

Harrow Sustainable Community Strategy

Working Together and Working With You

Harrow Council Plan – Working Together : Our Harrow, Our Community

Keeping neighbourhoods clean, green and safe

Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse.

United and involved communities: a Council that listens and leads

Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together.

Develop a workforce that feels valued, respected and is reflective of the diverse communities we serve.

Supporting and protecting people who are most in need

Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have.

Improve opportunities for vulnerable young people through our corporate parenting role and individual support. Minimise the impact on health inequalities and deprivation in the Borough through partnership working.

Minimise the impact of budget cuts on equality groups.

Supporting our Town Centre, our local shopping centres and businesses

Support local businesses and residents in times of economic hardship.

Objective 1 - Develop a workforce that feels valued, respected and is reflective of the diverse communities we serves

No	Directorate	We will have succeeded if, by 2016:
1	Corporate Resources	'We have extended our workforce monitoring to all protected characteristics under the Equality Act 2010 and, once our records are updated, this will be reflected in the Annual Equalities in Employment Report for 2011/12.
2	Corporate Resources	We have implemented a programme of Equality and Diversity training for staff by the end of March 2013
3	Children's and Families	We will maintain the number of 16-18 year olds who are in education, training or employment at a minimum of 97% by March 2013
4	All directorates	We have increased the proportion of Black and Asian Minority Ethnic (BAME) employees (target of 39% – March 2013)
5	Community Health and Wellbeing	We have increased the percentage of adults with learning disabilities in paid employment (target – March 2013) *
6	All directorates	We have increased the proportion of disabled employees (target of 3%– March 2013)
7	All directorates	We have increased the top 5% of earners who are BAME (target of 20%– March 2013)
8	All directorates	We have increased the top 5% of earners who are women (target of 50%– March 2013)
9	All directorates	We have increased the top 5% of earners who are disabled to (target of 5%– March 2013)
10	Corporate Resources	Develop and implement an Action Plan to address the findings in the Staff Survey and Equality in Employment Report (Target – March 2013)

Objective 2 – Deliver services which are accessible and welcoming to all communities and are capable of responding to the different needs and aspirations our customers have

No	Directorate	We will have succeeded if, by 2016:
1	Community Health and Wellbeing	100% of all new eligible service users will be given a personal budget each year
2	Community Health and Wellbeing	100% eligible new carers will be offered a carers personal budget, each year
3	Community Health and Wellbeing	We have increased levels of user reported choice and control (from 45% in 2010/11 to 55%

		by March 2013 – ACCU survey) and quality of life (from 67% in 2010/11 to 73% by March 2013 – ACCU survey) and review targets at the end of each year
4	Community Health and Wellbeing	We have increased the proportion of users who say that their cultural and religious needs are being met to above 86% by March 2013
5	Community Health and Wellbeing	We have maintained high levels of user reported health and wellbeing of 83% by March 2013 - ACCU survey
6	Community Health and Wellbeing	We have increased the percentage of people with learning difficulties living in their own homes or with families (target of X% by March 2013) *
7	Community Health and Wellbeing	We have increased the percentage of clients who do not receive ongoing social care following a reablement service (target of X% by March 2013) *
8	Community Health and Wellbeing	We have increased the percentage of adults in contact with secondary mental health services living independently with or without support (target of X% by March 2013) *
9	Community Health and Wellbeing	Maintain a high level of equality of service provision (between a score of 0.9 and 1.1 - which would indicate that there is no difference between white and non-white clients in terms of likelihood of service provision).
10	Community Health and Wellbeing	We have delivered 200 lettings through Help2let by March 2013
11	Community Health and Wellbeing	We have achieved the target of 10% wheelchair standard homes completed as a proportion of total social housing completed by March 2013.

