

SCRUTINY COMMITTEE
Tuesday 12 July 2022 at 7.30 pm
Council Chamber - Civic Centre

1. Apologies for Absence and Substitutions

2. Declarations of Interest

To receive Councillors' declarations of interest (if any) in relation to any matters on the agenda.

3. Minutes (Pages 3 - 12)

To approve the minutes of the meeting held on 15 March 2022.

4. Matters arising

5. Written questions from members of the public

To receive any questions from members of the public in accordance with Council Procedure Rule 10.

6. Written questions from Councillors

To receive any questions from Councillors in accordance with Council Procedure Rule 10.

7. Responses of the Cabinet to Reports of the Scrutiny Committee

To consider responses (if any) of the Cabinet to reports and recommendations from the Committee.

a) Response of the Cabinet to Accept the Recommendations of the Scrutiny Committee from the Review of Policing and Community Safety

RESOLVED that Cabinet accepted the recommendations to:

- i) Work be undertaken to identify what changed to CCTV provision could be made in the Town Centre and any budget implications arising from these, with a report to be brought back to Cabinet at a later date; and
- ii) The Police be asked to provide contact information for Police Officers assigned to each Ward.

8. Scrutiny Committee Work Plan 2022/23 (Pages 13 - 78)

To agree the Committee's work plan for the 2022/23 municipal year.

a) Discussion with the Leader

b) Agreement of Work Plan

9. Annual Report of the Scrutiny Committee 2021/22 (Pages 79 - 80)

10. References from Other Committees

11. Matters of Urgent Business

Such other business which, in the opinion of the Chair, should be received as a matter of urgency by reason of special circumstances to be specified in the minutes.

**MINUTES OF THE SCRUTINY COMMITTEE
HELD ON**

15 March 2022

7.30 - 9.30 pm

PRESENT**Committee Members**

Councillor Tony Edwards (Chair)
Councillor David Carter (Vice-Chair)
Councillor Tony Durcan
Councillor Eugenie Harvey
Councillor Matthew Saggars

Also Present

Councillor Simon Carter
Chief Inspector Paul Austin – Essex Police
Sergeant Matt Hughes – Essex Police

Officers

Simon Hill, Director of Governance and Corporate Support
Michael Pitt, Assistance Director Environment
Adam Rees, Senior Governance Support Officer

53. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were received from Councillors Nick Churchill and Shona Johnson.

54. DECLARATIONS OF INTEREST

Councillor David Carter declared a non-pecuniary interest in Item 9 as a site rep for Harlow Allotment Association.

55. MINUTES

RESOLVED that the minutes of the meeting held on 8 February 2022 are agreed as a correct record and signed by the Chair.

56. MATTERS ARISING

None.

57. WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC

None.

58. **WRITTEN QUESTIONS FROM COUNCILLORS**

None.

59. **RESPONSES OF THE CABINET TO REPORTS OF THE SCRUTINY COMMITTEE**

None.

60. **POLICING AND COMMUNITY SAFETY ANNUAL REVIEW - QUESTION AND ANSWER WITH THE POLICE**

Chief Inspector Paul Austin and Sergeant Matt Hughes from Essex Police gave a presentation on policing in the town, in response to questions submitted in advance by the Committee. It was noted that a number of questions had been submitted by the public and these would be answered outside of the meeting. A copy of these questions and answers is appended to the minutes.

The Committee then asked the Police questions in relation to the presentation and discussed potential further work that could take place.

The Committee said that they would recommend to Cabinet that improvements to CCTV in the Town Centre would be looked at, as well as asking the Police to provide contact information for Police Officers assigned to each Ward.

The Committee also agreed that it would look at what could be done about the rise in hate crime.

RESOLVED that:

A It was recommended to Cabinet that:

- i) Cabinet requests that work is undertaken to identify what changes to CCTV provision could be made in the Town Centre and any budget implications arising from these, with a report to be brought back to Cabinet at a later date; and
- ii) The Police be asked to provide contact information for Police Officers assigned to each Ward.

B The Committee would consider the inclusion of an item on hate crime on its work plan.

61. **ALLOTMENTS - UPDATE REPORT**

The Committee received an update report on the review of allotments.

RESOLVED that it was agreed that further meetings of the Councillor Task and Finish Group be arranged and a further report be received by the Committee in the following municipal year.

62. **WORK PLAN**

The Committee received a report summarising its work plan for 2021/22.

RESOLVED that the work plan be noted.

63. **REFERENCES FROM OTHER COMMITTEES**

None.

64. **MATTERS OF URGENT BUSINESS**

None.

CHAIR OF THE COMMITTEE

Questions Submitted by the Public to the Police

1. Would it be useful to compare Essex and Nottinghamshire Police regarding rape and sexual offence cases? The Essex force has 2.96 officers per 1000 people and in Nottinghamshire it is 2.95.

The PFCC for Nottinghamshire produced a report on 2 November 2021. It says on page 7:

"Between 01/04/2021 and 17/10/2021 the force has achieved 63 Positive Outcomes for Rape (10% recorded crime) and 222 Positive Outcomes for Sexual Offences (11.6% recorded crime)."

How can Essex Police justify zero solved rape cases as was reported by YourHarlow in its article 'Essex Police defend "abysmal" record on solving crimes in Harlow' published 27 January 2022?

Please see the Nottinghamshire report at:

<https://www.nottinghamshire.pcc.police.uk/About-Us/03-Nottinghamshire-Police-Public-Protection-and-Safeguarding-Report.pdf>

A:- Yes as explained at the meeting. Rape Over 16 is a complex category owing to the types of offending. The District has a number of solved offences for Rape but this is in the under 16 categories. The district currently has a number of Rape in the over 16 categories ongoing. The vast majority are historic offences regarding persons in a relationship or ex-relationship.

2. Will the police in Harlow consider adopting a strategy in full or part known as Project Zeal to reduce shoplifting and its associated violent crime, as implemented by Nottinghamshire Police and outlined in a College of Policing article dated 14 December 2021? its URL being:

<https://www.college.police.uk/article/working-retail-and-security-reduce-shoplifting>

Note: Project Zeal was launched to strengthen the relationship between retail, security and policing by sharing information, using technology to identify prolific offenders and tailoring policing solutions to tackle crime.

A: - The district already has good links with Business via our Business Crime unit. The local Town Centre team uses this link and information around perpetrators. The Business Crime Team is looking at a number of solutions to strengthen existing relationships many of which are mentioned in Op Zeal.

3. According to stats on the police website (<https://www.police.uk/your-area/essex-police/harlow-east/?tab=Statistics>), for the last year, around 40% of crimes were concluded as "not able to prosecute suspect" and around another 20% of crimes were concluded as "unable to identify suspect". If I've understood this correctly, 60% of criminals get off with their crime, this doesn't include the ones where the Courts find someone not guilty. Why does this look so poor? As potential victims of crime is there more that can be done to prevent it in the first place and/or help ensure a successful prosecution?

Questions Submitted by the Public to the Police

A:- Not able to prosecute suspects falls into a number of categories these could be for a variety of reasons such as:-

- Insufficient Evidence*
- Unsupportive Victims*
- Suspect is deceased or too unwell for proceedings.*

The biggest ask we have is for victims to support proceedings, we see a large number of cases that are not supported by victims, which in turn makes it extremely difficult for police to prosecute. There are a number of services that offer support to victims and witnesses who provide evidence to police.

4. With the rise in Violence/Racial-Religious/Domestic Abuse cases rising [together with cases being solved down] is it not time to put neighbourhood policing more visually available on a regular daily basis? Not just when police hold surgeries?

A:- We hold regular surgeries, our neighbourhood teams are engaged in tackling crime in neighbourhoods every day. In relation to visibility there are plans for increased visibility over the summer, including increased foot patrols and use of cycle patrols.

5. In my opinion drug taking at underpasses needs tackling. Underpasses are always near a kids park or kids playing field and the smell and sight is detrimental to the area and not something anyone wants their young kids exposed to. Electric Scooters need stopping more, they are silent and deadly and I fear it will not be long before a death occurs in Harlow because of electric scooters. Can you please do more to make the walking paths and cycling paths of this town more welcoming to all and more safe by looking at these issues, thank you.

A:- We already have plans with our partners at Harlow Council to increase the provision of CCTV around Underpasses. In relation to our open spaces and underpasses we have specific operations that target feelings of safety in the local areas. Over the summer we will be increasing the visibility of police officers, so people feel safety. E-Scooters are a national issue, we continue to see E-Scooters seized on a regular basis by our officers, in addition to running a prevention campaign in schools and on our media to educate people around the dangers of these machines.

6. What happened to the much advertised (at the time) Police tactic of having "on the beat" police on bicycles of a few years ago? It was very popular with the public and most people in general. I don't remember the scheme being officially abandoned, it seems to have just fizzled out. Mind you , this was back in the days when we had a properly resourced Police Service , so maybe I have just answered my own question

Questions Submitted by the Public to the Police

A:- As part of our increased visibility from our neighbourhood policing team we are re-introducing cycle patrols.

