

**Report for: Cabinet**

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<b>Date of Meeting:</b>	16 February 2023
<b>Subject:</b>	Corporate Plan 2023-2026
<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 and Portfolio Holder for Strategy
<b>Exempt:</b>	No
<b>Decision subject to Call-in:</b>	Yes
<b>Wards affected:</b>	All
<b>Enclosures:</b>	Corporate Plan

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

### **Recommendations:**

Cabinet is requested to:

1. Recommend the new Corporate Plan to Council;
2. To authorise the Acting Corporate Director of Resources in consultation with the Leader of the Council to make any minor amendments to the plan as necessary prior to the matter going to Council;
3. Agree to receive a report in the first quarter of 2023/24 outlining the key performance indicators for each of the priorities with their targets for the 2023/24 year; and
4. Agree to receive a quarterly performance report which will track the delivery against the three Corporate Priorities, which will be based on the key performance indicators (see recommendation 3 above), the Flagship Actions and the Corporate Plan Delivery plan (Appendix 1)

### **Reason for recommendations:**

To set part of the policy framework for the council.

## **Section 2 – Report**

### **Introductory paragraph**

Harrow Council is committed to restoring pride in Harrow by prioritising putting residents first, working to create a clean and safe borough and supporting those in need. We will deliver a well-run council that can live within its means providing the good value for money services that residents deserve.

The three-year strategy set out in this report provides a clear vision and comprehensive delivery plan for how the Council will deliver our agreed vision and priorities, and how each priority will be measured, and progress monitored. It also sets out our Flagship Actions – a set of specific measurable priority actions – which will be refreshed each year.

The Council vision is: Restoring Pride in Harrow.

The three Council priorities are:

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

The flagship actions are:

### **A council that puts residents first**

1. Install full fibre internet to all council homes and include Grange Farm Community Hall and Northolt Road Community Hall by the end of March 2024, helping our council tenants be more connected.
2. Deliver a new planning website by the end of the summer, making it easier for our residents to apply or look up and comment on planning applications.
3. Adopt new planning protections to restrict tall buildings in our suburbs and better control conversions from houses into flats to preserve the character of Harrow.
4. Create safe and secure cycle parking at Harrow on the Hill station by May 2024, encouraging more active travel and healthier lifestyles.
5. Rollout the first car parking spaces for car clubs in our car parks by May 2024, helping reduce the number of cars and emissions on our roads by giving residents easier access to cars when they need it, at a reasonable rate.
6. Respond to 90% of complaints in 15 working days, improving our responsiveness and customer experience.
7. Improve our website to create a more personalised service through the MyHarrow Account, the ability to track progress of reported items online and enhance the customer experience.
8. Launch a new consultation platform called 'My Harrow Talk', keeping the views of residents at the heart of decision making.

### **A borough that is clean and safe**

1. Deliver Phase One of the Grange Farm estate regeneration – Harrow's largest estate regeneration – by the end of 2023, delivering 89 quality affordable homes. By April 2024 we will determine the planning application for Phase Two.
2. Install at least 15 mobile CCTV cameras in the areas of Harrow most targeted by fly-tippers to reduce the levels of dumping and to make the people who do this pay.
3. Ensure good quality open spaces for our residents, through the reaccreditation of our 6 Green Flag parks and identify 3 more parks to become accredited to Green Flag status by 2024/2025.
4. Refurbish 36 tennis courts in Harrow parks and open spaces by 2025, delivering good quality courts and a new booking system.
5. Resurface over 60 carriageways and footways over the next 12 months through our improved highway maintenance programme.
6. Double the number of council provided electric charging points for the public in the next 12 months, helping residents who have or will choose hybrid or electric vehicles in the future, reducing greenhouse gas emissions and improving air quality.
7. Identify unauthorised beds in sheds and other environmental issues through a new approach which includes heat maps.
8. Hold at least four Weeks of Action, bringing together council and partners to deal with particular areas of anti-social behaviour and fly-tipping.

### **A place where those in need are supported**

1. Help with the cost-of-living crisis, we will deliver another year of free school meals during school holidays (subject to Household Support Fund 4 Guidance).
2. At least doubling the number of Harrow Council Apprenticeships in the borough by the end of the year.
3. Launch a skills and employment programme for our most vulnerable young people before the summer of 2024, including our care leavers, with applications launching by March 2024.
4. Upgrade the Council's 10 Children Centres into Family Centres, which will deliver more integrated services for residents which includes early years and health.
5. Work with residents, community groups and the voluntary sector to create a new adult social care and mental health service by July.
6. Improve our neighbourhood resource centres into true adult social care and well-being hubs.
7. Development of our new customer centre at Gayton Road for people at risk of homelessness or concerns about vulnerable residents.
8. Start construction on Milton Road, resulting in 100% high quality, affordable housing, which includes family-sized homes.

