

Harlow Council: Working Together for Harlow

Corporate Plan 2015/16 - 2017/18

1.0 Foreword by the Leader of the Council

I am pleased to present this update to Harlow Council's Corporate Plan: Working Together for Harlow 2015-2018. This plan outlines the Council's vision and priorities to drive improvement over the next three years and what we have already achieved in meeting them.

The Council has had a number of notable successes, including starting to build the first council houses in 25 years, driving forward the delivery of the Enterprise Zone, accelerating the modernisation of thousands of Council homes, regenerating Clifton Hatch, and continuing to promote the Living Wage - our joint venture with Kier Harlow receiving the East of England Living Wage Champion award.

We are, however, living in unprecedented times, with the resources available to the Council under increasing pressure. The Council has already had substantial cuts to its external funding, and this will continue.

The Council has been proactive in its response to these challenges: In September 2014 the Council published the results of its Budget Consultation. The Consultation gave Harlow residents a chance to share their opinions on where they feel that the Council's decreasing budget should be allocated. Parks, playgrounds and green spaces, regeneration of the town and reducing anti-social behaviour came out as the three most important discretionary services, and Street Lights, despite being the responsibility of Essex County Council, was raised as the most important issue when asked what else the Council should focus on. These and other key findings from this consultation have assisted Officers and Councillors in the 2015-16 budget setting process.

It is more important than ever that the Council is open and transparent about the decisions it needs to make, and is driven by a set of values and priorities that have fairness and equality at the heart of everything it does. This enables everyone to participate and take advantage of the many great things that Harlow has to offer.

To this end, the Council and I are determined to make a positive and visible difference to Harlow and will be focused on achieving:

A Fairer Harlow, A Harlow to be Proud of.

Working with the whole community of Harlow, including Government, the Voluntary Sector, Businesses, Faith Groups and others, the Council wants to achieve the following:

- **Reducing inequality** and supporting all Harlow's citizens to reach their full potential, actively contribute, and benefit from all that Harlow has to offer.
- Harlow to be a great place to **grow up** with children getting the best start in life, being healthy, being 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.

- To develop opportunities for **learning** beyond school age, providing a mix of further and higher education suited to the needs of residents and employers.
- Harlow to be an excellent place to **do business**, with the right infrastructure and with a highly skilled workforce that meets the needs and expectations of existing and potential employers in the town, and provides employment opportunities for Harlow people that pay a decent wage.
- Harlow residents to have good **health and wellbeing**, with the Council playing a leading role in tackling the underlying root causes of poor health and the issues that affect wellbeing.
- Harlow to be a great place to **grow older** with people living happy, healthy and independent lives.
- Harlow to have a great community spirit, with people actively participating in **sustainable communities**, taking a pride in Harlow, its environment and its people.
- All of the neighbourhoods in the town to be desirable places to live with homes appropriate for people of different needs and resources, and at different points in their lives, attractive and well-kept buildings and open spaces, good roads, parking and public transport, and with people being and feeling **safe and secure**.
- **People to get along**, including with people from different backgrounds.
- Projecting local **Pride in Harlow** onto a regional and national stage to promote Harlow as a great place to live, shop, work, and do business.
- Harlow to have high quality community **cultural and sporting** events, attractions, and facilities for residents and visitors to experience, with a range of places for visitors to stay.

To achieve these outcomes we have identified five priorities for the next five years:

- **More and better housing** - tackling the housing need of Harlow residents, both in quantity, affordability, range and quality.
- **Regeneration and a thriving economy** - regenerating Harlow and supporting a thriving economy that benefits all the people of Harlow. Working with our partners in local and national government, the community, and the private sector, to create an infrastructure that is appropriate for sustainable growth.
- **Wellbeing and social inclusion** – working with partners to support people living happy healthy lives, and getting along with one another.

- **A clean and green environment** - an attractive, clean, green and sustainable environment to be enjoyed by all.
- **Successful children and young people** - engaging young people and actively promoting opportunities for all, in education, in employment, and in the community.

All underpinned by sound leadership, management of resources, and governance.

Despite the challenges I am convinced that, by working together, we can make a positive and visible difference, and ensure a bright future for Harlow.

Councillor Jon Clempner, Leader of the Council

2.0 Harlow today

2.1 An urban and green new town mixing high-quality, varied housing types for all incomes, owners and tenants.

2.2 Harlow is an enterprising and compact new town in West-Essex. It is made up of suburban communities as well as shopping hatches and industrial and distribution centres. It is home to a University Technical College and a 51 hectare Enterprise Zone (EZ). It is one of only 24 sites in the country selected by Government to provide a platform for economic growth and deliver benefits for business. The EZ investment will be used to develop a new Life Sciences Med-tech Innovation Centre; building on the town's pioneering traditions and bringing jobs to the area.