7. Why is there not a visible police presence around the town
Terminus street & clockhouse areas seems to be going into the dark ages
Friday & Saturday nights the level of anti social behaviour in town centre is bad
yet no police about
Surely now with rising levels of crime, 24 hour police station needs to reopen
especially in a town of 85000 and growing
Every estate should have a manned police office, the stow, staple & bushfair
could really do with it
Police should work with mobile security companies to secure industrial estates &
car parks.
Can the police push for banning orders / exclusion orders from town for persistent
offenders? I'd like to see more police on foot walking the streets and like old days
on push bikes
With rising level of electric scooters, it would be good to see police on them too to
combat the dangerous scooter riders that blight the streets all police should be
armed with minimum of a taser, and perhaps an armed team be visible on the
streets. Criminals have become used to lack of police presence, police &
judiciary action. And know too well there's not enough police about.

A:- The use of electric scooters on the highway is prohibited unless there are exemptions, therefore this wouldn't be a mode of transport we will be adopting. We currently have a number of people subject to criminal behaviour orders. There will not be a growth in our police estate, we are investing in mobile technology for officers to be on the street.

8. Currently the law in this country forbids the use of electric scooters everywhere with the exception of use on private land. Why is it then, that I am, on a daily confronted by irresponsible users of these machines on public roads, footpaths and cycle tracks? Many users are in the age bracket of 10-16. Can the local force get these stupid machines removed and scrapped?
It just may help if signage is put in place to reinforce this.

A:- We already have plans with our partners at Harlow Council to increase the provision of CCTV around Underpasses. In relation to our open spaces and underpasses we have specific operations that target feelings of safety in the local areas. Over the summer we will be increasing the visibility of police officers, so people feel safety. E-Scooters are a national issue, we continue to see E-Scooters seized on a regular basis by our officers, in addition to running a prevention campaign in schools and on our media to educate people around the dangers of these machines.

Questions Submitted by the Public to the Police

9. I would like to ask. Why does it take so long to get cctv evidence? because after 4 weeks it gets deleted and then the evidence had gone and then you can't prosecute due to no evidence?

A:- Retention of CCTV is an issue for the individual or premise that has the CCTV. Our officers know the limitations that some systems have on retention of CCTV and so are mindful of this when they conduct enquiries. Unfortunately on occasions CCTV has not been retained.

10. Her Majesty's Inspectorate of Probation commissioned 'A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders' and reported their findings on 17 November 2021 (see URL at end of this question). Please explain what progress has been made locally or at county level to implement the report's seven recommendations relevant to the police that are listed below?

Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should:

10. develop and deliver a programme of mental health awareness-raising for staff working within criminal justice services. This should include skills to better explain to individuals why they are being asked questions about their mental health so that there can be more meaningful engagement;

11. jointly review arrangements to identify, assess and support people with a mental illness as they progress through the Criminal Justice System to achieve better mental health outcomes and agree plans for improvement.

The police service should:

14. ensure that all dedicated investigative staff receive training on vulnerability which includes inputs on responding to the needs of vulnerable suspects (as well as victims). This should be incorporated within detective training courses;

15. dip sample (outcome code) OC10 and OC12 cases to assess the standard and consistency of decision making and use this to determine any training or briefing requirements and the need for any ongoing oversight;

16. review the availability, prevalence, and sophistication of mental health flagging, to enhance this where possible, and to consider what meaningful and usable data can be produced from this;

17. assure themselves that risks, and vulnerabilities are properly identified during risk assessment processes, particularly for voluntary attendees. They must ensure that risks are appropriately managed, including referrals to Healthcare Partners, Liaison and Diversion and the use of appropriate adults;

18. Police leadership should review MG (manual of guidance) forms to include prompts or dedicated sections for suspect vulnerability to be included.

Link to report:

<https://www.justiceinspectors.gov.uk/hmiprobation/inspections/a-joint-thematic-inspection-of-the-criminal-justice-journey-for-individuals-with-mental-health-needs-and-disorders/>

Questions Submitted by the Public to the Police

A: - Author requires more detailed time to come back to question posed. Please ask them to email me on paul.austin@essex.police.uk for full response.

Site Specific Neighbourhood Issues

11. What is being done about the incredible spike in vehicle thefts from Newhall alone (12 in 12 months) 2 taken within 10 minutes of one another. It keeps happening yet there is no increase in patrols and only more incidents over here.

A:- From a local perspective we are doing a number of things to try and tackle this issue:

- 1. I have officers regularly out in plain clothes doing targeted patrols of areas affected by this crime type*
- 2. I have officers out on high visibility patrols to do deter and prevent crime.*
- 3. Essex Police have a Stolen Vehicle Investigation Unit (SVIU) as mentioned above, who work relentlessly to try and locate stolen vehicles, particularly high value vehicles. They do a lot of work with other forces and cross border operations.*
- 4. We have regular operations involving Essex Police, Herts Police and The Metropolitan Police where we work together doing cross border patrols trying to locate criminals that use our road networks to commit crime. We have recently held one of these operations where in one night 14 people were arrested and 4 stolen vehicles were located and recovered.*
- 5. We are in liaisons with National Vehicle Crime Intelligence Service (NaVCIS) regarding trap vehicles, so it is something that we are already considering and looking to try and implement.*

12. Is anything being done about the increasing number of cars parking on and blocking pavements in residential areas, particularly Church Langley.

A:- Yes Patrols occur and we liase with our parking enforcement partners. However, without a specific location I cannot provide any further detail.

13. I am a transgender women in Harlow Essex I don't feel safe at all I get hassle when using the toilets and in some shops.

A:- Hate Crime is a key issues in Harlow. We encourage persons to return any Hate Incidents to us. In addition to ASB or harassment. We are committed to working with partners to make people feel safer within Harlow but especially within the Town Centre

14. Speed checks needed down Elizabeth Way/Herons Wood. Far too many speeding vehicles and HGVs

Questions Submitted by the Public to the Police

A:- Noted. If there are specific times required. Please email the Harlow CPT Inbox.

15. Is there any reason why Potter Street from Prentice Place to Miller and Carter cannot have speed cameras or speed humps as I have lived on this road for 20 years and the traffic does not take any notice of speed limits. Most traffic uses this as a rat run to avoid traffic going up to m11 roundabout many years ago there were often speed traps by the white horse pub but these seem to have gone by the way

A:- Fixed Speed cameras are a matter for the Safer Roads Partnership in Essex, they target the area's with the highest amount of collisions resulting in killed or seriously injured. However I will pass your comment along to my team and we can arrange some additional speed checks with the local Community Policing Team.

16. I am from Mark Hall Academy along First Avenue and one of our parents emailed in to say she would not send her daughters to school today 14th January as they witnessed and walked passed a fight that included a knife in the the First Avenue Underpass. This underpass is the only way to and from school. Would it be possible to ensure there is a community officer patrolling the underpass during the morning and afternoon about 3.10pm when students leave to get home, please.

A:- We realise that our underpasses are vulnerable places for residents and the perception of safety is not good. Therefore we are committed with Harlow Council to improve safety within these by making them better spaces, this includes upgrading and adding new CCTV

17. Why is it still after 6 years of telling the police that drug dealing is still occurring by the postbox at Arkwrights/Pittmans field? Its so blatant but seems to be overlooked! Can there not be a deterrent used?

A:- Can the author contact me direct so I can directly answer on paul.austin@essex.police.uk

18. Is anything being done about the increase in electric scooters being used on the pavements, Particularly in Church Langley area.

A:- We already have plans with our partners at Harlow Council to increase the provision of CCTV around Underpasses. In relation to our open spaces and underpasses we have specific operations that target feelings of safety in the local areas. Over the summer we will be increasing the visibility of police officers, so people feel safety. E-Scooters are a national issue, we continue to see E-

Questions Submitted by the Public to the Police

Scooters seized on a regular basis by our officers, in addition to running a prevention campaign in schools and on our media to educate people around the dangers of these machines.

- 19.** What is the Police policy in dealing with, Shoplifters, Bicycle riding and Electric Scooter Riding in the town centre? All of these are against the law but they seem to be ignored.

A:- These are all priority area's for my Town Centre Team. Shoplifting is dealt with by TCT. We have excellent relationships with businesses, Harvey Centre and the Watergardens. There is a current PSPO in relation the cycling in the Town Centre and we are currently reviewing it with Harlow Council.

- 20.** When you will allow more officers to patrol Harlow Town centre? Because unfortunately as a woman I feel unsafe to walk in that area after 4 pm because of the drunks and people on drugs which every time tries to intimidate you.

A:- Harlow Town Centre is a priority area for us. Our Town Centre team works hard with partners. We are trialling more initiatives to improve visibility however I would encourage the author to let us know where she feels unsafe by emailing the Harlow CPT Inbox

REPORT TO: SCRUTINY COMMITTEE

DATE: 12 JULY 2022

TITLE: SCRUTINY COMMITTEE WORK PLAN 2022/23

LEAD OFFICER: SIMON HILL, DIRECTOR OF GOVERNANCE AND CORPORATE SERVICES
(01279) 446099

CONTRIBUTING OFFICER: ADAM REES, SENIOR GOVERNANCE SUPPORT OFFICER (01279) 446057

RECOMMENDED that the Committee:

- A** Approves the draft work plan attached as Appendix A to the report, subject to the addition of additional topics following discussion with the Leader.
- B** Notes the topic submission forms attached as Appendix B to the report.

