

The Year Ahead Statement APPENDIX

The Year Ahead Statement summarises the national and local policy environment, the outcome of the Quality of Life survey and other consultation exercises, Council's most recent performance and value for money data and inspection outcomes where these remain valid.

The Comprehensive Spending Review has now been announced together with a new set of 198 national indicators for public services. In addition to describing the direction of Government policy, the 198 indicator set will comprise the menu from which 35 indicators will be chosen to form the new LAA.

Inevitably, the Statement looks more closely at improvement opportunities than at the Council's various success stories. While successes do need to be consolidated, built on and celebrated, the bulk of service planning is concentrated around new legislative or policy requirements or services that are not performing as well as they could or as the Council would like. The Statement therefore paints a more negative picture of the Council and its service than, for example, self-assessment documents.

The Integrated Planning Framework, which was adopted by Cabinet on 19th July, regards the Year Ahead Statement as the document that initiates service planning. The Framework requires that the Council prepare a draft Corporate Plan for consideration at Cabinet in December alongside the draft Budget. For this target date to be achieved for both the plan and the budget, services will need to consider their priorities and the financial consequences that they imply.

This Statement offers the opportunity to review the Council's corporate priorities to ensure that these remain relevant and include the key ambitions for the authority. Normally, the Year Ahead Statement would be organised around the existing priorities but for this year only, the planning process was delayed by the development of the new framework and draft priorities for next year have already been developed. The Statement, therefore, is organised around the new draft priorities.

The information used in the statement is drawn from a variety of sources that have different production dates. The data therefore is not necessarily comparable between priorities and the differences in the production dates may create internal tensions within the picture of activity that the statement depicts. It was felt to be better to use the most up-to-date information rather than maintain a consistent date, which would lead to more current information being ignored.

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1. Deliver better environmental services and keep crime low

Why this is a priority:

- Waste disposal costs to landfill are rising significantly and the council faces significant increases in costs if it does not increase the amount of waste in recycles
- Street cleanliness is below the minimum government standard
- Satisfaction with cleanliness of public land is 12 percentage points below the Outer London average
- Satisfaction with waste collection is 36 percentage points below the Outer London average and is the lowest in London
- The Council's costs for street cleaning per head are the highest of our nearest neighbours
- The Council's costs for waste collection per head are the fifth highest amongst our nearest neighbours

- Crime is the second most mentioned issue in the "what most needs improving" part of the 2007 Quality of Life Survey
- Fear of crime, although reducing fast, remains disproportionately high compared with the actual crime rate
- Fear of crime works against building community cohesion

National Policy influences:

- Landfill Directive
 - Reduce the land-filling of biodegradable municipal waste to 75% (of 1995 levels) by 2010, 50% by 2013 and 35% by 2020
- Household Waste Recycling Act 2003
- The Waste Strategy 2007 for England
 - 40% recycling or composting of household in 2010 and 45% in 2015
 - 53% recovery of municipal waste in 2010 and 67% in 2015
- Code of Practice on Litter and Waste
- Best Value Indicators and CPA
- The Government's Respect Action Plan (published in January 2006) reinforced the high priority given to tackling anti-social behaviour (ASB). Tackling ASB within social housing is a key part of this agenda and forms a core part of a social landlord's housing management responsibilities. Recognising the important role that housing providers play in tackling ASB, the Government has introduced a range of powers that can be used to help create and maintain sustainable communities. In particular, the Housing Act 2004 and the Anti-Social Behaviour Act 2003 provided landlords with significant powers to deal with ASB across tenures as it impacts on social housing.

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Department of Communities of Local Government

- 5-Year Plan – Sustainable Communities: People, Places and Prosperity
 - To make places, cleaner, safer and greener; with clean, safe streets free of ASB, good quality, well-maintained parks and open spaces, and well run attractive and inclusive town centres

DEFRA (Department for Environment, Food and Rural Affairs)

- Waste and Emissions Trading Act
- Draft Climate Change Bill
 - Sets out a long term framework for the UK to achieve its goals of reducing carbon dioxide emissions and ensure steps are taken towards adapting to the impacts of climate change

Regional Policy Influences

- Mayor for London's Municipal Waste Management Strategy
- West London Waste Joint Waste Strategy
 - 40% recycling or composting of municipal waste in 2010 and 45% in 2015
- London's Challenge for 2012 (in terms of street cleansing standards)

Local Policy Influences include

- Continue to improve the rates of both domestic and business recycling and green transport
- Make traffic improvements through schemes for walking and cycling to reduce reliance on private cars and reduce congestion.
- Controlled drinking zones
- Lobby for bus and tube stations to be staffed and well lit
- Reduce the % of people who regard anti-social behaviour as a problem
- Increase the number of sites accepting third party reports of crime, particularly sites accessible to the BME community
- Safer Neighbourhood Teams

Consultation and survey outcomes include, from the 2007 and 2006 MORI Quality of Life Surveys and the MORI Triennial Survey 2006:

Residents were asked whether services have got better or worse over the last three years: their answers are given as a net score for services getting better so a score of +20 means that 20 more people out of every hundred thought the service concerned was getting better than those who thought it was getting worse.

