

Harlow Council:
Working Together for Harlow
Corporate Plan 2019/20 – 2021/22

HARLOW



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Harlow
Council
Working together for Harlow

Leader of the Council



We are pleased to present this update to Harlow Council's Corporate Plan: Working Together for Harlow 2019 - 2022. This plan outlines the Council's vision, priorities and goals to drive improvement over the next three years and what we have already achieved in meeting them.

The resources available to the Council are under increasing pressure and further cuts to the external funding provided by Government are set to continue. The creation of a Local Authority Trading Company enables the Council to be flexible to meet future challenges, whilst continuing to make efficiencies in the delivery of the services for housing repairs and maintenance; street cleaning and ground maintenance.

Having our own Company provides real benefits for Harlow, which makes it all the more important that the Council continues to be open and transparent. Decisions are driven by a set of values and priorities that has fairness and equality at the heart of everything the Council does, which will enable everyone to participate and take advantage of the many great things Harlow has to offer.

Mark Ingall
Leader of the Council

Managing Director



Since taking up the position of Managing Director in 2018, I have been able to take stock of Harlow and the Council. I have always believed that the two most important aspects are the **People** and the **Place**.

In respect of **people**, I've endeavoured to get out and meet as many Groups as I can. There are many people in Harlow doing great work for the Community which was demonstrated through the Civic Awards presented at Annual Council in May 2018. Nevertheless, the Council has not always engaged as well as it can with the residents and businesses in Harlow; I shall endeavour to make clear connections between the Council and the people of Harlow to break down the perceived 'us and them' culture.

The other important aspect is **Place**. The Council has made great strides with Public Health England (PHE) and the Enterprise Zone (EZ), however, there is much more still to be done.

The Council is in the midst of finalising Harlow and Gilston Garden Town, which will begin with 16,000 new homes in and around Harlow together with new sustainable public transport; we are also working with partners to produce economic growth in West Essex and Hertfordshire with the focus again on Harlow.

In particular, we need to focus on the Town Centre. The majority of Town Centres are under pressure at the moment due to a number of factors; yet, that is not a reason for doing nothing. We will continue to hold discussions with Central Government, Homes England, the County Council, landowners and others to bring Harlow a Town Centre it can be proud of.

Finally, I am aware that Harlow has an unfair reputation and people don't see the wonderful sculptures around the Town, the green areas including the superb Town Park, Parndon Mill and Parndon Wood. I am keen to change this perception and bring back some reality; a Place Board has been established with many ambassadors enlisted including residents and businesses to promote the name of Harlow far and wide.

Brian Keane

Managing Director of the Council

Council Values

The Council strives to be an organisation where people make things happen and promote excellence, good customer service and continuous improvement. We want to ensure that all staff are consistently aware of how their role contributes to the achievement of corporate priorities and principles, are clear about what is expected and share the Council's values. The Council is committed to promoting equality, challenging discrimination and developing community cohesion.

The Council's values are:

- Integrity** Clear, meaningful and honest two way communication with staff, customers and partners.
- Value People** Treating everyone fairly, equally and with mutual respect. Investing in staff, recognising individual and team contributions to achieve success.
- Inspirational** Support and encourage accountability, creativity and innovation amongst our staff, key stakeholders and partners.

Council Priorities

Five priorities and three principles have been identified for the next three years.



More and Better Housing



Regeneration and a Thriving Economy



Wellbeing and Social Inclusion



A Clean and Green Environment



Successful Children and Young People

Council Principles

- Being the Community Leader**
- Sound Resource Management**
- Equalities and Fairness**

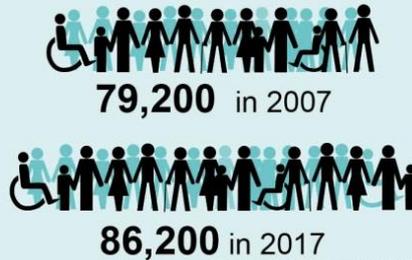
These are described in more depth on the subsequent pages of the Corporate Plan.

