

## **Report for: Cabinet**

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<b>Date of Meeting:</b>	17th November 2022
<b>Subject:</b>	Council Vision and Priorities
<b>Key Decision:</b>	Yes - it affects the whole Borough
<b>Responsible Officer:</b>	Pat Flaherty – Chief Executive
<b>Portfolio Holder:</b>	Councillor Paul Osborn – Leader of the Council
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	None

## **Section 1 – Summary and Recommendations**

### **Recommendations:**

Cabinet is requested to:

- 1) Note the new Vision and Priorities.
- 2) Recommend the Vision and Priorities to Council for approval and to authorise the Leader to make any minor amendments to the vision and priorities as necessary prior to the matter going to Council.

**Reason for recommendations:** To set the policy framework for the council.

## **Section 2 – Report**

### **Introductory paragraph**

Following the local elections in 2022 the new Administration have reviewed the Council's vision and priorities in order to set a clear policy framework for the council over the next 3 years that reflects their ambitions and priorities.

The new vision being recommended is: Restoring Pride in Harrow.

And the three new Council priorities are:

- A council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

Following approval of the new Vision and Priorities a new Corporate Plan will be recommended to Cabinet and Council in February 2023.

### **Options considered**

1. Continue with existing vision and priorities

This option was rejected because it did not reflect the ambition and direction of the new Administration following the local elections.

2. Create a new overarching vision, with three priorities underneath

This is the recommended option.

### **A New Vision and Priorities**

The following sets out the new vision and priorities:

## **Vision - Restoring Pride in Harrow**

In order to restore the pride in Harrow, the Council will start by putting residents first. We will seek to deliver a well-run Council providing good value for money for all. We will work with partners and businesses to create a clean and safe borough, where residents can be confident to settle, make roots and raise a family.

### **Priority 1 – A council that puts residents first**

In treating residents and businesses as valued customers, the Council will prioritise the improvements in the customer experience. We will aim to put the pride back into Harrow Council by offering a high standard of service delivery, accepting that we won't get everything right first time. Where residents do need to contact the Council (either to request a service or on the basis that we haven't delivered to expectations) they will be treated with respect by an organisation that cares and wants to provide a positive response. We will ensure that we reduce bureaucracy, make processes simple and straight forward, and when we say we will do something we will do it in a timely, quality manner.

We will look to get the basics right and improve services where we can within financial constraints, with a keener eye on quality as well as improved planning and good financial management. Value for money will be critical as we look to minimise the cost of the Councils' services on our residents, and where we do make an additional specific charge, we will deliver a premium service.

Through improved and streamlined communications and clarity of service standards, we will throughout the next four years reduce the need for residents to contact the council but when a resident does contact us, we will: Listen, Act and Deliver. Individual staff will treat residents as they themselves would wish to be treated.

All our services will be accessible and responsive, be they front line or back-office services, and we will innovatively use technology to improve the customer experience, ensuring residents are first satisfied, and then delighted, with our service offer and the way we treat them.

### **Priority 2 – A borough that is clean and safe**

With a focus on improving the cleanliness and state of the local environment, including air quality, we will create a better sense of community and greater sense of pride for residents living in the Borough. Be it fixing potholes and road surfacing or making people feel safer on their way home from work or a night out, we will improve the quality of life of Harrow residents so they can feel proud to live in Harrow. We will work with our partners such as the police to increase their visibility and the targeting of those crimes that matter most to our residents, as well as ensuring all victims get an empathetic and supportive service, recognising that there are limits to what the Council can do alone.

We will step up our enforcement approach against illegal Houses of Multiple Occupation (HMOs), fly tippers, and reduce all types of anti-social behaviour recognising that these are the things that our residents tell us have the most negative impact on their quality of life. We will protect the 'village' feel of a number of parts of the borough, recognising Harrow's place as an outer London borough and stopping the over-development and creation of unsightly and tall buildings in the borough. Where we do need to build upwards we'll do it in the right place and at the right quality. We will also look to develop more community facilities and amenities that residents want, so Harrow becomes the place they want to spend their time and money, creating a thriving local economy and supporting our local businesses.