BACKGROUND

1. The Scrutiny Committee approves its work plan at the first Committee meeting of the municipal year. It then has the opportunity to update its work plan at subsequent meetings in line with the Cabinet-Scrutiny Protocol
2. As set out in the protocol submission forms need to be submitted 28 days before the first meeting. These are then considered by the Senior Management Board who put together a draft work plan, which is then considered by the Chair and Vice Chair of the Committee.
3. The Protocol also sets out that the Leader of the Council will be invited to the Committee's first meeting each year. This allows the Leader to set out their priorities for the following year along with areas they think the Committee's input would be beneficial. The Committee then has the opportunity to ask questions of the Leader and to identify areas it may wish to have pre-scrutiny of.
4. The Committee is invited to note the Cabinet Forward Plan (attached as Appendix C to the report) to aid its discussion with the Leader, as well as the current Corporate Strategy (attached as Appendix D).

ISSUES/PROPOSALS

5. In line with the process set out in paragraph 2 above, the draft work plan (attached as Appendix A to the report) has been produced. The Committee is invited to consider and approve this work plan in light of the review submission forms (attached as Appendix B to the report).

6. The Committee are also invited to consider items which may be included for pre-scrutiny following discussions with the Leader and consideration of the Forward Plan. Consideration should be given to the type of pre-scrutiny that the item needs, for example, light touch or in depth, as well as any SMART objectives which would be relevant for the item.
7. In terms of the items which were submitted but have not been allocated space on the work plan, the reasons in respect of each item are set out below:
 - a) Online Gambling – The Government is currently considering the introduction of legislation on this matter. Any review should follow this legislation.
 - b) GP Practices – The relevant scrutiny authority for this is Essex County Council. The Director of Communities and Environment will speak to Councillor Carter about the discussions which are already taking place between the Council and the CCG.
 - c) Parking Permits – It is recommended that this is instead dealt with by the Parking Steering Group
 - d) Hate Crime – This is to be incorporated in pre-scrutiny of the Community Safety Strategy. The Director of Communities and Environment will speak to Councillor Griggs about the actions the Council is already taking.
 - e) Veolia Contract – It is noted that this already forms part of the Audit and Standards Committee’s audit tracker. Relevant information will be supplied to Councillor Vince.
 - f) Garage e-charging – This can be incorporated into the emerging Garages Strategy.

IMPLICATIONS

Strategic Growth and Regeneration

None specific.

Author: Andrew Bramidge, Director of Strategic Growth and Regeneration

Finance

None specific.

Author: Simon Freeman, Deputy to the Chief Executive and Director of Finance

Housing

None specific.

Author: Andrew Murray, Director of Housing

Communities and Environment

None specific.

Author: Jane Greer, Director of Communities and Environment

Governance and Corporate Services

None specific.

Author: Simon Hill, Director of Governance and Corporate Services

Appendices

Appendix A – Draft Scrutiny Committee Work Plan

Appendix B – Scrutiny Committee Review Topic Submission Forms

Appendix C – Cabinet Forward Plan

Appendix D – Corporate Strategy

Background Papers

None.

Glossary of terms/abbreviations used

SMB – Senior Management Board

Scrutiny Committee Work Plan 2022/23

Work	Tuesday 12 July 2022	Tuesday 30 August 2022	Wednesday 16 November 2022	Tuesday 7 February 2023	Tuesday 14 March 2023
Policing and Community Safety Annual Review				Agreement of questions	Q&A with Police
Housing and Accommodation Requirements for Adults with a Moderate /Severe Learning Disability		Update on implementation of recommendations			
Allotments					
Support for Victims of Domestic Abuse and Sexual Harassment					
Online Gambling	Review Submission Form				
Implementation of Equality, Diversity and Inclusion Policy	Review Submission Form			Report	
Council Home Working	Review Submission Form	Report			
GP Practices	Review Submission Form				
Parking Permits	Review Submission Form				

Hate Crime	Review Submission Form				
Notice Boards	Review Submission Form		Report		
Veolia Contract	Review Submission Form				
Garage E Charging	Review Submission Form				
Climate Change Strategy		Pre-scrutiny			
Health and Wellbeing Strategy			Pre-scrutiny		
Economic Development Strategy					Pre-scrutiny

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	Councillor David Carter
Review Topic	Council staff working from home
Links to the Council's priorities	An efficient council
What priority level is this item?	Medium
Terms of reference (to include the scope of the review)	<p>To identify current home/office working patterns at the Council</p> <p>To identify what changes the Council has made to its processes to enable effective home working, and what is planned</p> <p>To understand whether the shift from home/hybrid working has had a positive or negative impact on:</p> <ol style="list-style-type: none"> 1. Productivity 2. Staff morale 3. Residents' experience <p>To establish, where issues have arisen, what can be done</p>
Purpose and objective of the review	<p>To understand the impact home/hybrid working has had on the provision of council services</p> <p>To make improvements to the provision of services</p>
Methodology/approach (methods to be used for gathering evidence)	<p>Analysis of PIs and KPIs</p> <p>Customer satisfaction surveys</p> <p>Results of the Council's Accommodation Review Survey</p>

Written evidence required	As above
Potential witnesses	Relevant Officers
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	Council Officers Residents Local Business
Site visits (where and when)	None
Publicity (methods to be used)	None
Resources (people, expenditure)	Officer Time
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	Lack of Officer resources
Measures of success	Council processes are changed to reflect the outcomes of the review

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	Tony Edwards
Review Topic	Council Garages
Links to the Council's priorities	Efficient use of Council resources and green agenda
What priority level is this item?	Medium/High
Terms of reference (to include the scope of the review)	Review of existing Garage usage To explore options for Council garages/parking spaces to have E charging facilities
Purpose and objective of the review	To have an understanding of the potential for Council garage to be used or e charging of vehicles
Methodology/approach (methods to be used for gathering evidence)	
Written evidence required	Summary report on current usage / vacancy rates and state of existing stock
Potential witnesses	Council Officers
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	
Site visits (where and when)	if necessary
Publicity (methods to be used)	

Resources (people, expenditure)	Officer time Consultant Time (if required)
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	
Measures of success	Proposals for recommendation to Cabinet

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	Councillor David Carter Councillor Nick Churchill
Review Topic	GP Practices
Links to the Council's priorities	Social cohesion
What priority level is this item?	High
Terms of reference (to include the scope of the review)	<p>To understand what is causing long call waiting times for GP surgeries</p> <p>To understand the reasons for any capacity issues at GP surgeries in Harlow</p> <p>To establish what management systems GP surgeries have in place and how they can be improved</p> <p>To identify in which instances the public should call their surgery, call 111 (phone and internet), or attend A&E, and how this can be more effectively communicated</p> <p>To identify any additional support that can be provided to people without internet or phone access</p>
Purpose and objective of the review	<p>To understand what is causing delays in phone and appointment wait times</p> <p>To identify how these delays can be reduced</p>
Methodology/approach (methods to be used for gathering evidence)	Interviews with doctors and CCGs, practice managers
Written evidence required	Written questionnaires
Potential witnesses	West Essex CCG

	Doctors Practice Managers
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	West Essex CCG Doctors Practice Managers Users of surgeries – especially those with limited access to the internet/phones
Site visits (where and when)	None.
Publicity (methods to be used)	None.
Resources (people, expenditure)	Officer time
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	Lack of Officer capacity Lack of response from witnesses The Council does not have direct control of the health care provision
Measures of success	Reduced phone and appointment wait times

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	James Griggs. Supported by Labour Group
Review Topic	Hate Crime prevention and education
Links to the Council's priorities	Equality, Diversity and Community Safety
What priority level is this item?	
Terms of reference (to include the scope of the review)	To establish the current measures in place to prevent/reduce Hate Crime in Harlow To review and establish the effectiveness of these measures To establish areas for improvement To establish ways of improving the education of the public in assisting the reporting and reduction of Hate Crime in Harlow
Purpose and objective of the review	To establish what measures are currently in place across the town and what further measures could be used to further reduce the incidence of Hate Crimes
Methodology/approach (methods to be used for gathering evidence)	Meetings with victims Meetings with Essex Police and HDC Community Safety Team Reports from relevant Council Officers Copies of relevant reports from appropriate sources Community engagement (Questionnaire, open meeting)
Written evidence required	As outlined above
Potential witnesses	Essex Police. HDC Community Safety Team.

	IAG Members. Representatives of the LBGTQ+ Community in Harlow and elsewhere Relevant HDC Portfolio Holders
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	As above
Site visits (where and when)	TBC
Publicity (methods to be used)	Council Website Social Media Local Press
Resources (people, expenditure)	Officer time
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	None obvious
Measures of success	A reduction in Hate Crime and abuse. Further education of the availability of support for victims. Further education of the public of the measures in place to prevent such crimes and the ways in which they can report it. Reinforcing the message that such crimes and abuse will not be tolerated and will be punished at every opportunity.

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	Chris Vince
Review Topic	Implementation of equality, diversity and inclusion policy.
Links to the Council’s priorities	Key priority of council
What priority level is this item?	Very high
Terms of reference (to include the scope of the review)	Initial report implemented by Cllr Frances Mason
Purpose and objective of the review	To review how well that report has been implemented
Methodology/approach (methods to be used for gathering evidence)	Engage with members of various community groups to get feedback.
Written evidence required	
Potential witnesses	<i>Members of community groups Council officers</i>
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	Community groups – surveys, questionnaires, informal and formal meetings
Site visits (where and when)	
Publicity (methods to be used)	Council coms, YH, social media

Resources (people, expenditure)	
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	<i>Engaging with these groups</i>
Measures of success	

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	Tony Edwards
Review Topic	Use of Council Notice Boards
Links to the Council's priorities	Effective Communication given that there is no print format local newspaper
What priority level is this item?	High
Terms of reference (to include the scope of the review)	Audit of Notice Boards – How many, Where are they and how they are managed. Review of any existing policies relating to their use
Purpose and objective of the review	To ensure that Notice Boards are managed and used effectively
Methodology/approach (methods to be used for gathering evidence)	Photographic presentation on the condition of the existing noticeboards
Written evidence required	Existing Policies
Potential witnesses	Council Officers Voluntary Sector
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	Voluntary Sector – what would like to see on notice boards and how could this be managed
Site visits (where and when)	Only if thought to be necessary
Publicity (methods to be used)	

Resources (people, expenditure)	Officer time
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	Non engagement by officers and stakeholders
Measures of success	Boards being used in a way which both reflect current interests and concerns and are well maintained.