2.3 Harlow retains many of the features, art, cultural and leisure facilities which made it so popular in the post-war years. It has also retained a large proportion of social housing and has the third highest proportion of council housing in the country. The Council has prioritised investment in this area to ensure decent homes for all.

2.4 A young population

2.5 Harlow has a young population with those aged under 10 accounting for over 13 per cent of the population. Excluding London Boroughs, this represents the 19th highest rate in England and Wales respectively.

2.6 Harlow is a great place to bring up children but the picture in Harlow concerning school performance is mixed. There has been a general rise in results in both primary and secondary schools, tracking national improvements, but performance varies enormously from school to school. Harlow Council's Scrutiny Committee Review of Educational Attainment found that on average, only 54 per cent of Harlow children were assessed as being 'school ready' at age five against 63 per cent nationally. The Council is working with the County Council and its partners in education to address this.

2.7 A diverse population

2.8 Harlow has a more diverse population than ten years ago. Around 16 per cent of the population are from black or minority ethnic groups many of whom are economic migrants from Eastern Europe, Africa and South-Asia. Harlow remains a place where people have positive relationships.

2.9 The success of Harlow, its proximity to London and the issues brought about by the national economy and welfare reform have created its own unique

housing pressures. The vast majority of those moving to Harlow rent privately and the amount of private renting has more than doubled in the past decade.

2.10 An enterprising place

2.11 Despite the tough economic climate, Harlow has remained a competitive location for business and growth and is well equipped and situated to support economic growth across West-Essex.

2.12 However, there are variations in different parts of Harlow. Household incomes of residents are 11 per cent lower than workplace wages and there are pockets of deprivation, notably around the centre and south-west of Harlow. As Harlow continues to become more business orientated in coming years, a key opportunity is to use the regeneration of deprived areas to create employment opportunities and reinvigorate communities. The Council will need to continue to work with community groups and other organisations to tackle local problems and improve the lives of residents.

3.0 Financial context

3.1 The Council is a significant organisation with a net revenue expenditure of nearly £22 million. It is a major landlord with around 9,000 homes for rent and over 2,000 leasehold properties. The services it provides affects the lives of everybody living in, working in or visiting Harlow.

3.2 As part of its transformation over the last nine years, and in response to the financial challenges it has faced, the Council has achieved significant financial savings totalling £20 million. During this time front line services have been protected and partnership working with the voluntary and private sectors has maintained access to services.

3.3 This financial achievement is illustrated in the table below:

	06/07 £'000	07/08 £'000	08/09 £'000	09/10 £000	10/11 £'000	11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000
Total in year savings	1,110	2,415	3,260	2,183	1,479	2,107	1,906	1,502	1,534
Cumulative Savings	3,644	6,059	9,319	11,502	12,981	15,088	16,994	18,496	20,030
Annual Budget (NET)	14,862	15,268	15,557	15,969	16,042	13,532	12,744	12,444	11,801
Annual savings as a % of Annual Budget (NET)	7.47	15.82	20.96	13.67	9.22	15.57	14.96	12.07	13.00

3.4 The Council has also made significant savings over the last nine years for its Housing Revenue Account. Again this has been achieved whilst improving the standard of housing, maintaining access to services and indeed performance has been improved.

3.5 The Council has seen a 49 per cent reduction in its Government funding for the General Fund in the period 2011/12 to 2014/15 and will face more cuts of 16.6 per cent in 2015/16. In response to further austerity, the Council has a three year financial strategy setting out how it will balance the books. Over the next three years the Council is proposing further savings of around £4.5 million

3.6 Financial information, including the Council's budgets, sources of income, and the budget gaps projected by the Council is contained within the Council's Medium Term Financial Strategy. This can be found on the Council's website.

4.0 The Council's approach to change

4.1 The Council has adopted principles that promote and support the close working relationships it has with the town's residents and organisations. They also state the commitment of Councillors and staff to deliver high quality and effective services. The Council will therefore focus on:

- *Influencing others*
- *Performing in partnership with the Community*
- *Supporting people and business*
- *Equality and Fairness*
- *Openness and Transparency*

Influencing others

4.2 As a major sub-regional centre, Harlow's success is important for communities across a wide area. With its fantastic connections to London, Cambridge and Stansted Airport, Harlow has huge potential to be a major driver for economic growth. The Council will seek to ensure that these challenges and opportunities are recognised in positive ways through the resource allocations and investment decisions of others.

4.3 The Council will raise Harlow's profile throughout the Local Enterprise Partnership (LEP) area nationally and internationally to attract businesses to invest in the town. It will work in partnership with the LEP, the West Essex Alliance and local businesses to ensure that this profile is improved.

