

## **THE CORPORATE PLAN**

### **HARROW COUNCIL'S VISION, MISSION and CORPORATE STRATEGIC PRIORITIES 2004 – 2006**

#### **VISION**

We are proud to live in Harrow because of the richness of our cultural backgrounds and diversity of our communities. We are ambitious for the future of our children, our town and our place in London.

For these reasons we want to enhance the life opportunities for everyone, by improving the quality of life, freeing everyone to achieve their potential and removing barriers to personal development and community growth.

#### **In Harrow, we look forward to a community**

- where everybody can aspire to a better life for themselves and their families
- where diversity can be celebrated and social cohesion promoted
- where everybody has an equal chance to fulfil their potential
- where the quality of life is enhanced by a safe, secure and clean environment
- which is a true learning community where standards of education are rising and there is wider participation in lifelong learning
- where good health and social care is available to all who need those services
- where there is a vibrant local economy
- where there is a strong sense of civic pride
- where there is a dynamic Council supported by a valued workforce, working in partnership with the community to improve public services

#### **MISSION**

**The Council will strive to fulfil its vision and become recognised as a good provider through the implementation of the New Harrow Project, sustained by a rolling three year Medium Term Budget Strategy.**

**The New Harrow Project will seek to raise all Council standards of service so that there is a real improvement for residents and users.**

## INTRODUCTION

The Plan forms as part of a series of documents that show how the Council will make sure that the services provided are the right services to meet the needs of the local people.

The Plan describes the priorities of the Council and the desired outcomes. It is one of a number of linked documents. The Plan seeks to support the **Community Strategy** (a document that is being agreed with our strategic partners). The Community Strategy explains how the Council working with its partners will improve the quality of life of the people living and working in Harrow. The strategy also explains how this will be achieved through the improvement of the economic, social and environmental wellbeing of Harrow and its communities.

The Corporate Plan is itself supported by **the Best Value Performance Plan** which sets out the targets to be achieved to meet the priorities identified in the Plan, and the success of the Council in achieving those targets. Service specific priorities and targets are included in the **Directorate Service Delivery Plans**.

Harrow is improving and has just been upgraded by the Audit Commission to "Fair". The Council is determined to continue this improvement and to achieve "Good" status as soon as possible within the next 2 years.

To continue this improvement the Council has launched the **New Harrow Project**. The Project has five main parts:-

- The achievement of financial stability to aid the planning and delivery of services
- A rebuild of the organisation. Four new directorates have been created and new Chief Officers appointed. A review of the middle management is now underway.
- The area assessment and delivery of services. Through an Area Director in each directorate all services that can be delivered on an area basis will be.
- The creation of a new IT Strategy and partnership arrangements to update the IT support infrastructure to enable improvements in service delivery.

- The establishment of a performance management system throughout the Council to help drive through the changes necessary to achieve radical improvements in the performance of the Council.

Two pilots have been established to help develop area assessment and delivery of services.

The **South Harrow Pilot** brought together the Public Realm services to improve the street scene. Action was taken to clean the streets, remove litter, improve derelict shop front properties, bring together regulatory and enforcement services, and involve the local community in setting and achieving standards. This pilot has been evaluated both by the Audit Commission and the Council's Overview and Scrutiny Committee. Lessons learnt are being incorporated into an expansion of the programme into other areas of the Borough.

The **Community Schools Project** based on two High School cluster groups has objectives which include:

- to identify and work with children, young people and their families who are at risk or vulnerable but who are not currently being supported by statutory agencies
- to ensure that the multi-agency approach is a strong and sustainable feature of area community services to children, young people and their families
- to develop and support communities to take ownership for area based community and public realm services

This pilot is being launched early in 2004 and will be evaluated later.

The Continuous Performance Assessment carried out by the Audit Commission identified a number of areas in where the Council should improve. To address these areas the Council has agreed a **CPA Action Plan**. The Action Plan is being reviewed in the light of the recent revised CPA assessment and the priorities identified in this Corporate Plan. A copy of the existing Action Plan is appended to the Corporate Plan. This will be updated after completion of the review.

