

APPENDIX

Council

Thursday 16 January 2020

CONFIRMATION OF CABINET AND COMMITTEE RECOMMENDATIONS AND RELEVANT ORIGINATING BACKGROUND PAPERS

ITEM ON SUMMONS	CABINET / COMMITTEE RECOMMENDATION	ORIGINATING REPORT
	RECOMMENDATION I: Governance, Audit, Risk Management and Standards Committee (16 September 2019)	
8.	GOVERNANCE, AUDIT, RISK MANAGEMENT AND STANDARDS COMMITTEE ANNUAL REPORT	Report of Director of Finance (Pages 3 - 24)

RECOMMENDATION I: Pension Board (31 October 2019)

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| 9. | PENSION BOARD ANNUAL REPORT 2018/19 | Report of Director of Finance (Pages 25 - 34) |
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RECOMMENDATION I: Cabinet (12 September 2019)

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| 10. | STRATEGIC PERFORMANCE REPORT | Report of Chief Executive (Pages 35 - 86) |
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Recommendation I: Cabinet (14 November 2019)

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| 11. | CORPORATE PARENTING PANEL | Report of Corporate Director, People (Pages 87 - 100) |
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**REPORT FOR: GOVERNANCE, AUDIT,
RISK MANAGEMENT and
STANDARDS COMMITTEE**

Date of Meeting:	16 September 2019
Subject:	Draft GARMS Committee Annual Report
Responsible Officer:	Dawn Calvert – Director of Finance
Exempt:	No
Wards affected:	ALL
Enclosures:	Appendix 1 – Draft Annual Report

Section 1 – Summary and Recommendations

This report sets out the draft GARMS Committee Annual Report for Council in compliance with the requirements of the GARMS Committees Terms of Reference.

Recommendations:

The Committee is requested to:

- Consider the draft report attached at Appendix 1;
- Provide any comments/changes required to the report;
- Agree any recommendations the Committee may wish to make as part of the report;
- To delegate to the Head of Internal, in consultation with the Chair, the production of a foreword to be added to the report;
- Agree, subject to the above, for the report to be presented to Council.

Section 2 – Report

Background

- 2.1 As part of the 2017/18 annual governance review it was identified that the audit committee role, undertaken by the GARMS Committee, had not been specifically reviewed against best practice, as contained in CIPFA guidance, for several years. This was identified as a minor governance gap and to address this an Internal Audit review of the audit committee was included in the 2018/19 Internal Audit Plan, and undertaken in Q2/Q3 of that year.
- 2.2 The draft Internal Audit report outlining the findings of the review was presented to the Committee in December 2018. The report's recommendations were agreed overall at the meeting with members indicating that they would wish to add more detailed information into the action plan as it progressed.
- 2.3 The proposed final report was therefore presented and suggested ways to progress the agreed recommendations agreed at the April 2019 Committee meeting.
- 2.4 One of the key recommendations in report was for the Committee to produce an Annual Report on its performance for those charged with governance: the Council and a template for the report was agreed. This requirement was also included in the Committee's update Terms of Reference as a result of the review and agreed by Council in February 2019.

Draft Annual Report

- 2.5 The proposed draft Annual Report is attached at Appendix 1 for the Committee's consideration, input and agreement.

Legal Implications

There are no legal implications.

Financial Implications

There are no financial implications.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

If an Annual Report is not provided to Council the Committee will not be fulfilling their Terms of Reference and will not be complying with best practice as set out in the CIPFA guidance.

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No (n/a)

Council Priorities

The GARMS Committee contributes to all the corporate priorities by enhancing the robustness of the control environment and governance mechanisms that directly or indirectly support these priorities.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 04/09/19		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 04/09/19		

Name: Charlie Stewart	<input checked="" type="checkbox"/>	Corporate Director
Date: 03/09/19		

Ward Councillors notified:

NO

Section 4 - Contact Details and Background Papers

Contact: Susan Dixon, Head of Internal Audit & Corporate Anti-Fraud, 02084241420

Background Papers: None

**Annual Report of Harrow Council's Governance Audit, Risk
Management & Standards Committee**

2018/19

Chairs Foreword

Anything the Chair would like to say about the committee, anything within the report he would like to draw attention to, any thanks etc. To be agreed.

Introduction

1. The purpose of the Governance, Audit, Risk Management and Standards (GARMS) committee is to provide independent assurance to the members of the adequacy of Harrow Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. It also acts as the Standards Committee.

Terms of Reference and Membership

2. The Committee's Terms of Reference were reviewed and updated during 2018/19 as part of the Internal Audit review of the Committee against the CIPFA guidance 'Audit Committees – Practical Guidance for Local Authorities & Police 2018'. The changes to the Terms of Reference were recommended to Council by the GARMS Committee at the December meeting and were approved by Council on 28/02/19.
3. The updated Terms of Reference requires the Committee:
 - To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.
 - To report to full Council on an annual basis on the committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.
 - To publish an annual report on the work of the committee.
4. The membership of the Committee for 2018/19 consisted of the following:
 - Councillor David Perry (Chair)
 - Councillor Ghazanfar Ali
 - Councillor Peymana Assad
 - Councillor Maxine Henson
 - Councillor Philip Benjamin
 - Councillor Amir Moshenson
 - Councillor Kanti Rabadia (Vice-Chair)

5. The Committees membership rules state that:
- An Elected Mayor, the Leader or a member of the Executive may not be Members;
 - The Chair of the Committee must not be a Member of the Executive;

These rules were complied with during 2018/19.

6. The Committee usually meets 5 times a year (April, July, September, November/December and January) however during 2018/19 the April meeting was cancelled due to the local elections.

The Committee's Programme of Work

7. The Committee has a broad remit that includes:
- Governance
 - Risk Management
 - Countering Fraud and Corruption
 - Internal audit
 - External audit
 - Financial reporting
 - Treasury Management
 - Health & Safety
 - Standards
8. There is comprehensive programme of work and the table below shows the reports that were considered by the Committee during the year and decisions/resolutions made. The following sections provide further detail on each area.

Governance

9. The role of the GARMS Committee in relation to governance is:
- To review the Council's corporate governance arrangements against the good governance framework, including the ethical framework and consider the local code of governance.
 - To review the Annual Governance Statement (AGS) prior to approval and consider whether it properly reflects the risk environment and supporting assurances and legal and financial advice, taking into account internal audit's opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control.
 - To monitor the progress of agreed actions to close significant governance gaps.
 - To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.

- To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the Council.
 - To review the governance and assurance arrangements for significant partnerships.
10. To achieve this in 2018/19 the committee received a report on the 2017/18 Annual Governance Statement that included an Evidence Table detailing the assurances obtained to support the statement. This included assurances from the Council's Legal and Finance teams, assurance on arrangements to secure vfm, assurance on how the Council's framework of assurance addresses the risks and priorities of the Council and assurances on arrangements for the Council's significant partnerships.
11. The Head of Internal Audit's opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control and the rationale behind it was reported to the committee at the same meeting as part of the Internal Audit Year-end report and was also included in the Annual Governance Statement. The opinion stated that:

The adequacy and effectiveness of organisation's control environment for the 2017/18 financial year has been assessed as "good".

The statement itself detailed progress on the significant gaps identified as part of the 2016/17 Annual Governance Statement.

Risk Management

12. The role of the committee in risk management is:
- To review the Council's risk management strategy.
 - To monitor the effective development and operation of risk management in the Council via the review of the Council's Corporate Risk Register on a regular basis.
 - To monitor progress in addressing risk-related issues reported to the committee.
13. During 2018/19 the committee received two reports on risk management, one covering the annual refresh process of the Corporate Risk Register and the agreed Quarter 1 register and the other covering the Quarter 2 and Quarter 3 updates of the register. The Quarter 4 updated register was presented to the committee's April 2019 meeting. These reports enabled the committee to monitor progress of risk-related issues facing the Council.
14. The Council's risk management strategy was not presented to the committee during 2018/19, although it was previously approved by the committee, as it was

not reviewed/updated during this time. The strategy is however currently under review by officers and will be presented to the committee for review during 2019/20.

Countering Fraud and Corruption

15. The role of the GARMS Committee in relation to countering fraud and corruption is:

- To monitor the counter-fraud strategy, actions and resources and the Council's approach to tackling fraud and corruption and promote an anti-fraud culture.
- To review and approve the annual Corporate Anti-Fraud Team Plan.
- To consider reports from the Head of Internal Audit/ Corporate Anti-Fraud Manager on the Corporate Anti-Fraud Team's performance at mid-year and at year-end.

16. During 2018/19 the committee received reports on the corporate anti-fraud plan of work for 2018/19, the year-end report covering the output and performance of the Corporate Anti-Fraud Team for 2017/18 as well as an outline of fraud referrals made during the year, a summary of the fraud risk register and progress against the fraud strategy. A mid-year report on progress against the 2018/19 agreed plan of work was also considered.

Internal Audit

17. The role of the committee in relation to internal audit is:

- To approve the internal audit charter and support the independence of Internal Audit.
- To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.
- To approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.
- To approve significant interim changes to the risk-based internal audit plan and resource requirements.
- To make appropriate enquiries of both management and the Head of Internal Audit to determine if there are any inappropriate scope or resource limitations.
- To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of internal auditing of the Head of Internal Audit.
- To approve and periodically review safeguards to limit such impairments.

- To consider reports from the Head of Internal Audit on internal audit's performance at mid-year and year-end, including the performance of external providers of internal audit services.
 - To consider Red and Red/Amber assurance reports and summaries of specific internal audit reports as requested.
 - To contribute to the Quality Assurance Improvement Programme and in particular, to the external quality assessment of internal audit that takes place at least once every five years.
 - To consider the report on the effectiveness of internal audit contained within the AGS.
 - To provide free and unfettered access to the GARMS Committee Chair for the Head of Internal Audit, including the opportunity for a private meeting with the committee.
18. The internal audit charter is presented and approved by the GARMS Committee on an annual basis, in 2018/19 this went to the July meeting along with the internal audit plan of work for 2018/19 for approval. (This report would normally be presented to the April meeting of the GARMS Committee i.e. at the beginning of the financial year; however the April 2018 meeting was cancelled due to the local elections.) This report also covered the independence of internal audit outlining the additional roles and responsibilities of the Head of Internal Audit e.g. for the Corporate Anti-Fraud Team, Risk Management and the annual governance process and how the impact on objectivity is being mitigated. In addition the report covered internal audit's resource requirements and the approach to using other sources of assurance.
19. A mid-year report on the performance of internal audit against the agreed plan was provided in January 2019 along with proposed changes to the agreed 2018/19 plan:
- to create capacity to deal with emerging risks;
 - to reflect the reduction in overall internal audit resources as a result of a vacant post;
 - as a result of a planned action in another part of the Council not being completed on which the review was reliant.
20. The committee considered 5 red or red/amber assurance internal audit reports and 1 follow-up of a red assurance report from the 2017/18 internal audit plan at its meeting in September 2018 as well as 2 such reports in December and 1 report in January 2019 from the 2018/19 plan.
21. The Annual Governance Statement that includes a report on the effectiveness of internal audit was considered and approved by the committee in July 2018 (as above).

22. The Head of Internal Audit is provided with free and unfettered access to the GARMS Committee Chair and met once privately with him during 2018/19.
23. During 2018/19 there were no new proposals made in relation to the appointment of external providers of internal audit services and no external providers were used during the year.

External Audit

24. The committee's role in relation to external audit is:
- To support the independence of external audit through consideration of the external auditor's annual assessment of its independence and review of any issues raised by Public Sector Audit Appointments (PSAA).
 - To consider the external auditor's annual letter, relevant reports and the report to those charged with governance.
 - To consider specific reports as agreed with the external auditor.
 - To comment on the scope and depth of external audit work and to ensure it gives value for money.
 - To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.
 - To scrutinise/comment on the External Audit plan and fees.
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 - To monitor progress against the External Audit plan and receive summaries of audit work completed and key recommendations.
 - To review the management response to external audit recommendations and progress on implementation of recommendations.
 - To recommend action where external audit recommendations are not being implemented.
25. The external auditor's assessment of their independence was included in KPMG's External Audit Report 2017/18 presented to the committee in July 2018 however no issues were raised by the PSAA. This report provided information on the progress of the external auditor's work on the financial statements and the value for money conclusion. The draft Management Letter for 2017/18 prepared by the external auditors was also provided at this meeting.
26. The Annual Audit Letter for 2017/18 was presented to the September meeting of the committee providing an unqualified opinion on the Authority's financial statements for 2017/18 and an unqualified conclusion on the Authority's arrangements to secure value for money (VFM conclusion) for 2017/18. No recommendations were made for 2017/18.

27. New external auditors (Mazars) were appointed for the new financial year (2018/19) by the PSAA and their first report covering plans for 2018/19 and their fees was presented to the committee in January 2019.

Financial Reporting

28. The role of the committee in relation to financial reporting is:
- To review the annual statement of accounts prior to approval and satisfy themselves that appropriate steps have been taken to meet statutory and recommended professional practices. Specifically to:-
 - review the narrative report to ensure consistency with the statements and the financial challenges and risks facing the authority in the future;
 - review whether the narrative report is readable and understandable by a lay person;
 - review the key messages from each of the financial statements and evaluating what that means for the authority in future years;
 - monitor trends and review for consistency with what is known about financial performance over the course of the year;
 - review the suitability of accounting policies and treatments;
 - seek explanations for changes in accounting policies and treatments;
 - review major judgemental areas, e.g. provisions or reserves;
 - seek assurances that preparations are in place to facilitate the external audit.
 - To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
29. The committee received one report on financial reporting during 2018/19 on the statement of accounts including the narrative report. In previous years the committee had received two reports, a draft statement of accounts for review and comments and a final statement of accounts for approval however the deadline for publishing the statement of accounts was brought forward from September to July in 2018. The new earlier deadline meant that GARMS Members did not have a scheduled meeting to review and ask questions on the draft Statement of Accounts. To enable Members to have the same opportunity of discussing the draft Statement of Accounts, all Members were offered a training session with the technical finance team and also provided with the opportunity to ask further questions before they were formally presented to the committee.
30. The publishing of the Statement of Accounts makes public the Council's financial performance for the year of account. They provide public information on the

Council's financial performance, and are a substantial part of the process by which the Council is held accountable to the public for the proper management and stewardship of the Council's resources.

31. The external audit report on the accounts was appended to this report as described in the section on external audit above.

Treasury Management

32. The committee's role in treasury management is:
- To review the Treasury Management strategy and monitor progress on treasury management in accordance with CIPFA codes of practice.
33. The committee considered three reports on Treasury Management during the year, the 2017/18 outturn report in July, the strategy statement and annual investment strategy mid-year review 2018/19 in December and the treasury management strategy in January 2019.

