

Harrow Ambition 2020

**Working Together to
Make a Difference for
Harrow**

Leader's Introduction

We are ambitious for Harrow, the Council and our residents.

In 2014 the administration was elected on a pledge of making a difference for communities, families, businesses and vulnerable people.

At the time Harrow Council was facing its largest ever funding shortfall. Since then the Government has imposed further cuts on Harrow Council; in total £83m of cuts will be imposed on Harrow Council and our residents from 2014 to 2018 – this is over 50% of our controllable spend on services from street cleaning to care for our older people. National decisions are having local consequences in Harrow including cuts to police officers and increased waiting times at our local hospital.

We are showing leadership and ambition even in these difficult circumstances. We are continuing to make Harrow a better place to live and do business.

For the first time ever, we are producing a three year budget. This will give long term stability to the Council so we can plan ahead for a sustainable future and deliver fewer but higher quality services.

Our approach is now much more business-like. We know we can no longer rely on Government funding so we are becoming much more commercial with our growth of new business ventures and sharing services with other Councils, which is saving us hundreds of thousands of pounds in back office costs. At the same time we are creating new jobs and apprenticeships, giving opportunities to our young people.

Meanwhile our ambitious regeneration plans to 'Build a Better Harrow' will create thousands of much needed affordable and high-quality homes, bring jobs and investments into the Borough, new schools, cleaner and greener neighbourhoods and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets.

By 2020 Harrow Council will be moving into a new Civic Centre, designed in consultation with residents to be at the heart of the community and Wealdstone, supporting local businesses, local families and turning round an area that has been ignored for far too long.

Our vision and priorities for Harrow are to work together to make a difference for all our communities, families, businesses and vulnerable people, ensuring everyone has access to opportunities to improve their lives.

Together we can create the places and the opportunities that our communities deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of. Together we can build a better Harrow, for today, and for future generations.

Cllr David Perry
Leader of Harrow Council

How we will deliver our Vision

The Council's strategy to deliver its vision of 'Working together to make a difference for Harrow', between now and 2020 is to:

- **Build a Better Harrow**

Together we are building a better Harrow, for today, and for future generations, creating the places and the opportunities that all our residents deserve: a thriving, modern, inclusive and vibrant borough that makes Harrow a home to be proud of.

Harrow is a good place to live, but we want to make Harrow a great place to live. Many residents are not feeling the benefits of economic growth and we want all our residents to have the opportunity to get a good job, access good education, improve their skills and live in a house they are proud to call a home. We have over £1.75bn of public and private investment lined up to deliver thousands of affordable homes, new schools and an improved entertainment, cultural and leisure offer to bring a new buzz to our high streets. We need to create more jobs that will remain in Harrow and offer our residents from school leavers to parents the chance to move onwards and upwards.

We want our local businesses to be successful and able to reach their full potential with access to more commercial workspace and the ability to employ local people in the many jobs they are able to create. We want local businesses to be able to tender for work locally and benefit from the £1.75bn investment in Harrow by investing in their workforce to help build prosperous communities.

We want Harrow to be an attractive place to live, work and invest in. We want young people who grow up in Harrow to be able to afford to build a life here. We also

want a good cultural, leisure and night-life offer that is celebrated and well used. We want to support people to be healthy and our environment to be safe, clean and accessible. We want local people to take pride in their neighbourhoods. We want to help our communities to help themselves, either by increasing their skills, getting a better job, or accessing information and advice that can solve a problem. We will seek to empower and inspire local people to become more active citizens, able to contribute to local decision-making and play a greater part in their community.

- **Be More Business-like and Business Friendly**

We want to be seen as a Council that understands the needs of local businesses, and supports them to grow and be successful. We also want to be seen as a well-run Council, with our residents supporting our growing set of business ventures. We want our commercial services to be profitable and used by local residents and businesses, so the profits can then be re-invested back into those services most valued by our residents.

Our efforts to increase business growth in Harrow will increase as Councils are expected to become self-financing by 2020. Businesses are essential to *Build a Better Harrow*, so we will focus our efforts on increasing business activity in the borough. We will also use the opportunities from devolution to London and the West London Economic Prosperity Board to continue to invest in skills and apprenticeships so our residents can benefit from growth, and we can gain income from a growing and profitable business base.

We want to have as lean a management structure as we can, enabling as much of our money as possible to be spent on those services that matter most to residents. It is important that we are able to manage the levels of demand for services so the Council will still be investing

in early intervention - preventing problems from escalating. This will be important in our regeneration programme, for example by designing out crime and making homes more energy efficient to avoid fuel poverty, but also through those services that help older people remain healthy and stay in their homes for longer, and working with families to prevent breakdown where it is in everyone's interest to do so. Where residents are vulnerable, we will ensure that vital services are still available, even if we are not providing those services.

We want to deliver an excellent customer experience for our residents when they contact us, which will increasingly be online, meaning residents can contact us when it suits them, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.

Finally, we want to maintain our position as one of the top recycling boroughs in London and increase recycling to 50% so we can reduce the overall costs to residents of disposing of waste in landfill.

- **Protect the Most Vulnerable and Support Families**

We want to make sure that those who are least able to look after themselves are properly cared for and supported. We want to safeguard adults and children from abuse and neglect, keep them safe and ensure they have access to opportunities and a good quality of life.

