for Wealdstone Town Centre by June 2020.	Community	Keith Ferry	Kirstan Shiels

Objective	Orig. Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
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Additional Regeneration Objectives	4	Change	Regeneration led by others		Performance against target outputs in the local Plan and London Plan policies	Community	Keith Ferry	Beverley Kuchar
	4a	New	Agree a commitment to community engagement in the planning process (PPA) for the Regen schemes	✓		Community	Keith Ferry	Beverley Kuchar
	6	Change measure	Give residents more power over local planning decisions - Investigate the use of planning powers and Article 4 directions		No of requests for Article 4 submitted and considered	Community	Keith Ferry	Beverley Kuchar
	6a	New	Ensure residents and local businesses benefit from the regeneration programme through the jobs and apprenticeships created, local businesses benefiting from the tendering of work, investment secured, workspace created, Improve Harrow's ranking in the 2023 Indices for Multiple Deprivation; Income, Employment, Living Environment, Barriers to Housing (Baseline 2015 IMD)	✓		Community	Keith Ferry	Mark Billington
	7		Increase the number of residents who feel able to influence decisions		• % felt able to influence decisions affecting their local area (rep tracker).	Resources	Adam Swersky	Alex Dewsnap
Implement a once-in-a-generation-£1.75bn-regeneration-strategy-for-Harrow	1	Delete	Poets-Corner	✓ (merge topics)	Enter into a SPV to deliver build and ensure communities and businesses benefit from social value generated by the build-programme.	Community		Kirsten-Shiels
	2	Delete	Byron-Quarter			Community		
	3	Delete	Wealdstone including new Civic Centre			Community		
	4	Delete	Regeneration led by others			Community		
	5	Delete	Give our residents an active and influential voice in our regeneration plans through the Neighbourhood Community Infrastructure Levy.	✓		This is a member led process rather than Community		Beverley-Kuchar
Harrow homes for Harrow residents	8	Change	Regeneration of Grange Farm estate		• Number of new Grange Farm council homes started on site • Number of new Grange Farm council homes completed	Community	Phillip O'Dell	Alison Pegg
	9	Change	Build / purchase new Council homes		• Number of new council homes started on site • Number of new council homes completed	Community	Phillip O'Dell	Alison Pegg
	10		Develop and deliver a 3 year infill programme	✓		Community	Phillip O'Dell	Alison Pegg

Objective	Orig. Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
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	11		Tax empty homes in the borough, helping to increase the supply of quality housing		<ul style="list-style-type: none"> % of Council Tax collected 	Resources	Adam Swersky	Fern Silverio
	12	Delete	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 purchases.	✓		Community		Kirsten-Shiels
	13		Complete audits and investigations to recover properties where fraud is identified and allocate to those in genuine housing need		<ul style="list-style-type: none"> Number of properties recovered via housing tenancy & RTB fraud 	Community	Phillip O'Dell	Karen Connell
	14		Provide good quality homes for all		<ul style="list-style-type: none"> Number of new RP (housing association) affordable rent & shared ownership homes completed Net number of new homes completed (all) Total new homes delivered in the Heart of Harrow Opportunity Area % of Homesafe (Phase 2) programme completed % of DFG and council adaptations carried out against available budget 	Community Community Community Community	Phillip O'Dell Phillip O'Dell Phillip O'Dell Phillip O'Dell	Alison Pegg Beverley Kuchar Andrew Campion Andrew Campion
Deliver new schools and school places	15		Continue our School Expansion Programme to ensure every Harrow child has a school place	✓	**NEW** Surplus capacity maintained in the range 5%-10% - need to consider how this is calculated (and what it is called, maybe planning factor?) – across all year groups or maybe just for Year 7 and reception.	People	Christine Robson	Jo Morgan
Keep Harrow Clean	16		Improve the cleanliness of the local environment and increase resident satisfaction		<ul style="list-style-type: none"> New Street and environmental cleanliness PIs % who agree that street cleaning services have got better in last 12 months (rep tracker) 	Community	Varsha Parmar	Rebecca Johnson