Health & Safety

34. In relation to Health & Safety the committee are required by their terms of reference:
- To review the Council's Health and Safety arrangements and oversee progress on Health and Safety.
35. During the year the committee was asked to approve the Health & Safety policy and received the Annual Health & Safety report summarised the Council's health and safety performance for 2017/18 and providing an update of activities together with statistics on training, audits and accidents, including schools.

Standards

36. The committee's role in promoting and maintaining high standards of conduct by Councillors and an overview of Standards items considered during the year.
- Promoting and maintaining high standards of conduct by Councillors, co-opted members and "church" and parent governor representatives.
 - Assisting Councillors, co-opted members and "church" and parent governor representatives to observe the Members' Code of Conduct.
 - Advising the Council on the adoption or revision of the Members' Code of Conduct.
 - Monitoring the operation of the Members' Code of Conduct.
 - Developing and recommending local protocols to the Council to supplement the Members' Code of Conduct.

- Enforcing local protocols and applying sanctions in respect of breaches as appropriate.
- Advising, training or arranging to train Councillors, co-opted members and “church” and parent governor representatives on matters relating to the Members’ Code of Conduct.
- Granting dispensations to Councillors, co-opted members and “church” and parent governor representatives from requirements relating to interests set out in the Members’ Code of Conduct.
- To keep under review and amend, as appropriate, the Protocol on Councillor/Officer Relations.
- To keep under review the Officer Code of Conduct and, after consultation with unions representing staff, make recommendations to Council for amendment or addition.
- To receive reports and keep a general overview of probity matters arising from ombudsman investigations, Monitoring Officer reports, reports of the Chief Financial Officer and Audit Commission.
- To have oversight of the Council’s Whistleblowing Policy.
- To agree the policy for decisions on payments to those adversely affected by Council maladministration (under section 92 Local Government Act 2000).
- To establish sub-committees and working groups to deal with complaints that a member or a co-opted member has failed to comply with the Council’s Code of Conduct.
- To consider any application received from any officer of the Authority for exemption from political restriction under Sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and may direct the Authority that the post shall not be considered to be a politically restricted post and that the post be removed from the list maintained by the Authority under Section 2(2) of that Act.
- Upon the application of any person or otherwise, consider whether a post should be included in the list maintained by the Authority under Section 2(2) of the 1989 Act, and may direct the Authority to include a post in that list.
- On referral from the Monitoring Officer, to decide whether to take action against a member for breach of the Code of Conduct and if so, to decide what action should be taken.

37. No reports on standards were submitted to the committee during 2018/19.

Conclusion

38. The Committee has successfully fulfilled its purpose/roles and responsibilities as outlined in its agreed Terms of Reference.

Recommendations

Any recommendations the Committee may wish to make (to be agreed).

Programme of Work 2018/19

Meeting	Report subject	Reports Considered	Description of Reports/Decisions
17/04/18		Meeting cancelled due to the local elections	
18	HS	Health & Safety Policy	<p>The Committee considered a report of the Corporate Director Community which sought approval for a refreshed health and safety policy for the Council.</p> <p>RESOLVED: That the Health and Safety Policy be approved.</p>
	HS	Health & Safety Annual Report (Information Report)	<p>The Committee considered a report which summarised the Council's health and safety performance for the year 1 April 2017 to 31 March 2018. It provided an update of activities together with statistics on training, audits and accidents, including schools.</p> <p>RESOLVED: That the report be noted.</p>
	TM	Treasury Management Outturn (Information Report)	<p>The Committee received a report which summarised treasury management activities in the 2017-18 financial year. It was noted that at its meeting on 21 June 2018 Cabinet had noted the outturn position for treasury management and had referred it to this Committee for review.</p> <p>RESOLVED: That the report be noted.</p>
	FR/EA	Statement of Accounts 2017-18 <ul style="list-style-type: none"> • SOA 2017-18 Draft 	<p>The Committee received a report which set out the Council's draft financial accounts for 2017-18, together with the Pension Fund</p>

19	Gov	<ul style="list-style-type: none"> • Draft Pension Fund Final Accounts 2017-18 • Appendix 1 Governance Compliance Statement March 2018 • Appendix 2 Communication Policy March 2018 • Appendix 3 LGPS Brief Guide April 2018 • Appendix 4 Investment Strategy Statement March 2018 • Appendix 5 Funding Strategy Statement March 2018 • Appendix 6 Summary Statement of Accounts 2017-18 Draft • Appendix 7 LB Harrow 2017-18 LG ISA260-Draft • LBH Draft Management Letter 2017-18 <p>Annual Governance Statement 2017-18</p> <ul style="list-style-type: none"> • AGS 2017-18 • Governance review Evidence Table 2017-18 	<p>annual report.</p> <p>RESOLVED: To</p> <p>(1) note the reports of the External Auditor on matters arising from the audit of the Statement of Accounts 2017-18 and the Pension Fund Annual Report 2017-18;</p> <p>(2) approve the audited Statement of Accounts 2017-18 and note the Pension Fund Annual Report 2017-18 and authorise the signing thereof by the Chair;</p> <p>(3) authorise the Director of Finance, following consultation with the Chair, to make any final amendments to the Accounts and Pension Fund Annual Report arising from the external audit prior to the signing of the accounts by the auditor; and</p> <p>(4) note the Summary Statement of Accounts 2017-18.</p> <p>The Committee received the Council's Annual Governance Statement (AGS) for 2017-18 which had been produced in accordance with the Accounts and Audit Regulations 2015.</p> <p>Members noted that whilst the Audit Committee broadly complied with CIPFA's best practice it had not been specifically reviewed against CIPFA best practice for several years so was included in the internal audit 2018/19 plan.</p> <p>RESOLVED: That the Annual Governance Statement for 2017/18 be approved.</p>
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20	IA/CFC	<p>Internal Audit and Corporate Anti-fraud Annual Plan 2018-19</p> <ul style="list-style-type: none"> • IA-CAFT Plan 2018-19 • Harrow Internal Audit Charter March 2018 • IA Peer Review final report 	<p>The Committee received the Internal Audit and Corporate Anti-Fraud Plans for 2018/19.</p> <p>RESOLVED: That the Internal Audit and Corporate Anti-Fraud Plans for 2018/19 and the Internal Audit charter be approved in accordance with the Public Sector Internal Audit Standard 2020 Communication and Approval.</p>
	IA/CFC	<p>Internal Audit and Corporate Anti-fraud Year-end report 2017/18 (Information Report)</p> <ul style="list-style-type: none"> • Appendix 1 - IA Year-end report • Appendix 2 - IA Output against plan • Appendix 3 - CAFT Year End Report 17-18 • Appendix 4 - 2017-18 CAFT fraud referrals year end • Appendix 5 - Fraud Risk Register Summary • Appendix 6 - 2016-19 Strategy progress report 	<p>The Committee received the 2017/18 year end Internal Audit and Corporate Anti-Fraud Plans which included the Head of Audit's overall annual audit opinion on the control environment.</p> <p>RESOLVED: That the report be noted.</p>
	RM	<p>2018-19 Refreshed Corporate Risk Register Quarter 1 (Part II Information Report)</p> <ul style="list-style-type: none"> • CSB approved Refreshed Corporate Risk Register Q1 , • Corporate Risk Register Refresh 	<p>The Committee considered a report which set out the Council's 2018/19 Refreshed Corporate Risk Register for quarter 1 of the financial year in order to monitor progress on risk management.</p> <p>RESOLVED: That the report be noted.</p>
	IA	<p>Audit Committee Review (Information Report)</p> <ul style="list-style-type: none"> • Audit Committee Review Terms of Reference • CIPFA Audit Committees – Practical Guidance 	<p>The Committee received a report which outlined the approach to be taken to the Internal Audit review of the Audit Committee agreed as part of the 2018/19 Internal Audit Plan.</p>

04/09/18

21		for Local Authorities & Police 2018	
	EA	Annual Audit Letter <ul style="list-style-type: none"> • LBH Annual Audit Letter 2017-18 	<p>It was noted that, as part of the review, the Committee would undertake a self-assessment against the CIPFA guidance facilitated by the Head of Internal Audit and Corporate Anti-Fraud. The results would be reported to the next Committee meeting together with a proposed action plan. In addition, a review of the Terms of Reference would be undertaken by the Head of Internal Audit and Corporate Anti-Fraud and the results and any suggested improvements would be submitted to the next meeting.</p> <p>RESOLVED: That the report be noted.</p> <p>The Committee received a report on the Annual Audit Letter from the Council's external auditors.</p> <p>RESOLVED: That the report be noted.</p>
	IA	Internal Audit Red Assurance Reports (Part II Information Report) <ul style="list-style-type: none"> • Adult Residential Final Report • Cash Personal Budgets Final Report • Cash Personal Budgets Follow Up Report • Welldon Park Primary Gov and Financial Controls Final Report • Welldon Park Teaching Assistants Final Audit Report • Regeneration Programme Final Report 	<p>The Committee received a report on the final red or red/amber assurance reports undertaken by Internal Audit as part of the 2017/18 Internal Audit Plan and reported at a high level in the Year End Report presented at the last GARMS meeting in July.</p> <p>The Committee requested the attendance of officers from the reviewed departments at future meetings.</p> <p>The Committee scrutinised the review reports and made comments and asked questions which were responded to by the officers</p>

			RESOLVED: That the report be noted.
05/12/18	IA	<p>Audit Committee Review</p> <ul style="list-style-type: none"> Appendix 1 Audit Committee Review – Draft Internal Audit report Appendix B Audit Committee Self-assessment Appendix C – Current GARMS Committee ToR Appendix D Proposed GARMS Committee ToR 	<p>The Committee received a report which outlined the draft findings and recommendations of the Internal Audit review of the Audit Committee as agreed as part of the 2018/19 Internal Audit Plan.</p> <p>Resolved to RECOMMEND: (to Council)</p> <p>That the revised Terms of Reference as attached be approved.</p> <p>RESOLVED: That the recommendations in the draft Internal Audit report be agreed.</p>
22	TM	Treasury Management Strategy Statement and Annual Investment Strategy: Mid-year Review 2018/19	<p>The Committee received a report on the mid-year review of treasury management activities for 2018/19.</p> <p>RESOLVED: That</p> <p>(1) the report be noted;</p> <p>(2) the Director of Finance verbally report to Cabinet on the reason for the discrepancy between tables 4 and 5 HRA capital expenditure estimate of £2.739k against a forecast of £10380k in table 4.</p>
	IA	<p>Internal Audit Red Assurance Reports (Part II Information Report)</p> <ul style="list-style-type: none"> Appendix 1 Final Report - Waste Appendix 2 Final report - SNT 	<p>The Committee received a report on two final red or red/amber assurance reports undertaken by Internal Audit as part of the 2017/18 Internal Audit Plan and reported at a high level in the Year End Report presented to CSB and GARMS in July.</p> <p>The Committee scrutinised the review reports and made comments</p>

			and asked questions which were responded to by the officers. RESOLVED: That the report be noted.
29/01/19	EA	External Audit Plans 2018-19 (Information Report) <ul style="list-style-type: none"> • LB Harrow Main ASM 2018-19 Final • LBHarrow Pension Fund ASM 2018-19 Final 	The Committee received a report on the External Audit Plans for 2018/19. The report summarised how the external audit of the Council's accounts and Pension Funds for 2018/19 would be conducted and the key aspects of the audit plan. The Chair informed the Committee that he had met with the Auditors and that there would be opportunities for them to meet with Members of the Committee at an appropriate time. RESOLVED: That the report be noted.
	EA	External Audit Report on Returns and Certifications 2017/18 <ul style="list-style-type: none"> • LB Harrow Grants Annual Report 2017-18 Final 	The Committee received the annual report on grants and returns 2017/18 which included a summary of the outcome of returns with regard to Teachers' Pension Return, the Pooling of Housing Capital Receipts return, and the Housing benefits Grant claim. RESOLVED: That the Audit report on Grant and Returns Certifications 2017/18 be noted.
	TM	Treasury Management Strategy Statement including Prudential Indicators, Minimum Revenue Provision Policy Statement, Annual Investment Strategy for 2019/20 and Corporate Strategy	The Committee received a report which set out the Council's Treasury Management Strategy Statement which included the Prudential Indicators, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2019/20 and the Annual Capital Strategy.

24	IA/CFC	<ul style="list-style-type: none"> Final GARMS TMSS Appendix H Draft Capital strategy 19-20 <p>Internal Audit and Corporate Anti-Fraud Mid -Year Report and Plan Update 2018-19 (Information Report)</p> <ul style="list-style-type: none"> Appendix 1 - 18-19 Mid- Year Report Appendix 2 CAFT Mid- Year Report 18-19 Appendix 3 2018-19 CAFT fraud referrals mid-year 	<p>RESOLVED: That the report be noted. (this is not right – it is a decision report!)</p> <p>The Committee considered a report that set out progress against the 2018/19 Internal Audit and Corporate Anti-fraud plans. The report also covered progress in Quarters 3 and 4 and an update on the Internal Audit annual plan.</p> <p>RESOLVED: That the report be noted.</p>
	RM	<p>2018-19 Corporate Risk Register Q3 (Part II Information Report)</p> <ul style="list-style-type: none"> GARMS Updated Q3 18-19 Corporate Risk Register 	<p>The Committee received a confidential report which set out the Council's 2018/19 Corporate Risk Register for quarter 3 of the financial year to enable progress on risk management to be monitored in accordance with the Committee terms of reference.</p> <p>RESOLVED: That the report be noted.</p>
	IA	<p>Internal Audit Red Assurance Reports (Part II Information Report)</p> <ul style="list-style-type: none"> Appendix 1 Internal Audit Assurance Ratings Appendix 2 Regeneration Final Report Appendix 3 Distinction between Compliance and Audit 	<p>The Committee considered a red final red assurance report undertaken by Internal Audit as part of the 2018/19 Internal Audit Plan and two follow-ups of red or red/amber reports issued as part of the 2017/18 Internal Audit Plan to help fulfil the Committee's purpose to provide assurance to the Members of the adequacy of the Council's governance, risk management and control framework.</p> <p>RESOLVED: That the report be noted.</p>



REPORT FOR: PENSION BOARD

Date of Meeting:	26 September 2019
Subject:	Pension Board Draft Annual Report 2018-19
Responsible Officer:	Dawn Calvert, Director of Finance
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1: Pension Board Draft Annual Report 2018-19

Section 1 – Summary and Recommendations

Harrow Pension Board's Terms of Reference requires the presentation of an annual report to the Full Council Board. This report sets out actions taken by Pension Board in the year to 31st March 2019 and invites the Board to agree any further comments they might wish to make on the report. .