Harlow in Numbers

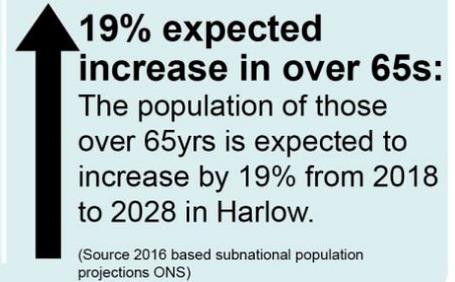
Our Community:



(Source: NOMIS January 2019)



(Source: NOMIS January 2019)



(Source 2016 based subnational population projections ONS)

Housing:



(Source: Local Authority Housing Statistics Department for Communities and Local Government updated May 2018).



1,787 new homes

built from
2011/12 - 2017/18
(Source: Harlow Council Planning Services
October 2018)



Local Economy:

Number of enterprises
2018 = **2,875**
2016 = **2,750**
increase of 125
enterprises between
2016 and 2018

(Source: NOMIS January 2019)



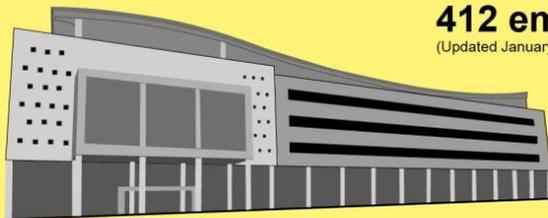
Environment:



48% of land is green space and **52%** is all other land (including built development and residential gardens.)

(Source: Draft pre-submission Harlow Local Development Plan December 2017)

The Council:



Harlow Council has
412 employees
(Updated January 2019)

Harlow Council has
33 Councillor Seats

- Labour: 20
- Conservative: 13



Annual Budget (NET) 2018/19 **£10.89 million**

Corporate Achievements for 2018/19

Housing

- Completion of a five year £100m investment in Council housing renewal. This includes over 48,200 improvements in around 8,500 homes.
- Continued to make the best use of stock, tackling local priorities and prioritising energy efficiency schemes that can make a difference in tackling fuel poverty.
- Established a new Housing and Regeneration Company under HTS Group Ltd to deliver a new programme of Council house building. The programme commenced in 2018/19, with the first properties expected early 2019/20.
- Strong performance in key landlord areas such as rent and service charge collections, the turn around of empty properties and repairs.
- Completed phase one of the major estate regeneration programme at The Briars, Copshall Close and Ayletts Field.
- Achieved accreditation for the Careline Scheme which offers security to the most vulnerable residents in the town.
- More resources put into the Tenancy Support Services in recognition that this is growing area.
- Celebrated another year of partnership working with Essex County Council and Manorcourt Homecare in providing extra care housing at Sumners Farm Close for the elderly and most vulnerable.
- Increased fire safety and associated regulations following the tragic fire at Grenfell Tower.
- The Council has seen a fifty per cent reduction in the number of people sleeping rough in the Town since the annual autumn count in 2017. The ongoing work with our partners Streets2Homes and the additional funding received from the Government has enhanced the initiatives available to this Group, reducing the numbers of people currently sleeping rough.
- Rough sleepers were supported with accommodation during the severe weather at a local hotel or church. The emergency shelter at St Paul's Church was triggered for rough sleepers.
- Commenced the implementation of the Homeless Reduction Act 2017, together with additional resources and funding to meet local priorities and tackle housing need.

Regeneration & Thriving Economy (Economic Growth)

- The first ground was broken to mark the start of construction on the Science Park. The 27 acre site will house around 25 buildings. It will be a hub for life sciences, information technology and advanced engineering businesses.
- Public Health England continues with their planned move to Harlow and are working with the Council to ensure residents of the Town benefit from their relocation.
- The £200m Kao Park opened the first of its four data centre buildings on what is the largest data centre development in the South East of England.
- The new story of Harlow (Discover Harlow) was launched. As part of this initiative, the first Harlow Ambassador meeting was held with more than 80 people from across all sectors attending. These Ambassadors will help the Council to tell the world about the new Harlow story.