Objective	Orig. Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
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	17		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		• % of household waste recycled and composted	Community	Varsha Parmar	Rebecca Johnson
	18	See notes column	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		• % of household waste recycled and composted	Community	Varsha Parmar	Rebecca Johnson
	19		Adopt a 'zero tolerance' approach to fly-tipping.	✓		Community	Varsha Parmar	Rebecca Johnson
	20		Continue to improve the appearance of our housing estates, working closely with caretakers, tenants and leaseholders:	✓	Suggest: Number of complaints received about grounds maintenamce in council estates	Community	Varsha Parmar	Rebecca Johnson
Increase participation in sports, arts and cultural offer.	21	Delete	Deliver a new cultural strategy for Harrow	✓ annual	Increase in participation rates	Community	Varsha Parmar	Tim Bryan
		New	Implement Harrow's cultural strategy		Number of young people and children using facilities	Community	Varsha Parmar	Tim Bryan
	22	Change	Provide under-21 year olds with cultural and enrichment activities as part of our new local facilities		• Number of visits to Harrow libraries • Number of book issues • Number of e-book issues	Community	Varsha Parmar	Tim Bryan
	23	Change	Celebrate reading by increasing library membership for children and adults and increasing use of library resources, books borrowed (hardcopy and digital) and information services accessed online	✓	Opening of library	Community	Varsha Parmar	Tim Bryan
	24	Change	Opening a major new library in Harrow town centre		• Number of visits to Harrow libraries • Number of visits to Harrow Arts Centre • Number of visits to Museum.	Community	Varsha Parmar	Tim Bryan
	25	Change	Increase the number of visits per annum across the Council's cultural offer, which would include Harrow libraries, Harrow leisure centres, the Arts Centre and Headstone Manor	✓	Facility delivered. (Sqm)	Community	Varsha Parmar	Tim Bryan
	26	Change measure	Deliver S106 funded improvements to outdoor sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023					

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	27		Work with the Mayor's office to make London a National Park City and expand our park user groups to put power back into the hands of our residents		<ul style="list-style-type: none"> Number of park user groups 	Community	Varsha Parmar	Dave Corby
	28		Increase the number of users of Harrow's leisure facilities		<ul style="list-style-type: none"> Total number of users of Harrow libraries and Harrow's leisure facilities 	Community	Varsha Parmar	Tim Bryan

2. Supporting Those Most in Need

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
Reducing homelessness	1		Implement the Homelessness Reduction Act 2017		<ul style="list-style-type: none"> Total number of households to whom we have accepted a full homelessness duty in the previous 12 months Number of cases where positive action is taken to prevent homelessness (year to date) 	Community	Phillip O'Dell	Jon Dalton
	2		Acquire properties for use as temporary accommodation		<ul style="list-style-type: none"> No. of homes purchased by the Council for use as temporary accommodation 	Community	Phillip O'Dell	Alison Pegg
	3		Work with private sector landlords		<ul style="list-style-type: none"> No. of private empty homes brought back into use 	Community	Phillip O'Dell	Alison Pegg
	4		Reduce rough sleeping		<ul style="list-style-type: none"> Number of rough sleepers provided with new supported accommodation 	Community	Phillip O'Dell	Jon Dalton
	5		Work to develop and implement a 'Charter of Rights' for private renters	✓		Community	Phillip O'Dell	Richard Le Brun
Improving Health and Well- being	7		Investigate the development of an in-house enterprise to provide relief for those suffering from fuel poverty		<p>Completed now monitoring –</p> <ul style="list-style-type: none"> The number of referrals to LEAP (Local energy and Advice Partnership) 	People People	Simon Brown Simon Brown	Public Health
	8		Increase the % of the population aged 16+ that are Active or Fairly Active.		<ul style="list-style-type: none"> % of the population aged 16+ that are Active or Fairly Active. (annual survey) 	Community People	Simon Brown	(A) measure plus (Q) Public Health narrative update
	9	Change	Reduce the number of unhealthy food shops across the borough		<ul style="list-style-type: none"> Resident perceptions of town centre and range of shops (Reputation Tracker) <p>+ new Rep Tracker measure</p>	Community		Paul Walker/ PH