We want to increase people's ability to look after themselves, and reduce their long term dependency on the Council. We want to increase the choice that our service users have through a more personalised approach so they are more in control of the services they receive and can access the things that will make the biggest difference to their lives.

We want to work more closely with our voluntary and community sector, so they can take a greater role in supporting our most vulnerable residents. We want our youngest and most vulnerable children to have access to the key services that will help to reduce child poverty and give them the best start in life and support those families at risk of losing their homes to find the means to help themselves.

Families are at the heart of our communities in Harrow, and we recognise that for some the last few years of ‘austerity’ have been a struggle. We want to make sure that Harrow is a place where families can thrive, from good quality housing and safe neighbourhoods, to good schools for their children and jobs which enable the aspiration of families to be met. We know that the cost of living continues to rise in Harrow, and we will do all we can to support families through this, targeting our resources as best we can so that families can feel the full benefits of economic growth.

Our Budget:

This is what we have to spend on delivering this plan.

Table 1: The Council’s Net Controllable Revenue Budget

Net Controllable Revenue Budget	Budget 2016/17	Description of service
	£000	
<u>Resources & Commercial</u>		
Council contribution to freedom passes scheme	9,803	Every resident should have their independence. This is millions of pounds of funding to allow our older residents - or those with a disability - independence and free travel across Harrow and London.
The Council's call centre, main reception and website administration costs	4,012	Residents want to contact us in a number of different ways. This is what we spend so residents can contact the council in a way that is convenient for them, whether it is online or over the phone.
Support for residents revenue and benefit claims	2,705	This is money we spend assisting those in need and helping them access the support they need.
Resources	21,357	This covers a range of back office functions necessary for the running of the council including Legal, HR, procurement and IT support for the Council, including in all of our community facilities.

<u>Community</u>		
Keeping Harrow clean & green	16,280	The council spends millions on street cleaning, parks maintenance, collecting and preventing fly-tipping, licensing and preventing Anti-Social Behaviour. This budget includes investing in neighbourhood facilities and pro-active action to stop our streets becoming dirty in the first place.
Promoting culture in the Borough	1,830	Libraries and cultural facilities are so important to residents. This money maintains our state of the art libraries, as well as other cultural facilities in the Borough.
Housing General Fund	3,539	The Council has a duty to ensure all our residents have somewhere to live. This money is spent providing temporary accommodation for residents and families in need. This also goes towards housing vulnerable residents, who, for example, are fleeing domestic violence.
<u>People</u>		
Adults' Services		
Support for people with a disability and older people.	42,031	We spend millions of pounds on caring for older residents, and those with a disability. This covers thousands of residents in the Borough and includes day care centres, overnight respite care and home visits by support workers. Our support helps give our residents, dignity, independence and support for their carers and family.
Quality Assurance & commissioning services	9,873	We want to ensure our residents receive the care they deserve. This is the money we spend on safeguarding to ensure that the care our residents receive in the borough - including in private care centres - adheres to the highest standard of care.
Children's Services		
Children & Young People's Services	21,566	We provide valuable support to families and young people across the Borough. This includes Children's Centres to support young families and social workers to work with our most vulnerable children and families. This also includes adoption and fostering services.
Education Services	6,955	Our schools are amongst the best in the Country and we spend money on support services for them, as well as education services for children in care or with special educational needs.
Regeneration		
Economic Development & Research	622	The council team that works with local businesses and employers to create hundreds of jobs, apprenticeships and training opportunities, particularly for our young people. They also bid for grants from Government to support businesses and regenerate Town Centres in the Borough. It is this team that is one of the reasons we were awarded the best small business friendly Borough in London.
Planning Services	298	This is money spent processing planning applications and enforcing planning standards across the Borough.
Total Service Budgets	140,871	

Further information can be found in the Council's Budget.

Our Achievements in Difficult Circumstances

Despite the challenging financial situation we find ourselves in, we continue to provide many vital services to residents. This is a summary of what we have achieved so far in 2015/16.

Build a Better Harrow

Regeneration

The Council is committed to developing a thriving, modern, inclusive and vibrant borough and in 2015 some major steps were taken towards making this a reality. The Council approved a major regeneration plan in the autumn which opens up new sites for redevelopment and will inject major new investment into the borough. This includes a £1.5million grant from the Mayor's London Regeneration Fund to contribute towards the regeneration of Wealdstone by helping to create new jobs, work spaces for creative businesses and a new public square, making Wealdstone a place people are proud to live and work in. Planning approval has been secured for the former Kodak site which will deliver much needed new jobs and housing, and for a new town centre library as part of a residential development at 51 College Road. We have also signed an agreement with the GLA to accelerate our house building targets in the Heart of Harrow Opportunity Area, in return for some £31m of funding to the Council and other lead developers.

The Grange Farm estate regeneration project continues to progress and a contract for the first new-build Council homes has been awarded. The scheme to purchase 100 properties for temporary housing use was approved by Council in September and the first properties are expected to be purchased in early 2016. The Council's Warm Homes Healthy People initiative has been awarded one of only five National Energy Action Community Action Awards. The money received will enable further work to be undertaken.

Along with housing, we have also been investing in our schools. School standards as judged by Ofsted are higher in Harrow than the London and England average. In particular Key stage 1 (infant) performance in Harrow schools has improved and now exceeds the England and London average across all 5 areas measured, including disadvantaged pupils. Phase 2 of the School Expansion Programme has delivered 15 school expansions and 151 more Special Educational Need places over the last two years.