- -19 think that the cleanliness of streets has improved over the last three years (+3 in 2006 and +5 in 2005) (↓22)
- -37 think that road and pavement repairs have improved over the last three years (-25 in 2006 and -23 in 2005) (↓12)

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- -8 think that parks and open spaces have improved over the last three years (-3 in 2006 and -10 in 2005) (↓5)
- -71 think that traffic congestion has got better over the last three years (-69 in 2006 and -75 in 2005) (↓2)
- -12 think that the service of keeping public land clear of litter and refuse has improved over the last three years (+15 in 2006 and +12 in 2005) (↓27)

BVPI MORI survey (November 2006)

- +54 satisfied with the bin provided for general household waste (2003-2004 +78; Outer London average +62)
- +37 satisfied with the cleanliness of streets after the waste collection (2003-2004 +39; Outer London average +46)
- -8 satisfied with the collection of bulky household waste (2003-2004 -3; Outer London average +28)
- +29 satisfied with the container provided for items of recycling (2003-2004 +49; Outer London average +47)
- +29 satisfied with the service for the collection of items for recycling overall (2003-2004 +54; Outer London average +49)
- +48 satisfied with the location of recycling facilities (2003-2004 +61; Outer London average +51)
- +50 satisfied with the range of items you can recycle (2003-2004 +57; Outer London average +55)
- +44 satisfied with the provision of local recycling facilities overall (2003-2004 +47; Outer London average +44)
- +75 satisfied with the location of the local tip (2003-2004 +74; Outer London average +60)
- +68 satisfied with the opening hours of the site (2003-2004 +71; Outer London average +66)
- +75 satisfied with recycling facilities at the site (2003-2004 +73; Outer London average +76)
- +60 satisfied with how clean the site is (2003-2004 +59; Outer London average +68)
- +57 satisfied with how helpful the staff are (2003-2004 +53; Outer London average +62)
- +68 satisfied with how user-friendly the site is (2003-2004 +67; Outer London average +61)
- +69 satisfied with the site overall (2003-2004 +68; Outer London average +66)

Category of ASB	2003/2004 - % who think this is a problem	2006- % who think this is a problem	2006/2007 -% who think this is a problem	2007 --% who think this is a problem
Vandalism, graffiti, damage to cars and property	+36	-4	-17	-8

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Category of ASB	2003/2004 - % who think this is a problem	2006- % who think this is a problem	2006/2007 -% who think this is a problem	2007 --% who think this is a problem
Rubbish and litter lying around	+22	-10	-7	+3
Teenagers hanging around	+14	-10	+13	-9
People using or dealing drugs	+27	-11	-15	-12
People being drunk or rowdy in public places	+1	-19	-38	-24
People being attached because of their skin colour, ethnicity or religion	+3	-40	Question not asked	-46
Abandoned or burnt out cars	-2	-62	-66	-70
Noisy neighbours or loud parties	-57	-63	-60	-62
People sleeping rough	-44	-68	Question not asked	-73

- +44 think that the crime levels have increased in their local area over the last three years (+48 in 2006 and +54 in 2005) (↑4)
- +47% feel safe in the area that they live (+40 in 2006 and +38 in 2005) (↑7)
- +49 feel safe in their home alone after dark (+43 in 2006 and +40 in 2005) (↑6)
- -19 feel safe walking alone after dark in the area where they live (-26 in 2006 and -30 in 2005) (↑7)
- +54 feel safe in their street (+47 in 2006) (↑10)
- +51 feel safe near their local school (+42 in 2006) (↑9)
- +36 feel safe in their local town centre (+32 in 2006) (↑4)
- +18 feel safe on public transport (+20 in 2006) (↑2)
- -2 feel safe in their local park (-15 in 2006) (↑13)
- 41% think that they live in a medium crime area (39% in 2006), 42% in a low crime area (38% in 2006) (↑4) and 6% in a high crime area (9% in 2006) (↑3)
- Overall, -34 think that anti-social behaviour has got better (-27 in 2006) (↓7)

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- Crime received 1 percentage point less concern as an issue that most needed improving in the 2007 Quality of Life survey compared with the 2006 survey

The 2006/07 Tenants' survey (BVPI 74a):

- questions 16 asks about satisfaction with the local environment
- question 17 asks a number of questions around vandalism, graffiti, litter, dogs, neighbours, racial harassment, noise from people, noise from traffic, people causing damage to property, drug dealing and other crime
- question 36 asks about shrub and flowerbed maintenance, cutting of communal grass, recycling opportunities, graffiti removal, management of car parking and garage areas, removal of abandoned vehicles
- questions 38 and 39 ask about caretaking services, litter clearing, sweeping hard surfaces, removing bulk rubbish, maintaining internal and external lights, cleaning bin areas, inspecting and cleaning play areas, checking door entry systems, snow clearance, gritting paths,