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
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Improve health and wellbeing and reduce health inequality	10	Change	Act to reduce levels of diabetes in Harrow		<ul style="list-style-type: none"> Health checks (proportion of those who attend) % of children aged 4-5 classified as obese % of children aged 10-11 classified as obese 	People	Simon Brown	Carole Furlong
	11		Improve access to high quality local contraception and sexual health services		<ul style="list-style-type: none"> % of new attendances who have been offered HIV testing % of new attendances who have accepted HIV testing 	People	Simon Brown	Carole Furlong
	12		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.		<ul style="list-style-type: none"> % of residents with common mental health problems are being supported to return to employment 	People	Simon Brown	Adults
					<ul style="list-style-type: none"> Proportion of adults in contact with secondary mental health services in paid employment 	People	Simon Brown	Adults
					<ul style="list-style-type: none"> The emotional health of children looked after for one year plus aged 4–16 (annual). 	People	Christine Robson	CYP
13		Subsidise costs of children's funerals	This is something we will explore during the course of the year.		People	Simon Brown	Public Health	
14		Improve the lives of vulnerable families with multiple problems through the transformation of local services		<ul style="list-style-type: none"> Number of families with improved outcomes 	People	Christine Robson	CYP	
				<ul style="list-style-type: none"> % of repeat Child Protection Plans within 2 years 	People	Christine Robson	CYP	
				<ul style="list-style-type: none"> % of children with Child Protection Plan (CPP) for 2 years or more (snapshot) 	People	Christine Robson	CYP	
				<ul style="list-style-type: none"> Stability of placements of Children Looked After (3 moves or more) (BV49/PAF A1) 	People	Christine Robson	CYP	
				<ul style="list-style-type: none"> Stability of placements of Children Looked After - long term - more than 2.5 years (NI 63) 	People	Christine Robson	CYP	

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		Delete / change			<ul style="list-style-type: none"> % of children aged 4-5 classified as obese % of children aged 10-11 classified as obese • % of service users completing drug/alcohol treatment services - opiate users • % of service users completing drug/alcohol treatment services - non-opiate users • % of service users completing drug/alcohol treatment services - alcohol users • % of service users completing drug/alcohol treatment services - non-opiate and alcohol users • Slope inequality index of life expectancy • % of births that receive a face to face New Birth Visit within 14 days by a Health Visitor % percentage of children who received 12-15month review by a Health Visitor • Vision screening (reported annually after the end of each academic year i.e. with Q2 reports) • Number of families classed as [?] 	People	Simon Brown	Public Health
		Delete			<ul style="list-style-type: none"> • % of births that receive a face to face New Birth Visit within 14 days by a Health Visitor % percentage of children who received 12-15month review by a Health Visitor • Vision screening (reported annually after the end of each academic year i.e. with Q2 reports) 	People	Simon Brown	Public Health
					<ul style="list-style-type: none"> • % of service users completing drug/alcohol treatment services - non-opiate and alcohol users 	People	Simon Brown	Public Health
	15		Increase 2/3/4 year old early years take up		<ul style="list-style-type: none"> • % of eligible 2 year olds accessing a funded place in early years providers in Harrow • Number of eligible children accessing 30 hours funding for 3 and 4 year olds (extended entitlement) in early years providers in Harrow 	People		CYP
						People		CYP

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	16		Break the cycle of child poverty	✓ (PH)	<ul style="list-style-type: none"> No. of households in B&B accommodation families with children or pregnant women that had been there more than six weeks. Number of children with Free School Meals Holiday meals / nutrition (tbc) Income deprivation inc housing costs (tbc) Narrowing educational achievement gaps (tbc) 	Community People ?	Phillip O'Dell	Housing ? ?
Transform how we deliver adult social care	17		Co-produce a new vision for Adult Social Care – Resilient Communities	✓		People	Simon Brown	Adults
	18		Invest in extra care housing	✓ (2019/20-21)	Number of units of extra care housing for older people delivered	Community	Phillip O'Dell	Alison Pegg / Ann Mosely / Sean Riley
	19		Improve Quality of Life measures in annual adult social care user survey		<ul style="list-style-type: none"> Service Users social care-related quality of life score made up of; <ul style="list-style-type: none"> - Control, Personal care, Food and Nutrition, Accommodation, Safety, Social participation, how they spend their time, Dignity (National PI: ASCOF 1A) Carer reported Quality of Life score, made up of; <ul style="list-style-type: none"> - How they spend time, Control, Personal Care, Safety, Social participation, Encouragement and Support (National PI: ASCOF 1D) 	People People People People	Simon Brown Simon Brown Simon Brown Simon Brown	Seth Mills
	20		Increase the proportion of long term service users who report having as much control over daily life as they would like.		Proportion of service users who have control over their daily life (National PI: ASCOF 1B)	People	Simon Brown	Seth Mills