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	James Griggs. Supported by Labour Group
Review Topic	Parking Permits
Links to the Council's priorities	Customer satisfaction. Value for money. Improvements to parking.
What priority level is this item?	To be discussed
Terms of reference (to include the scope of the review)	Enforcement of permit use in designated areas. Are residents getting value for money from permit use?
Purpose and objective of the review	To establish if enforcement meets the standards required by terms of contract with service provider To establish if residents are getting value for money To establish if greater enforcement is required to reduce parking issues To establish if more staffing is required to ensure adequate enforcement
Methodology/approach (methods to be used for gathering evidence)	Meetings with relevant officers Meetings with service supplier Resident questionnaire
Written evidence required	Terms of contract with service provider/supplier
Potential witnesses	Relevant Officers Service Provider Residents

	Relevant Portfolio Holder
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	Harlow Council Residents Service Provider/Supplier
Site visits (where and when)	Visits to key sites to witness the issues caused by poor enforcement
Publicity (methods to be used)	Council website Social Media Local Press
Resources (people, expenditure)	Officer Time
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	A successful outcome will depend upon the co-operation of the Service Provider/Supplier
Measures of success	An improved level of enforcement which: <ol style="list-style-type: none"> 1. Demonstrates the value of the scheme to residents 2. A reduction in unlawful parking 3. Greater resident satisfaction with the scheme 4. Potential increase in permit areas across the town

Scrutiny Committee – Review Topic Submission Form

Councillor Name and other Councillors supporting submission	Chris Vince
Review Topic	Veolia contract
Links to the Council’s priorities	Veolia achieved limited assurances at recent audit
What priority level is this item?	high
Terms of reference (to include the scope of the review)	As stated in audit report: The contract specification states that Veolia should provide monthly performance reports to the Council for discussion at contract management meetings, however, these are not being provided. Due to the lack of performance reporting the Council is reliant on its regular contract meetings and the number of complaints to monitor performance.
Purpose and objective of the review	To review Veolia contract
Methodology/approach (methods to be used for gathering evidence)	Veolia engaging with the process
Written evidence required	
Potential witnesses	<i>Veolia management and employees Council officers</i>
Potential Stakeholder involvement (who are the stakeholders and how will their views be sought)	Refuse collectors
Site visits (where and when)	Veolia depot
Publicity (methods to be	

used)	
Resources (people, expenditure)	
Barriers/dangers/risks (any weaknesses or potential pitfalls in the review)	
Measures of success	Reporting is done in line with contract agreements

Harlow Council Forward Plan

Published on 22 June 2022

This plan contains all decisions that the Council's Cabinet expects to take over the coming year. Where relevant, each decision has been identified as a Key Decision or as involving consideration in private session.

The definition of a Key Decision is given in Article 12 of the Council's Constitution but is also set out here for clarity.

A 'Key Decision' means a Cabinet/Portfolio Holder decision which is likely:

- a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates. For this purpose, expenditure or savings are deemed to be significant if they exceed £50,000
- b) to be significant in terms of its effects on communities living in an area comprising two or more wards in Harlow.

Each decision listed in this Forward Plan has been assigned an exemption status as follows:

Open – members of the press and public are expected to be allowed to attend during consideration of this matter.

Confidential – members of the press and public are expected to be excluded during consideration of this matter. The reasons for this exclusion will be stated in column 5, and relate to a lawful power to exclude the press and public when specific classes of information are being discussed, as contained in the [Local Government Act 1972](#).

A Decision Notice for each Key Decision is published within five days of it being made. Decision Notices and documents to be considered by decision makers are open for inspection on the Council's website www.harlow.gov.uk and at the Civic Centre, The Water Gardens, Harlow, CM20 1WG. Representations on an upcoming key decision can be made by writing to the Chief Executive, using the address above.

The current members of the Cabinet are as listed on the Council's website at the following page <http://moderngov.harlow.gov.uk/mgCommitteeDetails.aspx?ID=121>

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 848	Year End 2021/22 Finance and Performance Report	Cabinet	21 Jul 2022	Key decision: No Likely exemption status: Open	Officer's report	Leader of the Council (Councillor Russell Perrin) Brian Keane
I013 849	Housing Revenue Account Outturn Report 2021/22	Cabinet	21 Jul 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 850	Capital Programmes Outturn Report 2021/22	Cabinet	21 Jul 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I014 065	Renewal of Town Centre PSPOs	Cabinet	21 Jul 2022 Toddbrook	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Business and Community Resilience (Councillor Joel Charles) Jane Greer
I013 931	Contract Award - Specialist Advice Services	Cabinet	21 Jul 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Business and Community Resilience (Councillor Joel Charles) Jane Greer
I013 958	Affordable Housing S106 Policy SPD Addendum - Consultation	Deputy Leader and Portfolio Holder for Regeneration	21 Jul 2022	Key decision: No Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 957	Staple Tye SPD - Consultation	Deputy Leader and Portfolio Holder for Regeneration	Not before 21st Jul 2022 Staple Tye	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 956	Mark Hall Conservation Area Appraisal - Consultation	Deputy Leader and Portfolio Holder for Regeneration	Not before 21st Jul 2022 Mark Hall	Key decision: No Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 488	Services Agreement Contract Award - Lift Maintenance	Portfolio Holder for Housing	Not before 21st Jul 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter) Andrew Murray

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 487	Services Agreement Contract Award - Asbestos Management (Removals)	Portfolio Holder for Housing	Not before 21st Jul 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter) Andrew Murray
I013 486	Services Agreement Contract Award - Asbestos Management (Consultancy)	Portfolio Holder for Housing	Not before 21st Jul 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter) Andrew Murray
I013 048	Fire Safety Works - Joyners Field	Portfolio Holder for Housing	Not before 21st Jul 2022 Staple Tye	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter) Andrew Murray
I013 045	Fire Safety Works - Willowfield Tower, Nicholls Tower and Moor Tower	Portfolio Holder for Housing	Not before 21st Jul 2022 Bush Fair; Toddbrook	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter) Andrew Murray

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 851	Joint Finance and Performance Report, Quarter 1 2022/23	Cabinet	8 Sep 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I013 852	Housing Revenue Account, Quarter 1 Finance Report 2022/23	Cabinet	8 Sep 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 853	Capital Programmes, Quarter 1 Finance Report 2022/23	Cabinet	8 Sep 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 854	Annual Treasury Management Report 2021/22	Cabinet	8 Sep 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I012 875	Community Safety Strategy	Cabinet	8 Sep 2022 All Wards	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Business and Community Resilience (Councillor Joel Charles) Jane Greer
I013 959	HGGT Infrastructure Delivery Plan	Cabinet	8 Sep 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Strategic Growth (Councillor Michael Hardware) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 960	Confirmation of Office/Retail to Residential Article 4 Direction	Cabinet	8 Sep 2022 All Wards	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 961	Town Centre Transport Interchange Civil Engineering Contract	Cabinet	8 Sep 2022 Toddbrook	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 855	Debt Write Offs	Cabinet	8 Sep 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 595	Climate Change Strategy	Cabinet	13 Oct 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Governance (Councillor Alastair Gunn) Jane Greer
I013 962	HGGT Joint Committee Proposal	Cabinet	13 Oct 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Strategic Growth (Councillor Michael Hardware) Andrew Bramidge
I013 963	Council Housebuilding Programme Contract Awards – Yorkes, Arkwrights, Woodleys, Sherard's House	Cabinet	13 Oct 2022 Bush Fair; Great Parndon; Mark Hall; Netteswell	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 964	Mark Hall Conservation Area Adoption and Article 4 Direction	Cabinet	13 Oct 2022 Mark Hall	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 965	Affordable Housing S106 Policy Adoption	Cabinet	13 Oct 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 966	Harlow Town Plan	Cabinet	13 Oct 2022 All Wards	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 857	Joint Finance and Performance Report, Quarter 2 2022/23	Cabinet	1 Dec 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I013 858	Housing Revenue Account, Quarter 2 Finance Report 2022/23	Cabinet	1 Dec 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 859	Capital Programmes, Quarter 2 Finance Report 2022/23	Cabinet	1 Dec 2022	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 856	Treasury Management Strategy Statement 2022/23: Mid-Year Review	Cabinet	1 Dec 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I013 932	Health and Wellbeing Strategy	Cabinet	1 Dec 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Business and Community Resilience (Councillor Joel Charles) Jane Greer
I013 967	Staple Tye SPD Adoption	Cabinet	1 Dec 2022 Staple Tye	Key decision: No Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 968	Council Housebuilding Programme Contract Awards – Elm Hatch, Pytt Field, Red Lion Lane	Cabinet	1 Dec 2022 Bush Fair; Harlow Common	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 969	Local Plan Review	Cabinet	1 Dec 2022 All Wards	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Strategic Growth (Councillor Michael Hardware) Andrew Bramidge
I013 970	Broad Walk Public Realm Improvements Contract Award	Cabinet	1 Dec 2022 Toddbrook	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 860	Debt Write Offs	Cabinet	1 Dec 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I013 861	Local Council Tax Support Scheme Proposals	Cabinet	1 Dec 2022	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I013 862	Medium Term Financial Strategy 2023/24 - 2025/26	Cabinet	16 Feb 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman
I013 863	General Fund Budget 2023/24	Cabinet	16 Feb 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 864	Housing Revenue Account Business Plan 2022-2052	Cabinet	16 Feb 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 865	Housing Revenue Account Budget 2023/24	Cabinet	16 Feb 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 866	Capital and Treasury Report 2023	Cabinet	16 Feb 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 867	Capital Programmes 2022/23 - 2024/25	Cabinet	16 Feb 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 971	Council Housebuilding Programme Contract Award - Staple Tye	Cabinet	16 Feb 2023 Staple Tye	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 868	Joint Finance and Performance Report, Quarter 3 2022/23	Cabinet	23 Mar 2023	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 869	Housing Revenue Account, Quarter 3 Finance Report 2022/23	Cabinet	23 Mar 2023	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman
I013 870	Capital Programme, Quarter 3 Finance Report 2022/23	Cabinet	23 Mar 2023	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Housing (Councillor Simon Carter), Portfolio Holder for Finance (Councillor James Leppard) Andrew Murray, Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 933	Economic Development Strategy	Cabinet	23 Mar 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Business and Community Resilience (Councillor Joel Charles) Jane Greer
I013 972	Town Centre Transport Hub Building - Contract Award	Cabinet	23 Mar 2023 Toddbrook	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge
I013 973	Annual Review of Council Housebuilding Programme	Cabinet	23 Mar 2023	Key decision: No Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Regeneration (Councillor Dan Swords) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I013 871	Debt Write Offs	Cabinet	23 Mar 2023	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Finance (Councillor James Leppard) Simon Freeman