## **Options considered**

1. Continue with existing borough plan

This option was rejected because it does not reflect the ambition and direction of travel of the new Administration following the local elections in Mat 2022.

2. Do not produce a corporate plan

This option was rejected because it does not support the need for strategic planning that will ensure that the Council's resources are aligned to support the delivery of the agreed vision and priorities

3. Produce a new Corporate plan

This is the preferred option

## **Ward Councillors' comments**

Not applicable.

## **Performance Issues**

Performance will be tracked through the Corporate Plan Delivery Plan and a refreshed Corporate Scorecard set against the three corporate priorities. The Performance Scorecard will be recommended to Cabinet in quarter 1 2023/24 and will enable effective performance management over the next 3 years.

## Environmental Implications

The creation of a new Corporate Plan within this report is an important aspect of raising the profile of the council's environmental considerations with this becoming one of the priorities for the borough over the next decade: A borough that is clean and safe.

## Data Protection Implications

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
The Corporate Plan fails to deliver the Council's agreed vision and priorities	<ul style="list-style-type: none"><li>• The actions in the Plan were identified and formulated through consultation with the appropriate Portfolio Holder and relevant council officers. This included an assessment of financial viability and timescales for deliverability.</li><li>• Consultation undertaken took place via a number of special Directorate Management Team meetings, cabinet briefings and discussions with Portfolio Holder and also 1:1 discussions with officers</li></ul>	<b>Green</b>
The corporate plan is unachievable	<ul style="list-style-type: none"><li>• Delivery against the corporate plan will be routinely reviewed and progress reported</li></ul>	<b>Green</b>

	<p>enabling adjustments or remedial action to be taken</p> <ul style="list-style-type: none"> <li>• The Corporate Plan and the Flagship Actions are aligned to the MTFs and will be delivered within the council's available resources</li> </ul>	
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## Procurement Implications

There are no direct procurement implications arising from the recommendations set out in this report. However, any procurement that is required to deliver the actions detailed in the Corporate Plan will be conducted consistent with the Public Contract Regulations 2015 and the Contract Procedure Rules and will be supported by the Corporate Procurement Team.

## Legal Implications

Article 3 of the constitution sets out the policy framework of the council. The Corporate Plan is a plan that should be approved by Council.

## Financial Implications

The majority of flagship actions in the Corporate Plan are aligned to the MTFs and some are dependent on other funding streams, either within the Council or external.

## Equalities implications / Public Sector Equality Duty

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
  - (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
  - (c) *Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
- Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and*

*persons who do not share it involves having due regard, in particular, to the need to:*

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

*The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and*
- (b) Promote understanding.*

*Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.*

*The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

The development of a new Corporate Plan will support delivery of our equalities duties across the borough. One of the key priorities of the plan is to have a borough that is a place where those in need are supported. In order to achieve this, multiple datasets support identification of those groups who are not experiencing the same level of outcomes as others, enabling specific and targeted plans to be developed over the 3-year delivery window to improve outcomes.

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

**Statutory Officer: Dawn Calvert**

Signed by the Chief Financial Officer

**Date: 08/02/2023**

**Statutory Officer: Hugh Peart**

Signed by the Monitoring Officer

**Date: 08/02/2023**

**Chief Officer: Alex Dewsnap**

Signed off by the Acting Corporate Director

**Date: 05/02/2023**

**Head of Procurement: Nimesh Mehta**

Signed by the Head of Procurement

**Date: 08/02/2023**

**Head of Internal Audit: Neale Burns**

Signed on behalf of the Head of Internal Audit

**Date: 08/02/2023**

## **Mandatory Checks**

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

**EqIA carried out:** No Equality Impact Assessment is required at this stage and impact assessments will be carried out during the development of associated priorities.

**EqIA cleared by:** N/A

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

**Contact:** Shumaila Dar, Interim Assistant Director Strategy and Partnerships,  
[Shumaila.Dar@harrow.gov.uk](mailto:Shumaila.Dar@harrow.gov.uk)

**Background Papers:** None

**Call-in waived by the Chair of Overview and Scrutiny Committee - NO**