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
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	21		Increase the % of long term service users who report having choice over care and support services		<ul style="list-style-type: none"> % of long term service users who report having choice over care and support services (National Social Care User Survey) 	People	Simon Brown	Seth Mills
	22		Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns		<ul style="list-style-type: none"> Proportion of service users who say it is easy to find information about services (National PI: ASCOF 3Di) Proportion of carers who say it is easy to find information about services (National PI: ASCOF 3Dii) 	People People	Simon Brown Simon Brown	Seth Mills
	23		Increase the percentage of adult social care users/adult carers who have as much social contact as they would like		<ul style="list-style-type: none"> % of clients reporting having as much social contact as they would like (National PI: ASCOF 1li) % of carers reporting they have as much social contact as they would like (National PI: ASCOF 1lii) 	People People	Simon Brown Simon Brown	Seth Mills
	24		Increase the percentage of adult social care users who say services have made them feel safer		Proportion of service users who say they feel safe (National PI: ASCOF 4a) Proportion of service users who say services help them to feel safe (National PI: ASCOF 4b)	People People	Simon Brown Simon Brown	Seth Mills
	25		Reduce the number of new clients per week who require ongoing social care services		Avg. no. of new long term service users per week from community based referrals (rolling year: local measure) Avg. no. of new long term service users per week from hospital based referrals (rolling year: local measure)	People People	Simon Brown Simon Brown	Seth Mills
				(No Resources measures in this Priority)			Resources	

3. Preserving Vital Public Services

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
Work with partners to continue to make the case for proper funding of local government	1		Engage with the Government's Fair Funding review and Spending Review 2019	✓	Outcome of FFR and impact on the Council	Resources	Adam Swersky	Dawn Calvert
Collaborate with Transport for London to improve transport access across the borough	2		Night tube ambition for Piccadilly and Metropolitan lines and step free access to Harrow on the Hill.	✓		Community	Varsha Parmar	David Eaglesham
	3		Work with the Mayor's office to ensure Tube fares are frozen until 2020	✓		Community	Varsha Parmar	David Eaglesham
	4		Develop a new Transport Local Implementation Plan to increase the amount of trips made in Harrow on foot, by cycle or using public transport.	✓	<ul style="list-style-type: none"> Number of school travel plans in place. Limited data may be available for children travelling to/from school via school surveys - TBC 	Community	Varsha Parmar	David Eaglesham
	5		Protect local residents from the impact of increased school congestion	✓		Community	Varsha Parmar	David Eaglesham
	6		Invest around £20m in road paving, cycling lanes, resurfacing and maintenance, to improve the physical infrastructure of the	✓		Community	Varsha Parmar	David Eaglesham
	7		Develop a Cycling Vision & Strategy for Harrow, working with local stakeholders and TfL to improve cycling access in the borough	✓		Community	Varsha Parmar	David Eaglesham
	8		Provide free parking permits in Controlled Parking Zones for electric vehicles and subsidised parking permits for low- emissions vehicles in Controlled Parking Zones	✓		Community	Varsha Parmar	Ian Slaney

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
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Health integration	9		Explore co-location of key services to improve collaboration	✓		People	Simon Brown	ASC
	10		Health and Social Care integration and Better Care Fund plans	✓		People	Simon Brown	ASC
	11		Work with the CCG to facilitate the delivery of new healthcare facilities	✓		People	Simon Brown	ASC
Support our schools to continue to be among the best in the country	12		95% of Harrow's maintained schools to be judged as good or outstanding by Ofsted for all children.		<ul style="list-style-type: none"> % maintained schools judged as good or outstanding by Ofsted 	People	Christine Robson	Edu
	13	Change measure	Harrow schools' Key Stage 2 results remain in the top 10% nationally and Key Stage 4 results for 'Average Attainment 8 score per pupil' and 'Percentage of pupils who achieved a 9-5 pass' in the top 20% nationally.		<ul style="list-style-type: none"> Key Stage 2 attainment KS4 Average Attainment 8 score per pupil KS4 Percentage of pupils who achieved a 9-5 pass Achievement gap between pupils with special educational needs and their peers, based on % of pupils achieving the national standard in reading, writing and mathematics at the end of key stage 2 Achievement gap between pupils with special educational needs and their peers, based on average attainment across 8 GCSE subjects at the end of Key Stage 4 **NEW** measure of number or rate of children with SEN who are placed out of 	People	Christine Robson	Edu
Work with our colleagues in the police to keep Harrow's	14		Work to reduce levels of violent crime in the borough		<ul style="list-style-type: none"> Violence with injury (non-domestic), (rolling year) Knife crime with injury (victims >25). (rolling year) 	Resources Community People	Krishna Suresh	Alex Dewsnap