Harlow Council
Corporate Strategy 2021- 2023

FOREWARD



I am delighted to introduce Harlow Council's new Corporate Strategy. This strategy sets out our vision for Harlow and provides a clear policy framework for how it will be realised. Our vision for Harlow is to be the best town in the country, to live, to work and to raise a family.

Our vision is one in which our town centre is regenerated making it a fun and vibrant place to spend your leisure time. Harlow will become a shopping destination with a diverse range of retailers. A town centre with high quality restaurants to suit a wide variety of tastes as well as becoming a centre of entertainment which is accessible to people of all age groups and backgrounds. We will regenerate our town's estates by ensuring the environment is well cared for and that local amenities such as our parks, playing fields, paddling pools and playgrounds are maintained to a high standard.

Our Council will be a council that promotes community cohesion and works with Harlow's fantastic volunteers, charitable bodies and faith groups to ensure that no one is left behind. Our Council will seek to support the most vulnerable in our society and will work to ensure that the "levelling up" agenda is applied to the benefit of all, so that every resident in our town has a stake in its future prosperity.

We will be an efficient Council that works with and supports local businesses. Protecting and investing in our much loved discretionary services will be at the heart of this Council's mission, because we recognise the vital part they play in the quality and standard of resident's living.

Our ambitious council house building programme will deliver a greater number of council homes. Creating homes that will give more of our residents a personal stake in our town. Greater numbers of council homes will also help to support those who are amongst the lowest paid in our society. Our commitment to Harlow North and the Harlow Gilston Garden Town partnership will ensure that not only are there more homes for the people of Harlow but that they are also in the right place; supported by adequate and sustainable transport infrastructure and local amenities.

This Council will never pursue an agenda of overdevelopment. Whilst this Council recognises the need for more homes, new housing should not infringe upon residents' standard of living. With this in mind, it will be this Council's policy to ensure that development to the South and West of Harlow are opposed and that the impact of any further development to the East of Old Harlow is limited.

The vision and ambitions I have outlined will be achieved through an overarching 'vision statement' supported by 'four key strategic themes'. Harlow is a great place to live and work. This Council will be the main engine for making it an even better place to be; but above all else it will be a council that is there to serve and support the people of Harlow.

Councillor Russell Perrin
Leader of Harlow Council

INTRODUCTION

Our Strategy is a central component of the Council's business planning; and is underpinned by the Council's Medium Term Financial Strategy and other strategic and operational activities such as service and team planning, Personal Performance Plans (PPPs), governance, and performance management.

The Strategy is for 3 years and will be reviewed and updated in the municipal year 2023-24.

The Council's Cabinet Members and their portfolio responsibilities are set out in the subsequent pages below.

This connected Strategy ensures that everyone in the Council is working towards the same strategic ambitions and that our key strategic themes are achieved. This will be accomplished through the Council's 'delivery plan' for the current financial year (2021/22) and next financial year (2022/23).

To ensure the Council remains on target, its progress against our strategic ambitions will be monitored through the Council's Performance Management Framework, which sets out the mechanisms and the range of tool utilised by Officers and Councillors in gathering and reporting the Council's quarterly performance on service milestones, key performance indicators and the Council's finances.

The Council publishes a statement of its performance each quarter. These reports are presented to Cabinet and when agreed are published here <http://www.harlow.gov.uk/performance-reports>

OUR VISION STATEMENT

Our vision is to position the Council to be a vehicle to “extend opportunity and prosperity to all.” Now is the time for joint working and seizing opportunities that will build a lasting legacy of growth, inward investment and shared prosperity for Harlow.

This ambition will be achieved through our four key strategic themes that will guide the focus of this Strategy. These are:

1. Economic Growth

Harlow sits at the heart of the UK Innovation Corridor reaching from London to Cambridge. The Corridor provides the potential for Harlow’s sustained economic growth and future opportunity for increased investment in its infrastructure and take the Town towards a better future post COVID-19. The Council will work with central and local government to pursue the Levelling Up agenda to help enhance local economic growth.

We will position Harlow as a regional centre for arts and culture and unlock the potential of our Local Authority Trading Company to bring greater return for residents.

Through our regeneration programme and the opportunities from economic growth, we will make Harlow a Town fit for the future. The prosperity of the Town will also see our residents developing the skills required to secure employment, accessing good quality housing as part of sustainable and social provision. The regeneration of our Town Centre will further enhance our growth ambitions and create opportunities to welcome business expansion

2. Social Cohesion

Our aim for social cohesion is to have a framework of strategies that builds on our community’s resilience, promotes the health and wellbeing of residents and improves the experience, wellbeing, financial resilience and social mobility of working families.

As a priority, we are determined to deliver a joined up, wrap-around approach that opens the potential to even higher levels of social and economic wellbeing. We will do this by:

- a) Targeting residents who need greater support to realise their life ambition;
- b) Through the ‘Essex Plan for Working Families’ gaining a better insight of the challenges faced by working families in Harlow and the support they need.
- c) Working with community leaders, employers, health and care authorities and professionals, police and criminal justice organisations, faith and charitable groups.

- d) Promoting the benefits of inclusion by building on existing networks with a renewed focus on engagement to strengthen the bond between the Council and each part of the community that makes Harlow a great place to live.

We will do this through an enhanced commitment to promote and deliver tangible actions that increases inclusion and boost community engagement. We will reduce anti-social behaviour and the influence of gangs; support our local Black, Asian and Ethnic Minority communities to thrive and work with local our health professionals and authorities to address the impact of long COVID.

3. Safeguarding the Environment

The safeguarding our Town's environment for future generations has never had a greater imperative. Our aim is to improve the cleanliness of the Town and identify practical measures that will enhance our Town.

We will promote green enterprise and technological innovation, enhance our existing environment and support the use of more renewable energy sources. Through the opportunities of the Garden Town, ensure the full benefits of the development around our Town are realised by residents including taking forward changes in our environment and sustainable transport.

The Council aim is to significantly reduce its carbon footprint and achieve the government's targets for Net Zero carbon emissions by 2050. The Council's target for Net Zero is 10 years (2040) before the government's commitment. Through our new Carbon Reduction Plan (April 2021 – March 2026), we will further deliver carbon savings from our operations in that period and begin the critical work required to meet Net Zero by 2040.

4. An Efficient Council

Our aim is to establish the foundations for a sustainable future for the Council, where we focus on what matters most to our residents and adds most value to their lives. However, the challenges of managing the COVID-19 pandemic, along with the already significant constraints on our finances, means we need to ensure the services we provide are efficient and affordable. We will do this by:

- a) Maximising operational efficiency by transforming Council services to meet modern ways of working;
- b) Ensuring clear service priorities that are aligned with the Council's Medium Term Financial Strategy;
- c) Taking a more commercial approach to increase income yield from specific regeneration opportunities in the years to come;

- d) Increasing the income yield from financial investments as part of a prudent treasury management approach, including, challenging existing cost estimates and unavoidable cost increases;
- e) Reducing the reliance on government grants for the funding of ongoing services;
and
- f) Maximising operational efficiency through the transformation of Council services to meet modern ways of working.

COMMUNITY AND BUSINESS RESILIENCE



“The pandemic has tested the resilience of our community. Residents continue to show a great deal of courage and a determination to support those most vulnerable to the virus. There have been many personal sacrifices that mean a focus on an economic and social recovery is crucial as we cautiously look forward to our post-COVID future.