And in terms of arts leisure and cultural provision we successfully bid for £3.6m from the Heritage Lottery Fund to help us turn the medieval Headstone Manor and its grounds into Harrow's heritage centre and visitor attraction. The Great Barn has now been beautifully restored as a first class functions venue to generate income for the Museum and over 60 volunteers support the site. We have brought disused park buildings back into commercial and community use. So far this year we have opened a nursery in Centenary Park, a Boxing Club at the Croft and created 19 Green Gyms in parks around Harrow, helping to contribute to a healthier Harrow.

Environment

We want Harrow to be an attractive place to live, work and invest in and our environment to be clean, safe and accessible. We are maintaining high performance in recycling (45% 2014/15) against a trend of declining performance in most authorities, and in-year improvements are saving the council money on expensive landfill.

The condition of our roads is improving, with latest national figures putting us in the top third of London boroughs; and we have invested in more LED street lighting and reduced by a third the average time taken to repair streetlights.

A programme of Days of Action has been held across the borough, with 10 held by January 2016. With the combined resources of partner agencies, activities ranged from the seizure of illegal tobacco and counterfeit tobacco to the provision of advice to residents by colleagues from Age UK Harrow and the Alzheimer's Society. A Community Clear Up day in Wealdstone Town Centre was held in December and was supported by around 50 volunteers including major suppliers and local businesses.

Community engagement & volunteering

We want residents to be able to play a greater role in their communities. This year, alongside our programme of Days of Action, the Housing Service has also held five successful estate action days with tenants and residents groups, police and contractors to clean, repair and tackle anti-social behaviour. We are working to improve the situation of vulnerable tenants living in high risk conditions and satisfaction with housing repairs and maintenance has improved significantly.

A series of training events for Community Champions – one of the Council's biggest volunteering schemes – has been launched, with 22 new volunteers trained in just one month alone. Around 25 Champions have also had 'Heartstart' training, with more training scheduled including instruction for Snow Champions. We have also launched Park User Group Forums and a Borough Parks Forum to allow residents to make decisions on the use and maintenance of our parks.

We held our most successful Harrow's Heroes awards yet this year celebrating the vital, but unsung contribution that countless volunteers make to our communities. One of the winners from the Gurkha community even got a letter of recognition from the Prime Minister as a result of winning a Harrow's Heroes award. Community consultation is also at the heart of our regeneration activities. So this year we have established the Harrow Residents Panel, to have an on-going dialogue with the community about the borough's regeneration programme. It had its inaugural meeting in the autumn and will continue to meet on a bi-monthly basis.

Be More Business-like and Business Friendly

What we are doing for businesses

We want to be seen as a Council that understands the needs of local business and supports them to grow and be successful. So we were thrilled when Harrow was chosen as the "Best All Round Borough" at the 2015 London Small Business Awards. Our business mentoring programme is helping to connect new businesses with experts in established businesses. The Business Den initiative has helped new businesses with things like access to retail space at our "pop up" shop and over 650 Harrow businesses have been supported through workshops, tender meetings,

networking events and mentoring. Harrow Council's local procurement policy has led to a spend of millions of pounds with local businesses this year and to help both businesses and residents we have provided 20 minutes' free on-street parking to shoppers.

Harrow Council has also been involved in the establishment of a new formal legal partnership - the West London Economic Prosperity Board - with our neighbouring boroughs to deliver economic prosperity and growth in West London. The Board will work with local partners, including businesses and the voluntary sector, to boost local economic activity, build more affordable homes, support businesses, improve skills levels in line with what the economy needs and so help to create apprenticeships and job opportunities for local people.

Commercialisation and shared services

The public sector is still under tremendous financial pressure and as a council we continue to have to make significant savings year after year and work towards becoming self-financing by the end of the decade. To this end the Council agreed a Commercialisation Strategy in the summer to enable the Council to set up various trading companies, the profits from which can be re-invested back into important council services. Significant work is in train. Project Phoenix, which aims to achieve cost neutrality for environmental services by 2020, became operational in September and the first two business cases have been developed and in Adults Social Care, Digital First have been re-commissioned to engage with the market as part of a joint venture proposal for the further development of MyCommunity ePurse.

As well as generating income, we continue to drive further efficiencies in the Council. Multiple shared services developments are under way in our back office functions including Legal, HR, Procurement and Commercial Property services involving five other authorities. The food waste recycling service was launched on 19 October. We have collected 1,914 tonnes of food and 1,936 tonnes of garden waste, which has generated a saving of £105k so far in disposal costs. And in our Public Health contracts, Harrow is leading the re-procurement of a pan-London joint sexual health services contract; has let a new substance misuse (Drug and Alcohol) contract which started on 1 October and has awarded the School Nursing contract to Central London Community Health Services with effect from 1 November 2015. The new management structure of the council went live on 1 October 2015 reducing the number of senior managers and the provision of our IT services passed from Capita to Sopra Steria on 1 November 2015.

Customer service

The experience residents have when they contact the Council is very important to us and over the last few years we have been making more and more services available online, making it easier for residents to contact or transact with the council at a time that suits them. Some 80% of customer interactions with the Council are now self-serve and there are over 90,000 My Harrow Accounts open which means residents can securely keep track of a variety of council services online including council tax, housing benefits and rent, as well as subscribe for alerts such as council tax payment reminders, planning applications, bin collections and updates in their local area. The overall average transaction cost is now down to 59p.