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status as one of the safest boroughs in London	15		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	✓		People Community Resources	Christine Robson/ Simon Brown	CYP ASC
	16		Reduce rate of first time entrants to the youth justice system		<ul style="list-style-type: none"> First time entrants to the youth justice system rate % of Young people within the Youth Justice System receiving a custodial sentence 	People	Christine Robson	CYP
	17		Reduce rates of reoffending amongst young offenders		<ul style="list-style-type: none"> Reoffending rate amongst young offenders 	People	Christine Robson	CYP
	18		Reduce the total number of anti- social behaviour (ASB) incidents in the borough		<ul style="list-style-type: none"> Number of ASB incidents (rolling year) 	Community	Krishna Suresh	Richard LeBrun
	19		Explore co-location options with the Police	✓	No. of options considered for co-location	Resources Community	Krishna Suresh	Alex Dewsnap Paul Walker
	20		Support those residents who are victims of domestic and sexual violence		<ul style="list-style-type: none"> Domestic abuse offences (rolling year) Domestic incidents (rolling yr) Sexual offences (rolling year) 	Resources	Krishna Suresh	Farah Ikram
	21		Deliver an action plan on tackling modern slavery in Harrow	✓	- referrals to NRF locally - action plan in place	Resources	Krishna Suresh	Nahreen Matlib
	22		Remain one of the best places in London for people from different backgrounds to get on		<ul style="list-style-type: none"> % of residents who think people from different backgrounds get on well together in the local area (rep tracker) 	Resources	Adam Swersky	Samia Malik
Work with our voluntary sector partners	23		Deliver the recommendations from the Council/VCS relationship review	✓	Recommendations on track	Resources	Sue Anderson	Rachel Gapp
	24		Work with the voluntary sector to continue to support and engage volunteers in the borough	✓	Number of volunteers from V4Change?	Resources	Sue Anderson	Rachel Gapp

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	25		Work with Community Champions to develop their role and enable them to be more actively involved in the community		<ul style="list-style-type: none"> Number of active community champions 	Community	Varsha Parmar	Dave Corby
	26		Pilot additional Voluntary Council Tax contributions	✓	<ul style="list-style-type: none"> - pilot in place - money raised from these sources 	Resources	Adam Swersky	Fern Silverio/ Alex Dewsnap
	27		Introduce a local community lottery to support local grassroots voluntary organisations	✓	<ul style="list-style-type: none"> - lottery in place revenue generated for local good causes 	Resources	Sue Anderson	Rachel Gapp
	28		Continue to work towards getting wider representation in council decision making, ensuring all voices are heard		Increase in people who think can influence decisions (Rep Tracker)	Resources	Adam Swersky	Alex Dewsnap
Ensure we have sufficient GPs, doctors, nurses, teachers, and social workers for our residents in Harrow	29		Social worker recruitment (Children and Young People Services)		<ul style="list-style-type: none"> Staff turnover in Children and Young People Services 	People	Christine Robson	CYP
	30		Key worker housing	✓		Community	Phillip O'Dell	Housing

4. A Strong Local Economy for All

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
Business Growth	1	Change measure	Create workspace to support the needs of growing local businesses and to attract new businesses into Harrow	✓	Square metres created	Community	Keith Ferry	Beverley Kuchar Mark Billington
	2	Delete	Harrow will be seen as the place for creative industries/ artists to locate and conduct business	✓		Community		Shehzad Ahmed
	3	Delete	Make it easier for local businesses to thrive by simplifying licensing and planning processes					Mark Billington
	3a	New	Implement a Business Skills Accelerator Programme		Business Start Up, Business Growth (Jobs Created, Turnover)	Community	Keith Ferry	Bali Rai.
	4		15% of council spend will be with local businesses		% of council spend with with local businesses & £ spent with local business	Community	Keith Ferry	Nimesh Mehta
	5	Delete	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	✓		Community		Ian Slaney
	5a	New	Establish a Business Forum to act as an advisory board, to assist the Council to identify and address the economic needs of Harrow's business and its residents		Business Forum, membership, and agreed actions	Community	Keith Ferry	Bali Rai.
Jobs, Skills and Low pay	6	Delete	Create new jobs and apprenticeships for young people and introduce work experience placements in the Council for young people in the borough			Community		Victoria Isaacs
	6a	New	Support young people into new jobs, apprenticeships and work experience placements		No. jobs, apprenticeships, companies paying LLW, work experience placements	Community	Keith Ferry	Victoria Isaacs / Bali Rai