Recommendation

Pension Board is recommended to review and comment on the draft annual report and subject to any amendments to refer the final report to Council.

Section 2 – Report

Background

- 1.1 The Local Pension Board was set up by 1 April 2015 in accordance with the requirements of the Public Service Pensions Act 2013. The

Council was required to set up a Pension Board with responsibility for assisting it as the administering authority of the Local Government Pension Scheme (LGPS) in relation to the following:

- securing compliance with the LGPS regulations and other legislation relating to the governance and administration of the LGPS;
- securing compliance with requirements imposed in relation to the LGPS by the Pensions Regulator; and
- such other matters as the LGPS regulations may specify.

1.2 Harrow Pension Board's Terms of Reference requires the Board to present a report on its work to Full Council once a year.

1.3 This report covers the work of Pension Board to 31st March 2019 and the fourth year of operation of the Harrow Pension Board

Legal Implications

2. None

Financial Implications

3. Whilst this report discusses numerous matters relevant to the financial standing of the Pension Fund there are no financial implications arising directly from it.

Risk Management Implications

4. Relevant risks are included in the Pension Fund risk register.

Equalities implications / Public Sector Equality Duty

5. Was an Equality Impact Assessment carried out? No. There are no direct equalities implications arising from this report.

Council Priorities

6. Investment performance has a direct impact on the financial health of the Pension Fund which directly affects the level of employer contribution which then, in turn, affects the resources available for the Council's priorities.

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert ☒ Chief Financial Officer

Date 12 September 2019

Name: Caroline Eccles ☒ on behalf of the*
Monitoring Officer

Date: 18 September 2019

Name: Charlie Stewart ☒ Corporate Director

Date: 18 September 2019

Ward Councillors notified: NO

Section 4 - Contact Details and Background Papers

Contact: Iain Millar, Treasury and Pensions Manager 0208 424 1432

Background Papers: None

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LONDON BOROUGH OF HARROW PENSION BOARD

2018/19 ANNUAL REVIEW (Draft)

Background

The Local Pension Board was set up by 1 April 2015 in accordance with the requirements of the Public Service Pensions Act 2013.

The Council was required to set up a Pension Board with responsibility for assisting it as the administering authority of the Local Government Pension Scheme (LGPS) in relation to the following:

- securing compliance with the LGPS regulations and other legislation relating to the governance and administration of the LGPS;
- securing compliance with requirements imposed in relation to the LGPS by the Pensions Regulator; and
- such other matters as the LGPS regulations may specify.

The Act provides for the membership to be of equal numbers of “employer representatives” and “member representatives”. In addition we have an Independent Member who is currently the Chair of Pension Board.

Harrow Pension Board’s Terms of Reference requires the Board to present a report on its work to the Full Council once a year.

This report covers the work of Pension Board to 31st March 2019 and the fourth year of operation of the Harrow Pension Board.

Meetings

Pension Board meets quarterly and held its first meeting on 25 June 2015. The current Chair, Richard Harbord and Vice Chair, Gerald Balabanoff were appointed at that meeting and has been re-appointed to those posts annually since that date

Role and Terms of Reference

We understand our role and are generally happy with the generic nature of the Terms of Reference. However, our view is that we should meet more than twice a year and that the periods of office of the various members be staggered to avoid the potential loss of too much experience at one time.

We have also requested that the membership of Pension Board is extended to ensure that each meeting is quorate. The current terms of reference make no provision for reserve members.

We have also requested that all reports from Pension Fund Committee including exempt reports be made available for review by Pension Board on a timelier basis.

Knowledge and Understanding of the Local Government Pension Scheme

To assist in our understanding and to assist in our scrutiny role, we have been provided with a large amount of information about the Scheme, usually with an officer's commentary, including:

- Annual Report and Accounts
- Governance Compliance Statement
- Communication Policy Statement
- Funding Strategy Statement
- Investment Strategy Statement
- Actuarial Valuation Reports from the Fund Actuary
- Pension Fund Risk Register
- Policy for Reporting Breaches of Law
- Investment Manager Internal Control Reports

Relationship with Pension Fund Committee

At each meeting, the Board have been advised of the agendas of, and decisions taken by, the Pension Fund Committee at its recent meetings. Our views have, in turn, been reported to the Committee. The Board has also been invited to attend the Committee meetings and the training sessions held prior to each meeting.

A recurring theme throughout the year has been legal advice that members of the Board are not entitled to remain at the Committee's meetings when exempt papers are discussed even though Board members are expected to abide by the Council's Code of Conduct.

From 2018-19 Pension Board have been referring Pension Board minutes and recommendations to Pension Fund Committee.

Annual Report and Financial Statements

We have been invited to consider the Annual Report and Financial Statements for the last three years together with their various attachments and the reports of the Auditor. The areas in which we expressed particular interest have been:

- Actuarial assumptions and actuarial valuation results
- Employer contributions
- The prospect of the funding deficit being recovered in 20 years
- The performance of the Fund and the way it is discussed in reports to facilitate the scrutiny process
- The effectiveness of investment managers internal controls
- Local Government Pension Scheme Pooling Arrangements through the London Collective Investment Vehicle (LCIV)
- Pension Fund Bank Account segregation and control of funds

We have received reports and presentations from the Actuary and from the London Collective Investment Pooling arrangements and a presentation from the Pension Regulator on the role of the Pension Regulator and pension scheme governance best practice.

Investment and Management Expenses

We reviewed in detail the management expenses of the Fund and requested benchmarking details.

Benchmarking and key performance indicators

We have shown particular interest in benchmarking and key performance indicators.

Traditionally, reliable benchmarking and comparison information covering all administering authorities has not been available. However, recent Government requirements in the context of the pooling arrangements have necessitated the provision of relatively consistent information from all administering authorities

We have also asked for refinement to pension administration reporting to better understand performance against key performance indicators. KPI's have been considered as a standing item since June 2017. Pension Board receives confirmation of breaches of law and has been assured that annual benefit statements are issued on time.

Environmental, Social and Governance Issues (ESG)

The Board supports the Committee's stance in expecting fund managers to adopt appropriate codes of practice and that they are required to provide an explanation when they do not. We have also requested information on the LCIV approach to ESG

Training

Pension Board has requested further trainings to cover the following:

- Governance and Key Legislation
- Actuarial and Funding Matters
- Investment and LGPS Pooling
- A presentation from the Pension Regulator on the role of the Pension Regulator and pension scheme governance best practice.

Conclusion

The regulations governing Pension Boards were contained in the 2015 Regulations (SI2015/57)

The main provisions are:

“(1) Each administering authority shall no later than 1st April 2015 establish a pension board (“a local pension board”) responsible for assisting it -
(a) to secure compliance with -

(i) these Regulations,

(ii) any other legislation relating to the governance and administration of the Scheme and any connected scheme, and

(iii) any requirements imposed by the Pensions Regulator in relation to the Scheme and any connected scheme; and

(b) to ensure the effective and efficient governance and administration of the Scheme and any connected scheme.

Essentially the role of the Pension Board is one of Scrutiny and our role is wholly advisory.

The fourth year has been one of further training, understanding the role and scrutinising the arrangements for the actuarial valuation and areas of key interest such as management fees internal control reporting, compliance with external audit recommendations and maintaining good pension administration performance.

The Board looks forward to consolidating performance in the current year and developing its role as an effective body for scrutiny and improvement.

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REPORT FOR: CABINET

Date of Meeting:	12 September 2019
Subject:	Strategic Performance Report – Quarter 1, 2019/20
Key Decision:	No
Responsible Officer:	Sean Harriss, Chief Executive
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Resources
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards
Enclosures:	Appendix 1 – Harrow Ambition Plan – wording adjustments Appendix 2 – Strategic Performance Report

Section 1 – Summary and Recommendations

This report sets out changes in corporate performance reporting; recommended adjustments in reporting against the Harrow Ambition Plan; and key Council and service performance for Quarter 1.

Recommendations:

- Cabinet is requested to:
 1. Note the changes in corporate performance reporting processes;
 2. Note and agree the suggested adjustments in wording for the purpose of reporting against the Harrow Ambition Plan, for

- consideration by full Council (Appendix 1);
3. Approve Corporate Scorecard measures, and Portfolio Holders to continue working with officers to achieve improvement against identified key challenges (Appendix 2).

Reason: (For recommendations)

1. To enable Cabinet to be informed of changes in how Members will be briefed on performance each quarter;
2. To permit clearer reporting of progress against the Council's priorities;
3. To enable Cabinet to be informed of performance against key measures and to identify and assign corrective action where necessary.

Section 2 – Report

Introductory paragraph

Cabinet sits in the role of Performance Board on a quarterly basis to receive the Strategic Performance Report. The report helps members to monitor progress against the Council's vision and Corporate Priorities and identify corrective action where necessary.

This quarter's report includes also proposed changes in the way performance is reported each cycle.

Options considered

Cabinet's terms of reference in the Constitution include overseeing strategic performance issues on a quarterly basis and as such an option of not delivering this report has not been considered.

Performance reporting process

In order to provide a sharper focus on performance and drive improvement, without compromising accountability and good governance, and after consultations with key Members, a revised quarterly performance reporting cycle is being developed and this has run in pilot mode for Quarter 1.

In the new model, a quarterly briefing meeting is proposed to be held for each Directorate, attended by the Leader, Portfolio Holder for Finance and Resources, Chief Executive, Corporate Director and Director of Strategy and focussing on the delivery of Harrow Ambition Plan objectives and key performance indicators, together with matters highlighted by the Corporate Director. Service Portfolio Holders are separately briefed by the Corporate Director.

Following these meetings, an informal joint meeting of Corporate Strategic Board (CSB) and Cabinet Members would precede the formal submission of the Strategic Performance Report to Cabinet.

Other than minor consequential adjustments, no changes are proposed for the provision of performance information to Scrutiny members.

Reporting against the Harrow Ambition Plan

To permit clearer and more focussed reporting of performance, it is proposed to expand on and clarify the wording of objectives within the Harrow Ambition Plan 2019 to be used when reporting to Members on progress. The plan has been approved by Council, so once Cabinet is content with the adjustments, the revised plan can be put before the November Council meeting for approval. A schedule including proposed amendments is at Appendix 1 for Members' consideration. The additions are largely to reflect the latest situation in the areas of Regeneration and Economic Development.

Target setting for 2019/20

There are some measures where targets have not been achieved in a number of years. A few targets need to be reviewed to ensure they reflect current priorities and capacity. Plans will also be developed in 2020/21 to bring performance up to the revised targets.

It is therefore recognised that while the targets for these measures in 2019/20 remain at the levels of previous years, performance reporting will more than likely show them as red throughout the remainder of this financial year.

Performance report for Quarter 1

In view of the changes described above, the Quarter 1 report at Appendix 2 excludes the usual narratives on progress against actions and initiatives. This will be resumed when Council have approved the proposed changes. If Members are inclined to recommend the revised plan to Council, some consequential adjustments in performance measures may be appropriate, which will be reflected in the subsequent periods.

Ward Councillors' comments

Not applicable.

Performance Issues

The report deals in detail with performance issues.

Environmental Implications

There are no direct environmental implications arising from this report. However, each of the projects referred to in the report will have some environmental impact and this should be assessed to ensure that any decisions, taken in response to this report, do not have a negative impact on

the environment and, where possible, positively contribute towards the Council's climate change strategy.

Risk Management Implications

The risks arising from the Performance Report will be measured through the Council's Corporate Risk Register.

Procurement Implications

None specific to this report.

Legal Implications

None specific to this report.

Financial Implications

There are no Financial Implications arising from this report.

Equalities implications / Public Sector Equality Duty

Any decisions driven by the actions taken in response to this report will need to be assessed through an Equalities Impact Assessment.

Council Priorities

This report deals with progress against each of the Council Priorities, as shown in Appendix 2.

Section 3 - Statutory Officer Clearance

Name:	Sharon Daniels	<input type="checkbox"/>	on behalf of the * Chief Financial Officer
Date:	30 August 2019		
Name:	Hugh Peart	<input type="checkbox"/>	Monitoring Officer
Date:	3 September 2019		

Name: Nimesh Mehta ☒ Head of Procurement

Date: 29 August 2019

Name: Charlie Stewart ☒ Corporate Director

Date: 3 September 2019

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: NO
This report contains no recommendations for changes in service.
EqIA cleared by:

Section 4 - Contact Details and Background Papers

Contact: Martin Randall, Business Intelligence Partner (Corporate), Strategy, 020 8424 1815, martin.randall@harrow.gov.uk

Background Papers: [Harrow Ambition Plan 2019](#)

Call-In Waived by the Chair of Overview and Scrutiny Committee

YES/ NO / NOT APPLICABLE*

* Delete as appropriate

*(for completion by Democratic
Services staff only)*

*If Yes, set out why the decision is
urgent with reference to 4b - Rule
47 of the Constitution.*

Changes to the Harrow Ambition Plan

Appendix 1

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
				Narrative update	Performance Indicator			
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
				Narrative update	Performance Indicator			
	11		Tax empty homes in the borough, helping to increase the supply of quality housing		• % 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		• Number of properties recovered via housing tenancy & RTB fraud	Community	Phillip O'Dell	Karen Connell
	14		Provide good quality homes for all		Number of new RP (housing association) affordable rent & shared ownership homes completed	Community	Phillip O'Dell	Alison Pegg
					• Net number of new homes completed (all)	Community	Phillip O'Dell	Beverley Kuchar
					• Total new homes delivered in the Heart of Harrow Opportunity Area	Community	Phillip O'Dell	
					• % of Homesafe (Phase 2) programme completed	Community	Phillip O'Dell	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		• 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
				Narrative update	Performance Indicator			
	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					
	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		• Number of visits to Harrow libraries • Number of book issues • Number of e-book issues	Community	Varsha Parmar	Tim Bryan
	24	Change	Opening a major new library in Harrow town centre	✓	Opening of library	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		• Number of visits to Harrow libraries • Number of visits to Harrow Arts Centre • Number of visits to Museum.	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	✓	Facility delivered. (Sqm)	Community	Varsha Parmar	Tim Bryan

Objective	Orig. Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
	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		• Number of park user groups	Community	Varsha Parmar	Dave Corby
	28		Increase the number of users of Harrow’s leisure facilities		• 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		Completed now monitoring – <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) + new Rep Tracker measure	Community		Paul Walker/ PH