Protect the Most Vulnerable and Support Families

Families & children

Families are at the heart of our communities in Harrow and we want to ensure that Harrow is a place where families can thrive. We have provided a wide range of support to children and families via Children's Centres this year, reaching over 7,000 children under five; 3,200 of these from the more deprived areas of the borough. The First short breaks unit achieved an Ofsted grading of 'Outstanding' for the 7th consecutive year this year, providing valuable respite care for families with children with learning disabilities. The Harrow/Coram Adoption Partnership entered its 10th year this year and has increased the number of children adopted and we have recruited more in-house foster carers, which is leading to greater security, stability and permanency for our most vulnerable young people. In October we successfully took on responsibility for the Health Visiting service and gained an increase in funding for Health Visiting services from £113 to £160 per child.

As a Council we have signed up to the British Sign Language Charter to ensure deaf people across Harrow are given better access to council services. The Health and Wellbeing Board has agreed to sign up to the Disabled Children's Charter. We have invested £255,000 into a new contract for services to support victims of domestic violence and are piloting an innovative new couples programme for families. Arrangements have been put in place with our partner agencies to support families with multiple problems in Phase 2 of our Troubled Families programme. The First Response service for children and young people is now fully operational. A Child Sexual Exploitation champions network has been set up, with training being provided across social care staff and foster carers and the Chandos Family Library opened at Chandos Children's Centre in November 2015.

Adults

We want to increase people's ability to look after themselves and reduce their long-term dependency on the Council. So far this year we have supported over 150 unemployed residents back into work and over 4,000 residents have learnt new skills through community learning provision. We secured £223,000 for a mental health and employment programme. This will support over 100 unemployed Harrow residents with mental health conditions to secure employment over the next three years. We also started the Active Minds project with MIND this year. It is funded by the Department for Business Innovation and Skills and the Skills Funding Agency as part of a national pilot for adults 19 years and over to support their recovery from mild to moderate mental health problems (such as depression, anxiety and sleep disorders). It is also good to see that more Harrow people were active than ever in 2015/16 with a record 22.1% taking part in sport or physical activity at least three times a week and over 1.2 million visits to Harrow Leisure Centre - a 6% increase. For the less physically able, the Housebound Library Service visited 447 people on a monthly basis, with 47 visits to nursing homes and 12 to sheltered accommodations.

The council remains one of the national leaders in personalisation with over 380 long term service users on My Community ePurse which gives adult social care clients the facility to receive and manage their cash personal budget online. A new Quality Charter for people in Residential or Nursing Care has been developed with the Local Account panel with people who use services advising on standards. We have also implemented reforms arising from the Care Act which amongst other things places a duty on Councils to provide information and advice to residents. Contracts for these

services were awarded to a number of local voluntary sector organisations in the autumn.

Why this Strategy – our local context

Population Growth: 7.1% of the population are aged 0-4; 13.4% aged 5-15; 64.7% are aged 16-64 and 14.8% are aged 65 plus. As with most areas in the country, the borough has an aging population. It is expected that the number of residents aged 65 plus will increase by nearly 39% and those aged 85 plus could increase by over 60% by 2029.

Growing diversity: 42.6% of the population identify as being Asian which ranks 2nd nationally. Since 2001 there has been a 59.4% increase in the number of residents who are Asian. Harrow has a higher proportion of residents whose main language is not English and who cannot speak English or cannot speak English well, compared to the national and London averages.

Housing: Of the total amount of occupied dwellings in the area, 10.6% of Harrow's households live in social rented housing. Harrow has the lowest proportion of social housing of any of the London boroughs and 21.7% of households live in private rented accommodation. There are almost 50,000 households in housing need and the number of homeless families has increased over the past 5 years, with homelessness now a significantly growing issue. We will continue to work to help families remain in their accommodation whenever possible and find new housing solutions for families who need to move.

Health: Health in the borough is generally good; however, 14.6% of residents in Harrow have a limiting long-term illness or disability. This is an increase of 13.2% (+4,000) since 2001. Harrow's rate is now higher than the average for London (14.2%).

22.5% of all 4-5 year olds are classified as over-weight. 9% of 4-5 year olds are considered obese. 34.5% of 10-11 year olds are classified as over-weight. 20% of 10-11 year olds are classified as obese. This is higher than the national average.

Education: There are 57 schools in the borough, of which 93% are judged as good or outstanding by Ofsted. Despite population growth every Harrow child has been offered a school place at a Harrow school, achieved through our successfully delivered school expansion programme.

Crime: Over the past year crime levels have increased by 5%. The most common crime in the borough was anti-social behaviour although relative to London rates are low. The borough has a crime rate of 53

offences per 1,000 which is one of the best rates in London, making Harrow one of the safest boroughs in London.

Environment: 45% of household waste was recycled in 2014/15.

Employment and Skills: Unemployment in 2015 was 1.1% below the London and national average. There are more than twice the number of residents with higher level qualifications in Harrow (37%), compared to those with no qualifications (17%). The borough also has one of the lowest levels of NEETs (not in education, employment or training) in both London and nationally. 17% of those aged 16-64 have no qualifications (lowest being NVQ4).