Objective 3 - Improve opportunities for vulnerable young people through our corporate parenting role and through individual support

No	Directorate	We will have succeeded if, by 2016:
1	Children's and Families	The percentage of families identified as requiring support, who are accessing support groups has increased by 10 % by March 2013
2	Children's and Families	The number of families taking up short breaks has increased by 5% by March 2013
3	Children's and Families	We have narrowed the gap at the end of the Foundation Stage by improving the outcomes of the lowest 20% performing children in Reception year in school, nurseries, other Early Years settings and Children's Centres.
4	Children's and Families	We have reduced the proportion of NEET to no more than 20% for young people who have

		offended and to no more than 50% for children leaving care
5	Children's and Families	We have reduced the number to children you are subject to a child protection plan for 2 years or more to 6% by March 2013
6	Children's and Families	We have maintained the percentage of 16 – 18 years olds who are in education, training or employment at 97% by March 2013

Objective 4 – Minimise the impact on health inequalities and deprivation in the Borough through partnership working

No	Directorate	We will have succeeded if, by 2016:
1	Children's and Families	We have reduced the percentage of children who are obese in years 5 and 6 to 11.5% against the national rate of 13.2% by March 2013
2	Community Health and Wellbeing	We have increased the number of people participating in physical activity to 19.5% by March 2013
3	Children's and Families	More children, young people with disabilities are participating in sport through the provision of training and support to 100% of PE teachers by March 2013
4	Children's and Families	The number of vulnerable children accessing sexual health services has increased by 5% by March 2013
5	Children's and Families	We have improved access to mental health support for vulnerable children and young people through direct commissioning services
6	Community Health and Wellbeing	We have achieved the target of 42% of family-sized social homes completed as a proportion of total social housing completed by March 2013
7	Community Health and Wellbeing	Positive action has prevented homelessness in 1000 cases by March 2013

Objective 5 - Support local businesses and residents in times of economic hardship

No	Directorate	We will have succeeded if, by 2016:
1	Place Shaping	We have achieved the targets set in Harrow's Construction Training and Employment Programme Delivery Plan
2	Place Shaping	We have increased the number of workless residents supported to access employment and training programmes generated through planning gain. (Baseline April 2011 77people)

		supported)
3	Place Shaping	We have maintained the % differential in jobseeker allowance claimants between Harrow and the rest of London (Baseline differential 1.5% April 2011)
4	Place Shaping	We have halted the growth in vacancy rate in Harrow Town Centre (Baseline April 2011 Vacant frontages 6.97%)

Objective 6 – Protect vulnerable people from the harmful impact of crime, anti-social behaviour and abuse

No	Directorate	We will have succeeded if, by 2016:
1	Children's and Families	Re-offending rates for young people are reduced by 5% and the disproportionality of young men from BAME communities is reduced by 5% by March 2013
2	Corporate Resources	The number of repeat domestic violence cases seen by Multi Agency Referral and Assess Conference remain below 25%
3	Community Health and Wellbeing	We have implemented the Harrow Hate Crime and Community Tension Monitoring Action Plan addressing the four strategic objectives by March 2015.
4	Community and Environment	50% of the Boroughs properties have acquired smartwater property marking equipment to prevent burglary and other acquisitive crime by March 2013 *
5	Community and Environment	We have recruited, trained and retained 2000 Neighbourhood Champions by March 2013
6	Adults	We have continued to safeguard adults from harm (minimum of 80% to report feeling safe)
7	Housing	We have increased the Tenant, Leaseholder & Resident satisfaction with the outcome of their anti-social behaviour case from 75% in 2011 to 80% by 2014

Objective 7 - Minimise the impact of budget cuts on equality groups (protected characteristics)

No	Directorate	We will have succeeded if, by 2016:
1	All Directorates	Ensure all recommendations to cabinet are supported with an Equality Impact Assessment (EqIA)
2	Corporate Resources	Ensure all projects within the Transformation Programme are subject to an EqIA

3	All Directorates	Directorate EqIA programmes have been developed and implemented each year
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Objective 8 – Celebrate the diversity of Harrow so the Borough is an increasingly cohesive place where people from all communities get on well together

No	Directorate	We will have succeeded if, by 2016:
1	Community Health and Wellbeing	We have supported the voluntary and community sector in the delivery of our cultural calendar with the aim of delivering ten events each year.
2	Community Health and Wellbeing	Increase the % of people who believe people from different backgrounds get on well together in their local area ** (in 2009/10 we scored 78%, which was around the median of all London boroughs)
3	Community Health and Wellbeing	Tensions are monitored on a weekly basis and where appropriate actions/interventions are put in place.

* Still waiting for actual targets to be agreed through Service Plans

** Methodology to measure needs to be agreed (possibly through the Reputation Tracker)