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
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.		% of residents with common mental health problems are being supported to return to employment	People	Simon Brown	Adults
					Proportion of adults in contact with secondary mental health services in paid employment	People	Simon Brown	Adults
					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		Number of families with improved outcomes	People	Christine Robson	CYP
					% of repeat Child Protection Plans within 2 years	People	Christine Robson	CYP
					% of children with Child Protection Plan (CPP) for 2 years or more (snapshot)	People	Christine Robson	CYP
					Stability of placements of Children Looked After (3 moves or more) (BV49/PAF A1)	People	Christine Robson	CYP
					Stability of placements of Children Looked After - long term - more than 2.5 years (NI 63)	People	Christine Robson	CYP

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
		Delete / change			% of children aged 4-5 classified as obese	People	Simon Brown	Public Health
					% 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	People	Simon Brown	Public Health					
% percentage of children who received 12-15month review by a Health Visitor	People	Simon Brown	Public Health					
• Vision screening (reported annually after the end of each academic year i.e. with Q2 reports)	People	Simon Brown	Public Health					
• Number of families classed as [?]	People		Public Health					
	15		Increase 2/3/4 year old early years take up		• % of eligible 2 year olds accessing a funded place in early years providers in Harrow	People		CYP
					• Number of eligible children accessing 30 hours funding for 3 and 4 year olds (extended entitlement) in early years providers in Harrow	People		CYP

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
	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	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
				Narrative update	Performance Indicator			
	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
				Narrative update	Performance Indicator			
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 <p>**NEW** measure of number or rate of children with SEN who are placed out of</p>	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

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
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

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
	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	✓	- 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	✓	- 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

55

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

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				Narrative update	Performance Indicator			
	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

Objective	Orig Ref	Changes	What we will do	How this will be measured		Directorate	PH Lead	Lead
				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	
Inward Investment	18	See note	Support the development of a third runway at Heathrow airport.	✓	For discussion with Leader			
	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		CO2 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		<ul style="list-style-type: none"> The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (Annual) 	People	Graham Henson	CYP
					<ul style="list-style-type: none"> Proportion of disabled employees % top 5% of earners who are women % of top 5% of earners who are BAME % top 5% of earners who are disabled Proportion of Harrow Council employees aged less than 25 	Resources	Graham Henson	Jonathan Evans
						Resources	Graham Henson	Jonathan Evans
						Resources	Graham Henson	Jonathan Evans
						Resources	Graham Henson	Jonathan Evans
					<ul style="list-style-type: none"> Adult Social Care - Equality of Service Provision Number of users of Harrow's leisure facilities from specific target groups <ul style="list-style-type: none"> o females o disability o BAME o 60+ 	People	Simon Brown	ASC
						Community	Varsha Parmar	Tim Bryan
	21		Stonewall workplace equalities index	✓	Index position	Resources	Adam Swersky	Shumaila Dar

Objective	Orig ref	Chang es	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

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STRATEGIC PERFORMANCE REPORT – QUARTER 1 2019/20

In February 2019 the Council adopted a refreshed version of **Harrow Ambition Plan 2020 - Working Together to Make a Difference for Harrow** as its strategic plan for the years up to 2021. This identifies five priorities:

1. Build a Better Harrow
2. Support those Most in Need
3. Protect Vital Public Services
4. Deliver a Strong Local Economy for All
5. Modernise Harrow Council.

This report is arranged to correspond with the 2019 refresh of the Harrow Ambition Plan. Whilst there have been many successes in the quarter, this summary concentrates on a few key, strategic achievements. Detailed information against each theme is in the next section.

Summary of achievements at Quarter 1

1. **More homes:** Some 1,226 net **housing completions** were achieved in 2018/19 – the highest number of completions in any year over the past 30 years. 73% of the Heart of Harrow's new 2,800 homes completed within five years of the 15-year target.
2. **Minimising homelessness:** There has been a **reduction** to 209 homeless households in B&B at the end of Q1. Around £300k of grants have been awarded to develop our offering further. Contractors have been appointed to deliver Phase 1 of the **Grange Farm regeneration**, comprising 68 homes for social rent and 21 for shared ownership.
3. **Developing Sport and Culture:** Our successful cultural offer continues to grow. We have had **8,346 bookings for classes and workshops** at Harrow Arts Centre (up to Aug 2020); a **13% increase** compared with Q1 2018-19 A £407k was **grant** awarded by the Premier League and the FA Facilities Fund towards the cost of the installation of a **3G Artificial Grass Pitch** at Bannister Sports Centre.
4. **Keeping Harrow a safe and clean borough.** Huge improvements in waste collection saw missed bin figures fall 75% by the end of Q1 and there was improved performance in the areas of street cleanliness and compliant food establishments.
5. **New Commercialisation initiatives bedding in.** Q1 saw the launch of the Hammersmith & Fulham Meals on Wheels service, which has proved an invaluable resource to that community; using emission free electric vehicles we deliver freshly made meals to vulnerable residents, and offer a welfare checking service at the same time.

6. **Launch of Regional Adoption Agency (RAA)** - Harrow is the lead commissioner for first RAA in London and we have been commended by the Minister for achieving this important new configuration to maximise permanent positive outcomes for children and young people. Seven authorities are involved and more are showing interest. This has been a landmark contribution; as the only RAA which has commissioned a Voluntary Adoption Agency to deliver the whole system for Adopted children.
7. **Adults Transformation progress** – the programme board is now fully established and an ambitious start has been made to deliver *the right care at the right time in the right place and at the right cost*.
8. **First Families**: We welcomed Harrow's first two families under the Vulnerable Person Resettlement Scheme.

Corporate Priority: Build a better Harrow

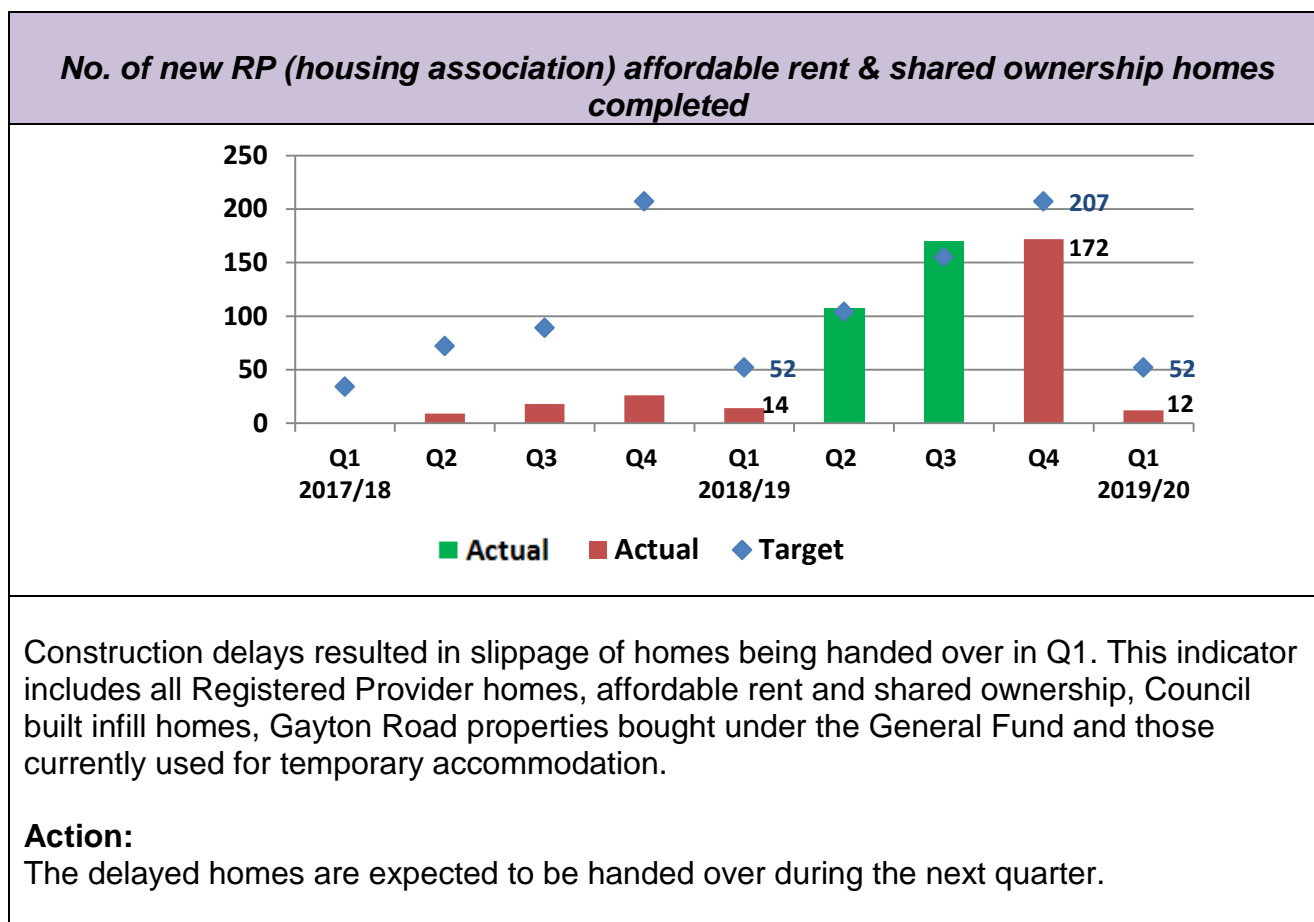
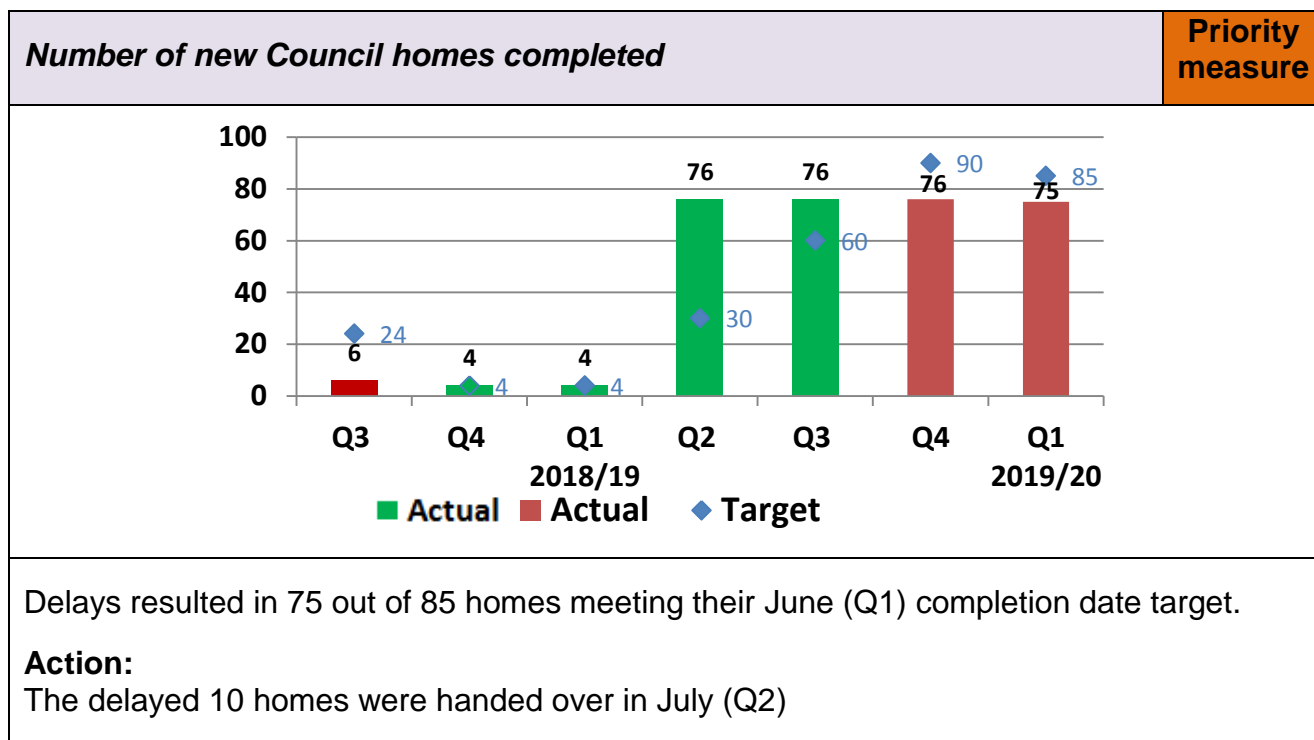
Key Projects and Initiatives

Where an objective set out in the Harrow Ambition Plan will be reported against by a narrative update, progress on these following specific actions will be reported from Q2 2019/20 onwards.

Action
To bring forward proposals to redevelop Poets Corner, Byron Qtr (Phase 1) and Peel House Car Park.
To establish New Civic requirements in consultation with Directorates and members.
To bring forward proposals for mixed use/housing leisure use on Greenhill Way site.
To bring forward a Master plan for Wealdstone Town Centre
Agree a commitment to community engagement in the planning process (PPA) for the Regen schemes
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)
Continue our School Expansion Programme to ensure every Harrow child has a school place
Adopt a 'zero tolerance' approach to fly-tipping.
Continue to improve the appearance of our housing estates, working closely with caretakers, tenants and leaseholders:
Opening a major new library in Harrow town centre
Deliver S106 funded improvements to outdoor sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023
Work with the Mayor's office to make London a National Park City

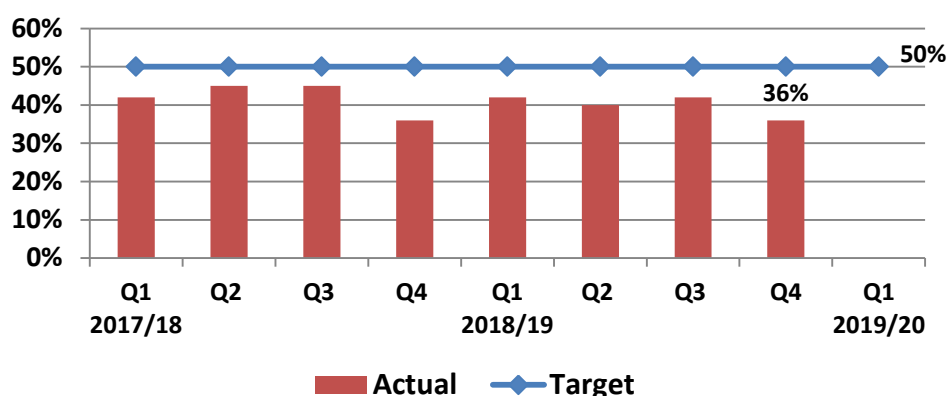
Performance Measures (see table following)

Key challenges - RED status measures (more than 5% off target)



% of household waste recycled and composted

Priority
measure



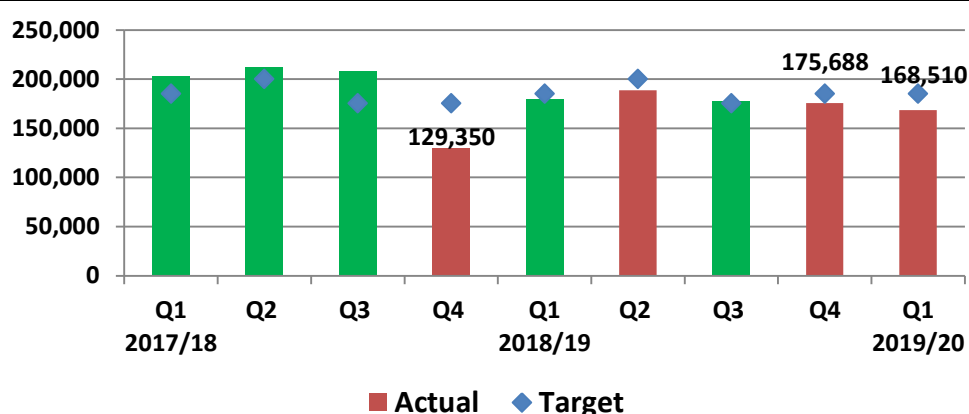
Reported 3 month in arrears. Recycling – 2018/19 annual figure was 36% against a target of 50%.