Harrow Ambition Plan 2020

This is the first Harrow Ambition Plan. All Councils are experiencing immense budgetary pressures and Harrow is no different. This document is designed, not only to set out how this Council is responding to those challenges, but it also sets out our aspirations for the Borough, our commitment to the residents of the Borough and our commitment to staff.

1. Build a Better Harrow

Our aim is by 2020 to:

What we will do	Ambition
Deliver the largest number of new homes in a decade	5,400 new homes by 2020/21
Deliver the biggest Council Estate Regeneration scheme in decades	500 new council houses by 2020
Improve the quality of our homes and estates by implementing the Harrow Better Homes Standard and rolling 5 year Better Homes Programme	Successfully deliver our capital programme, maximising value for money, social value and collection of any income due from leaseholders Approved rolling 5 year Better Homes programme
Continue to improve the appearance of our estates working closely with caretakers, tenants and leaseholders.	Improved service performance – measured by tenant and leaseholder feedback surveys
Reduce housing fraud	Complete 600 leasehold audits to confirm occupation and the protection of our freehold Recover 10 properties in 2016/17 where fraud is identified and allocate to those in genuine housing need
Deliver a thriving cultural offer through regeneration and commercialisation projects (arts, libraries, heritage, sports & leisure and night-life)	Six libraries will have been refurbished or rebuilt, Headstone Manor Museum will be completely refurbished, Harrow Arts Centre will be delivering from improved buildings, an improved or new Harrow Leisure Centre will be at the centre of a new residential and leisure led quarter next to Byron

	<p>Park</p> <p>In 2020 the annual Active People Survey will show 25% of the population aged 16+ engaging in sport or physical activity three times a week</p> <p>By 2020, there will be at least 2.5 million visits per annum across our cultural offer, which would include Harrow libraries, Harrow leisure centres and Headstone Manor</p> <p>Harrow will be seen as the place for creative industries/artists to locate and conduct business (e.g. Artisan Place)</p> <p>Deliver S106 funded improvements to outdoor sports facilities as identified in the Harrow Outdoor Sports Pitch Strategy 2013-2023 by 2019</p> <p>Resident feedback: 90% of library users rate the Library Service as Very Good or Good</p>
<p>Deliver a new Civic Centre in the heart of Wealdstone, providing the catalyst for total regeneration of that part of the Borough, and regenerate Harrow Town Centre</p>	<p>To have moved into a new civic centre by 2019</p> <p>Create over 500 new jobs</p> <p>Support 500 young people into apprenticeships and jobs</p> <p>Support over 5,000 adult community learners</p> <p>Helped 300 unemployed residents back into work</p>
<p>Prevent homelessness whenever possible</p>	<p>By 2020 all families facing homelessness in the borough will be helped to remain in their accommodation or be offered an alternative housing solution. No families will stay in shared bed and breakfast accommodation longer than 6 weeks</p>
<p>We will continue to support local</p>	<p>We aim to double the number of</p>

<p>private landlords and work with our social lettings agency (Help2Let) to offer well managed private rented accommodation in the borough</p>	<p>Harrow Landlords accredited through the London Landlord Accreditation scheme by 2020</p>
<p>Continue to be one of the safest boroughs in London</p>	<p>Crime rates continue to fall and are the best in London</p> <p>Remain one of the best places in London for people from different backgrounds to get on</p> <p>We will regularly review our Road Safety Plan</p> <p>Aim for a year on year reduction in people killed or seriously injured on our roads</p>
<p>Ensure sufficient places in childcare for vulnerable 2 year olds and encourage uptake</p>	<p>Uptake of formal childcare to improve from 48% to 67% and increase to 80% by 2018</p>
<p>Support our schools to continue to be among the best in the country</p>	<p>95% of Harrow's maintained schools to be judged as good or outstanding by Ofsted for all children</p> <p>No "Coasting" schools</p> <p>Harrow school's Key Stage 2 results remain in the top 10% nationally and 5+A* to C GCSEs including English & Maths in the top 20% nationally</p>
<p>Maintain one of lowest rates of young people Not in Education, Employment or Training in the country</p>	<p>Increase the number of young people who partake successfully in Apprenticeships and on Pre-Apprenticeship programmes</p>
<p>Promote wellbeing and reduce inequalities in the borough</p>	<p>Life expectancy differences</p> <p>Deliver improvements against our Corporate Equality Objectives</p>
<p>Promote and support volunteering and greater community action</p>	<p>Increase number of volunteers and volunteer hours across the borough</p> <p>Achieve a target of 1100 trained Community Champions by 2016/17</p>

	<p>To have established a Park User Group in every major park by the end of 2016/17</p>
<p>Continue to be tough on enforcement including on-the-spot fines for littering our streets and other anti-social behaviour</p>	<p>Fly tipping will be removed within one working day. We will carry out targeted enforcement and education activity based on areas with higher activity</p> <p>Reduction in the total number of anti-social behaviour incidents per 1,000 residents</p>
<p>To have a good quality, clean and sustainable environment</p>	<p>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</p> <p>To increase sustainable modes of transport in the borough to support improvements in air quality and public health by:</p> <ul style="list-style-type: none"> Reducing the % of children travelling to school by car Increasing the % of trips by walking and cycling

2. Be More Business-like and Business Friendly

Our aim is by 2020 to:

What we will do	Ambition
Generate new sources of income for the Council to pay for vital services	Bring in commercial contributions worth £15m by 2019 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. To aim for cost neutrality in Environmental Services by 2020, with 70% complete by 2018, through the work of the Project Phoenix commercialisation programme
Launch a new Private Lettings Agency	Have a portfolio of c.500 homes for letting and management
Deliver more workspace for Harrow's enterprising businesses	Create workspace to support the needs of growing local businesses, and attract new businesses into Harrow
Continued growth of Harrow's business base through our spend with local businesses	15% of council spend will be with local businesses
Improve resident satisfaction with our services, despite our need to	Resident satisfaction is constantly above 60%

What we will do	Ambition
do more for less	
Have a reputation for being a good employer and an inclusive organisation, attracting and retaining the best staff	<p>Maintain Investors in People and Disability '2 tick' accreditation.</p> <p>Improve our Stonewall Equality Index Score to achieve Top 100 employer status</p> <p>Improve our staff survey 'engagement' scores.</p> <p>Achieve London Healthy Workplace Charter Excellence Award</p>
Have a reputation for being an innovative council	<p>National reputation for being a commercial council</p> <p>Leader in West London for shared services</p>
Involve residents more in decisions that impact them and their neighbourhoods, devolving decisions where we can	<p>Community consultation is at the heart of our regeneration activities though the active involvement and engagement of the Residents' Regeneration Panel</p> <p>Increase number of residents who feel able to influence local decisions</p>
Continue to deliver excellent customer service and the right 'First Impression'	<p>Measured through:</p> <ul style="list-style-type: none"> • Improved resolution at the first point of contact • Reduction in avoidable contact • Increased Customer Satisfaction • Enhanced self-service offering
Become a truly digital Council with residents increasingly dealing with the Council online, enabling the remaining capacity to be used to deal only with the most complex cases on the phone or in person.	<p>Reduce advisor appointments by 10%, advisor answered phone calls by 10% and email traffic by 20% by 2020</p> <p>Increase logins to MyHarrow accounts by 50,000 pa and integrated web form usage by 20%</p>

What we will do	Ambition
	Reduce postage costs by £30,000 pa
Continue to develop shared service arrangements with other Councils in order to save money	Save £100K in 2016/17 on Procurement services, £250K on HR services in 2017/18, £280K on Legal services and put sharing in place for Registrars services in 2016
Embed effective standards for countering fraud and corruption in the organisation to minimise impact on service provision	Ensure that risks associated with fraud & corruption are managed effectively across all parts of the council by identifying fraud risks; developing a counter fraud strategy; providing resources to implement the strategy; and taking action in response to identified fraud & corruption
Support a sustainable voluntary sector to deliver services in the borough	Develop and deliver a strategy for working with the Voluntary and Community Sector in Harrow

3. Protect the Most Vulnerable and Support Families

Our aim is by 2020 to:

What we will do	Ambition
<p>Safeguard vulnerable children and adults in need of protection and be pro-active in reducing the risk of abuse within families</p>	<p>Pro-actively counter all forms of abuse; including child trafficking, child sexual exploitation, serious youth violence, gangs, on-line grooming, modern slavery and elder abuse</p> <p>Reduce rate of first time entrants to the youth justice system</p> <p>Reduce rates of reoffending amongst young offenders</p> <p>The independent Local Safeguarding Adults Board (LSAB) judges that safeguarding adults work is person centred</p> <p>The LSAB judges that prevention of abuse of adults at risk is a high priority in Harrow</p>
<p>Continue to support those residents who are victims of domestic and sexual violence, including female genital mutilation</p>	<p>Improve the 'Outcome Star' performance for those residents who use our Domestic and Sexual Violence services, meaning they feel more safe as a result of our interventions</p> <p>Deliver the 'Harrow Couples Domestic Violence Project' in 2016</p>
<p>To improve the lives of vulnerable families with multiple problems through the transformation of local</p>	<p>1360 families have measurably improved outcomes by 2020</p>

What we will do	Ambition
services	
Deliver Project Infinity, an innovative programme to develop a contemporary, fresh and leaner adult social care system so the most vulnerable, their carer(s) and their family are at the centre of adult social care	Achieve outcomes and commercial ambitions for the Infinity programme
Integrate adult social care services and health services further	Partners agree Better Care Fund plans
Continue to ensure people have maximum choice and control over the care services they receive through personalisation	% of long term service users who report having as much control over daily life as they would like % of long term service users who report having choice over care and support services
Deliver an effective health visiting service to ensure children get the best start in life	Percentage of births that receive a face to face New Birth Visit within 14 days by a Health Visitor with a target of 88-90% by April 2017
Continue to deliver effective intervention services through our Children's Centres	Increase reach of Children's Centres to Harrow's most vulnerable children and families
Establish a new respite care unit and increase the offer of respite care for children with disabilities within the borough	Sign off business case and identify site by end of 2016/17
Continue our School Expansion Programme	Every Harrow child has a school place each year to 2020
Improve access to high quality local contraception and sexual health services	To reduce sexually transmitted infections and unplanned pregnancies in Harrow
Improve mental health and wellbeing and in particular pilot an integrated employment/ mental health support offer	Residents with common mental health problems who are out of work are supported to return to employment Percentage of adult social care