- A new planning status (Article 4 Direction) was secured which prevents the conversions of industrial and commercial properties into residential accommodation within the Harlow Enterprise Zone area – Templefields North East.
- The Council, along with Public Health England and Essex County Council, signed a section 106 agreement. This agreement is good news as it creates training and job opportunities for local people which is a key priority for the Council. The agreement follows the outline planning consent given in December 2017.

Regeneration & Thriving Economy (Regeneration)

- A new junction 7a on the M11 is now committed. This will improve connectivity and support both residential and economic growth. Construction work due to commence in 2020 and complete in 2022.
- June 2018 saw the second annual Harlow Town Centre Awards take place. Building on the success of the first awards in 2017, new categories were added to include Best Place in Town and Entrepreneur of the Year. The awards evening was attended by over 100 Town Centre businesses and employees, with over 2,000 votes cast.
- Work on the Town Centre Area Action Plan has commenced. During the Summer (2018) a seven week 'Issues and Options' consultation took place, inviting views and opinions from members of the public and other stakeholders. An exhibition travelled around the District, highlighting the issues and the proposed options to regenerate the Town Centre. The consultation will inform and influence the development of the draft Area Action Plan which is scheduled to be published in Spring 2019.
- The Council undertook a major refurbishment of the Market Square. The aim was to create an open and diverse space that can play host to a range of different activities. The refurbishment included, installing new contemporary street furniture, permanent table tennis tables, chess table and chairs. These all injected much needed colour in to the area.
- The first phase of the multi-million-pound Atelier housing development was completed. To mark this milestone a new Community Centre was opened.
- An ambitious vision for Harlow and Gilston Garden Town was adopted by Council, along with our partners at Epping Forest and East Hertfordshire Districts. The town will bring new homes and neighbourhoods.
- The Council agreed to set-up its own Housing and Regeneration Company (HTS Group) to deliver local housing and regeneration projects.
- Planning approval was given to build 19 new Council homes to meet the different needs of local people on the Council's Housing Needs Register.
- Local shoppers enjoyed the first ever Makers Market which gave local bakers, makers and creators a platform to sell their products.

Successful Children and Young People

- The outstanding educational progress and contribution of 75 young people was recognised at the fifth annual Harlow Educational Progress Awards.
- The Council and Essex County Council have been working in partnership to address the issue of school readiness. Since the inception of the project the percentage of early year's children who have reached a Good Level of Development (GLD) has risen from 38.1% in 2013 to 71.2% in 2018.
- Sessions and workshops held with Schools about democracy and how the Council works.
- The Council employed a total of five apprentices in a range of service areas and is looking to employ more in the future.

- Over 1,100 year 6 pupils from Harlow primary schools attended the annual crucial crew event to learn about personal and community safety, healthy relationships and health and wellbeing issues.

Wellbeing & Social Inclusion

- Harlow's first Health and Wellbeing Partnership strategy Healthy Harlow was launched. This 10 year plan sets out a vision and priorities for the provision of healthy lifestyle promotion in the Town, addresses health inequalities in Harlow and outlines what needs to be done to ensure that residents lead healthy and active lives. The arrival of Public Health England makes this initiative all the more timely.
- The annual Carnival took place with over 1,000 people taking part in the parade from 40 different community organisations.
- A new £10,000 community fund was launched to support local projects, activities and events to raise civic pride in the Town.
- Funding from the Arts Council was secured to put the building blocks in place to develop the Town's cultural vision.
- The Leah Manning Centre continues to provide a wide range of activities to support older people and reduce social isolation.
- Developed and implemented a 'Men's Shed' project in conjunction with Essex County Council
- Older and vulnerable residents received assisted help to ensure their domestic waste was collected.
- A new sports pavilion and community hall opened at Nicholls Field.
- A significant mental health awareness event called "Tell it how it is" took place at The Playhouse.
- The support of approximately 150 volunteers who helped the Council provide a range of services was recognised during the National Volunteer's week.
- Harlow Parkrun celebrated its 200th run with Harlow Junior Parkrun holding its 100th run.
- Harlow Art Trust secured a grant from the Heritage Lottery Fund to protect and promote the Town's sculpture collection.
- The Playhouse launched a new programme called 'Young Practitioners' designed to encourage young people to get involved in the arts. The Programme is part of The Playhouse's ongoing commitment to improving the culture, community outreach and involvement in Harlow.
- As part of events to mark the 100th anniversary of the end of World War 1, two tommy soldier silhouettes were unveiled in The Water Gardens in memory of the 128 soldiers from Harlow who were either killed or succumbed to illness after serving.
- Over 20,000 attended the annual firework display in the Town Park. The event remains one of the biggest free admission events in the East of England.
- Harlow's Sports Awards continues to grow. Harlow resident and Commonwealth Games gold medallist Jo Harten won the Sports Personality of the year.