To achieve this Action Plan and the improvements necessary to raise the CPA grading of the Council, it is also necessary to achieve financial stability that allows for the proper planning of the development of services. This is being achieved through the **Medium Term Budget Strategy**. The MTBS takes into account the many factors needed to be considered when setting priorities including demographic growth, legislative changes, and savings and

efficiencies identified. It provides the basis for prioritisation and the future delivery of all the Council's services. A copy of this Strategy will be appended after the Council Meeting to determine the budget for 2004/05.

## **STRATEGIC CORPORATE PRIORITIES AND OUTCOMES**

**To achieve our vision we will focus on the following corporate priorities that will make a real difference to living and working in Harrow.**

### **1. ENVIRONMENTAL PRIORITIES**

We will enhance the environment in Harrow by focussing on

	<b>PRIORITY</b>	<b>OUTCOME</b>
A	Visibly improving the street scene, in particular, in major shopping areas	<ul style="list-style-type: none"><li>❑ Upgrading the hard and soft landscaping in all the Shopping Centres</li><li>❑ Improved sweeping and litter collection</li><li>❑ Removal of all graffiti and fly tipping within 48 hours of being reported</li><li>❑ Improvements to the state of repair of highways and pavements</li><li>❑ Improvements to road safety</li></ul>
B	Promoting ecologically friendly policies	<ul style="list-style-type: none"><li>❑ Improvements to the quality of the air</li><li>❑ Improved levels of collected recyclable waste</li><li>❑ Increasing the number of Council vehicles using greener fuels</li><li>❑ Using more renewable energy resources and more effective heating systems in the housing stock</li></ul>
C	Improving parks and open spaces	<ul style="list-style-type: none"><li>❑ Improvements to grounds maintenance</li><li>❑ The restoration of Canons Park and the Headstone Manor House</li><li>❑ Rapid response to acts of vandalism and graffiti</li><li>❑ Improvements to park safety</li><li>❑ Improvements to the standards of playground equipment</li><li>❑ The creation of teenage friendly zones</li><li>❑ Increased public access to the Green Belt</li></ul>
D	Promoting green travel plans for organisations in Harrow	<ul style="list-style-type: none"><li>❑ Less reliance on car use in the Borough with resulting less congestion</li><li>❑ Better public transport facilities</li></ul>

E	Improving the housing stock	<ul style="list-style-type: none"> <li>❑ Improvement of the management of the Council's housing stock</li> <li>❑ Implementation of the Private Sector Housing Renewal Strategy and the Renewal Grants Policy</li> <li>❑ Implementation of the Best Value recommendations on maintenance</li> <li>❑ Improvement in the enforcement of the rules for private sector housing</li> <li>❑ The regeneration of the Rayners Lane Estate</li> </ul>
F	Improving the planning process	<ul style="list-style-type: none"> <li>❑ Improving the time taken to process planning applications</li> </ul>

## 2. PRIORITIES FOR STRENGTHENING COMMUNITIES

We will strengthen communities in Harrow by focussing on

	PRIORITIES	OUTCOMES
A	Promoting good community relations	<ul style="list-style-type: none"> <li>❑ A peaceful community with racial harmony</li> <li>❑ The elimination of discrimination and racially motivated incidents</li> <li>❑ Support by the Council for community events</li> <li>❑ The promotion of arts and cultural activities that celebrates cultural diversity</li> <li>❑ Achieving a Council workforce that that is representative of the local community</li> </ul>
B	Reducing anti-social behaviour and making Harrow safer	<ul style="list-style-type: none"> <li>❑ An effective Council, police and voluntary organisation partnership</li> <li>❑ A reduction in the level of crime and disorder and in the level of fear of crime</li> </ul>
C	Developing stronger partnerships with other service providers	<ul style="list-style-type: none"> <li>❑ Completion, publication and implementation of the Community Strategy</li> <li>❑ The establishment and development of the Harrow Strategic Partnership</li> <li>❑ Improved community cohesion through closer working with voluntary and statutory agencies</li> <li>❑ Achievement of the Local Public Service</li> </ul>