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	7		Maintain one of the lowest rates of young people Not in Education, Employment or Training in the country		<ul style="list-style-type: none"> % of 16-18 year olds in education, employment or training. 	People	Christine Robson	
	8		Investigate the development of a Harrow Pension Scheme for young people	Work will start on a business case to explore the idea this year.		Resources		Dawn Calvert
	9		Create 3,000 new jobs		<ul style="list-style-type: none"> total number of employee jobs in Harrow 	Community	Keith Ferry	Mark Billington
	10	Change	Support adult community learners to improve their skills and wellbeing		<ul style="list-style-type: none"> No of enrolments in adult and community learning Number of Learn Harrow supported adult community learners in the academic year 	Community	Keith Ferry	Mark Billington
	11		Help 300 unemployed residents into work		<ul style="list-style-type: none"> Number of residents supported into employment, by the Council (job brokerage & employment provision) Young people (under 25) supported into work, training, apprenticeships 	Community	Keith Ferry	Mark Billington
	12	Delete - see below	Tackle low wage rates in Harrow, whilst supporting local businesses with business rate relief to ensure they can pay employees the London Living Wage	✓	Award all central Government funded relief initiatives as soon as possible and in year	Community	Keith Ferry	Fern Silverio
	12a	New	Tackle low wage rates in Harrow, through upskilling residents, and promoting business growth, whilst supporting local businesses with business rate relief to ensure they can pay employees the London Living		Number of residents supported, qualifications gained, increased wages.	Community	Keith Ferry	Victoria Isaacs. Fern Silverio
	13		Run debt advice clinics for residents of the borough, to tackle mounting debt especially amongst young people	✓	CAB data on young people?	People Resources	Adam Swersky	Mark S CAB - Rachel Gapp

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				Narrative update	Performance Indicator			
	14	Changes / see note	Launch an independent Low Pay Commission in Harrow, to tackle the issue of low wages in our borough	✓	To be picked up with Cllr Swersky We are working with the Institute of Learning and Work. It may be more appropriate to produce a report identifying the causes of low pay in Harrow and the action the Council could undertake to eradicate this issue		Keith Ferry	Mark Billington
	15	Delete	Work with local stakeholders, employers, education providers and the GLA to develop a strategy on the current and future employment needs of the borough	✓		Community		
	16	Delete	Invest in District Centres to provide attractive bars, restaurants and leisure activities to improve the local offer and economy of Harrow.	✓		Community		
	17		Be proactive in bidding for strategic funds from central government and bring new revenue streams into the borough	✓	- amount bid for - amount won	Resources (to co-ordinate)	Adam Swersky	
	18	See note	Support the development of a third runway at Heathrow airport.	✓	For discussion with Leader			
Inward Investment	18.a	New	Work with regional and national stakeholders to attract investment into Harrow	✓	Marketing materials, collaborations	Community	Keith Ferry	David Sklair

5. Modernising Harrow Council

Objective	Orig ref	Changes	What we will do	How this will be measured		Directorate	PH LEAD	Lead
				Narrative update	Performance Indicator			
Continue to deliver efficiencies and commercial income	1		Review the number of councillors per ward with a view to lowering the cost of running the council	✓	Submission to Boundary Commission made	Resources	Adam Swersky	Elaine McEachron
	2		Consider in-house or non- profit options for all operations and supplier procurements	✓	No. of procurements won by NFP operations	Resources	Adam Swersky	CCP - Nimesh to co-ordinate
	3		Continue to explore and expand shared service arrangements	✓	Number of shared service arrangements for Council	Resources	Adam Swersky	Charlie Stewart
	4		Bring in new commercial income	✓	New money/total from commercial operations	All	All	Finance to gather info
	5		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.	Community	Varsha Parmar	
Environmental Sustainability	5a		Reduce our carbon footprint, emissions from council buildings and energy bills		CO ₂ emission levels for the Council's corporate buildings and schools has reduced by 5% against our 4% annual carbon footprint set target.	Community	Varsha Parmar	
	6		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 .	✓		Community	Varsha Parmar	
	7		50% of trips to be on foot, by cycle or by public transport by 2021	✓		Community	Varsha Parmar	David Eaglesham
	8		Introduce "no-go" areas for high emissions vehicles and incentivise electric vehicle usage	✓		Community	Varsha Parmar	David Eaglesham
	9		Create electric vehicle charging points through the borough	✓		Community	Varsha Parmar	