The local economy is the beating heart of growth and the rising levels of productivity in the East of England. It is our plan to accelerate and to promote innovation, attract new businesses and do everything possible to work with Essex County Council and the Government to address local labour market challenges.

A strong local economy empowers our community and delivers greater shared prosperity, but we must not be complacent about the human cost of the pandemic. Through renewed community leadership, our administration will build a social and economic recovery built around supporting equal life chances and access to opportunities, no matter your age, race, sexual orientation, faith, ability or background, is the key.

Nobody in our community should be left behind as a result of the pandemic. Our administration wants to ensure that Harlow residents can access the benefits of future business growth by acquiring the new skills employers need or supporting individuals to successfully start a business of their own. We will seek to attract support to make this happen through upskilling and reskilling opportunities.

Our focus on community and business resilience will enhance inclusion by focusing on a community agenda that promotes social inclusion and fully embraces the rich diversity in the Town’s population. The route to a better future is about enhancing opportunity, and we plan to build on the successful community response delivered during the lockdowns. This will lay the foundations for future years that ensures everyone benefits from the recovery.

To achieve this vision, we will look to boost community engagement, invest in innovative voluntary projects, steer young people away from the vicious cycle of crime, support our most vulnerable residents, make our streets safer, encourage and support the performing arts, address wellbeing challenges and promote the value of working together to address the social and economic challenges our town must confront to build a better tomorrow.

It is a privilege to lead the Town’s post-COVID reconstruction. Our administration recognises the responsibility entrusted in us to deliver for Harlow at a time of crisis. We will move forward in earnest to deliver on the people’s priorities.”

Councillor Joel Charles
Deputy Leader of the Council
Portfolio Holder for Community and Business Resilience

Strategic Ambitions for Community Resilience

At the heart of our policy agenda is a determination to promote social inclusion, the need to respond to the challenges faced by our community during the pandemic and a commitment to build a future post-COVID that delivers more opportunities for all residents to succeed.

Set out below are the short, medium and long-term ambitions envisaged to achieve our aspirations for Community Resilience.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Lead the town through the initial post-COVID recovery, working closely with community leaders to co-create a response. • Support the town's voluntary and charitable groups to thrive. • Provide community leadership to address immediate COVID-19 related public health challenges. • Tackle anti-social behaviour in all its forms in partnership with the police and criminal justice partners. 	<ul style="list-style-type: none"> • Embed a focus on social inclusion across all activities in Harlow Council. • Continue to promote safeguarding best practice to ensure vulnerable groups in our community receive the right support. • Enhance the capability of the council to engage more with the community through more proactive consultation methods. • Support the development of more opportunities for residents to learn, earn and start a family in Harlow. 	<ul style="list-style-type: none"> • Continue to guarantee the financial security of the council's non-statutory community services. • Adopt a more targeted approach to supporting the most vulnerable in our community by using council funding to scale up interventions that address wider health and wellbeing challenges. • Position the HTS Group as a leading provider of public sector services (responding to housing need and the regeneration agenda) in Harlow and the wider East of England.

Strategic Outcomes for Community Resilience

The following Strategies will support the delivery and outcomes of our strategic aspirations Community Resilience. These are:

- **Community Resilience Strategy:** A single strategic focus to promote and actively enhance social inclusion, by working with community leaders, including the local charitable sector, faith groups and residents' associations to confront exclusion and provide opportunities for all.
- **Health and Wellbeing Strategy:** Work with the Princess Alexandra Hospital, the West Essex Clinical Commissioning Group and other health and care professionals to address gaps in public health provision and raise awareness through prevention campaigns.

- **Community Safety Strategy:** Tackle the root causes of anti-social behaviour and crime by working with local policing leads and criminal justice partners to support rehabilitation initiatives. We will also address issues impacting on the safety of the Town's streets by working more closely with the Police, Fire and Crime Commissioner for Essex.
- **Community Engagement:** Improved two-way conversation between the Council and residents to help shape the development of community services, allowing people to take a more direct role in the decision making process.

Strategic Ambitions for Business Resilience

Set out below are the short, medium and long-term ambitions envisaged to achieve our aspirations for Business Resilience.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Ensure the immediate economic impacts of the COVID-19 pandemic are understood and addressed to support the recovery. • Work with partners at a county and national level to support the implementation of a youth employment and skills plan e.g. Kick Start • Continue to attract businesses in the target sectors of advanced manufacturing, life sciences, MedTech, digital and ICT to the Harlow Innovation Park. • Work with local businesses to ensure there is a strengthened and one single organisation that is empowered to represent their best interests. • Ensure Phase 1 of the Innovation Park is operating near to / at full capacity. 	<ul style="list-style-type: none"> • Produce a refreshed Economic Development Strategy to chart the course to maximise economic recovery and the benefits from investment over the medium to long-term • Ensure that increased numbers of innovative businesses are attracted to the Harlow Innovation Park and other business centres in the town. • Ensure the Government investment programmes that support economic recovery and levelling up are secured for Harlow. • Ensure economic recovery is supported through actively encouraging local anchor institutions to open opportunities for local procurement, supply chain development, employment and education/skills opportunities. 	<ul style="list-style-type: none"> • Ensure that Harlow is perceived as the successful centre of economic growth within west Essex and eastern Hertfordshire. • Work to ensure the supply of space for business expansion opportunities in Harlow and the wider Garden Town to support economic growth. • Collaborate further with Essex County Council and the Government to raise awareness of local labour market challenges in Harlow and close gaps in the market.

Strategic Outcomes for Business Resilience

The following strategic outcomes have been identified for Business Resilience. These are:

- Harlow to become an economic powerhouse in the East of England and as part of the UK Innovation Corridor, which enables SME's to grow and attract anchor institutions and organisations to further boost the local economy, creating more jobs, opportunities and prosperity.
- New opportunities for high-skilled, long-term jobs, apprenticeships, and training increased through the productivity and outputs of Harlow's local economy – providing more routes for residents to achieve their career ambitions.
- Reduction in youth unemployment.
- Rising levels of working age adults accessing education and skills opportunities to reskill or upskill.
- Increased education and skills training opportunities aligned to local employment and business.
- Increased numbers of businesses and start-ups engaged in business and innovation support programmes.
- Ensure that resident wages reach above national average levels.
- Increased numbers of successful inward investments to Harlow.
- Increased numbers of businesses in Harlow.
- A thriving local labour market that offers high quality jobs.
- Increased supply chain, employment and procurement opportunities with local anchor institutions.
- Increase the value of the visitor economy through supporting the arts, culture, heritage and visitor attractions sector.
- **HTS Group Commercial Strategy:** Create a new vision for the HTS Group to become one of the largest providers of public services in the East of England by reimagining the direction of the Group to achieve a greater return to the taxpayer.

As part of the overall vision, the community and business portfolio contributes to our strategic themes 'economic growth' and social cohesion'. If the Council is to deliver further access to opportunities and routes to increased prosperity it will be important to:

- a) Enhance social inclusion as a mechanism within the community to begin making better progress to transform community engagement, so that better communication is in place to guide residents and families towards support that could be potentially life changing.
- b) Focus our work programme on business resilience, including the promotion of digital innovation and inclusion, up-skilling, sustainability and celebrating the Town's creative and cultural heritage.

STRATEGIC GROWTH



“Harlow has expanded considerably since it was initially developed as a New Town in 1947. In spite of this expansion, Harlow now has two key challenges to overcome: first, it does not have the critical mass to fulfil its vision and ambitions, to attract the investment and the amenities it wants to achieve its economic growth potential, and second; some areas of the Town require regeneration. All of which are a result of age, the economic downturn, a lack of funding, the COVID pandemic and changes in permitted development.

Key to our strategic growth ambitions are measures that bring opportunities for new and existing residents. We are currently taking steps to realise our aspirations through the Harlow and Gilston Garden Town, the Local Plan and sustainable transport infrastructure, all of which will aid our strategic growth.

Looking forward, we are excited with our plans for our Town Plan, the creation of a Community Infrastructure Levy plus a host of other regeneration initiatives that will further aid growth and prosperity in Harlow. These opportunities will stimulate the critical mass and infrastructure required to deliver and support existing and new communities in a sustainable way.”

Councillor Michael Hardware
Portfolio Holder for Strategic Growth

Strategic Ambitions

Set out below are the short, medium and long term ambitions envisaged to achieve our aspirations for Strategic Growth.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Explore opportunities for innovative service provision on a business case basis. • Develop a new governance process for the Harlow & Gilston Garden Town to speed up delivery. • Support the development and implementation of the new M11 junction 7a. 	<ul style="list-style-type: none"> • Enable the broader regeneration of the existing Town • Increase local engagement in the planning process, ensuring greater openness and transparency. • Integrate the Harlow and Gilston Garden Town into Harlow to ensure a cohesive and inclusive community. • Create a Rolling Infrastructure Fund to help deliver investment in Harlow. 	<ul style="list-style-type: none"> • Develop schemes for new Sustainable Transport Corridors and Road improvement. • Facilitate modal shift to sustainable transport modes through investment and support of low and no carbon travel options.