Performance

- 13% of household waste sent for composting (target 16.1%)
- 15,005 tonnes of household waste recycled (target 14,000 tonnes)
- BV199a levels of street cleanliness is below lower threshold nationally (34%)
- BV84 477 kilograms of household waste collected per head is better than the lower threshold nationally (484 kilograms per head)
- BV91b kerbside recyclables is below lower threshold nationally (85%)
- BV90a Satisfaction with household waste collection is below lower threshold nationally (60%)
- 15.8 domestic burglaries recorded per 1,000 households – well ahead of target and the lowest level of domestic burglaries for the last five years
- 17.9 violent offences committed per 1,000 population – an improvement on 2005-2006 and achieving the zero increase in violent crime targets for the police. We are in the top three performing boroughs with the lowest level of violent crime in London
- 3.4 robberies recorded per 1,000 population - an improvement on 2005-2006 and just short of the 3.2 target. Harrow achieved the fourth best robbery reduction in London and the 4th highest detection rate for robbery.
- 12.4 vehicle crimes recorded per 1,000 population - an improvement on 2005-2006 but short of our target. Harrow now has the lowest level of vehicle crime for the last five years
- 166 racial incidents recorded by the Council per 100,000 population – a very positive increase over 2005-2006 attributed to more accessible and improved reporting procedures
- 99.7% of racial incidents reported resulted in action – well above the target and evidence of our improved procedures and reporting of racial incidents.

VFM Information

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- Costs for waste collection per head are higher than the average of our nearest neighbours
- Costs for waste collection are reported to be high compared with levels of resident satisfaction and recycling

Inspections

- Lack of a long-term strategic focus and challenging targets in waste and transport strategies. *The Department does, however, now have a long-term strategic focus and challenging targets in waste as set out in the joint waste strategy with WLWA. Achieving our targets will be very challenging all the way through to 2020.*
- Lack of clearly quantified targets for tackling congestion
- Lack of rationale for not extending kerbside recycling collections. *The Council provides kerbside recycling to over 80% of our residents. Extending the service to flats is a complicated, time-consuming process that requires continued investment.*

Flagship Actions for 2007/08

- Become one of the top five London Boroughs for recycling by providing recycling for people who live in flats to help us reach 35% by the end of March 2008 **G**
- Invest more than £200,000 in new playground facilities and activities for young people and toddlers at Roxeth Rec; and Headstone Rec: **G**
- Open Wealdstone High Street to traffic to assist local businesses and help regeneration **A**
- By June 2007, give a blue bin to every household that can use one as part of our drive to improve recycling in a resident friendly way **G**
- Sign the 'Nottingham Declaration' regarding controlling emissions, reducing energy use and tackling climate change this summer and prepare a climate change action plan by March 2008 **G**
- New state of the art technology will be introduced to help in our efforts to reduce benefit fraud **G**
- "Weeks of Action" with our partners, notably the Police, focusing on areas with particular challenges will be piloted with 3 planned from September **G**
- By 1st January, expand monitoring of the borough's CCTV network to 24 hours a day and create a dedicated enforcement team to reduce fly tipping graffiti, litter and wider environmental crime in partnership with the Police **G**
- Implement the 'Community Payback' Scheme in partnership with the Probation Service to deal with environmental blight such as graffiti, fly tipping and overgrown areas. We expect a minimum of 3,000 hours to be devoted to improving the environment **G**
- Launch phase 2 of the Borough Beat initiative to double the number of council staff who are released to patrol Harrow as Special Constables in order to increase reassurance and provide a visible police presence **G**

What Harrow needs to address:

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Satisfaction with environmental services continues to suffer due to problems with changes to the waste and recycling collection service in the summer of 2006. While those service problems have now been rectified, the confidence and satisfaction levels have yet to return to their previous levels.

The combination of low levels of confidence and expenditure reductions seem to have provoked a larger drop in satisfaction levels than was predictable from the level of performance which, for street cleaning for example, declined by 3 percentage points. The VFM data suggests that there may be ways of increasing productivity in street cleansing and waste collection.

Experience elsewhere in London suggests that high profile cleanliness campaigns around landmark and gateway sites can improve the reputation of services very quickly especially when supported by increasing the amount and quality of information provided to residents.

Need to further develop Third Party reporting work

The significant improvements in people's perception of the various categories of anti-social behaviour between 2003-2004 and the 2006 triennial survey and the 2007 Quality of Life Survey were not translated into a reduced perception of the overall level of anti-social behaviour. Similarly, the average impact of the fear of crime increased marginally between 2005 and 2006. However, crime was no longer the headline issue that residents identified as in most need of improvement.

The evidence suggests that the combination of increased visible policing, including the Council's contribution through Borough Beat, has had an impact on the prominence of crime as a local issue of concern. The focus of attention for 2008-2009 should, therefore, be to maintain and consolidate this improvement through additional reassurance measures including publicity for successful initiatives.