What we will do	Ambition
	<p>users/adult carers who have as much social contact as they would like</p> <p>Proportion of adults in contact with secondary mental health services in paid employment</p> <p>Reduce number of working days lost due to stress and mental ill health in the Council</p> <p>Emotional wellbeing of children looked after</p>
<p>Develop community assets aimed at keeping people independent for longer</p>	<p>Improve Quality of Life measure in annual adult social care user survey</p>
<p>Ensure there is a range of accessible information, advice and advocacy available so the whole community knows how to access support and report concerns</p>	<p>Proportion of people who use services who find it easy to find information about services</p>
<p>More residents from hard to reach groups will participate in sport and physical activity at the Council's leisure facilities</p>	<p>An increased number of users of Harrow's leisure facilities from specific target groups including females, those with a disability, those aged 60+, and those who are Black, Asian, and Minority Ethnic</p>

What it means for the Council and Our Staff

The Administration see staff as the lifeblood of the organisation and the foundation to making 'Our Harrow Ambition Plan' a reality

What will it be like working for Harrow?

By 2020 we will be a smaller organisation, based at a new Civic Centre that is an open and accessible community building. We will be an employer of choice offering a range of modern and flexible working arrangements and reflecting the diversity of the borough throughout the organisation. Our new values will support us in achieving this so that wherever people work, they will know they work for Harrow Council in the way they are treated and the rewards and opportunities they have access to.

We will have shared service arrangements for most of our back office functions, which means that more staff will increasingly work for more than one Council, or will have transferred to other organisations to deliver services for Harrow residents. They may or may not work in the new Civic Centre, but our technology will link them ensuring they feel part of Harrow Council.

We will be working with a range of suppliers and partner organisations from the private sector, voluntary and community sector and other Councils to deliver services, and together with our partners, we will look at all ways of maintaining the services that residents value.

Our biggest innovation will be our commercial strategy to bring in new income to support other services in the Council as we are expected to become self-financing by 2020.

Our commercial strategy will mean that more of what we do will be delivered by a separate trading company, to allow us to generate income. We will look to market these services to other Councils and to residents and local businesses where we

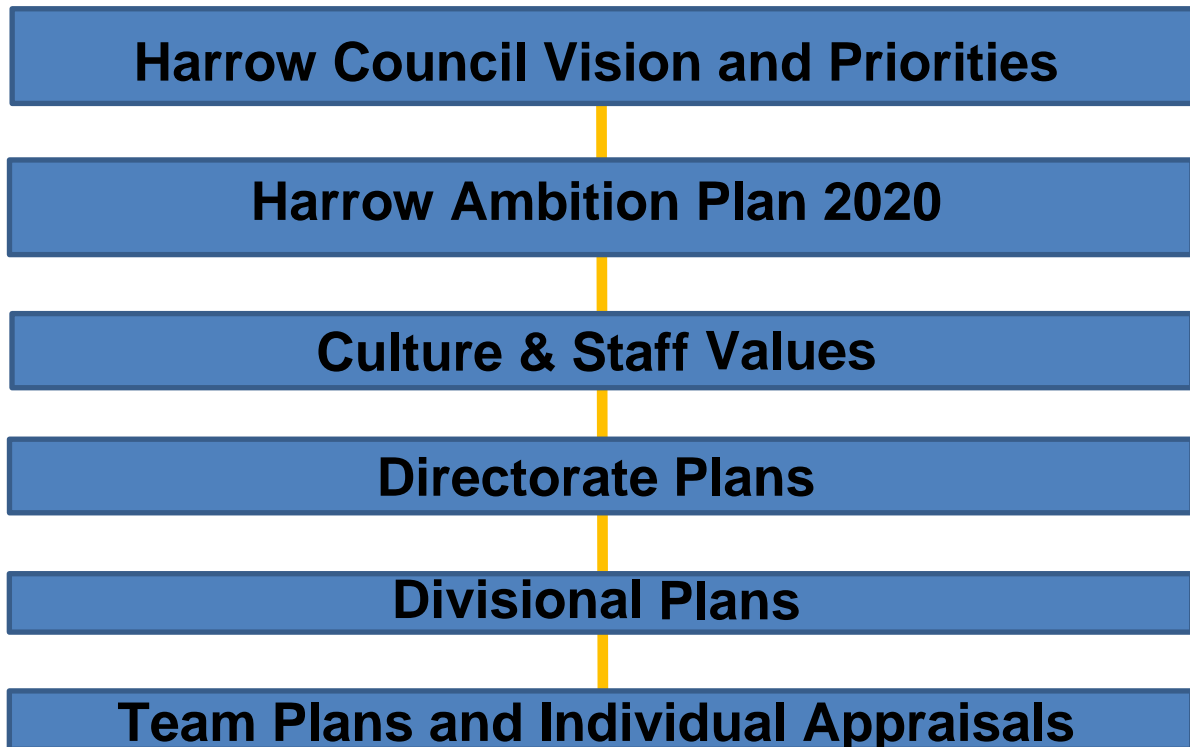
believe that we can offer something that meets a real need in the borough.

Finally, digital access to information, advice and transactions will be the default position, enabling the remaining capacity to be used to deal only with the most complex cases face to face.