Strategic Outcomes

The following strategic outcomes have been identified for Strategic Growth. These are:

- Review of the Local Development Plan (Local Plan) policies and objectives completed to ensure they are up to date.
- Deliver the Harlow and Gilston Garden Town programme in conjunction with Garden Town neighbours.
- Create a Community Infrastructure Levy to deliver further infrastructure support for the Town.
- A planning process, which is transparent and actively engages residents, encouraging them to participate both at a high level, when policies are being written, and when applications have been submitted.
- Ensure Harlow both old and new has the latest digital infrastructure and is future proofed to accommodate technological developments around the corner.
- The creation of effective Sustainable Transport Corridors, including supporting a fast and affordable rails links to London and other regional hubs.
- Implement a Strategic Infrastructure programme to support the growth of the Town e.g. The River Stort Crossings and Sustainable Transport Corridors.

The Portfolio for strategic growth will be integral to the delivery of three of the four Strategic Themes. Our strategic ambitions will ensure our strategic themes are delivered so that new and existing communities will be able to thrive in the new sustainable Harlow of the future. Harlow is at the heart of the UK Innovation Corridor. This will ensure Harlow's sustainable strategic economic growth and further opportunities for future and sustained investment.

HOUSING



“The COVID-19 pandemic has seen a direct economic and social impact on people’s lives and future prosperity. The Council’s focus in this strategy will therefore be on establishing a strong recovery for Housing Services tackling housing need, providing support for tenants/leaseholders and re-establishing the delivery of the Housing Investment Programme (HIP) to keep our stock to the highest quality, safe, and improving housing conditions. The Council will work with its partner Harlow Trading Service (HTS) Housing & Regeneration Ltd, the private sector and registered social landlords to pursue this aim.

The Council continues to receive additional government grant to help and support those who find themselves sleeping rough with our Partner “Streets2Homes”. Together we are finding more settled housing solutions. We will continue to support tenants and leaseholders in financial difficulties with help and access to Government support.

The Council has a principle role in all this through its substantial proportion of the housing stock. We are determined that our homes are safe and well maintained. We want everyone to have a home they can afford and, where they wish, to raise a family in neighbourhoods where there is social cohesion and community wellbeing.

We have an ambition to build more council homes. We want all of our homes to be sustainable and affordable to heat, meeting the latest building standards. To achieve all this we will talk to our tenants, leaseholders and residents, to explain what we are doing and why. We will find out more about the people who live in our properties so that our services meet their needs. This is an ambitious plan, but we have the drive and ambition to see it delivered.”

Councillor Simon Carter
Portfolio Holder for Housing

Strategic Ambitions

Set out below are the short, medium and long term ambitions envisaged to achieve our aspirations for Housing.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Identify preliminary council owned sites for all tenures appropriate for new housebuilding. • Identify housing needs to inform the type of housing that would be required for new housebuilding. • Improve the cleanliness of the communal areas in flat 	<ul style="list-style-type: none"> • In conjunction with Regeneration develop a house building plan for identified council owned sites. • Continue to tackle poverty and inequality by delivering housing strategies. • Deliver plans and strategies for affordable housing. This 	<ul style="list-style-type: none"> • All neighbourhoods to be desirable places in which to live with homes that are safe, secure, and appropriate for people at different points in their lives. • Ensure future housing plans and strategies are aligned to the new national Housing White Paper.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<p>blocks.</p> <ul style="list-style-type: none"> • Improve the customer experience with the Council's repairs service • Continue to make the best use of and invest in our homes, tackling local priorities, prioritising energy efficiency schemes that can make a difference in tackling climate change and fuel poverty in line with the Government's Green Paper. • Enable an improved conversation between the Council and tenants/leaseholders to help shape the continued development of housing services, allowing people to take a more active role in policy making. • Tackling homelessness, by providing more choices for those in housing need increasing the promotion of wider housing options and use of the private sector. • Ensure homes are decent, compliant, safe, affordable, and accessible to promote good physical and mental health and wellbeing and which are fit for the future. 	<p>will include carbon reduction methods such as new boilers, roof installations (retrofitting).</p>	

Strategic Outcomes

The following Strategies will support the delivery and outcomes of our strategic aspirations for Housing. These are:

- **Tenant and Leaseholder Engagement Strategy.** Work with residents and deliver services in an open, transparent, and accountable way.
- **Allocations and Homelessness Strategies.** Ensure actions plans are delivered, prioritised, and focussed to meet local housing need.
- **Affordable Housing Strategy.** Grow by building new council homes that are affordable and meet local housing need. More residents in their own home whether its Council or private.
- **Sub Regional Strategy.** Play a leading and influential role regionally and nationally within the housing sector. Actively seek partnership opportunities with other housing providers.
- **Housing Regulatory Plan.** Invest in and deliver good housing regulatory governance, improving services.
- **Housing Revenue Account Business Plan.** Invest in securing and keeping the best talent in housing services. Use housing assets effectively and support sound financial health and sustainability.
- Focus on **Supported Housing Service** to ensure a “needs led“ service taking advantage of any changes to the Social Care legislation and associated funding.

Good quality affordable housing of all tenures that is appropriate for people at different points in their lives is a cornerstone of a successful and growing Town. The Housing Portfolio contributes to a number of the key strategic themes as part of the overall vision of this administration to level up the Town.

REGENERATION



“Sir Frederick Gibberd’s foresight in the form of the masterplan for Harlow New Town in 1947, envisaged the Town “*as an organism which would go on changing and being rebuilt as the needs of people altered*”. Now, 74 years on we have reached the great rebuilding stage and will rise to the occasion.

The Portfolio will begin a programme of regeneration and renewal not seen since the Town was built. Embedding the Gibberd principles will unleash the potential of our great Town to spread opportunity and prosperity to all.

The scale of the task cannot be underestimated. However, our programme will ensure that Harlow is truly fit for the future. Opportunity and prosperity will be reflected across all areas of the Town and resident’s lives. Harlow’s renewal will be kick started with a radical and transformational programme in delivering residents priorities.

Our programme will not only ensure that Harlow truly is fit for the future, but that opportunity and prosperity are reflected no matter which street corner you stand on and no matter where you look from your window. Harlow truly will be one of the best towns in Britain and that journey will be kick-started with radically transformational regeneration and renewal delivering on the people’s priorities.”

Councillor Dan Swords
Portfolio Holder for Regeneration

Strategic Ambitions

Set out below are the short, medium and long term ambitions envisaged to achieve our aspirations for Regeneration.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • In conjunction with Housing develop a housing building plan for identified council owned sites. • Develop a Neighbourhood Renewal Plan. • Ensure all external communication activities are targeted to reflect the ambitions from the Corporate Strategy. • Bring forward a Town Centre Master Plan to 	<ul style="list-style-type: none"> • Deliver a successful Joint Venture(s) partnership(s) to rebuild the Town Centre as part of the new master plan for Harlow • Roll out a once-in-a-generation programme of Neighborhood Renewal for key infrastructure such as our estates, hatches, neighborhood centers, leisure, and cultural assets. • Ensuring the medium to long term viability of key 	<ul style="list-style-type: none"> • Build a new wave of high-quality Council homes to ensure we meet the local housing needs. • Ensure all growth is in line with our ambitious Town Plan for Harlow for the next 30 years.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<p>provide an effective planning framework.</p> <ul style="list-style-type: none"> • Develop the commercial element of Building Control. • Establish a new build growth plan for the Innovation Park and the Enterprise Zones. 	<p>employment areas in the Town.</p> <ul style="list-style-type: none"> • Create a fully independent and interconnected cycle track network. • Work with non-Council owned community assets to regenerate their sites leveraging outside investment to level up non-Council owned assets. • Ensure the delivery of regeneration is in line with the sustainable growth of Harlow. • Reform the Planning service to encourage greater regeneration of the Town, e.g. 'one stop shop'. 	

Strategic Outcomes

- Harlow town centre will be thriving as one of the best places in the country to enjoy high-end retail, leisure, hospitality, arts and culture including a night-time economy and an excellent quality of environment and public realm with people travelling to the town centre from other areas in the region to enjoy its offerings.
- Harlow's neighbourhoods will be injected with a new lease of life to mirror the anticipated quality of development and life envisaged for the wider Harlow & Gilston Garden Town and absolutely in accordance with the Gibberd principles, restoring pride in all corners of the existing town boundary.
- The Town will be interconnected with a cycle track network independent from the road.
- Residents in the Town will benefit from a renewed sense of pride in the appearance and function of the town centre, hatches, neighbourhood centres and estates.
- All stakeholders and growth partners will share and deliver an ambitious, holistic vision for Harlow.
- More Harlow residents will have their own home whether Council or privately owned.

- Harlow's Innovation Park and Enterprise Zones will be occupied and thriving with industry-leading businesses supported in first class environment and infrastructure.

Our ambition to achieve this regeneration will ensure this Portfolio will contribute to the significant progress in achieving our key strategic themes, all of which will provide opportunities that will help deliver sustainable, inclusive growth and prosperity for Harlow.

FINANCE



“Finance features at the heart of the development and delivery of this ambitious Corporate Strategy and its underpinning core themes of opportunity and prosperity. This delivery involves the reprioritisation of both the financial and human resources across the organisation.

Resources are and will continue to be scarce. It will be a key challenge to maximise our resources through innovative and new ways of working both internally, and with partners – in both the public and private sectors. Finance will work closely with other portfolios to explore and develop commercialisation opportunities to create new revenue streams.

Development of the Council’s workforce is critical to support the ever changing skill requirements that will facilitate our ambitions. Harlow needs a Council that is fit for the future. The Council will meet resident’s needs, using skills and expertise from within and outside of the Council. These skills and expertise will provide the necessary support as we venture into new delivery models and funding arrangements.