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2. **Redevelop the Town Centre**

Why this is a priority:

- The town centre is widely viewed as “tired” and in need of regeneration
- Competitor centres have invested in regeneration and are beginning to affect footfall in Harrow
- Residents want access to a range of shopping, entertainment, work and service facilities that reflect modern standards
- Town Centres send a message about the character of the surrounding area

National Policy influences:

Cabinet Office – Office of the Third Sector

- Social Enterprise Action Plan

Department of Communities and Local Government

- PSA2 – Regional economic performance – Make sustainable improvements in the economic performance of all the English regions by 2008 and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006.
- PPS 6 Planning for Town Centres – to promote town centre vitality and viability by promoting growth and development and encouraging a wide range of services in a good accessible environment

Greater London Authority

- The London Plan
 - To make London a more prosperous city with strong and diverse economic growth
 - Identifies Harrow as one of 10 centres of Metropolitan Importance
 - Supports and strengthens town centre role
- Sustaining Success – Developing London’s Economy
 - Strengthening London as its primary economic asset while simultaneously reducing regional economic growth disparity
- London Cultural Capital – The Mayors Cultural Strategy
 - Recognising the economic importance of creativity and promoting cultural education

West London Alliance

- West London Economic Development Strategy
 - The London Mayor's Housing Strategy expects that new development and major regeneration proposals take account of issues such as energy

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consumption, water use, open space, play space, waste and flood and fire safety.

- The Housing Green paper / spending review increases resources and targets for affordable housing

Local Policy Influences include

Sustainable Community Plan

- Retain in Harrow a greater proportion of the small business enterprises which start here

Unitary Development Plan

- Town Centre focus for retail, business cultural and entertainment activity
- London Mayor's targets of 50% affordable housing

- Promote the regeneration of Harrow Town Centre by increasing its retail offer, creating a distinctive public realm and securing a 21st century transport hub

- New Gayton Road Library and Performing Arts venue
- Redevelopment of Harrow College campus adjacent to the Town Centre

Council Strategies

- Enterprising Harrow (the Council's Economic Development Strategy)
- Town Centre Strategy
- Harrow Town centre Public realm and Access Strategy

Annual MORI Quality of Life 2007

- Job prospects, wage levels and shopping provision were respectively in joint 13th for the first two and 17th in the list of 19 things that most need improving with around 13% of respondents mentioning them (11th, 12th and 13th in 2006)
- -34 thought that job prospects had improved over the last three years (-34 in 2006 and -29 in 2005) (-)
- -62 thought that wages and the cost of living had improved over the last three years (-60 in 2006 and -58 in 2005) (↓2)
- +14 think that their part of Harrow will be an economically successful area in five years time (+17 in 2006 and +20 in 2005) (↓3)
- +13 think that their part of Harrow will be an area with good training and education facilities for adults in five years time (+16 in 2006 and +18 in 2005) (↓3)

Enterprising Harrow Strategy Consultation

Harrow has:

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- A reasonable demand for employment land but signs that the quality is not what businesses want
- Some large employers in particular that are considering moving from or downsizing in Harrow for a variety of reasons
- Relatively low proportion registered unemployment and, for London, low level of incapacity benefit claimants among the working age population
- Higher level of skilled residents and fewer without qualifications
- There is a need for incubation and move on premises which remains a key gap in provision for small businesses

Local Development Framework Consultation

- Level of support for concentration of development in town centres and around public transport hubs

VFM

- The Audit Commission value for money profiles report on economic development and community development as a single indicator. This shows that Harrow is the fourth least deprived Borough of our nearest neighbours as measured by the index of deprivation and spends approximately the median sum per head of the 16 Boroughs in this family.

Corporate Assessment

- 'Harrow is working to promote business, job creation and skills in its overall ambition to avoid becoming a dormitory area but the impact of this is mixed or at only an early stage'

Quarter 3 SPR/CPA Blocks/Use of Resources

- SPR Q3 – the Enterprising Harrow project has shown a lack of progress in respect of two business incubator projects which are dependent on private sector partners

Flagship actions

- Transform the appearance of the town centre with redesigned pedestrian areas and street furniture. Agree strategy in 2007 and begin work early in 2008 **G**
- Begin work on the Gayton Road library and performing arts centre in early 2008 **R**
- Positively contribute to the successful development of Harrow College by, subject to planning permission, agreeing a necessary land swap **G**

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What Harrow needs to address:

Working with development partners, TFL and the GLA to implement the Town Centre Strategy as a catalyst for change. The impact that the Council can have on the economy of Harrow is limited in comparison to the national and international economic cycle. Where the Council can make a difference is in fostering the regeneration of the town centre and by adopting a planning and regulatory stance that supports business start-ups and growth.

Identifying opportunities using the Council's planning and property powers to secure development which meets the Council's objectives.

The improvement of the Public Realm throughout the Town Centre, starting in 2008 and using capital programme and potential partnership funding

Through partnerships, schools and further education, some impact might be made on skills shortages and work to determine employers' specific needs is planned.