Action:

This is being addressed with the Recycling Plan being devised by Community Engagement working with the service. Looking at waste management and how we can both reduce our residual waste volumes collected and increase recycling rates to our target of 50%. Both will contribute to reducing waste costs, but also support the Councils climate change commitments.

Number of visits to Harrow libraries

Priority
measure



6% reduction in the number of physical visits compared to Q1 2018-19. Increase customers accessing the service remotely. Issues with some software updates are impacting the web access

Action:

This national indicator now outdated – we are reviewing the local measure to reflect current use of libraries which goes beyond physical visits. Change in library opening hours from 1st Sep' 2019 is intended to make the libraries more accessible. A refresh of public computers scheduled for 2019-20.

1. Build a Better Harrow														Corporate Scorecard 2019/20			
Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Frequency	Good =	Q1 2018/19			Q4 2018/19			Q1 2019/20					
						Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status			
Number of new Council homes started on site (cumulative)	Community	Phillip O'Dell	Paul Walker	Q	Higher	0	0	HG	0	0	HG	27	27	LG			
Number of new Council homes completed (cumulative)	Community	Phillip O'Dell	Paul Walker	Q	Higher	4	4	LG	90	76	HR	85	75	HR			
Percentage of Council Tax collected (cumulative)	Resources	Adam Swersky	Charlie Stewart	Q	Higher	30.25%	30.33%	LG	97.25%	97.34%	LG	30.25%	29.79%	A			
Percentage of non-domestic rates collected	Resources	Adam Swersky	Charlie Stewart	Q	Higher	33.5%	35.64%	HG	97.0%	96.04%	A	34%	34.88%	LG			
Number of new RP (housing association) affordable rent & shared ownership homes completed	Community	Phillip O'Dell	Paul Walker	Q	Higher	52	14	HR	207	172	HR	52	12	HR			
Number of properties recovered via housing tenancy & RTB fraud (cumulative)	Community	Phillip O'Dell	Paul Walker	A	Higher	-	-	Reports Q4 Only	10	8	HR	-	-	Reports Q4 Only			
Total new homes delivered in the Heart of Harrow Opportunity Area (cumulative)	Community	Keith Ferry	Paul Walker	A	Higher	-	-	Reports Q4 Only	300	1,226	HG	-	-	Reports Q4 Only			
% of Disabled Facility Grant and Council adaptations carried out against available budget	Community	Phillip O'Dell	Paul Walker	Q	Higher	-	-	NEW IN 2019/20	-	-	NEW IN 2019/20	12%	12%	LG			
(New measure) Surplus school capacity maintained in the range 5%-10% - to be defined	People	Christine Robson	Paul Hewitt	Q	Range	-	-	NEW IN 2019/20	-	-	NEW IN 2019/20	TBA	-	Note 1			
(New in-house) % of land assessed for litter that falls below an acceptable standard	Community	Varsha Parmar	Paul Walker	Q	Lower	10%	9%	HG	-	-	No survey this quarter	10%	6%	HG			
% of household waste recycled and composted	Community	Varsha Parmar	Paul Walker	Q	Higher	50%	40%	HR	50%	36%	HR	50%	-				
Number of book issues	Community	Varsha Parmar	Paul Walker	Q	Higher	170,000	167,237	A	170,000	163,553	A	170,000	187,880	HG			
Number of e-book issues	Community	Varsha Parmar	Paul Walker	Q	Higher	-	-	NEW IN 2019/20	-	-	NEW IN 2019/20	4,000	4,462	HG			
Number of visits to Harrow libraries	Community	Varsha Parmar	Paul Walker	Q	Higher	185,000	179,290	A	185,000	175,688	LR	185,000	168,510	LR			
Number of visits to Harrow Arts Centre	Community	Varsha Parmar	Paul Walker	Q	Higher	50,000	63,031	HG	50,000	71716	HG	50,000	71,434	HG			

Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Frequency	Good =	Q1 2018/19			Q4 2018/19			Q1 2019/20		
						Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of visits to Museum.	Community	Varsha Parmar	Paul Walker	Q	Higher	14,000	35,227	HG	14,000	18,122	HG	14,000	15,185	HG
Number of Park User Groups	Community	Varsha Parmar	Paul Walker	Q	Higher	23	27	HG	23	27	HG	26	27	LG
Number of users of Harrow's leisure facilities	Community	Varsha Parmar	Paul Walker	Q	Higher	320,000	350,850	LG	340,000	356,702	LG	340,000	355,897	LG
Number of users of Harrow's library & leisure facilities	Community	Varsha Parmar	Paul Walker	Q	Higher	505,000	530,140	LG	525,000	532,390	LG	525,000	524,407	A

Note 1: Measure to be defined and targets to be set

BL = baselining

Key to RAG status		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met target or exceeded it by under 5%
A	Amber	Just off target - less than 5%
LR	Low Red	Between 5% and 10% off target
HR	High Red	More than 10% off target

Corporate Priority: Supporting those most in need

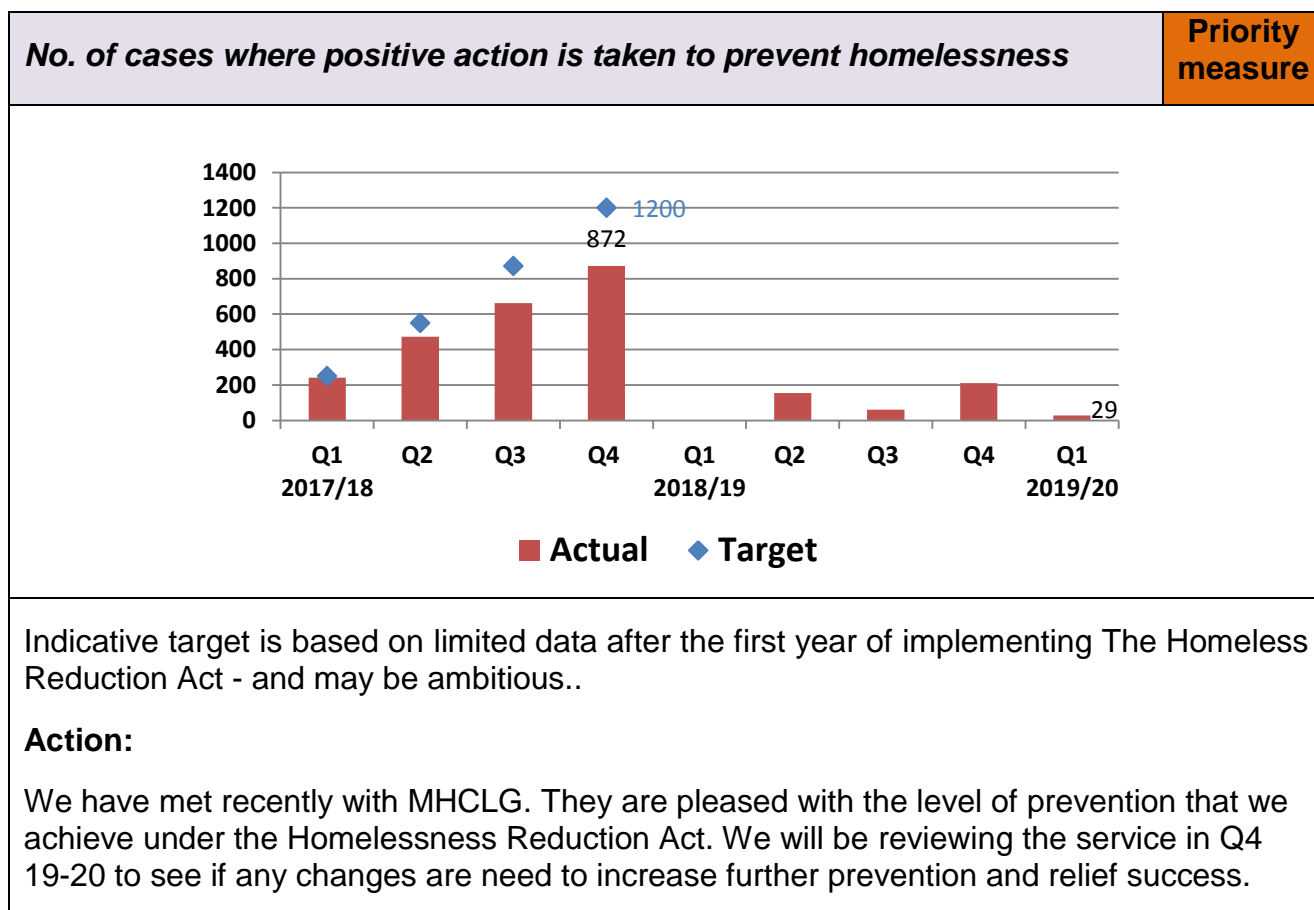
Key Projects and Initiatives

Where an objective set out in the Harrow Ambition Plan will be reported against by a narrative update, progress on these following specific actions will be reported from Q2 2019/20 onwards.

Action
Work to develop and implement a 'Charter of Rights' for private renters
Break the cycle of child poverty
Co-produce a new vision for Adult Social Care – Resilient Communities

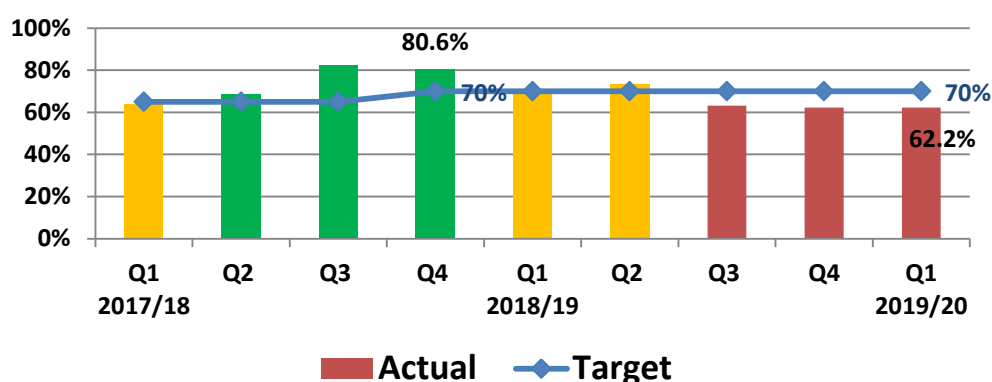
Performance Measures (see table following)

Key challenges - RED status measures (more than 5% off target)



Stability of placements of Children Looked After - long term - more than 2.5 years (PAF D78/NI 63)

**Priority
measure**



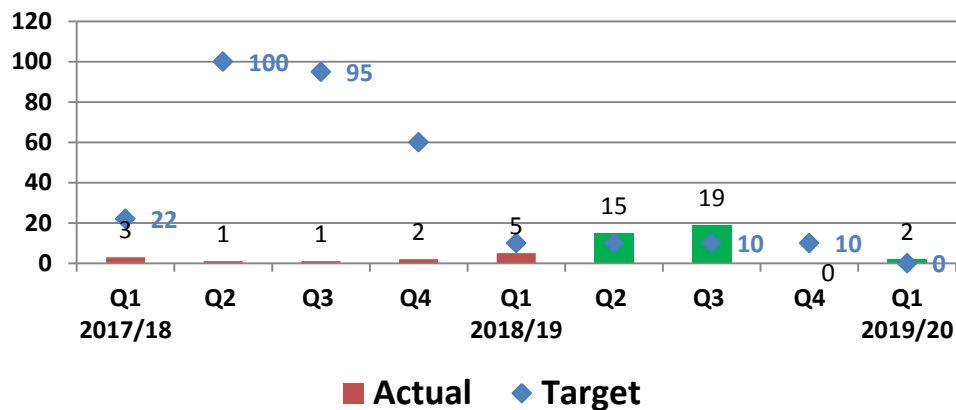
62.2% of children looked after for more than 2.5 years have been in the same placement for more than 2 years, this equates to 23 out of 37 children.

Action:

A strong focus on quality assurance and improvement of practice across the service will continue with regular audits and feedback to practitioners and managers.

No. of families with children or pregnant women in B&B accommodation more than six weeks

Priority measure



We are having to place many more families in B&B accommodation due to HRA17 pressures, welfare reform and the Property Acquisition Programme being halted for 18 months. The effect is the number of families in shared B&B has risen.

Action:

B&B numbers have more or less stabilised. As there are insufficient local affordable self-contained housing solutions, some families remain in shared accommodation over 6 weeks. The numbers fluctuate and are currently stand at 6. All these families have been offered self-contained accommodation away from Harrow but choose to remain in shared local accommodation.