A Clean and Green Environment

- Clearing fly-tipping consistently outperformed the stretched target of removal within 3.5 hours.
- Harlow is amongst the best performing areas in the Country with regard to the lowest amount of residual (black bag) waste collected per household.
- The Town Park and Parndon Wood Nature Reserve have both retained Green Flag status, placing them amongst the best publicly accessible parks and green spaces in the Country.
- Over 95% of businesses in Harlow met the Food Standards Agency “Broadly Compliant” standard for food safety. This placed the Town in the top 20% of Local Authority areas. The Council continues to successfully carry out prosecutions where necessary to protect the public.
- Inspection of Houses with Multiple Occupation under the Council’s Additional Licensing scheme were carried out. 100% of the re-licensing was work completed ensuring safer and healthier homes for residents.
- The Council’s imaginative approach to flood prevention with Essex County Council won a British Construction Industry Award. The approach also enhanced biodiversity at Parndon Wood Nature Reserve.
- Staff and volunteers helped Parndon Wood Nature Reserve achieve a National Bees’ Needs Award in 2018.
- HTS (Property and Environment) Ltd received a Silver Green Apple Award for Environmental Best Practice in 2018.

Our Vision: Working Together for Harlow

More and Better Housing



"It has been another year of challenges, however, the Housing Service continues to report strong performance overall.

The major milestone this year was the establishment of the new Housing and Regeneration Company under HTS Group Ltd, to deliver a new programme of Council house building. This commenced in 2018/19 with the first properties expected early next year.

Housing remains a top priority for me and the Administration. The Council continues to perform to meet the challenges and opportunities facing housing in Harlow with reduced budgets. The Council will have fewer resources to meet its priorities but will continue to plan ahead.

Having less resources to meet priorities, it is important that I address what is important locally making more housing available in Harlow with a wider choice of housing types which are genuinely affordable. Tackling the growing need for Supported Housing, helping to improve choices for those in housing need and improving residents' health and wellbeing by improving housing conditions, improving housing standards with energy efficient, modern home facilities and tackling local priorities and statutory requirements."

Councillor Mark Wilkinson – Portfolio Holder for Housing & Deputy Leader

Our goals for the next three years:

- Invest in the Housing stock.
- More housing available in Harlow, with a wider choice of housing types of all tenures which include affordable, social rented and Council housing.
- Work towards improving choices for those in housing need.
- Increase the range and type of Supported Housing.
- Tackle homelessness by implementing the Homelessness Strategy.
- Encourage and facilitate effective tenant and leaseholder engagement.

We will achieve our goals by:

- Providing and maintaining high quality housing stock, with all Council homes in the Town meeting Modern Homes standards. Publish an annual Housing Investment Programme (HIP) and invest in improvements to housing conditions.
- Commencing a £1.9m modernisation programme to replace District Heating schemes, over a planned period to address the energy efficiency of the Council's housing stock.
- Continue to maintain the Fire Safety programme within the Council's Tower blocks and undertake any works (from 2019/20) that may be required as result of the Grenfell Tower Public Inquiry.
- Finalising the estate regeneration programme of The Briars, Copshall Close and Aylets Field (BCA).
- Consulting on the Council's preferred options for housing growth in the Local Plan.
- Commencing a long term programme of house building of all types that are genuinely affordable.
- Updating the Homelessness Strategy Action Plan and Harlow Homelessness Partnership.
- Implementing the Tenant and Leaseholder Engagement Strategy.