Consultation on the role of the town centre to social interactions for our diverse community and as a venue where large community events and promotions take place for all

3. Improve the well-being of adults and children and the care of those who need our help most

Why this is a priority:

- Indicative figures suggests that the Council's position on intensive home care provision (per 1,000 population aged 65 or over) is likely to worsen for 2007/8
- The CPA said that the council's approach to older people needs to extend beyond care services for the over 65s to a broader well being agenda for the over 50s
- Children's and Adults Services both scored two out of a possible 4 stars
- The need to develop the well-being agenda

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National policy influences include:

- Public Health White Paper 'Choosing Health – Making Healthy Choices Easier'
- Health and Social Care White Paper 'Our Health, Our Care, Our Say: a new direction for community services'
- Tackling Health Inequalities: A Programme for Action
- Every Child Matters
- Valuing People White Paper
- National strategy for housing people in an ageing society
- National strategy for Supporting People

Local Policy Influences include:

- Reduce health inequalities within the local area by narrowing the all-age, all-cause mortality gap
- Increase integration of services for older people to improve quality, access and efficiency
- Support independent living for older people
- Develop and deliver a multi-agency programme to prevent and tackle obesity
- Improve the life chances of young people by reducing the percentage who are not in education employment or training
- Ensure that the voice and views of young people are listened to and empower them to design services for themselves
- Strategy for the over 50s (work about to begin)
- Children and young people partnership plan
- Work towards a Children's Trust approach to service delivery
- Adult Social Care Plan
- Self directed care

Performance data:

- 84.9% of new older clients waited an acceptable time for an assessment, in line with target – acceptable performance nationally
- 83.3% of clients received all appropriate services within four weeks of the completion of their assessment, very slightly below target – acceptable performance nationally
- 70 adults per 100,000 population aged 18 or over received Direct Payments, some way below target – acceptable performance nationally
- 13.4 households per 1,000 population aged 65 or over received intensive home care, good performance nationally
- 69.2 older people per 1,000 population aged 65 or over were helped to live at home, some way below target – below nationally acceptable standards

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- Almost 85% of equipment was delivered within 7 working days, in line with the target – good performance nationally
- 96.2% of child protection cases due for review were reviewed, just below target – acceptable performance nationally
- The percentage of Children Looked After adopted during 2006/07 was well below target – action taken including partnership with Coram
- The stability of placements of Children Looked After was well above target – very good performance nationally
- The Council had the highest costs per child looked after in 2005/06 and the highest costs of placements in a children's home amongst our nearest neighbours –although it is understood that this was based on a misreported figure

MORI Quality of Life Survey 2007

- +11 are satisfied with personal social services provided by the Council (+16 in 2006 and +16 in 2005) (↓5)
- -2 think that their part of Harrow will be an area with good facilities for older people in five years time (0 in 2006 and +3 in 2005) (↓2)
- -3 think that their part of Harrow will be an area with good health and social care services for older people in five years time (+7 in 2006 and +10 in 2005) (↓10)
- -3 think that their part of Harrow will be an area with good support services for those caring for adult family members in five years time (+3 in 2006 and +6 in 2005) (↓6)

VFM Data:

- Children and families costs per assessment are higher than the average of our nearest neighbours but low when compared on a per head basis
- Although reducing, costs per child looked after remain higher than nearest neighbours compared to foster care placement stability and number fostering/adoption placements

- Gross weekly expenditure per child in a children's home are high compared with nearest neighbours although it is understood that this is based on a misreported figure
- Average gross weekly cost of older people supported in residential/nursing care are high compared with nearest neighbours
- Cost per assessment of services for adults with physical disabilities is high compared with nearest neighbours
- Costs of services for adults with learning disabilities are high measured by the number of assessments but low on a per head basis
- Costs per head of population of services for asylum seekers are higher than the average of nearest neighbours

Inspection Outcomes

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- The council's approach to older people needs to extend beyond care services for the over 65s to a broader well being agenda for the over 50s

Flagship actions for 2007

- Further modernise our home care services for adults in need so that they have greater control and choice over the way in which services are delivered e.g. by expanding our direct payments scheme **A**
- Increase the number of potential adoptive parents by employing a specialist service, Coram Family Services **G**
- Apply a particular focus on health in the teenage community, working with the Harrow Mayor's programme **G**
- Use the resources of all agencies working with vulnerable adults to identify and prevent abuse, harm or exploitation **G**
- By introducing assistive technology, using sensors discretely placed in people's homes linked to a Helpline Service, we can promote greater independence for vulnerable people **G**

What Harrow needs to address:

With continuing financial restrictions, the emphasis for service development in the coming years has to be on working more closely and effectively with partners to provide the best outcomes possible within the resources available. For adults, this includes forming a more meaningful partnership with clients who will have more choice over the form of services and provider while, for children, service provision through multi-agency Children's Centres will be a priority. The introduction of Coram Family Service to assist the adoption function may make an impact on the above average costs of Children Looked After and Children's Home placements

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4. Extend community use of schools while making education in Harrow even better

Why this is a priority:

- Maintain and improve standards during the school re-organisation project
- Improve standards during the creation and development of the sixth form collegiate
- National priorities
- Schools as hubs for community services
- Demographic change
- Identify areas where there might be potential for savings

Local Policy Influences include

- Reduce school exclusions and improve attendance
- Improve the average points score (**improving the outcomes achieved at GCSE for all pupils**)

Performance:

- 80% of 14 year olds achieved level 5 or above in Key Stage 3 English – target 79%
- 81% of 14 year olds achieved level 5 or above in Key Stage 3 Maths – target 79%
- 74% of 14 year olds achieved level 5 or above in Key Stage 3 Science – target 76%
- 60.5% of 14 year olds achieved level 5 or above in key Stage 3 ICT –target 77% - Provisional figure only
- 39% of 11 year olds achieved level 5 or above in Key Stage 2 English – target 41%
- 38% of 11 year olds achieved level 5 or above in Key Stage 2 Maths – target 41%
- 64.3% of pupils aged 15 achieved 5+ GCSEs A*-C – target 64%
- 91.8% of pupils with 5+ GCSEs A*-G including English and Maths – target 95%
- 79% of pupils achieved level 4 or above in Key Stage 2 Maths - target 85%
- 85% of pupils achieved level 4 or above in Key Stage 2 English – target 85%
- 98.9% of statements of Special Educational Need prepared within 18 weeks, excluding “exceptions to the rule” under the SEN Code of Practice – target 100%

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- 99.2% of statements of Special Educational Need prepared within 18 weeks including “exceptions to the rule” – target 90%
- 6.55% of half days missed due to absence from secondary schools – target 6.9%
- 5.78% of half days missed due to absence in primary schools – target 4.7%

VFM

- LEA central functions net spend per pupil 3 –19 is in the upper quartile
- SEN internal (schools) spend per pupil 3-19 is close to the upper quartile
- Primary school costs per pupil are very high compared with nearest neighbours
- Secondary school costs per pupil are high compared with nearest neighbours but low compared on a per head basis

Mori 2007 Quality of Life Survey

- -3 think that education provision got better over the last three years (-6 in 2006 and -5 in 2005) (↑3)
- +29 satisfied with Local Authority Education services (+28 in 2006 and +28 in 2005) (↑1)
- +29 think that their part of Harrow will be an area with good schools in five years time (+27 in 2006 and +30 in 2005) (↑2)

Flagship actions

- Open an additional pupil referral unit at our Teachers’ Centre in Wealdstone to provide education and support for pupils at risk of exclusion G
- Open the Kenton Learning Centre by October, providing access to community learning and skills A
- Initially, 18 school sites will provide affordable childcare before and after school and in the school holidays. More will follow in future years G

What Harrow needs to address:

Harrow schools support a very high level of educational attainment. However, the costs per pupil in both primary and secondary schools is high compared with nearest neighbours.

The major focus in Education will be on the school re-organisation agenda, which may require a considered look at the support given to school improvement, special education and spending per pupil.

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5. Improve the way we work for our residents

- Customer satisfaction was the joint lowest in London in November 2006
- Satisfaction with complaint handling is the second lowest in London
- The white paper places emphasis on councils responding to customer expectations
- -12 think that the way the Council runs things has got better over the last three years i.e. 12% more people think things have got worse than those who think things have got better
- CPA judgements
- -38 think that the Council provides good value for money

National Policy influences include:

- Strong and Prosperous Communities, Local Government White Paper
 - Strong focus on developing better customer intelligence and managing drivers of satisfaction
- Five-Year Plan – Sustainable Communities: People, Places and Prosperity (More power and say for communities in the decisions that affect them)
 - Priority 3 – Promoting high quality, customer focused local services and ensuring adequate, stable resources are available to local government
- Together We Can – Action Plan
 - Sets out the governments commitment to empower citizens to work with public bodies to set a achieve common goals and improve satisfaction with services provided by central and local government
 - Governance of Britain Green Paper
 - Sets out further proposals for citizen participation and regional governance

Tenant satisfaction survey (BVPIs 74a - satisfaction with landlord and 75a satisfaction with opportunities to participate)

- 'Cave review - every tenant matter' resulted in a new independent regulatory body being launched to enables RSL tenants to complain about unsatisfactory services either directly to the new organisation or to the LA

Department of Communities and Local Government

- 5 Year Plan – Sustainable Communities (working through the Town, City or County Hall so that local government delivers excellent services and leads effective partnerships, and enabling community empowerment)
- PSA4 Local Government – improve the effectiveness and efficiency of local government in leading and delivering services to all communities

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Local policy influences include:

- the new planning, budgeting and performance management framework which requires service specific consultation to be undertaken to help inform design and delivery to increase satisfaction,
- the involvement of service users in advising on service outcomes and monitoring performance;

- improvement boards which will examine performance and the plans for increasing satisfaction;
- Performance mornings
- New communications proposals

Consultation and survey outcomes include:

All Mori Survey results are given as a net score. : A score of +20 means that 20 more people in every hundred were satisfied than those who were not satisfied and a score of –20 means that, in every hundred, 20 more people were not satisfied than were satisfied.

The arrows in red show whether perception of the service concerned is improving (↑) or declining (↓) and by how many percentage points.