2. Supporting those most in need														Corporate Scorecard 2019/20		
Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Frequency	Good =	Q1 2018/19			Q4 2018/19			Q1 2019/20				
						Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status		
Total number of households to whom we have accepted a full homelessness duty in the previous 12 months	Community	Phillip O'Dell	Paul Walker	Q	Lower	320	285	HG	320	229	HG	210	218	A		
Number of cases where positive action is taken to prevent homelessness (year to date)	Community	Phillip O'Dell	Paul Walker	Q	Higher	BL	60	Note 1	BL	211	Note 1	60	29	HR		
New No. of homes purchased by the Council for use as temporary accommodation	Community	Phillip O'Dell	Paul Walker	A	Higher	-	-	NEW IN 2019/20	BL	42	NEW IN 2019/20	-	-	Reports Q4 Only		
Number of empty properties brought back into use	Community	Phillip O'Dell	Paul Walker	A	Higher	-	-	Reports Q4 Only	29	24	HR	-	-	Reports Q4 Only		
New Number of rough sleepers provided with new supported accommodation	Community	Phillip O'Dell	Paul Walker	A	Lower	-	-	NEW IN 2019/20	-	-	NEW IN 2019/20	-	3	Note 1		
% of new attendances who have been offered HIV testing	People	Simon Brown	Paul Hewitt	Q	Higher	99%	97%	A	99%	97%	A	97%	-	Note 2		
% of new attendances who have accepted HIV testing	People	Simon Brown	Paul Hewitt	Q	Higher	84%	86%	LG	84%	89%	HG	84%	-			
% of Mental Health service clients living independently	People	Simon Brown	Paul Hewitt	Q	Higher	82%	81.8%	A	82%	-		70%	77.5%	HG		
% of adults in contact with secondary mental health services in paid employment	People	Simon Brown	Paul Hewitt	Q	Higher	6.5%	8.5%	HG	7%	-		4.5%	7.2%	HG		
The emotional health of children looked after for one year plus aged 4–16	People	Christine Robson	Paul Hewitt	A	Higher	-	-	Reports Q4 Only	14	14.9	HG	14	13.4	A		
Number of families with improved outcomes	People	Christine Robson	Paul Hewitt	Q	Higher	-	-	Reports Q4 Only	-	270	HR	-	-	Reports Q4 Only		
% of repeat Child Protection Plans within 2 years	People	Christine Robson	Paul Hewitt	Q	Lower	16	13.1	HG	16	13.7	HG	16	11	HG		
% of children with Child Protection Plan (CPP) for 2 years or more (snapshot)	People	Christine Robson	Paul Hewitt	Q	Lower	2	2.1	A	2	0.4	HG	2	1.4	HG		
Stability of placements of Children Looked After (3 moves or more) (BV49/PAF A1)	People	Christine Robson	Paul Hewitt	Q	Lower	2.5%	2.1%	HG	10%	10.7%	LR	2.5%	1.2%	HG		
Stability of placements of Children Looked After - long term - more than 2.5 years (PAF D78/NI 63)	People	Christine Robson	Paul Hewitt	Q	Higher	70.0%	68.8%	A	53.8%	62.2%	HG	70.0%	62.2%	HR		
% of children aged 4-5 classified as obese	People	Simon Brown	Paul Hewitt	Q	Lower	-	-	New in 2019/20	8.3%	8.4%	A	-	-	Note 2		
% of children aged 10-11 classified as obese	People	Simon Brown	Paul Hewitt	Q	Lower	-	-	New in 2019/20	20.0%	20.6%	A	-	-			
Slope index of inequality in life expectancy at birth (Male)	People	Simon Brown	Paul Hewitt	A	Lower	-	-	Reports Q4 Only	6.7	6.7	LG	-	-	Reports Q4 Only		

Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Freque ncy	Good =	Q1 2018/19			Q4 2018/19			Q1 2019/20		
						Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Slope index of inequality in life expectancy at birth (Female)	People	Simon Brown	Paul Hewitt	A	Lower	-	-	Reports Q4 Only	3	3	LG	-	-	Reports Q4 Only
No. of families with children or pregnant women that had been in B&B accommodation more than six weeks	Community	Phillip O'Dell	Paul Walker	Q	Lower	10	8	HG	10	8	HG	0	2	HR
Avg. no. of new long term service users per week from community based referrals (rolling year: local measure)	People	Simon Brown	Paul Hewitt	M	Lower	-	-	NEW IN 2019/20	-	-	NEW IN 2019/20	-	6.4	BL
Avg. no. of new long term service users per week from hospital based referrals (rolling year: local measure)	People	Simon Brown	Paul Hewitt	M	Lower	-	-	No survey this quarter	-	-	No survey this quarter	-	9	BL

(No Resources measures in this section)

Resources

BL = baselining

Note 1: No Target . Baselining due to policy change

Note 2: Data reported 3 months in arrears

Key to RAG status		
HG	High Green	Has exceeded target by 5% or more
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Corporate Priority: Preserving Vital Public Services

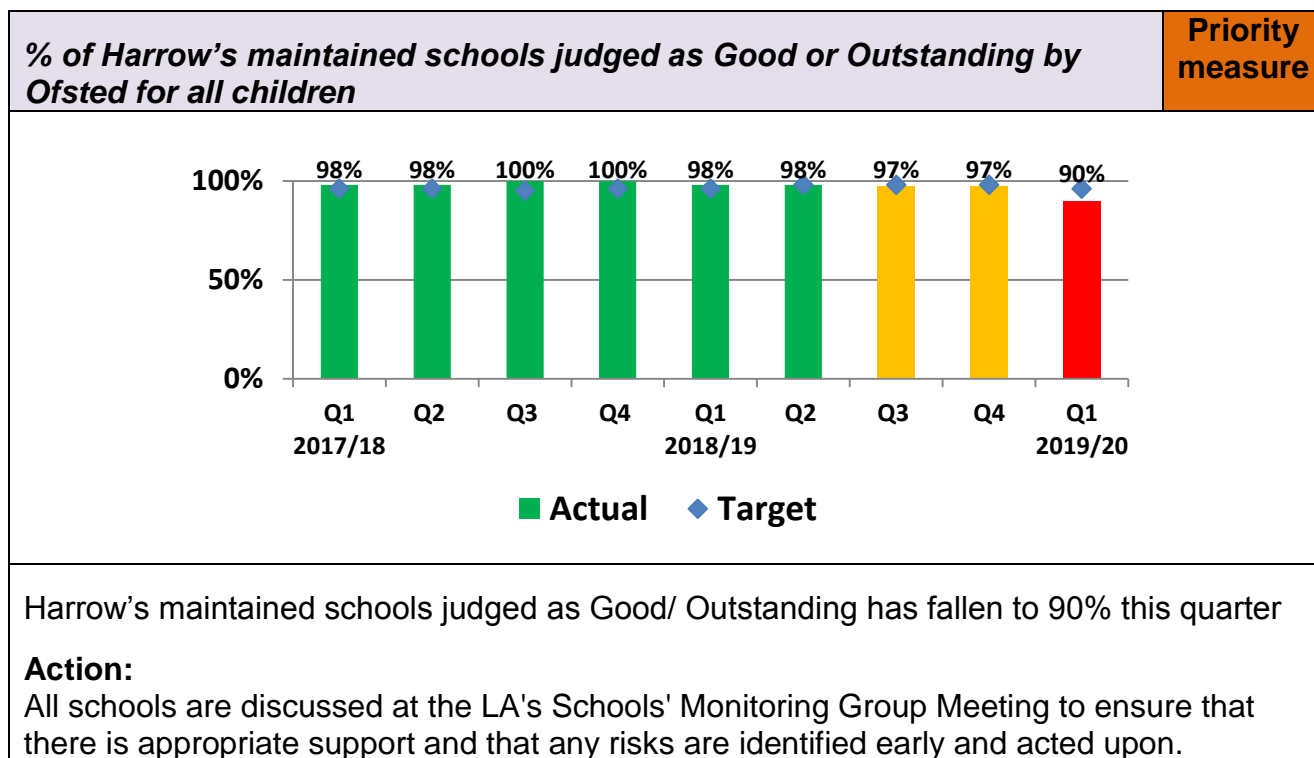
Key Projects and Initiatives

Where an objective set out in the Harrow Ambition Plan will be reported against by a narrative update, progress on these following specific actions will be reported from Q2 2019/20 onwards.

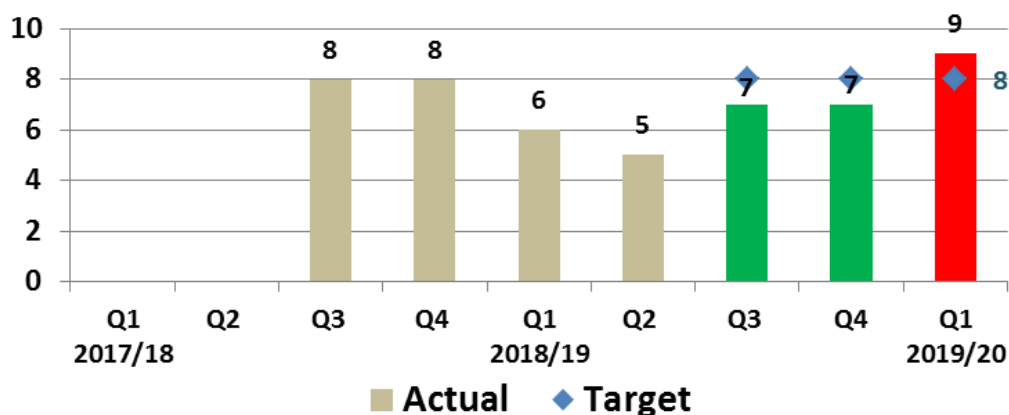
Action
Engage with the Government's Fair Funding review and Spending Review 2019
Night tube ambition for Piccadilly and Metropolitan lines and step free access to Harrow on the Hill.
Work with the Mayor's office to ensure Tube fares are frozen until 2020
Protect local residents from the impact of increased school congestion
Invest around £20m in road paving, cycling lanes, resurfacing and maintenance, to improve the physical infrastructure of the borough
Develop a Cycling Vision & Strategy for Harrow, working with local stakeholders and TfL to improve cycling access in the borough
Provide free parking permits in Controlled Parking Zones for electric vehicles and subsidised parking permits for low- emissions vehicles in Controlled Parking Zones
Explore co-location of key services to improve collaboration
Health and Social Care integration and Better Care Fund plans

Performance Measures (see table following)

Key challenges



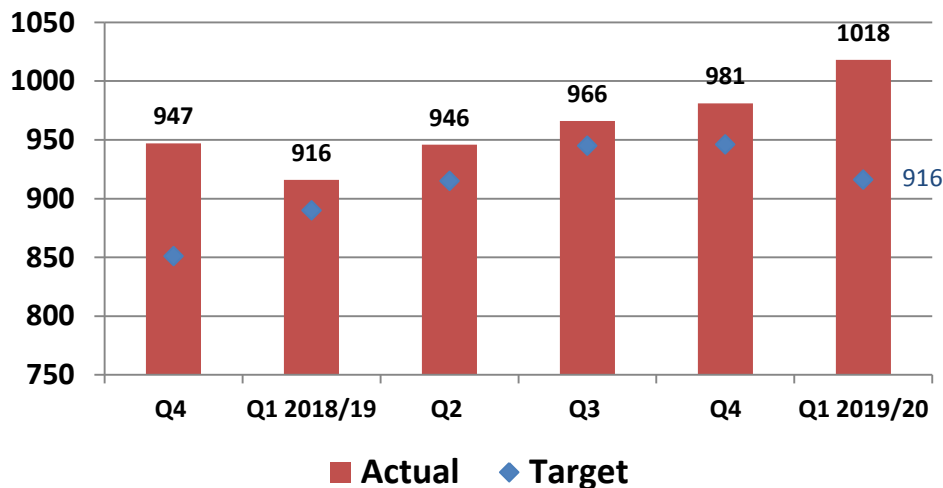
% of Young people within the Youth Justice System receiving a custodial sentence



Figures are only slightly higher than previous quarters with one more sentence. Custody figures can be variable and we don't consider this to reflect a change in offending behaviour patterns. Preliminary figures for the next quarter show a decrease back down to 8 sentences for 7 young people.

Violence with injury (non-domestic)

Priority measure



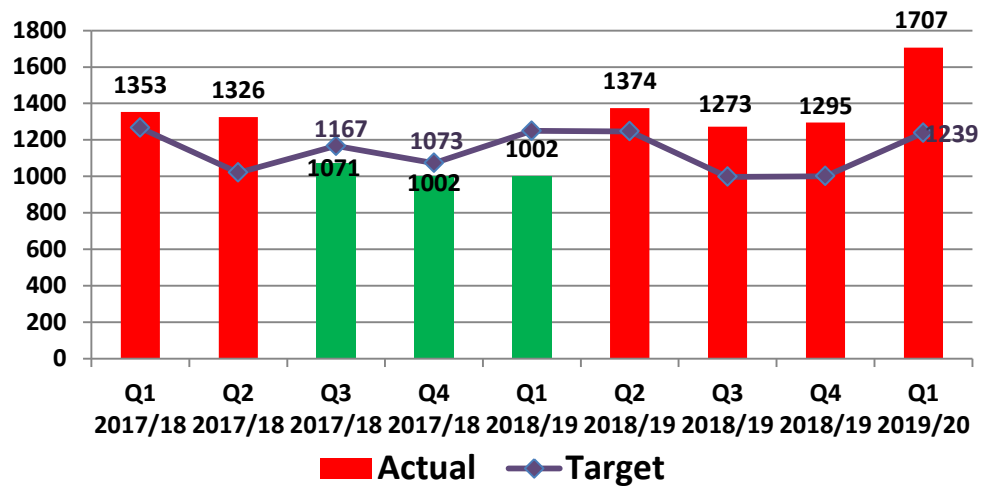
Although weapon enabled crimes have reduced, this more broad measure of violence is above our target.

Action:

The Council will be discussing this issue with the police to understand what can be done to reduce violence across the borough and other ways the Council and other partners can support such initiatives. This will be covered at Safer Harrow.