Council Golden Thread

2016-2019

How it all fits together



Our Workforce Ambition

In order to deliver our ambitions we need a leaner, more flexible and resilient workforce. We need a workforce that is commercially skilled and equipped and incentivised to work together in this more complex environment. We want to be an employer of choice with a diverse workforce that embodies our values and behaviours and who:

- Are committed to delivering for Harrow
- Are 'can do'
- Collaborate to get the best outcomes for customers
- Put the customer at the centre of their thinking
- Demonstrate increased cost consciousness
- Are risk aware not risk averse
- Look for opportunities to do things differently

Our values have been developed by our staff and they are the foundation for the behaviours that will shape the way we work with each other, our partners and the way in which we deliver our services. Our values and behaviours are:

Be Courageous

It means I will –

- Challenge the status quo and be ready to step up and accept a challenge
- Make brave decisions to achieve success – be risk aware not risk averse
- Look for ways to do things differently
- Be conscious of my actions and take responsibility for the outcomes
- Look for opportunities to learn and develop
- Trust myself to have a go – change starts with me
- Learn from failure, accept and act on feedback

When I work with others –

- Give and earn trust
- Challenge others and be open to challenge back
- Stop and review. Have the courage to speak up when it's not working, seek out solutions to achieve success

Do it Together

It means I will –

- Actively seek the views of others and share knowledge
- Break down silos
- Think 'Us' not 'I'
- Build effective relationships across the organisation
- Treat everyone with respect and value diversity
- Involve all stakeholders. Think through the issues and impact, engaging with all those affected or impacted
- Put myself in others' shoes

When I work with others –

- Communicate honestly
- Tackle problems together
- Praise the work of others, acknowledge contribution
- Value the views of others – my colleagues and my customers
- Show I care
- Celebrate success
- Establish clear roles and responsibilities

Make it Happen

It means I will –

- Be positive
- See things through
- Be agile and quick to act
- Act with confidence
- Take initiative, be proactive and less reactive

- Be outcomes focused
- Stop when it's not working
- Know what to do and have the conviction to do it

When I work with others –

- Take responsibility – don't pass the buck
- Be clear about expectations
- Agree clear outcomes
- Have a common purpose
- Support others' enthusiasm

Our leadership commitments set out how the Senior Management Team of the Council will support the workforce to embody our values in order to deliver our ambitions to: build a better Harrow; protect the most vulnerable and support families; and be more business-like and business friendly.

The Senior Management of the Council is made up of the Council's Directors and Divisional Directors, led by the Chief Executive Michael Lockwood.

Who we are:

Chief Executive:	Michael Lockwood
Corporate Director Community:	Tom McCourt
Corporate Director People:	Chris Spencer
Corporate Director Resources:	Tom Whiting
Director of Finance	Dawn Calvert
Director of Legal & Governance	Hugh Peart
Director Adult Social Services	Bernie Flaherty
Director Public Health	Andrew Howe

As leaders we will:

1. Be Courageous

- Encourage freedom within a framework
- Provide the framework and guidance for others to perform
- Set clear expectations and outcomes
- Take ownership and work to prevent a blame culture
- Be ambitious about what's possible, inspiring others to

'Think Big'

- Have high expectations of others
- Hold others to account
- Review performance regularly
- Be authentic
- Deliver on my promises
- Build on experience and adapt. Plan, review, do.

2. Do it Together

- Be visible, have a presence with our teams and across the organisation
- Drive collaboration with others who share the same outcome
- Actively seek the views of the customer
- Listen to others opinions to inform decision making
- Engage, not just communicate
- Move from 'them' and 'they' to 'us' and 'we'
- Listen and ask, don't tell
- Involve members
- Adapt my style to support people to deliver results
- Create a coaching environment, mentoring and developing others
- Openly share my knowledge and experience

3. Make it Happen

- Give responsibilities to others, let go of control
- Remove barriers. Enable others to be more effective
- Be decisive
- Trust staff to work on the basis of results not tasks
- Make the process for change faster and more dynamic
- Articulate clearly what success looks like
- Celebrate and encourage innovation
- Set and review priorities

We have also put in place a culture change programme with a

range of communications, activities and tools for managers and employees so that they can:

- understand the Harrow Ambition Plan and are aware of how they, as individuals, contribute to that vision
- understand our values and what they mean for their team
- demonstrate those values and behaviours in the workplace
- develop the skills to work in a commercially minded, customer focused and innovative way

Harrow Ambition Plan 2020: Culture Change

Our aim is by 2020 to:

What we will do	Ambition
Develop and deliver a set of activities, tools and communications that enable colleagues to demonstrate the new values and behaviours	All staff understand the new values and demonstrate the behaviours (measured at appraisal)
Develop and deliver a culture change programme that supports the mobile and flexible working programme	All staff are working in a mobile and flexible way and are comfortable doing so (measured at appraisal)
Develop and deliver a strategy to position Harrow Council as an employer of choice that attracts and retains commercially minded, energetic people who enjoy working at pace in a fast changing environment	Positions are filled at first time of asking Turnover (resignations) is better than London Boroughs' mean Staff feedback positively about being employed by Harrow (measured via the staff survey)
Put in place a set of learning solutions – e-learning, coaching, workshops - that enable staff to work in a commercially minded, agile and digital way	All staff have the appropriate skills for their role (measured at appraisal)
Develop and deliver a leadership programme that enables leaders to lead commercially minded, collaborative and digital teams	All managers have the required skills (measured via the staff survey and at appraisal)
Develop and deliver an Employee Wellbeing Strategy that promotes healthy living, the right work/life balance and builds a resilient and resourceful workforce.	Staff feed back positively about wellbeing at work (measured via the staff survey) Sickness absence is better than London Boroughs' mean