		Agreement Targets
D	Developing support for local communities	<ul style="list-style-type: none"> <li>❑ Establishing links with the health and voluntary sector to support local communities</li> <li>❑ School cluster groups become the focus for community activities</li> <li>❑ School cluster groups also become the focus for inter-agency working to identify and assist those in need of services</li> </ul>
E	Promoting housing development to meet the needs of the community	<ul style="list-style-type: none"> <li>❑ The increased provision of affordable housing</li> <li>❑ More housing for key workers</li> </ul>

### 3. LIFE LONG LEARNING PRIORITIES

We will promote Harrow as a centre of lifelong learning by focussing on

	PRIORITIES	OUTCOMES
A	Improving the standard of education, skills, training and learning for all age groups	<ul style="list-style-type: none"> <li>❑ An improvement to the quality of foundation stage education</li> <li>❑ Raising the level of achievement of Key Stages 1,2 and 3</li> <li>❑ Development and diversification of learning opportunities to raise achievements under key stage 4</li> <li>❑ Increase in the level of inclusion and learning to under-achieving groups</li> <li>❑ No schools as identified as under-achieving, with serious weaknesses or requiring special attention</li> <li>❑ Implementation of the adult learning plan and the education services review including LPSA targets</li> </ul>

B	<b><i>The targeting of education services for individual children and families</i></b>	<ul style="list-style-type: none"> <li>❑ <b><i>Improved behaviour and attendance through the implementation of the Behaviour Support Plan</i></b></li> <li>❑ <b><i>Implementation of the SEN Strategy and reducing the time taken to complete statements</i></b></li> <li>❑ <b><i>A reduction in the number of young people post 16 who are not in education, employment or training</i></b></li> <li>❑ <b><i>An increase in the provision of childcare, with particular emphasis on the more disadvantaged areas of the Borough</i></b></li> </ul>
C	Promotion of the reorganisation of schools	<ul style="list-style-type: none"> <li>❑ Consultation on post 16 re-organisation and publication of a Plan for change</li> <li>❑ To submit a further PFI bid in connection with 11+ school reorganisation and, if successful, to devise a plan by September 2004</li> <li>❑ The development of new Special School facilities</li> </ul>
D	Improving the Borough's sports, leisure and arts facilities	<ul style="list-style-type: none"> <li>❑ Implementation of the Cultural Strategy in particular the promotion of sports and arts academics</li> <li>❑ Completion of the agreement with Leisure Connection</li> <li>❑ Implementation and promotion of the new "Leisurecard"</li> <li>❑ Development of the Prince Edward Playing Fields</li> <li>❑ An assessment of the possibility of a new performing arts space</li> <li>❑ Improvements in the range and quality of sports, arts and leisure facilities</li> </ul>
E	Improving the Borough's library provision	<ul style="list-style-type: none"> <li>❑ The implementation of the Library Position Statement including a phased programme to increase library opening hours</li> <li>❑ Plan for a new central library in Harrow town centre as part of a town centre development plan</li> </ul>
F	The provision of better Youth and Community facilities	<ul style="list-style-type: none"> <li>❑ To make a major investment in this service</li> <li>❑ To introduce new approaches to the Youth Service provision and ensuring this is co-ordinated with the Connexions Service</li> </ul>



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#### 4. HEALTH AND SOCIAL CARE PRIORITIES

We will improve the quality of health and social care in Harrow by focussing on

	PRIORITIES	OUTCOMES
A	Safeguarding children	<ul style="list-style-type: none"> <li>❑ Responding positively to the Green Paper “Every Child Matters”</li> <li>❑ An increased Member involvement in corporate parenting activities with looked after children</li> <li>❑ Excellent monitoring and review procedures</li> <li>❑ Improved performance of the Area Children Protection Committee</li> <li>❑ A wider range of services for disabled children and their carers</li> <li>❑ A workforce retention strategy for social workers</li> <li>❑ Improvements in the life chances for looked after children</li> </ul>

