
REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	Corporate Plan 2016 - 2019
Key Decision:	Yes
Responsible Officer:	Tom Whiting, Corporate Director of Resources and Commercial
Portfolio Holder:	Councillor David Perry, Leader of the council and Portfolio Holder for Strategy, Partnerships and Corporate Leadership Councillor Kiran Ramchandani, Portfolio Holder for Performance, Corporate Resources and Policy Development
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council
Wards affected:	All
Enclosures:	Harrow Ambition 2020 Equality Impact Assessment – Corporate Plan

Section 1 – Summary and Recommendations

This report sets out the Corporate Plan for 2016-2019. It sets out the key activities and targets that will evidence delivery of the plan over the next three years. Together with the Final Revenue Budget 2016-17, they outline what the Council intends to do and how we will do it. It will be refreshed annually.

This report also sets out the Council's new values for Cabinet to note.

The Plan will be being considered at Overview and Scrutiny Committee on the 16th February 2015.

Recommendations:

Cabinet is requested to:

1. Endorse the Council's new values, and
2. Recommend the Corporate Plan to Council and to authorise the Leader to make any minor amendments to the Plan as necessary prior to the matter going to Council.

Reason: (For recommendation)

To update the Council's Policy Framework and set out the Council's direction of travel for the next three years.

Section 2 – Report

1. Introductory paragraph

- 1.1. The Corporate Plan sets out the strategic direction for the authority, it's vision, priorities, core outcomes and key initiatives which describe and illustrate the programme of activity for next three years and against which the Council is happy to be judged. Together with the Final Revenue Budget 2016-17, it outlines what the Council intends to do and how those actions and services will be funded. The funding detail is set out in the budget reports.

2. Options considered

- 2.1. The Corporate Plan needs to be updated to align with the budget. It is important that the Council have a Corporate Plan. Therefore no other options have been considered.

3. Background

- 3.1. All Councils are experiencing immense budgetary pressures and Harrow is no different. The Corporate Plan is designed, not only to set out how this Borough is responding to those challenges, but it also sets out our aspirations for the Borough, and our strategy to deliver on our vision of 'Working together to make a difference for the vulnerable, communities, families and businesses'. That strategy is between now and 2020 to Build a Better Harrow, Protect the Most Vulnerable and Be More Business Like.
- 3.2. The Corporate Plan, entitled 'Harrow Ambition Plan 2020' is set in three parts. A first section that sets out the context, ambition and strategy, section two which is the delivery plan, which sets out the

projects and initiatives and the targets we aspire to achieve and a third section which is aimed internally at staff which sets out what all of this will mean for the Council as an organisation and a place to work. It is within this section that the refreshed values feature.

4. Values Refresh

4.1. With the challenges that the Council faces we need to be more commercially minded, working in a more business-like and innovative way in order to meet our strategic goals together. To do this we need to change how we work. How we work is about systems/processes and structures and – perhaps most importantly - it's about values and behaviours. What behaviours would we see around the Council in an organisation focussed on commercialisation and what do we need to be doing in terms of our behaviour in order to drive transformational change?

4.2. In the consultation paper on his senior management re-structure the Chief Executive committed to work with staff to build some new cultural values. Pursuant to this, during the latter part of last year a series of facilitated workshops were held with staff from across the Council. The workshops were used to explore (using a tried and tested tool called the Competing Values Framework) how we currently work and the positive behaviours that staff see around the organisation that they want to keep and to think about the desired future culture and the shift in behaviours and values required to deliver it. A workshop was also held for elected members.

4.3. From the raw data collected at each workshop we began to identify trends, patterns in feedback and messages. We continued drilling down into this data and developed a 'straw man' of suggested values, pulling together the high level emerging themes. From this, we asked what this data told us? What are the key messages we take from them? This created our proposed new values:

- ★ Be Courageous
- ★ Do It Together
- ★ Make It Happen

4.4. We presented these back to employee focus groups and facilitated another workshop to begin to pull together the associated behaviours we need to demonstrate to truly live our values, gaining consistency in what we say and what we do. The values, and importantly the behaviours have been developed with employees. They are staff led, owed by them and so it is essential that we engage with all employees to begin to embed these values and drive culture change.

5. Next Steps on Council Values

5.1. Our values need to underpin everything that we do. From the way we work together, to how we make decisions and how we deliver our objectives. In order to become a values led organisations we need to recruit on our values, to be measured on our behaviours by embedding them in our appraisal process and to ensure that our

senior officers are leading by example. Our values have therefore been built in to the new Harrow Ambition Plan and we have designed a 12 month long embedding programme, beginning with launching them at the managers' conference in March 2016

6. Consultation

6.1. Some of the actions or proposals within the plan have already been the subject of consultation. Where necessary, consultation will be undertaken with residents and communities to shape the delivery of the other proposals contained within the Corporate Plan, in keeping with the ambition of the Administration to consult and engage.

6.2. With regards the values, the consultation that has been undertaken is highlighted above.

7. Risk Management Implications

Risk	Mitigation
The Plan is not delivered due to external factors beyond our control or a lack of capacity internally	The delivery plan is deliberately ambitious as we want to achieve the best for our residents. We will monitor performance and progress quarterly through Improvement Boards so we can take action should it become apparent things are not happening to plan.
Change in Government policy or legislation impacts adversely on our ability to deliver the plan	We will monitor closely government policy in key areas related to the plan and should for example the funding settlement, guidance around the introduction of Universal Credit or the draft Housing Bill change and impact negatively in our plans we will reassess those plans and consider lobbying Government.
New values do not lead to a change in behaviours	A comprehensive 12 month plan for communicating and embedding the values and behaviours has been drafted and will be rolled out across the organization.
Failing to link the Harrow Ambition Plan and new values to the Appraisal process for the 2016/17 performance year	A detailed project plan for automating and updating the appraisal process is being developed and will cover communication/engagement and the supporting training package that will underpin the rollout

Risk included on Directorate risk register? No

Separate risk register in place? No

8. Legal Implications

8.1. Approving the Council's policy framework is reserved to full council. The Corporate Plan will therefore be considered at Council on 25th February 2015.

9. Financial Implications

9.1. The financial implications of the Corporate Plan are set out in the Final Revenue Budget 2016-17. The Corporate Plan incorporates those key activities that the Administration wish to be delivered between now and 2020 within the current spending envelope. The programme to embed the Council's new Values is being delivered from within the Council's Organisational Development Budget.

10. Equalities implications / Public Sector Equality Duty

10.1. The equalities implications of the Corporate Plan are set out in the attached EQIA which concludes there is no adverse impact as a result of this plan. A number of the activities referenced in the Corporate Plan are still proposals and final business cases need to be developed, so EQIAs will be developed to support these.

11. Council Priorities

11.1. The Corporate Plan sets out the delivery plan for making the Council's corporate priorities a reality.

Section 3 - Statutory Officer Clearance

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 4 February 2016		
Name: Caroline Eccles	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 February 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	Alex Dewsnap

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp, Head of Policy, 0208 424 8774
rachel.gapp@harrow.gov.uk

Background Papers: None.

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call-in does not apply as the decision is reserved to Council]</i>
--	---