From the 2007 MORI Quality of Life Survey:

- +17 that the quality of Council services is good (+28 in 2006 and +29 in 2005) (↓11)
- +14 that the Council is too remote and impersonal (+9 in 2006 and +12 in 2005) (↓5)
- -33 that the Council gives good value for money (-28 in 2006 and -24 in 2005) (↓5)
- Opinion is evenly divided as to whether the Council keeps residents well informed (+11 in 2006 and -7 in 2005) (↓11)
- +40 say that Council staff are helpful (+46 in 2006 and +57 in 2005) (↓6)
- +20 say that Council staff are efficient (+27 in 2006 and +32 in 2005) (↓7)
- +24 say that staff are able to deal with enquiry (+ 31 in 2006 and +41 in 2005) (↓7)
- 22% are very dissatisfied with the final outcome of enquiry – the same level as last year.
- +22 are satisfied with the way that the Council runs things (+29 in 2006 and +36 in 2005) (↓7)

BVPI MORI Survey (November 2006)

- +21 satisfied with the way that the Council runs things (Outer London average =+33). This is the joint lowest level of overall satisfaction amongst London Boroughs

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- +26 were satisfied with waste collection (+57 in 2003/04 and +62 = Outer London average)
- +30 were satisfied with the Council keeping land clear of litter and rubbish (+11 in 2003/04 and +42 = Outer London average)
- -41 are satisfied with the way in which the Council handles complaints (-32 in 2003/04 and -29 = Outer London average)
-
-

- +70 are satisfied with libraries - the third highest in London and just three percentage points below the highest in London (+58 in 2003/04 and +62 = Outer London average)
- 12 think that, overall, the way that the Council runs things got better over the last three years (Outer London average = +1)
- -33 think that the Council gives good value for money (-28 in 2006 and -24 in 2006) (↓5)

VFM Data

- NNDR Collection Rate at 97.4 is the fourth lowest amongst nearest neighbours
- Debt as a percentage of operational assets, debtor days outstanding and average invoice value outstanding are all higher than nearest neighbours
- Costs of corporate and democratic core per head of population higher than average of nearest neighbours
- Costs of retirement benefits per head of population higher than average of nearest neighbours
- Costs of other central services to the public per head of population higher than average of nearest neighbours

Performance

Corporate Assessment

- Ambition (2 out of 4)
 - Good understanding of local communities with effective community leadership and good council wide engagement
 - Improvements required to the articulation of a longer-term vision which is distinctive to Harrow and which is embedded and owned across plans. Ambitions for the short and medium term are clearer
 - Positive developments in the work of the Harrow Strategic Partnership with coordination at a strategic and service level
 - Current focus on financial position seen as at the expense of developing a longer-term strategic vision

- Prioritisation (2 out of 4)

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- Further improvement required in service planning to deliver clearer action plans at the service level that are connected through to overarching plans
- Clearer outcome targets need to be developed across Corporate priorities
- Further work required to ensure planning is addressed at meeting the needs of diverse communities

- Capacity (1 out of 4)
 - Financial capacity is weak and reserves are below the council's own policy
 - Gaps in senior management have drawn the Executive more closely in to the senior management of the council and weakened the development of strategic direction
 - Capacity of senior political leaders is mixed and investment is required in Member development (for both Scrutiny and the Executive)
 - Development of external partnerships is good
 - Investment in the workforce (managers and staff) is required to develop the capacity to drive forward further change
 - Further development of risk management approaches required
 - Sickness levels need to be addressed

- Performance Management (2 out of 4)
 - A good performance management process is in place which has driven real improvement in some areas with scorecards, strategic performance reports and improvement boards
 - The overall pace of improvement for the council is just below average nationally
 - Development of Members in setting targets and managing performance is required
 - Further improvement in value for money performance is required building on existing frameworks

Inspection Outcomes

- Lack of clear outcome targets exemplified by the lack of local targets for improved call waiting times at Access Harrow
- Lack of evidence in using customer feedback to drive service improvement

Flagship actions for 2007 (current status RAG)

- The Council's website will be redesigned to make it easier to find information, book services and pay bills - G
- The Council's contact centre will increase the range of services it can deal with to provide a more comprehensive service to our customers G
- Initially, 18 school sites will provide affordable childcare before and after school and during school holidays. More will follow in future years G

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- By 1st July when our new partnership with Kier begins, our contractor will make time-specific appointments for inspecting damage and making repairs to the interior of Council houses and flats **A**
- By introducing assistive technology, using sensors discretely placed in people's homes linked to a Helpline service, we can promote greater independence for vulnerable people **G**
- Review the Council's structures and identify ways of reducing management costs by 10%. **A**
- Launch a Harrow residents' panel to increase residents' say **G**
- Eliminate the predicted shortfall of £6.4m identified in the budget for 2008-09 **A**

What Harrow needs to address:

Satisfaction scores are driven at least as much by how well people are informed by the Council and involved in service and service delivery design and monitoring as by the quality of the services provided. There is limited scope for improving services across the board in the short term but communication and consultation are both areas where substantial progress could be made

The Council's contact centre and its complaints machinery are two areas where service improvements could have significant impact on the level of customer satisfaction. Improvements in both are planned for the current year but consideration should be given to whether further improvements can be made in 2008-2009.