B	Improving the health of residents	<ul style="list-style-type: none"> <li>❑ The implementation of the National Service Frameworks for Older People Mental Health and People with disabilities</li> <li>❑ The provision of improved community health facilities</li> <li>❑ Targeted health provision for members of the black and ethnic minorities</li> </ul>
C	Promoting and increasing independent living for vulnerable people	<ul style="list-style-type: none"> <li>❑ An increase in the provision of supported Housing</li> <li>❑ Development of services for those with Austistic Spectrum disorders</li> <li>❑ Increased provision of intensive home care</li> <li>❑ Low admissions to residential care</li> <li>❑ Better support for carers</li> </ul>
D	Working with Partners	<ul style="list-style-type: none"> <li>❑ Closer working with the voluntary sector</li> <li>❑ Further developments of initiatives for victims of domestic violence</li> </ul>
E	Supporting older people, particularly the disadvantaged	<ul style="list-style-type: none"> <li>❑ An integration of the service delivery for older People and adults with the PCT</li> <li>❑ Better targeted support</li> </ul>
F	Tackling homelessness	<ul style="list-style-type: none"> <li>❑ No use of bed and breakfast accommodation</li> </ul>
G	<b><i>Promotion of benefit take-up</i></b>	<ul style="list-style-type: none"> <li>❑ <b><i>Alleviation of poverty</i></b></li> <li>❑ <b><i>Improved take-up of benefits</i></b></li> <li>❑ <b><i>Increased effectiveness in the administration of granting benefits, eg housing benefits</i></b></li> </ul>

## 5. PRIORITIES FOR A PROSPEROUS AND SUSTAINABLE ECONOMY IN HARROW

We will promote Harrow as a vibrant local economy by focussing on

	PRIORITIES	OUTCOMES

A	Promotion of the development of shopping areas	<input type="checkbox"/> The finalisation of the Town Centre Plan <input type="checkbox"/> The commencement of development projects in the Town Centre <input type="checkbox"/> The completion of development projects in Wealdstone including the Wealdstone Centre
B	The promotion of investment in transport infrastructure	<input type="checkbox"/> An increased use of public transport
C	Working in partnership with employers	<input type="checkbox"/> Local policies and actions to help employers Develop their operations
D	Promotion of small businesses and entrepreneurship	<input type="checkbox"/> Meet the LPSA target of increasing the number of SME's (Small to Medium Enterprises) with significant commerce and e-procurement capabilities <input type="checkbox"/> Establishment of an Asian Prime Movers Group <input type="checkbox"/> To establish the Vitality Profile as a means of attracting new businesses <input type="checkbox"/> Meet LPSA target for increasing the number of new business start-ups

## 6. PRIORITIES IN DEVELOPING A CUSTOMER FOCUSED COUNCIL

**We will improve the quality of the services provided to the people and businesses of Harrow by focussing on**

	<b>PRIORITIES</b>	<b>OUTCOMES</b>
A	Improving the First Contact service to the public	<input type="checkbox"/> An improved rating of service by the public

B	The improvement of the management of services and the development of the area based service delivery model	<ul style="list-style-type: none"> <li>❑ The creation of new directorates in a more cost efficient structure and the establishment of area based services</li> </ul>
C	Maintaining effective administration with clear strategy and effective scrutiny	<ul style="list-style-type: none"> <li>❑ A further improvement in the CPA rating</li> </ul>
D	Investment in e-government	<ul style="list-style-type: none"> <li>❑ An ICT Strategy to support the improvement in the efficiency of services</li> <li>❑ Partnership arrangements with an external ICT provider</li> <li>❑ Meeting Central Government targets</li> </ul>
E	Working as an employer to recruit, retain and develop a responsive and skilled workforce	<ul style="list-style-type: none"> <li>❑ Implementation of a new Human Relations and Human Resource Development Strategies</li> <li>❑ The development of a learning and developmental culture</li> <li>❑ Reduction in vacancy rates and improved retention rates</li> <li>❑ Reduction in sickness absence</li> </ul>
F	Improving management information and financial planning	<ul style="list-style-type: none"> <li>❑ A three year Medium Term Budget Strategy</li> </ul>