Number of anti-social behaviour incidents

Priority
measure



There has been a significant increase since last quarter and the same period last year. Harrow continues to have the lowest rate of ASB among neighbouring boroughs

Action:

Various initiatives and projects are in place working with young people to address ASB. This also includes the Youth Offer. ASB reduction is a priority area for the Safer Harrow Partnership

3. Preserving Vital Public Services													Corporate Scorecard 2019/20		
Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	Frequency	Good =	Q1 2018/19			Q4 2018/19			Q1 2019/20				
					Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status		
% of trips by walking and cycling	Community	Varsha Parmar	A	Higher	-	-	Reports Q4 Only	-	48%	BL	-	-	Reports Q4 Only		
NEW Number of school travel plans in place	Community	Varsha Parmar	A	Higher	-	-	Reports Q4 Only	43	44	LG	-	-	Reports Q4 Only		
% of Harrow's maintained schools judged as Good or Outstanding by Ofsted for all children	People	Christine Robson	Q	Higher	96%	98%	LG	96%	95%	A	96%	90%	LR		
Violence with injury (non-domestic), rolling 12 months	Resources	Adam Swersky	Q	Lower	890	916	A	946	981	A	916	1018	HR		
Knife crime with injury (victims under 25), rolling 12 months	Resources	Adam Swersky	Q	Lower	46	56	HR	53	32	HG	31	29	HG		
% of Reoffenders after 12 months	People	Christine Robson	Q	Lower	YoYR	33.3%	HG	YoYR	36.4%	HG	33.3%	34.3%	A		
% of Young people within the Youth Justice System receiving a custodial sentence	People	Christine Robson	Q	Lower	-	8	BL	-	7	BL	8	9	HR		
First time entrants to Youth Justice System (rate per 100,000 of 10-17 population)	People	Christine Robson	Q	Lower	YoYR	76 (324)	HG	YoYR	41 (176)	HG	YoYR	42 (179)	HG		
Total crime (incidents)	Resources	Krishna Suresh	Q	Lower	-	14,053	MI only	-	15,672	MI only	-	16,343	MI only		
Total crime (rate per 1,000 population)	Resources	Krishna Suresh	Q	Lower	-	55.16	MI only	-	61.52	MI only	-	64.2	MI only		
Domestic abuse offences (rolling 12 months)	Resources	Krishna Suresh	Q	Lower	1582	1788	HR	1796	1985	HR	1984	1994	A		
Domestic incidents (rolling 12 months)	Resources	Krishna Suresh	Q	Lower	-	2942	New in 2019/20	-	3066	New in 2019/20	3065	3101	A		
Number of anti-social behaviour incidents	Resources	Krishna Suresh	Q	Lower	1249	1240	LG	1001	1295	HR	1239	1707	HR		
Sexual offences (rolling 12 months)	Resources	Krishna Suresh	Q	Lower	65	79	HR	88	104	HR	78	77	LG		
Number of trained Community Champions	Community	Krishna Suresh	Q	Higher	1100	1089	A	1100	1089	A	1100	1080	A		

Key to RAG status		
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LG	Low Green	Has met target or exceeded it by under 5%
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HR	High Red	More than 10% off target

BL = baselining

Corporate Priority: A strong local economy for all

Key Projects and Initiatives

Where an objective set out in the Harrow Ambition Plan will be reported against by a narrative update, progress on these following specific actions will be reported from Q2 2019/20 onwards.

Action
Create workspace to support the needs of growing local businesses and to attract new businesses into Harrow
Run debt advice clinics for residents of the borough, to tackle mounting debt especially amongst young people
Launch an independent Low Pay Commission in Harrow, to tackle the issue of low wages in our borough
Be proactive in bidding for strategic funds from central government and bring new revenue streams into the borough
Support the development of a third runway at Heathrow airport.
Work with regional and national stakeholders to attract investment into Harrow

Performance Measures (see table following)

Summary of key challenges

None this quarter

4. A Strong Local Economy for All															Corporate scorecard 2019/20				
Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Frequency	Good =	Q1 2018/19			Q4 2018/19			Q1 2019/20							
						Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status					
Number of businesses supported by the Council (business survival and business growth support provided)	Community	Keith Ferry	Paul Walker	A	Higher	-	-	Reports Q4 Only	550	850	HG	-	-	Reports Q4 Only					
% of 3rd party spend placed with local providers (amended 2019/20)	Resources	Adam Swersky	Charlie Stewart	Q	Higher	15%	27%	HG	15%	-	HG	25%	27%	HG					
Number of apprentices / work experience places offered / procurement apprenticeships	Community	Keith Ferry	Paul Walker	A	Higher	-	-	Reports Q4 Only	10	56	HG	-	-	Reports Q4 Only					
Percentage of 16 to 18 year olds who are in education, employment or training (EET)	People	Christine Robson	Paul Hewitt	Q	Higher	98%	98.8%	LG	98%	98.9%	LG	98%	98.8%	LG					
Number of residents supported into employment, by the Council (job brokerage & employment provision)	Community	Keith Ferry	Paul Walker	A	Higher	-	-	Reports Q4 Only	100	143	HG	-	-	Reports Q4 Only					
Young people (under 25) supported into work, training, apprenticeships	Community	Keith Ferry	Paul Walker	A	Higher	-	-	Reports Q4 Only	50	66	HG	-	-	Reports Q4 Only					

Key to RAG status		
HG	High Green	Has exceeded target by 5% or more
LG	Low Green	Has met target or exceeded it by under 5%
A	Amber	Just off target - less than 5%
LR	Low Red	Between 5% and 10% off target
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Corporate Priority: Modernising Harrow Council

Key Projects and Initiatives

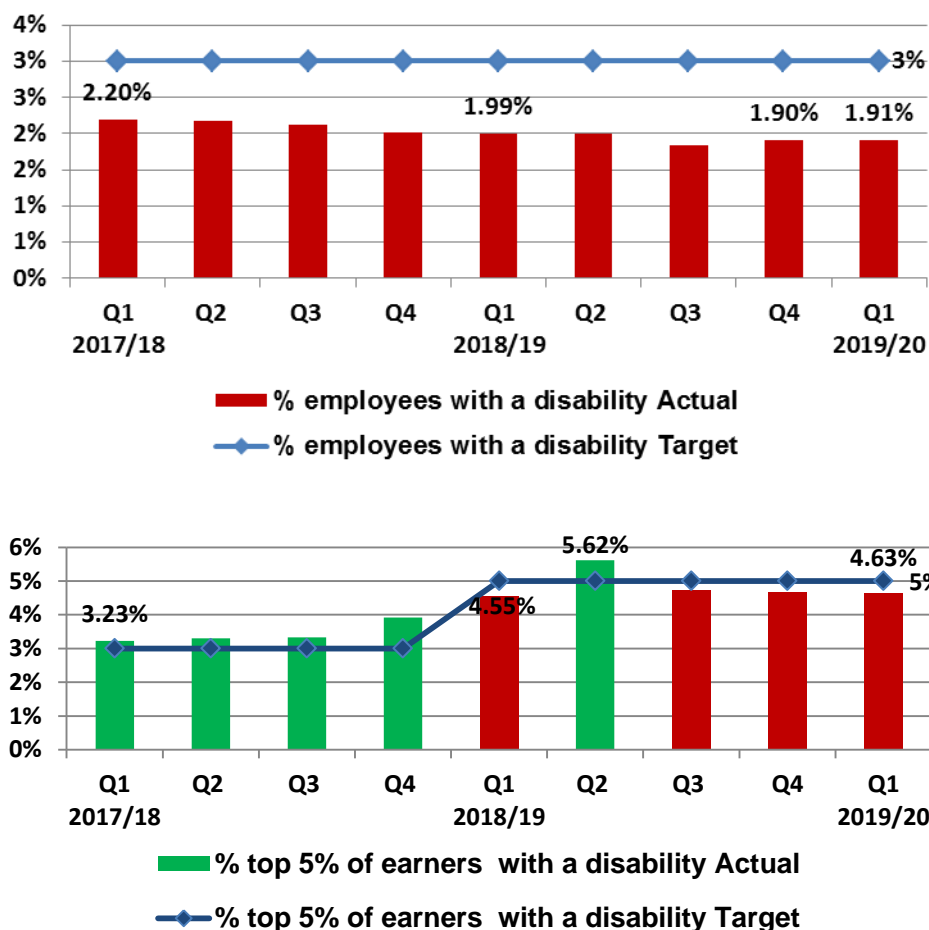
Where an objective set out in the Harrow Ambition Plan will be reported against by a narrative update, progress on these following specific actions will be reported from Q2 2019/20 onwards.

Action
Review the number of councillors per ward with a view to lowering the cost of running the council
Consider in-house or non- profit options for all operations and supplier procurements
Continue to explore and expand shared service arrangements
Bring in new commercial income
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
Reduce our carbon footprint, emissions from council buildings and energy bills
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
50% of trips to be on foot, by cycle or by public transport by 2021
Introduce "no-go" areas for high emissions vehicles and incentivise electric vehicle usage
Create electric vehicle charging points throughout the borough
Ensure our new civic centre is a zero-emissions council building
Work with the Mayor's office to bring 5G to Harrow
Make Harrow a 'smartphone' council, with key services such as street cleaning and fly-tipping reporting accessible through digital means
Go paperless in meetings
Open up Harrow Council data to foster innovation
Explore the use of crowdsourcing to encourage civic engagement
Explore the implications and benefits for Harrow residents of joining the Greater London Mutual Bank
Stonewall workplace equalities index
Disability Confident level 2 accreditation
Embed effective standards for countering fraud and corruption from the organisation to minimise impact on service provision

Performance Measures (see table following)

Key challenges

Proportion of disabled employees & % top 5% of earners who are disabled



These indicators measure the proportion of disabled employees through their self declaration as recorded on SAP.

Performance has been relatively static for a number of quarters, but falls below the target.

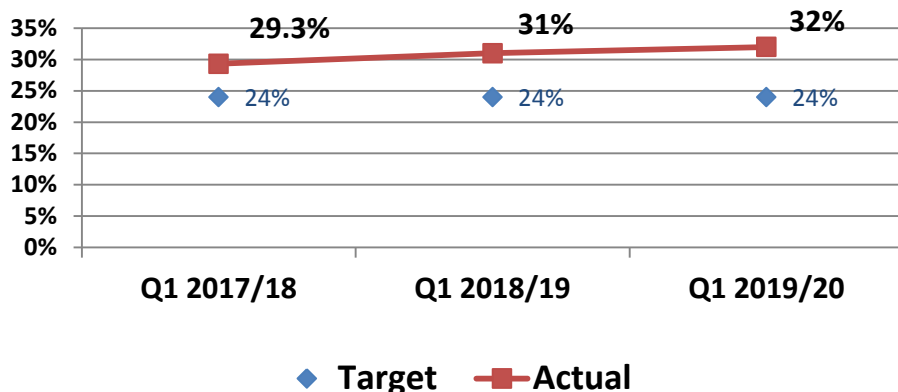
Action:

As part of the HR improvements necessary as the shared service returns to Harrow, recruitment has been highlighted as one of the areas to focus on.

There is also work to be undertaken to understand why staff do not give their social identity openly about their disability, but we know through staff surveys that the percentage of staff that identify as disabled are higher than this.

The Council has also recently signed up to the Business Disability Forum which will also be a resource to support creating a better environment for staff with disabilities

% inequality gap in achievement across all the Early Learning Goals at EYFS

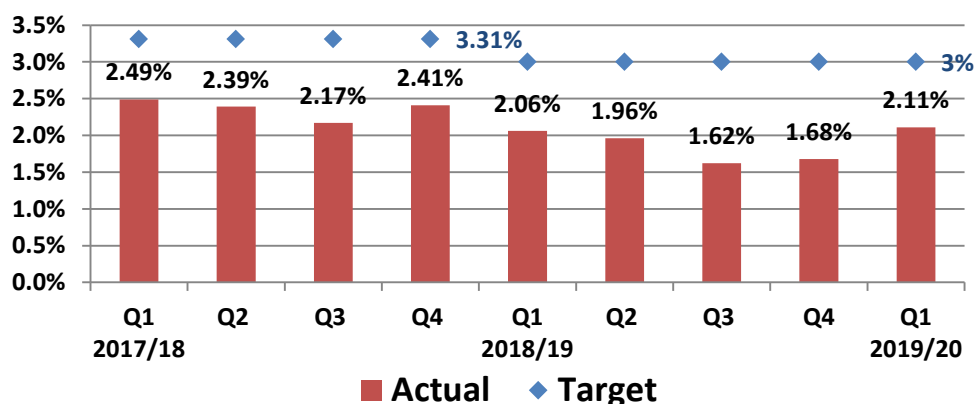


This indicator is part of a collection of indicators measuring our corporate equalities objectives. Harrow's 2017-18 gap of 32.0% has widened from 31.0% in 2016-17 and 29.3% in 2015-16. Harrow's gap is slightly wider than the national (31.8%) and statistical neighbour (31.1%) gaps.

Action:

Improvements in overall EYFS results have led to an increase in the gap, and work is taking place with settings and schools to maintain overall standards but support improvement for lowest 20%. Detailed analysis of the data is being carried out and may support a change in the target. Reassurance is provided by strong performance in achievement and narrowing of the gap for children with SEN, and positive feedback on our support for vulnerable children in the recent Ofsted SEND inspection.

Proportion of Harrow Council employees aged less than 25



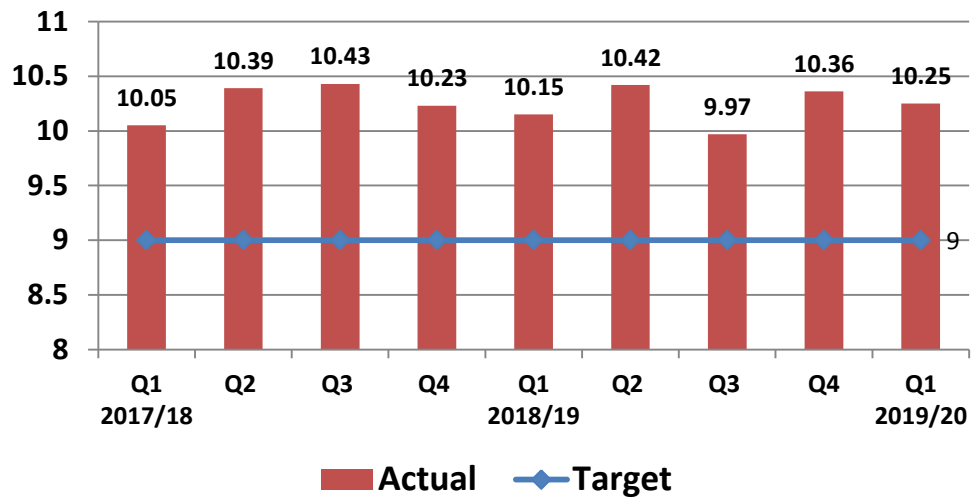
Performance has been relatively static for a number of quarters, but falls below the target.

Action:

As part of the HR improvements necessary as the shared service returns to Harrow, recruitment has been highlighted as one of the areas to focus on. This is expected to be undertaken in the coming months.

Staff sickness absence

Priority
measure



Working Days Lost per FTE due to Sickness in Q1 is 10.25, reduction since Q4 (10.36) but increasing from the same period last year (10.15).

Action:

It is recognised that more work needs to be undertaken to support effective absence management in the Council. This is being prioritised in the HR Improvement Plan, and the improvement actions for absence management will be forthcoming in Q4 of this year.

