

Meeting:	Cabinet
Date:	8 th November 2007
Subject:	Year Ahead Statement 2008/09
Key Decision:	Yes
Responsible Officer:	Michael Lockwood
Portfolio Holder:	David Ashton – Finance and Portfolio Co-ordination/Paul Osborn – Strategy and Business Support
Exempt:	No
Enclosures:	Analysis of current Corporate Priorities

Section 1 – Summary and Recommendations

This report sets out proposed Vision Statements and Corporate Priorities for the Council for the coming financial year 2008/09

Recommendation:

Cabinet is requested to:

Adopt the proposed vision statements and corporate priorities for the purpose of developing the Council's draft corporate plan and Directorate service plans.

Reason:

To provide guidance about priorities to officers developing corporate and service plans for next year

Section 2 – Report

1. Cabinet recommended, and Council adopted, the Council's Corporate Plan in July this year. The Plan included the Council's vision of being "recognised as one of the best London Councils by 2012 in a borough that is cosmopolitan, confident and cohesive" and set out 11 vision statements and corporate priorities for the current year.
2. The new Integrated Planning, Performance and Budgeting Framework, which Cabinet has also adopted, anticipates that next year's Corporate Plan will be approved in February 2008, at the same time as the budget to which it relates. Accordingly, work has already been undertaken to consider whether the current vision, vision statements and corporate priorities need to be refreshed. This process has involved reviewing national and local policy influences, performance, value for money and consultation results and inspection outcomes. The analysis is attached as an Appendix. The process has also involved a Majority Group Away Day to help identify the issues that are of most concern and the opportunities that should be pursued.
3. The Council's vision, vision statements and corporate priorities should fit together to describe the sort of place that Harrow aspires to be and the sort of Council it should have. The Vision is a medium to long-term statement setting out an objective, the vision statements help understanding of what the vision means, while the corporate priorities describe the immediate steps towards making the vision come true. The Council's current vision extends to 2012 and was not thought to be in need of any amendment.
4. The current set of vision statements are very similar to the current corporate priorities and, therefore, do not add to an understanding of what one of the best London Councils would be like. A new and reduced set out of vision statements is therefore proposed as follows:

Our vision must be delivered with the commitment of our staff and partners specifically to create:

- **A place with quality neighbourhoods with clean and safe streets**
- **A place where you can be proud of the Town Centre**
- **A place which promotes the well-being of its communities**
- **A place where the Council provides value for money services.**

5. In line with these vision statements, a focussed set of corporate priorities has been determined as follows:

1. **Deliver cleaner streets, better environmental services and keep crime low**

This priority is about cleaner streets, efficient refuse collection and effective recycling, better road and pavement maintenance, better park maintenance, visible community safety staff and less crime and anti-social behaviour.

2. Redevelop the Town Centre

This priority is about developing a town centre of which we can be proud, offering a distinct mix of high quality retail outlets, cafes, bars and restaurants, leisure and learning opportunities, jobs and housing.

3. Improve the well-being of adults and children and the care of those who most need our help

This priority is about increased independence with greater use of self-directed care, joining up information to help keep children safe, enabling people to take responsibility for their own health through information. This includes enhancement of sports provision, to provide positive outlets for the energy of Harrow's Youth.

4. Extend community use of schools while making education in Harrow even better

This priority is about supporting excellent schools that serve the community as well as their pupils, by encouraging out of hours community use, identifying opportunities for making sports and leisure facilities on school sites available to the public at large and continuing the extended schools concept.

5. Improve the way we work for our residents

This priority is about getting better value for money, cutting waste, improving Access Harrow, improving our communications, achieving efficiencies and improving customer satisfaction

6. Develop communities where people from different backgrounds get on well together

This priority is about supporting the voluntary and community sector, forming partnerships with our communities through better consultation, engagement and community development, supporting communities to live at ease with themselves and each other.

Specific commitments in the form of Flagship Actions and other actions contained within Directorate Service Plans will be developed over the coming months, ready for formal adoption along with the budget in February 2008.

6. Financial Implications

There are no direct financial implications from amending the Council's corporate priorities save for minor administrative costs which can be contained within approved budgets.

7. Performance Issues

The report of the Council's Corporate Assessment (performed late 2006), noted that the Council had developed a shared medium term vision for the future, but a longer-term strategic vision reflecting the distinctive nature of the borough was not clearly articulated. It also highlighted that the Council should clearly identify the key issues which were most important in delivering its

longer-term ambitions and link these to a clear vision which sets out how the Council and partners will maintain and improve the special characteristics of Harrow as a place. To deliver this vision, the Council needed to create a clearer hierarchy of priorities to guide its service planning and define clear outcome goals, which are realistic and measurable. The corporate plan needed to make these priorities clear including where financial pressures have led to the creation of lower priorities.

The refreshed vision statements and corporate priorities proposed in this report, building on that produced in Summer 2007, further address the issues raised by the Corporate Assessment relating to the key lines of enquiry for ambition and prioritisation. The Vision Statements proposed in this report describe the attributes of "one of the best London Councils" that are important for the Borough and the proposed Corporate Priorities identify the aspects of the vision that can and should be addressed in the coming financial year.

Section 3 - Statutory Officer Clearance

Name: ...Barry Evans.....	<input type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: ...19 th October 2007		
Name: Jill Travers	<input type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 18 th October 2007		

Section 4 – Performance Officer Clearance

Name: Tom Whiting	<input type="checkbox"/>	Divisional Director (Strategy and Improvement)
Date: 19 th October 2007.		

Section 5 - Contact Details and Background Papers

Contact: Mike Howes, Service Manager, Policy and Partnerships 020 8420 9637

Background Papers: MORI Final Survey Report 2007
CA and JAR Inspection Reports
Best Value Performance Plan 2007
Best Value Performance Survey 2006