Objective	Orig ref	Changes	What we will do	How this will be measured		Directorate	PH LEAD	Lead
				Narrative update	Performance Indicator			
	10		Divest from fossil fuels in our pension fund	We will start work to explore the feasibility of doing this this year.		Resources	Adam Swersky	Dawn Calvert
	11		Ensure our new civic centre is a zero-emissions council building	✓		Community		Kirsten Shiels
Technology & Digital - Continue to collaborate with leading technology providers to bring innovation to transform how the council works	12		Improve how we provide services to local residents, continuing to move services online whilst also supporting those who may be 'digitally excluded'		<ul style="list-style-type: none"> The proportion of enquiries that were resolved at the first point of contact Customer enquiries that should not have been necessary Number of logins to MyHarrow accounts % customer contact by self-service (includes web forms, kiosks, web visits) 	Resources	Adam Swersky	Jonathan Milbourn
	13		Work with the Mayor's office to bring 5G to Harrow	✓	Borough becomes a 5G borough	Community	Varsha Parmar	Paul Walker
	14		Make Harrow a 'smartphone' council, with key services such as street cleaning and fly-tipping reporting accessible through digital means	✓	No./% of transactions online/digitally delivered	Resources	Adam Swersky	Jonathan Milbourn
	15		Go paperless in meetings	✓	Cost of printing in Council annually	Resources (for committee papers) All (for other meetings)	Adam Swersky	Dem Services Corporate Directors
	16		Open up Harrow Council data to foster innovation	✓	Datasets published (no.)	Resources	Adam Swersky	David Harrington
	17		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.	Resources	Adam Swersky	Alex Dewsnap

Objective	Orig ref	Changes	What we will do	How this will be measured		Directorate	PH LEAD	Lead
				Narrative update	Performance Indicator			
Continue to improve accessibility to council services for disabled people	18	Changed measure	Increase the number of venues in the borough that are approved by Access Able as accessible to members of the public who are disabled		Number of venues in the borough that are approved by Access Able as for accessibility by accessible to members of the public who are disabled with disabilities.	Community Resources	Adam Swersky	Alex Dewsnap
Being a Good Employer	19		Explore the implications and benefits for Harrow residents of joining the Greater London Mutual Bank	✓	Business case developed to support; and decision	Resources	Adam Swersky	Dawn Calvert
	20		Deliver improvements against our Corporate Equality Objectives		• The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (Annual)	People	Graham Henson	CYP
					• Proportion of disabled employees	Resources	Graham Henson	Jonathan Evans
					• % top 5% of earners who are women	Resources	Graham Henson	Jonathan Evans
					• % of top 5% of earners who are BAME	Resources	Graham Henson	Jonathan Evans
					• % top 5% of earners who are disabled	Resources	Graham Henson	Jonathan Evans
• Proportion of Harrow Council employees aged less than 25	Resources	Graham Henson	Jonathan Evans					
• Adult Social Care - Equality of Service Provision	People	Simon Brown	ASC					
• Number of users of Harrow's leisure facilities from specific target groups	Community	Varsha Parmar	Tim Bryan					
					o females			
					o disability			
					o BAME			
					o 60+			
	21		Stonewall workplace equalities index	✓	Index position	Resources	Adam Swersky	Shumaila Dar

Objective	Orig ref	Changes	What we will do	How this will be measured		Directorate	PH LEAD	Lead
				Narrative update	Performance Indicator			
	22		Disability Confident level 2 accreditation	✓	Achieved by March 2020	Resources	Adam Swersky	Jonathan Evans
	23		Embed effective standards for countering fraud and corruption from the organisation to minimise impact on service provision	✓		Resources	Adam Swersky	Susan Dixson