Regeneration and a Thriving Economy (Economic Growth)



“Harlow New Town was built around principles of sustainable communities, with its green spaces a fundamental part of the design. We remain committed to these principles and the regeneration of the Town with high quality jobs for local people, and reinvigorating Harlow as a great place to live and work. This renewal has been accelerated with work on the Town Park, the renewal of our housing estates, building Council homes, and the successful delivery of the Enterprise Zone, which is making significant progress and which will bring many new businesses to Harlow.”

We will continue to focus on driving forward this regeneration, renewing neighbourhoods, attracting inward investment, providing high quality jobs and lobbying to ensure we have the right infrastructure in place to enable sustainable growth. Our Economic Development Strategy builds on our success of the past five years setting out our strategy to continue and build on the successes in terms of business, jobs, place and people. Harlow has a bright future and the Council will play a full and active role in bringing this about, by ensuring that the town is a place where businesses choose to invest.

We want Harlow to be an excellent place to do business. This will be achieved with the right infrastructure, a highly skilled workforce that meets the needs and expectations of existing and potential employers in the Town and employment opportunities for Harlow people that pay a decent wage.”

Councillor Emma Toal – Portfolio Holder for Economic Growth

Our goals for the next three years:

- Address the challenges and opportunities as set out in the Economic Development Strategy.
- Lead on the delivery of the Enterprise Zone (EZ).
- Work with Public Health England and occupiers of the EZ to deliver real benefits for local residents and businesses from those developments.
- Work with the Government and other partners to ensure we address growth in an inclusive, creative and cohesive way.
- Work with partners to ensure the successful delivery of the Harlow and Gilston Garden Town.
- Promote Harlow as an attractive location for businesses.
- Increase investment in the infrastructure required for Harlow’s economic and housing growth.
- Work in partnership to increase adult skills levels.
- Work to ensure the numbers of successful businesses increase.

We will achieve our goals by:

- Progressing our dialogue with Government and Essex County Council to ensure that Harlow’s needs and opportunities, as identified in our economic development and regeneration strategies, continue to be raised and addressed in the light of the Industrial Strategy, and that investment is leveraged.
- Continuing to lead the Harlow Enterprise Zone Board and, with our development partners, to progress the building of the Science Park and attract target sector businesses.
- Working in partnership with Public Health England to deliver real benefits for local people and businesses, including addressing employment, skills development and supply chain opportunities.
- Continuing to develop ‘Discover Harlow’ a new place based marketing campaign for Harlow.
- Establishing a Harlow Skills Forum to work together to promote skills development with residents and businesses.
- Continuing to support business sectors e.g. M11 Health Enterprise Forum, the Manufacturing and Engineering Forum and the Harlow & District Chamber of Commerce.
- Working as active partners in the London Stansted Cambridge Consortium.

Regeneration and a Thriving Economy (Regeneration)



“Harlow is a place of fantastic opportunity with new investment, new jobs, new housing and new facilities. It needs to grasp these opportunities and think confidently about the future. Harlow stands at the threshold of a sizable opportunity and the Council and its partners have been working hard for some years to bring forward key projects. These projects will be the building blocks that support regeneration to realise these opportunities and help us to shape a successful future for Harlow, its businesses and residents, present and future.”

Regeneration of the Town must remain one of our highest priorities. We must continue to press for the investment we need to make a real difference to our community. The Council will actively pursue funding opportunities for regeneration and will do all that we can to encourage investment in the Town, the regeneration of the Town Centre and our local neighbourhoods.

As a former New Town, we know that there can be negative perceptions of Harlow. That’s why it is so important that we must work in partnership to tell the fantastic story of the place we know Harlow to be.”

Councillor John Strachan – Portfolio Holder for Regeneration

Our goals for the next three years:

- Drive forward the regeneration of the Town Centre. A healthy Town Centre is fundamental to Harlow’s role as a growing sub regional centre and the success of the Harlow and Gilston Garden Town.
- Deliver the Atelier (formerly Briars, Copshall Close & Aylets Field) housing regeneration scheme.
- Deliver more housing of all tenures to maximise the opportunity for new Council homes, social rented homes and other forms of truly affordable housing.
- Deliver a number of neighbourhood regeneration schemes.
- Work with partners to ensure the successful delivery of the Harlow and Gilston Garden Town