The Council's corporate communication capacity has been stretched over the last year prompting the recently completed Westminster review. The Council. One of the first tasks of the contractor will be to work with services to improve the flow of information to the public, strengthen consultation and develop user involvement in service evolution. These actions can improve public satisfaction ratings more and more quickly than changing the service offer.

The Council has recently adopted a new vision, vision statements and corporate priorities. The extent to which these can be realised depends on both a change in the culture of the organisation and increasing the efficiency and effectiveness with which services are provided.

In terms of culture, we need to build on the identification staff have with their particular services to include a responsibility and concern for the whole Council, its reputation and effectiveness. As regards effectiveness and efficiency, the Council needs to evaluate and, where appropriate, adopt radical and alternative ways of providing services, through partnerships with other organisations and through new ways of working.

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The Council also needs to consider whether it is possible to continue to provide the current range of services or whether it might be preferable to offer a reduced range of higher quality services.

6. **Developing communities where people from different backgrounds get on well together**

- The LAA indicator of people from different backgrounds reporting that they get on well together here is amber and the direction of travel is away from the target
- Provide services that met the differing needs of our community
- Tension is created where people do not feel that they are part of the 'system' and do not feel that they have the opportunity to express their views, be heard or be able to influence

National Policy

Home Office

- Improving Opportunity, Strengthening Society – Home Office 2005
- Young people from different communities grow up with a sense of common belonging
- New immigrant are integrated
- People have opportunities to develop a greater understanding of the range of cultures that contribute to our strength as a country
- Racism is unacceptable
- Extremists who promote hatred are marginalised
- Respect Agenda

The Hills Review examined the role social housing can play in 21st Century housing policy particularly around the creation of genuinely mixed communities; social mobility and employment opportunities and enable greater geographical mobility

Tenants' survey data

Department of Communities and Local Government

- 5 Year Plan – Sustainable Communities: People, Places and Prosperity (Improving opportunity, strengthening society)
- Priority 1 – Tackling disadvantaged by reviving the most deprived neighbourhoods, reducing social exclusion and supporting society's most vulnerable groups.

Context

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- 49.9% of Harrow's population is White British. 41% are from minority ethnic groups. Almost a third of residents are Asian or Asian British and 22% of all residents are of Indian origin – the second highest level in England and Wales.
- Harrow is the most religiously diverse authority in England and Wales.

Local Policy Influences include

Sustainable Community Plan

- Recruit a further 1500 volunteers
- Increase by 6 percentage points the proportion of residents who report that their area is a place where people from different backgrounds get on well together

Council Strategies

- Develop and implement a Community Development Strategy
- Adopt and implement a Comprehensive Equalities Strategy

Consultation

Quality of Life

- +36 say people from different backgrounds get on well together here (+37 in 2006 and +39 in 2005) (↓1)
- -10 say that there is strong sense of community in their local area (-7 in 2006 and -12 in 2005) (↓3)
- -30 feel that they can personally influence decisions of public bodies locally (-28 in 2006 and -24 in 2005) (↓2)
- +24 feel that by working together people in my neighbourhood can influence decisions that affect the area (+26 in 2006 and +32 in 2005) (↓2)
- -8 say that they get involved in decisions affecting their area (-15 in 2006 and -20 in 2005) (↑7)
- +43 think that this is a place where residents respect ethnic differences between people (+42 in 2006 and +43 in 2005) (↑1)

Commission on Integration and Cohesion

- Tension between different groups exist and economic factors play a major role in this
- Tension is created where people do not feel that they are part of the 'system' and do not feel that they have the opportunity to express their views, be heard or be able to influence.

Corporate Assessment

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- 'Sustaining community cohesion is a priority in the community strategy. Outcomes measures show a mixed level of performance, but a number of arrangements are being put in place to support local cohesion'

Flagship Actions

- Transform the way we support the Voluntary and Community Sector through a radical rethink of the whole grants programme and support services **A**
- Develop a new Comprehensive Equalities Scheme to ensure that each of our services caters for the whole Harrow community **G**
- Adopt a Community Development Strategy in 2007 to help communities come together, decide their needs and help to ensure that they are met **G**

What Harrow needs to address:

The most distinctive aspect of Harrow is the diversity of its population. The most recent projection suggests that 49.9% of the population is now white British. The population includes people from at least 137 different countries and, based upon the seven religions listed in the standard tables from the census, Harrow has the highest level of religious diversity of any local authority in England and Wales. This gives Harrow both a fascinating range of experience, cultures and skills but also challenges around communication and cohesion.

Social and cultural cohesion is measured through surveys which collect information about how people get on together. Currently, (June 2007) 51% of Harrow residents agree or strongly agree that people from different backgrounds get on well together in their local neighbourhood and 15% disagree. This is a fall of 1 percentage point in the numbers agreeing to the proposition since 2006 and 4 percentage points compared with 2005. There is a stretch target of reaching 61% agreement by 2009.

Overall, the area has a strong base level of engagement, tolerance and respect to build on in continuing to strengthen our communities. As well as strengthening bridging between different groups in the community, special attention needs to be paid to groups who are seldom heard.