5. Modernising Harrow Council													Corporate scorecard 2019/20		
Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Q1 2018/19			Q4 2018/19			Q1 2019/20					
				Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status			
% of customer calls answered <30 secs	Resources	Adam Swersky	Charlie Stewart	86%	83%	A	86%	83%	A	90%	87%	A			
% customer contact by self-service (includes web forms, kiosks, web visits)	Resources	Adam Swersky	Charlie Stewart	86%	88%	LG	88%	90%	LG	90%	91%	LG			
Proportion of disabled employees (equalities measure)	Resources	Adam Swersky	Charlie Stewart	3%	1.99%	HR	3%	1.84%	HR	3%	1.91%	HR			
% top 5% of earners who are women (equalities measure)	Resources	Adam Swersky	Charlie Stewart	50%	54.55%	HG	50%	52.83%	HG	50%	55.56%	HG			
% of top 5% of earners who are BAME (equalities measure)	Resources	Adam Swersky	Charlie Stewart	25%	23.86%	A	25%	25.47%	LG	25%	26.9%	HG			
% top 5% of earners who are disabled (equalities measure)	Resources	Adam Swersky	Charlie Stewart	5%	4.55%	LR	5%	4.72%	LR	5%	4.63%	LR			
Proportion of Harrow Council employees aged less than 25 (equalities measure)	Resources	Adam Swersky	Charlie Stewart	3%	2.06%	HR	3%	1.62%	HR	3%	2.11%	HR			
Staff sickness absence - average days per FTE (excluding schools staff)	Resources	Adam Swersky	Charlie Stewart	9	10.15	HR	9	10.36	HR	9	10.25	HR			
Adult Social Care - Equality of Service Provision (equalities measure)	People	Christine Robson	Paul Hewitt	0.9-1.1	0.93	G	0.9-1.1	-	A	0.9-1.1	-	A			
The percentage inequality gap in achievement across all the Early Learning Goals at EYFS (equalities measure)	People	Christine Robson	Paul Hewitt	24%	31%	HR	24%	31%	HR	24%	32%	HR			
Number of users of Harrow’s leisure facilities from specific target groups (females)	Community	Varsha Parmar	Paul Walker	50%	50%	LG	50%	50%	LG	50%	50.40%	LG			
Number of users of Harrow’s leisure facilities from specific target groups (disability)	Community	Varsha Parmar	Paul Walker	1.5%	1.3%	HR	1.5%	1.3%	HR	1.5%	1.5%	LG			
Number of users of Harrow’s leisure facilities from specific target groups (60+)	Community	Varsha Parmar	Paul Walker	15%	14.2%	LR	15%	14.3%	A	15%	14.7%	A			

Measure (Annual measures are shown only in the quarter in which they report)	Directorate	PH LEAD	CSB LEAD	Q1 2018/19			Q4 2018/19			Q1 2019/20		
				Target	Actual	RAG Status	Target	Actual	RAG Status	Target	Actual	RAG Status
Number of users of Harrow's leisure facilities from specific target groups (BAME)	Community	Varsha Parmar	Paul Walker	21.5%	21.5%	LG	21.5%	21.5%	LG	21.5%	21.5%	LG
Data breaches	Resources	Adam Swersky	Charlie Stewart	-	-	New in 2019/20	-	-	New in 2019/20	9	9	LG
IT critical system availability	Resources	Adam Swersky	Charlie Stewart	99.9%	100%	LG	99.9%	100%	LG	99.9%	100%	LG

Key to RAG status		
HG	High Green	Has exceeded target by 5% or more
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BL = baselining



REPORT FOR: CABINET

Date of Meeting:	14 th November 2019
Subject:	Corporate Parenting Strategy
Key Decision:	No
Responsible Officer:	Paul Hewitt Corporate Director People Services
Portfolio Holder:	Councillor Christine Robson, Portfolio Holder for Children and Families
Exempt:	No
Decision subject to Call-in:	No the decision is reserved to Council
Wards affected:	All wards
Enclosures:	<ol style="list-style-type: none">1) Corporate Parenting Strategy 2019 to 20212) Recommendation from the Corporate Parenting Meeting held on 2nd October

Section 1 – Summary and Recommendations

This report sets out the Corporate Parenting Strategy

Recommendations:

That the Corporate Parenting Strategy be recommended to Council for approval

Reason: All Councillors are Corporate Parents and need to understand and confirm how these responsibilities are being carried out to adhere to the requirements of the terms of reference of the Corporate Parenting Panel.

Section 2 – Report

Looked After Children and Care Leavers are a vulnerable group. The Council has a responsibility to ensure those who have had a poor start to their lives and become Looked After are given high quality levels of care and support to ensure they are prepared for adulthood; and that good outcomes are achieved in their lives

The Strategy is attached and sets out the key priorities.

Regular performance reports are submitted to the Corporate Parenting Panel alongside which the priorities outlined in the strategy can be measured

The strategy outlines how Children Looked After In Harrow are provided with stable and secure placements and given support to ensure they are healthy and receive good quality education

Ofsted looked at the strategy as part of its inspection in January 2017 and noted that the strategy is detailed and sets out clear priorities and areas for improvement

Risk Management Implications

Risk included on Directorate risk register? Yes

If Harrow does not fulfil its corporate parenting functions it would fail to meet the requirements of increased inspection and regulatory framework for delivering safe and secure services across our partnerships. There is also

financial risk to the MTFS savings if placement sufficiency is not achieved as this could result in an increase in high cost placements

Legal Implications

In accordance with the Council's constitution, one of the roles of the panel is to consider and regularly review on an annual basis a corporate parenting strategy setting out key priorities and areas for action. The Corporate Parenting strategy will be submitted to Cabinet for a recommendation and full council consider it and make a decision on approval.

Once a child becomes looked after, the local authority has a number of duties towards him or her under Children Act 1989 and associated legislation. In addition the local authority has duties to care leavers. These include:

- (a) to safeguard and promote the child's welfare, including providing advice, assistance and befriending;
- (b) to provide services for the child in addition to accommodation;
- (c) to ascertain and give consideration to the wishes and feelings of the child and family members;
- (d) to provide a complaints procedure;
- (e) to keep a child's care plan under review.

The Children and Social Work Act 2017 outlines 7 Corporate Parenting principles

- a) To act in the best interests, and promote the physical and mental health and wellbeing of Looked After Children and Care Leavers
- b) To encourage those children and young people to express their views, wishes and feelings
- c) To take into account the views wishes and feelings of those young people
- d) To help those children and young people gain access to , and make the best use of, services provided by the local authority and its relevant partners
- e) To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- f) For those children and young people to be safe , and for stability in their home lives, relationships and education or work
- g) To prepare those children and young people for adulthood and Independent living

Financial Implications

There are no financial implications arising from this report

Equalities implications / Public Sector Equality Duty

Children Looked After in Harrow come from diverse backgrounds and have a range of needs which reflect that of the wider community

The Corporate Parenting Strategy outlines how foster carers and placements are recruited to ensure these needs are met. It also notes that staff involved in working with Children Looked After reflect the local community.

Council Priorities

Please identify how the decision sought delivers these priorities.

1. **Building a Better Harrow**

- Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home
- Ensure every Harrow child has a school place
- More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion

2. **Supporting Those Most in Need**

- Children and young people are given the opportunities to have the best start in life and families can thrive

3. **Protecting Vital Public Services**

- Healthcare services meet the needs of Harrow residents
- Everyone has access to high quality education
- A strong and resourceful community sector, able to come together to deal with local issues
- Harrow continues to be one of the safest boroughs in London

4. **Delivering a Strong local Economy for All**

- Harrow is a place where people and businesses invest

5. **Modernising Harrow Council**

- Deliver excellent value for money services

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the * Chief Financial Officer
Date: 15 th October 2019		

Name: Aarti Hansrani	<input checked="" type="checkbox"/>	on behalf of the * Monitoring Officer
Date: 26 th October 2019		

Name: Nimesh Mehta	<input checked="" type="checkbox"/>	on behalf of the * Head of Procurement
Date: 16 th October 2019		

Name: Paul Hewitt	<input checked="" type="checkbox"/>	Corporate Director
Date: 3 rd October 2019		

MANDATORY	
Ward Councillors notified:	NO
EqIA carried out:	NO

Section 4 - Contact Details and Background Papers

Contact: Peter Tolley, Divisional Director Children and Young People Services

Call-In Waived by the Chair of Overview and Scrutiny Committee	YES/ NO / NOT APPLICABLE*
<i>(for completion by Democratic Services staff only)</i>	<i>* Delete as appropriate If Yes, set out why the decision is urgent with reference to 4b - Rule 47 of the Constitution.</i>

CORPORATE PARENTING PANEL

MINUTES

2 OCTOBER 2019

Chair:	* Councillor Janet Mote	
Councillors:	* Sue Anderson	* Christine Robson
	* Simon Brown	* Lynda Seymour
	† Angella Murphy-Strachan	* Chloe Smith
Non-Voting Advisory Member:	* Valerie Griffin	Foster Carer
In attendance: (Officers)	Paul Hewitt	Corporate Director, People
	Peter Tolley	Divisional Director, Children and Young People
	Barbara Houston	Head of Service, Corporate Parenting
	David Harrington	Head of Business Intelligence, Resources
	Mellina Williamson-Taylor	Head Teacher, Harrow Virtual School
	Anupameya Jain	Acting Assistant Head Teacher, Harrow Virtual School
	Joanne Tortipidis	Senior Education Officer
	Laurie Ward	Specialist Nurse for Children Looked After, Harrow
	Teresa Chisholm	CNWL

- * Denotes Member present
- (1) Denote category of Reserve Members
- † Denotes apologies received

RECOMMENDED ITEMS

61. Corporate Parenting Strategy 2019/21

Peter Tolley (Divisional Director, Children and Young People Service) introduced the report which set out details of the Council's Corporate Parenting Strategy for 2019/21, explaining that the Panel was being asked to make a recommendation to Cabinet to approve the strategy set out in the report. The Strategy outlined the Council's strategic framework and key priorities relating to CLAs in Harrow in order to ensure they were provided with stable placements, support and education.

Following questions and comments from the Panel, officers advised that:

- The principles of corporate parenting outlined in the Children and Social Work Act 2017 had placed explicit emphasis on the statutory responsibilities of corporate parenting, particularly in relation to care leavers.
- A report focusing specifically on the Council's Participation Strategy outlining the Council's engagement plans with young people would be presented to the Panel at a separate meeting.
- A Children Looked After (CLA) event was planned during the autumn half-term at the Hive Stadium, providing an opportunity to meet young people. An invitation was extended to members and officers to attend.
- Recent training on corporate parenting had been delivered to elected members. The training was annually refreshed to ensure members were kept abreast of the latest developments.
- A number of minor oversights had been made to the content of the report presented to the Panel. It was agreed that the amendments be made prior to presenting the report to Cabinet.

Resolved to RECOMMEND:

That the Cabinet be recommended to approve the Corporate Parenting Strategy 2019/21, subject to agreed adjustments in content.

REPORT FOR: Corporate Parenting Panel

Date of Meeting: 2nd October 2019

Subject: Corporate Parenting Strategy

Key Decision: No

Responsible Officer: Paul Hewitt Corporate Director People Services

Portfolio Holder: Councillor Christine Robson , Portfolio Holder for Children and Families

Exempt: No

Decision subject to Call-in: No the decision is reserved to Council.

Wards affected: All wards

Enclosures: Corporate Parenting Strategy 2019 to 2021

Section 1 – Summary and Recommendations

This report sets out the Corporate Parenting Strategy

Recommendations:

To note and comment on the Corporate Parenting Strategy for referral to Cabinet for its consideration and recommendation to Council for approval.

Reason: All Councillors are Corporate Parents and need to understand and confirm how these responsibilities are being carried out. To adhere to the requirements of the Terms of Reference of the Corporate Parenting Panel.

Section 2 – Report

Looked After Children and Care Leavers are a vulnerable group. The Council has a responsibility to ensure those who have had a poor start to their lives and become Looked After are given high quality levels of care and support to ensure they are prepared for adulthood; and that good outcomes are achieved in their lives

The Strategy is attached and sets out the key priorities.

Regular performance reports are submitted to the Corporate Parenting Panel alongside which the priorities outlined in the strategy can be measured

The strategy outlines how Children Looked After In Harrow are provided with stable and secure placements and given support to ensure they are healthy and receive good quality education

Ofsted looked at the strategy as part of its inspection in January 2017 and noted that the strategy is detailed and sets out clear priorities and areas for improvement

Risk Management Implications

Risk included on Directorate risk register? Yes

If Harrow does not fulfil its corporate parenting functions it would fail to meet the requirements of increased inspection and regulatory framework for delivering safe and secure services across our partnerships. There is also financial risk to the MTFS savings if placement sufficiency is not achieved as this could result in an increase in high cost placements.

Legal Implications

In accordance with the Council's constitution, one of the roles of the panel is to consider and regularly review on an annual basis a corporate parenting strategy setting out key priorities and areas for action. The Corporate Parenting strategy will be submitted to Cabinet and full council for consideration and decision on approval.

Once a child becomes looked after, the local authority has a number of duties towards him or her under Children Act 1989 and associated legislation. In addition the local authority has duties to care leavers. These include:

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- f) For those children and young people to be safe , and for stability in their home lives, relationships and education or work
- g) To prepare those children and young people for adulthood and Independent living

Financial Implications

There are no financial implications arising from this report.

Equalities implications / Public Sector Equality Duty

Children Looked After in Harrow come from diverse backgrounds and have a range of needs which reflects that of the wider community. The Corporate Parenting strategy outlines how foster carers and placements are recruited to ensure these needs are met and how a range of services are available to meet their diverse needs. It also notes that the staff involved in working with Children Looked After reflect the local community

Council Priorities

Please identify how the decision sought delivers these priorities.

1. **Building a Better Harrow**

- Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home
- Increase the supply of genuinely affordable and quality housing for Harrow residents
- Ensure every Harrow child has a school place
- Keep Harrow clean
- More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion

2. **Supporting Those Most in Need**

- Reduce levels of homelessness in the borough
- Empower residents to maintain their well-being and independence
- Children and young people are given the opportunities to have the best start in life and families can thrive
- Reduce the gap in life expectancy in the borough

3. **Protecting Vital Public Services**

- Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles
- Healthcare services meet the needs of Harrow residents
- Everyone has access to high quality education
- A strong and resourceful community sector, able to come together to deal with local issues
- Harrow continues to be one of the safest boroughs in London

4. **Delivering a Strong local Economy for All**

- A strong, vibrant local economy where local businesses and thrive and grow
- Reduce levels of in-work poverty and improve people's job opportunities
- Harrow is a place where people and businesses invest

5. **Modernising Harrow Council**

- Deliver excellent value for money services
- Reduce the borough's carbon footprint
- Use technology and innovation to modernise how the Council works
- Improving access to digital services

Section 3 - Statutory Officer Clearance

Name: Jo Frost	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 20 th September 2019		
Name: Aarti Hansrani	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 26 th September 2019		
Name: Paul Hewitt	<input checked="" type="checkbox"/>	Corporate Director
Date: 20 th September 2019		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	NO
EqIA cleared by:	Update report.

Section 4 - Contact Details and Background Papers

Contact: Peter Tolley, Divisional Director Children and Young People

Background Papers: None

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