We will undertake a full review of the Council owned property portfolio to ensure that revenue generating opportunities are not missed. These measures are consistent with the aim of this Council to reduce both the burden of and reliance on local taxation, but not at the risk of devaluing or undermining our much loved discretionary services.”

Councillor James Leppard
Portfolio Holder for Finance

Strategic Ambitions

Set out below are the short, medium and long term ambitions envisaged to achieve our aspirations for Finance.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Ensure a financially efficient, low tax Authority that maximises revenue generating opportunities and efficiencies gains; delivers value for money and protects its discretionary services. • Develop a property portfolio management strategy. 	<ul style="list-style-type: none"> • A workforce that is agile and has skills required to drive forward services. • Review the Treasury Management Strategy. • Develop financial models to support the regeneration programme. • Develop a Risk Management Strategy. • Develop an IT Strategy that 	<ul style="list-style-type: none"> • A financially sound Council. • Update the Councils’ Asset Management Plan

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
	meets the future needs of residents and the Council.	

Strategic Outcomes

- Deliver a sustainable Medium Term Financial Strategy which protects discretionary services and reduces the local taxation burden in real terms. Any reduction in local taxation will not be made at the cost of discretionary services.
- The Council’s Accommodation Review completed. The Strategy and Action Plan implemented
- A robust approach to risk and adoption of a Risk Management Strategy.
- A new IT Strategy and Action Plan to meet the future needs of our residents and staff.
- Asset Management Plan updated to drive a five year capital investment programme.
- A financial framework and package that supports the Administration’s regeneration objectives.

The Finance Portfolio contributes to the achievement of three of the key strategic themes. Our ambition to be a low tax authority impacts directly on the economic wellbeing of our residents. Our strategic ambition will make the Council more efficient and more able to serve the Town.

GOVERNANCE



“Governance features at the heart of the development and delivery of this ambitious Corporate Strategy and its underpinning core themes of opportunity and prosperity. This delivery involves the reprioritisation of human resources across the organisation.

It will be a key challenge of this Portfolio to explore innovative and new ways of working. We will endeavour to explore commercial opportunities that support our key strategic themes. This development of the Council’s workforce is critical to support the ever changing skill requirements that facilitates our ambitions.

It will also be a priority of this Administration to improve voters engagement in the democratic process.

Local businesses will be supported, developed and promoted through innovative procurement strategies

Climate change is one of the most significant threats facing the world. One of the largest factors contributing to climate change is man-made emissions, especially those relating to the use of non-sustainable power sources. The Council recognises that action must be taken quickly in order to prevent climate change from causing irreversible damage to the planet.

One of our key strategic ambition for this Portfolio is to step up this Council’s plan to get to Net Zero and show civic leadership in tackling climate change. This is critical if we are to safeguard the environment and to ensure Harlow is a Town fit for the future.

Councillor Alastair Gunn
Portfolio Holder for Governance

Strategic Ambitions

Set out below are the short, medium and long term ambitions envisaged to achieve our aspirations for Finance and Governance.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> An Authority that values its staff and ensures that they are able to deliver future services that meet the changing needs of the Town. Ensure, as far as we are able to do so under law that procurement activities provide equality of opportunity for local business. 	<ul style="list-style-type: none"> Deliver a people centred approach to services for residents and business based on customer insight and associated demand. Develop a Commercial Strategy. Develop a Strategy & Action Plan for the outcomes of the Accommodation Review 	<ul style="list-style-type: none"> Reform Election cycle. Meet target of net zero emissions from Council operations in advance of the Government target of 2050.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Develop opportunities to increase greater democratic engagement • Explore opportunities for shared service provision on a business case basis. • Ensure existing and new contracts deliver for the people of Harlow. • Ensure the Council's Constitution enables it to deliver the priorities of the Administration in both an efficient, but democratically fair manner. • The Equality, Diversity Inclusivity Policy is embedded in the Council's functions. 	<ul style="list-style-type: none"> • Ensure all procurement activities support the Council's Carbon Reduction Plan. • Identify ways in which parking provision can be enhanced to prevent inappropriate use of green spaces and access difficulties. 	

Strategic Outcomes

- A longer term organisational People and Resource Plan developed to support an agile workforce.
- A Customer Services Strategy and Action Plan that responds to changing customer demands.
- The procurement of goods, works and services are open, fair, ethical, lawful, and transparent, which benefits local businesses.
- Opportunities improved for residents to participate in local democracy and decision making. Improved democratic equality through the electoral services review process.
- Implementation of the Equality and Diversity Action Plan and processes.
- Activities that contributes to the Carbon Reduction Plan are reflected across the Council.
- An effective way developed to measure the Council's carbon footprint, which includes targets that are evidenced based and a new carbon management plan to achieve Net Zero.

- Programme delivered for the installation of electric vehicle charging points across Harlow.
- Deliver year-on-year improvements in the Council's recycling rates; and the operations for refuse collection.

The Governance Portfolio contributes to the achievement of a number of our key strategic themes. Our procurement policies will provide economic opportunities for SMEs in the Town. Residents will have good customer experiences and the opportunity to put their views to the Council; as well as those residents in the greatest need to interact with the Council regardless of their backgrounds. These ambitions will support the Council and the Town for the future.

ENVIRONMENT



“Within and beyond the challenges posed by the urgent need to respond to climate change is an opportunity to enhance Harlow’s environment. Addressing the downward trend in the cleanliness of the Town and its street scene by reinvigorating the Town’s green and open spaces through a new approach to promote biodiversity. We can once more make Harlow a place that people are proud to live in and be the best place to start and bring up a family.”

Councillor Nicky Purse
Portfolio Holder for Environment

Strategic Ambitions

Set out below are the short, medium and long term ambitions envisaged to achieve our aspirations for Environment.

Short-term Ambitions	Medium-term Ambitions	Long-term Ambitions
<ul style="list-style-type: none"> • Sustain and improve cleanliness of the Town with the maintenance and protection of open spaces • Improve Harlow’s bio-diversity through an active tree planting programme and creation of a variety of wildlife habitats. 	<ul style="list-style-type: none"> • Develop an overarching Climate Change Strategy for Harlow which will support residents and businesses to make informed choices about actions which will reduce carbon emissions. • Review the Tree Maintenance Policy • A survey of the Council’s Trees undertaken using GIS. 	<ul style="list-style-type: none"> • Develop new a proactive strategy to prevent littering

Strategic Outcomes

- The Council’s ‘community leadership’ role will be strengthened through the production of a Climate Change Strategy for Harlow.
- Continue to exceed Keep Britain Tidy standards in the maintenance of the Town’s environment.
- Bio-diversity improved through a programme of tree planting and a variety of habitats.
- Policy for Tree Maintenance developed.
- Programme developed for Tree maintenance.

The ambitions and outcomes outlined here will be the primary mechanism for the Council delivering against its Strategic Theme of 'Safeguarding the Environment'. Harlow's natural environment is highly regarded by residents as one of the town's core assets and the Council will work to protect and enhance this. Also, this will contribute significantly to the theme of developing a 'Town for the Future'. Attracting the right investment to Harlow will to a large extent be dependent upon the town providing an attractive environment for residents, businesses and visitors.

REPORT TO: SCRUTINY COMMITTEE

DATE: 12 JULY 2022

TITLE: ANNUAL REPORT OF THE SCRUTINY COMMITTEE 2021/22

LEAD OFFICER: SIMON HILL, DIRECTOR OF GOVERNANCE AND CORPORATE SERVICES
(01279) 446099

CONTRIBUTING OFFICER: ADAM REES, SENIOR GOVERNANCE SUPPORT OFFICER (01279) 446057

RECOMMENDED that:

A It is recommended to Full Council that it notes the report.

BACKGROUND

1. Under the Council's Constitution, the Scrutiny Committee is required to produce an annual report to Full Council on the reviews it has carried out.

ISSUES/PROPOSALS

2. The Committee completed a review into accommodation for adults with a moderate/severe learning disability and the recommendations from this were adopted by Cabinet. The Committee will be considering an update later in this municipal year.
3. Also its meeting in July 2021, the Committee recommended some changes to the Call In Sub Committee's procedures. These changes have been adopted.
4. At the meeting in September 2021, the Committee held a question and answer with the Portfolio Holder to pre-scrutinise the Community Safety Strategy.
5. In December 2021, the Committee finished its review into turnout in local elections, which asked the Returning Officer to create an action plan based on issues raised as part of a public survey.
6. In February 2022, the Committee agreed a number of questions to be submitted to the Police as part of the Committee's annual review. This included a number of questions raised by the public. At the same meeting, the Committee received an update on the implementation of the recommendations within the Committee's review on the delivery of the Council House building programme.

7. At the final meeting of the municipal year in March 2022, the Committee held a question and answer session with the Police. Cabinet has since approved the Committee's recommendations to look at CCTV in the town centre. The Committee also received an update report on its review of allotments.

IMPLICATIONS

Strategic Growth and Regeneration

None specific.

Author: Andrew Bramidge, Director of Strategic Growth and Regeneration

Finance

None specific.

Author: Simon Freeman, Deputy to the Chief Executive and Director of Finance

Housing

None specific.

Author: Andrew Murray, Director of Housing

Communities and Environment

None specific.

Author: Jane Greer, Director of Communities and Environment

Governance and Corporate Services

None specific.

Author: Simon Hill, Director of Governance and Corporate Services

Appendices

None.

Background Papers

None.

Glossary of terms/abbreviations used

None.