We will achieve our goals by:

- Working with partners to drive forward the regeneration of the Town Centre.
- Producing an Area Action Plan for the Town Centre, delivering public realm improvements and continue to explore and develop opportunities in partnership with Town Centre stakeholders and potential investors.
- Ensuring the delivery of Phases 2 & 3 of the Atelier housing regeneration scheme (formerly known as Briars, Copshall Close and Aylets Field).
- Continuing to develop and deliver the programme for the neighbourhood regeneration schemes, including Prentice Place, Perry Road (former Lister House site) and a programme of housing site developments.
- Working in partnership with Public Health England to deliver real benefits for local people and businesses, including addressing employment, skills development and supply chain opportunities.
- Developing and updating the Regeneration Strategy for Harlow.
- Developing and updating the Housing Strategy for Harlow.

Wellbeing and Social Inclusion



“Harlow is an enterprising Town with a proud history of promoting fairness and equality. However, health inequalities and deprivation exist within some sections of our community. Promoting the health and wellbeing of individuals and communities is fundamental to the work of local Government. We will continue to work with a wide range of partners to tackle health inequality and offer opportunities for our residents to enjoy the many benefits of healthy living.

The restoration of the Town Park with its gardens, paddling pools, Pets Corner, outdoor gym and many other facilities, provide a glorious location for the residents of Harlow to spend their recreation time, whilst improving their health and wellbeing. We will do all we can to ensure that Pets Corner and the Town Park is accessible to all members of the community.

Harlow also has a world class collection of public art throughout the Town and an active cultural community with many groups performing dance, music theatre and more. There is evidence that active involvement in such creative activities provides a wide range of benefits, including the promotion of wellbeing, quality of life, health and social capital. It is therefore important that we continue to build on and promote our cultural heritage.

The Council continues to work hard to tackle anti-social behaviour acknowledging that the challenges are many. Our Community Safety Team will continue to work with our partners to do all we can to have a significant effect on how safe people feel and therefore reduce the fear of crime.”

Councillor Eugenie Harvey – Portfolio Holder for Community & Wellbeing

Our goals for the next three years:

- Achieve the key ambitions of the Harlow Health and Wellbeing Strategy Healthy Harlow and associated action plans.
- Embed public health and wellbeing to deliver a more coordinated approach to addressing the wider determinants of health in Harlow.
- Play a leading role in tackling the underlying root causes of poor health and the issues that affect wellbeing.
- Work more collaboratively with the wider partners to deliver Health and Wellbeing, such as Essex County Council, the West Essex Clinical Commissioning Group and West Essex Public Health Partnership in order to inform wider policies and developments, as well as attract opportunities and funding for the Council.
- Continue to work with partners to tackle crime, anti-social behaviour and domestic abuse.
- Improve the customer experience across the Council.
- Enhance the Town’s cultural offering through a collaborative approach with local and regional stakeholders.

We will achieve our goals by:

- Delivering the actions contained within the Health and Wellbeing Strategy 2018-2028 and ‘live well’ campaign.
- Monitoring health and wellbeing outcomes and initiatives with reports to the Health and Wellbeing Board.
- Promoting and implementing workplace health and wellbeing.
- Setting up an internal Public Health Officers Group to bring together (and deliver) all the elements of public health in a coordinated approach.
- Reducing crime and anti-social behaviour by undertaking targeted work on priority local community safety issues, including emerging trends by working with partners from the Safer Harlow Partnership.
- Keeping under review the Council’s Emergency Planning strategy and the implementation of the procedures; together with training for both internal Council employees and community volunteers.
- Developing and facilitating Harlow’s Cultural Leaders Group.
- Continuing to implement the Action Plan from the Customer Service Review.
- Continuing to support the work of Harlow’s Domestic Abuse Forum to develop and implement a revised Community Engagement Strategy.
- Supporting residents to set up and run Residents’ Associations.

A Clean and Green Environment



“The principles of the original Master Plan for the New Town prepared by Sir Frederick Gibberd in 1947 have given Harlow its unique character. The Town was built around a series of neighbourhoods, separated by large areas of natural and semi-natural open spaces, now known as Green Wedges. These areas form key physical features of Harlow and have helped to shape Harlow’s subsequent growth.”