### **Priority 3 – A place where those in need are supported**

The Council will be there when residents most need us, especially where residents or their families are vulnerable. Services we provide for vulnerable residents and families will be easily accessible to contact, replicating our customer experience approach to other services, be that through Adults, Children's or Housing Needs services.

Harrow's diversity will be celebrated, and we will build on the strong levels of community cohesion we already have whilst taking a strong stance on any forms of discrimination. The Council will enable and empower communities and residents to support one another, be that through better use of our buildings and assets or using them to deliver services as they are better placed to do so, trusting people to do the right thing and not needlessly getting in the way where there is no good reason for us to do so. However, where we need to lead and take a role, we will.

We will focus on the broader determinants of health, welfare and wellbeing and refer people into those services that help them seek and gain independence whether through upskilling into relevant sectors of the economy or giving advice to help people stay in their own home. We will make education a key driver for individual and local prosperity, working with schools, colleges and our local university to create a knowledge economy with better career opportunities. We will work with our voluntary sector partners, recognising that where they are best placed to deliver services they should be enabled to do so, be it with Council or other partner support.

Following adoption of the new vision and priorities a new Corporate Plan will be developed for February 2023, setting out the plan to deliver against these new priorities and how they will be measured and monitored.

### **Ward Councillors' comments**

Not applicable.

### **Performance Issues**

Performance will be tracked through the new Corporate Plan and Corporate Performance Scorecard that will be recommended to Cabinet and Council in February 2023.

## Environmental Implications

There are none.

## Data Protection Implications

There are none

## Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.  
**No**

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
N/A		
<b>The Vision and Priorities are not appropriate for or shared by the residents of Harrow</b>	<ul style="list-style-type: none"> <li>Residents are at the heart of the proposed Vision and Priorities</li> <li>Vision &amp; Priorities reflect the new Administrations Manifesto on which they were elected</li> </ul>	<b>Green</b>
<b>The Vision and Objectives are unachievable</b>	<ul style="list-style-type: none"> <li>Following adoption of the new vision and priorities a new Corporate Plan will be developed for February 2023, setting out the plan to deliver against these new priorities and how they will be measured and monitored.</li> <li>New Corporate Plan will be aligned to MTFS</li> </ul>	<b>Green</b>

## **Procurement Implications**

There are none.

## **Legal Implications**

The Council's policy framework is set by the approval of a set of Corporate Priorities through Council.

## **Financial Implications**

The new Vision and Corporate Priorities will be used to guide the decisions taken through the budget setting process but will be delivered within the Council's available financial resources.

## **Equalities implications / Public Sector Equality Duty**

There are none specifically attached the new vision and priorities.

## **Section 3 - Statutory Officer Clearance**

### **Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 07/11/2022**

### **Statutory Officer: Hugh Peart**

Signed by the Monitoring Officer

**Date: 07/11/2022**

### **Statutory Officer: Alex Dewsnap**

Signed by the Acting Corporate Director

**Date: 31/10/2022**

### **Statutory Officer: Nimesh Mehta**

Signed by the Head of Procurement

**Date: 04/11/2022**

### **Statutory Officer: Susan Dixon**

Signed by the Head of Internal Audit

**Date: 03/11/2022**

## **Mandatory Checks**

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

**EqIA carried out:** No

**EqIA cleared by:** Head of Equality, Diversity and Inclusion (EDI)

## **Section 4 - Contact Details and Background Papers**

**Contact:** Rachel Gapp - [Rachel.Gapp@harrow.gov.uk](mailto:Rachel.Gapp@harrow.gov.uk).

**Background Papers:** None

**Call-in waived by the Chair of Overview and Scrutiny Committee**  
N/A