Just under half of all the land in Harlow is open space – a mix of designated Green Wedge, Green Belt and other open space. The Local Plan, now submitted for examination, provides for such assets to be protected against the threat of unwarranted intrusion and inappropriate development for the benefit of both current and future generations, whilst supporting other key Council priorities. We will continue to support it through the process to adoption.

I know from talking to residents; and from previous budget consultations that keeping our streets and public places clean and tidy and looking after our parks and open spaces remain high priorities for Harlow residents. Improvements in street cleaning and maintenance of our green spaces have been sustained.

Looking after the Town’s green spaces comes at a cost but efficiency savings have been reinvested into extra grass cutting and green space management which has made a positive impact. I look forward to continuing to work proactively with HTS (Property and Environment) Ltd to improve the care of our green spaces and street scene. I also look forward to the adoption of the new Local Plan for Harlow and the Town Centre Area Action Plan. These important documents set out the land use policies and objectives of the Council in pursuit of the regeneration of Harlow.”

Councillor Danny Purton – Portfolio Holder for Environment

Our goals for the next three years:

- Sustain the cleanliness of the Town and the maintenance of open spaces.
- Progress the neighbourhood improvement programme.
- Minimise domestic waste and maximise reuse and recycling.
- Invest in un-adopted roads and pavements.
- Continue to address parking issues Town wide
- Support Harlow’s Local Plan through the examination process to adoption
- Complete the Town Centre Area Action Plan (TCAAP)
- Advance the regeneration of Harlow via the Local Plan and the Garden Town initiative.
- Seek improvements in Public Transport to encourage sustainable journeys.
- Improve Flood Defence capability.
- Continue to maintain Building Control standards.

We will achieve our goals by:

- Continuing to promote and enhance residents’ participation in the wider waste minimisation and recycling issues by working with Essex Waste Management Partnership to deliver a communications campaign emphasising the importance of proper use of the full range of waste and recycling services available.
- Working with Essex County Council to improve its highways inspection regime to ensure problems are identified sooner to minimise trips and slips.
- Supporting the Local Plan through the examination process and ensure the planning applications are processed accordingly.
- Working with Local and Regional Partners and National Government through the Garden Town Board.
- Working with Local Transport Operators to improve reliability and standards.
- Working with the Essex Flood Defence Board to identify and address land drainage issues in a sustainable way including the enhancements to valuable water features.
- Working with Veolia to ensure a smooth roll-out of a new contract with enhancement to the domestic waste collection service.
- Working with Essex County Council and Harlow residents to improve the Town street scene.
- Continuing to work with North Essex Parking Partnership on parking issues raised by residents.
- Submitting relevant developments for recognition under the Local Authority Building Control Awards scheme.

Successful Children and Young People



"The Council works to support the young people of Harlow in a wide range of ways.

We have implemented a school readiness programme to help ensure that children get the best start in life. The Educational Progress Awards continue to be held. The awards aim to recognise and reward young people who have made significant progress in their education and recognise the contribution they have made to their schools and the community.

The Youth Council, with whom I have had the opportunity to work with this year, offers young people the chance to develop a huge number of skills, interact with the Towns' decision makers and have their opinions heard.

We want Harlow to be a great place to grow up, with children getting the best start in life, being protected from harm, being healthy, happy and ready to learn as they start school, enjoying school and achieving their academic and social potential. Children and young people should have access to a range of activities to enable them to make a positive contribution to their communities and to realise their potential and talent."

Councillor Eugenie Harvey – Portfolio Holder for Community & Wellbeing

Our goals for the next three years:

- Help to improve outcomes for Harlow's children and young people.
- Support young people to be more involved in decision making.
- Work with partners to support families with complex needs.
- Support Apprenticeships for young people.
- Safeguard children and young people.
- Develop opportunities for learning beyond school age, providing a mix of further and higher education suited to the needs of residents and employers.

We will achieve our goals by:

- Continuing to develop the Youth Council.
- Continuing to work with partners to improve the educational attainment of Harlow's young people.
- Ensuring Harlow's Educational Attainment Awards continues.
- Continuing to support officers to attend a range of multi-agency partnership meetings that promote the health, safety and wellbeing of all Harlow children.
- Increasing the number of apprentices the Council and HTS (Property & Environment) Ltd employs over the next three years.
- Continuing to support the delivery of the short break and respite services for children and young people with disabilities and their families.

Our Principles

Being the Community Leader

Our goals for the next three years:

- Promote the needs of Harlow.
- Maintain the Council's role as the recognised community leader.
- Improve opportunities for Harlow residents to participate in local democracy and decision making.
- Improve communication with the public through the Community Engagement Strategy.
- Increase transparency through Joint Finance Performance Reports (JFPR), the Procurement Strategy, Freedom of Information (FOI) and Environmental Information Regulations (EIR).
- Ensure the Council's procurement framework supports ethical businesses.

We will achieve our goals by:

- Continue to lobby Essex County Council and Central Government for key infrastructure improvements for Harlow.
- Continue to lobby Central Government to relocate Princess Alexandra Hospital in order to meet the needs of a growing population and increasing demand.
- Continue to promote the local pride in Harlow onto the regional and national stage as a great place to live, shop, work, visit and do business.
- Promote Harlow's community cultural and sporting events, attractions and facilities for residents and visitors to experience, including a range of places for visitors to stay.
- Continue to review, update and publish the Council's transparency data on its website. Ensure the Council's compliance with the Freedom of Information (FOI), General Data Protection Regulations and the Public Contracts Regulations 2015.
- Continue to lobby Central Government with regards to the Council keeping control of its Local Plan.

Sound Resource Management

Our goals for the next three years:

- Ensure the Council is economic, efficient and effective.
- Get the best from the resources available.

We will achieve our goals by:

- Continue to roll out innovative technologies to improve efficiency.
- Continue to seek new and innovative ways to secure alternative sources of funding to meet projected budget shortfalls and protect services wherever possible.

Equalities and Fairness

Our goals for the next three years:

- Ensure the Council's decision making is open, transparent and fair and takes into account the diversity of the Town, ensuring equalities are incorporated.
- Develop and promote the diversity of Harlow.
- Support the citizen of Harlow to actively contribute and benefit from all that Harlow has to offer by fostering good relations between people who share a protected characteristic and those that do not.
- Work with residents and businesses to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Increase public confidence in how we tackle domestic abuse.
- Enhance the quality of life and care for people with a learning disability, autism and/or mental health issues.
- Safeguarding adults whose circumstances make them vulnerable, protecting them from avoidable harm and acting in their best interests where they lack capacity.

We will achieve our goals by:

- Review and update the Corporate Equalities Policy for the next three years.
- Publish information relating to people who share a protected characteristic who are employees and people affected by the Council's policies and procedures.
- Work in partnership with the Health and Wellbeing Board to identify gaps and target interventions to combat loneliness and isolation of older people.
- Continue to develop and support the Men's Shed project.
- Produce a diversity calendar to promote events such as the Holocaust Memorial Day in 2019/20.
- Ensure appropriate equality training is rolled out to, and taken up by, all Officers and Councillors.
- Develop a Corporate Equalities Action Plan in consultation with representatives from the people with protected characteristics.
- Continue to ensure the Council's Procurement Strategy reflects its values of 'Fairness and Equality' and complies with the general equality duty in its timing and undertaking of procurement, including where the public function is carried out by a third party.
- Implement a programme to address harassment and victimisation.
- Continue to encourage staff to participate in the Council's volunteering scheme.
- In conjunction with Essex County Council further develop the 'time credit' scheme to promote volunteering amongst Harlow's residents.

Performance

To ensure the Council remains on target, it is essential to monitor the progress of our priorities and goals. This is done by monitoring performance indicators relating to areas such as waste management, services for planning, benefits and housing. We regularly compare our performance against other councils, celebrate areas of good performance and provide challenge to areas where we are not performing so well.

The Council publishes a statement of its performance each quarter. These reports include information on the milestones, performance indicators and the Council's finances. Performance reports are presented to Cabinet and when agreed are published here.

<http://www.harlow.gov.uk/performance-reports>