4.4 As a member of the Living Wage Foundation, the Council will work with employers to help ensure that the residents of Harlow get a fair deal with their local employer.

Performing in partnership with the community

4.5 The Council continues to work alongside community and voluntary groups and residents to shape and deliver services. The Council's inclusive approach enables residents' voices to be heard and valued and ensures that Council services reflect local views.

4.6 Despite a reduction in its funding, the Council will strive to continue to protect those front line services that residents' most value. The Council will work with the community to ensure that needs are identified and understood and that service provision and commissioning is focused on those in greatest need.

Supporting people and business

- 4.7 The Council has built strong relationships with businesses to encourage them to stay in Harlow and it continues to work to attract new businesses also. It will work to support local residents in equipping themselves to secure the jobs that are created.
- 4.8 The Council will be doing its bit to make Harlow an even better and more enjoyable place to live, work and visit. It cannot do it all by itself and it will be seeking help and support from its partners and from the community, 'Working Together for Harlow'.

Equality and fairness

- 4.9 We recognise that certain groups in society are still more likely to suffer from unfair treatment and discrimination. We therefore continue to strive to eliminate all forms of unfair treatment and discrimination, and are committed to the continued development of a working culture in which fair treatment of all is the norm.
- 4.10 We believe in openness, honesty and integrity; in responsibility and accountability; in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider.

Openness and transparency

- 4.11 The Council believes that it has nothing to lose and everything to gain by being open about what it does, how it spends its money and, how well it is performing.
- 4.12 We aim to be open with customers, employees and other stakeholders and show them that we operate and use our resources, fairly, efficiently and effectively.
- 4.13 Openness and transparency are key ingredients to build accountability and trust. We are committed to demonstrating openness and transparency in the way we operate our business and how we communicate with the public.

5.0 Delivering the Plan

- 5.1 The Council regularly reports on its performance and achievements on the Council's website, www.harlow.gov.uk/performance
- 5.2 The Council will measure its aim of **improving Harlow for residents, businesses and visitors** against four key performance indicators. Below we list these indicators and provide an update of the Council's achievements against them:
1. The level of resident satisfaction with Harlow as a place to live.
 2. The level of resident satisfaction with the way Harlow Council runs things.
 3. Whether residents agree that Harlow Council provides value for money.
 4. How well informed residents are about local public services provided directly or indirectly by Harlow Council.

6.0 Council values

- 6.1 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, 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.

7.0 Harlow Council priorities

7.1 More and better housing

“Housing for local people that is genuinely affordable rightly remains a high priority for the Council.

We have accelerated the Modern Homes programme, providing improvements to thousands of Council houses, are on target for meeting the decent homes target, and have embarked on building the first Council homes for 25 years.

We will continue to drive improvements in the range, choice and quality of housing in Harlow, making a positive and visible difference to all residents and for Harlow as a whole”.

Councillor Rod Truan – Portfolio Holder for Housing

Our goals for the next three years:

1. More housing for Harlow:

- Provide evidence to support the need for urban extensions and future infrastructure requirements in Harlow through the technical documentation supporting the Local Development Plan.
- Use Council owned land, where appropriate (subject to planning consent), such as under-used garage sites to support the development of increased housing opportunities.
- Develop an ongoing programme of Council house building.
- Support the development of Harlow’s design guides to encourage developers to provide high quality design.

2. Better housing for Harlow:

- Publish a five year Housing Investment Programme (HIP) and invest £100 million over five years on improvements to ensure decent homes targets are met and improve housing conditions.
- Implement a programme of energy efficiency initiatives tackling high energy use dwellings with low thermal efficiency.
- Tackle fuel poverty by providing advice and support on energy use and the installation of energy efficiency initiatives such as smart meters, insulation, and external cladding.
- Target raising Housing standards in Private Sector Housing by reviewing additional licensing of Households in Multiple Occupation (HMO’s).

3. Improve tenant and leaseholder satisfaction:

- Provide opportunities for tenant and leaseholder representatives to have their say on service improvement activities.
- Review and consult on the ‘Tenant and Leaseholder Engagement Strategy’ in response to national and local priorities and implementing it to increase

representation and widen engagement.

- Ensure that housing works programmes are communicated in advance and monitoring arrangements improved.
- Ensure tenants and leaseholders have opportunities to choose, be consulted by and receive feedback from, their representatives when seeking to influence and be involved, in the management of their homes.

4. *Reduce homelessness:*

- Improved services and choices for those in housing need, and increase promotion of wider housing options and use of the private sector.
- Continue to review the Allocations Policy in response to national and local housing need priorities.
- Publish a Tenancy Strategy making best use of housing stock and providing support and targeted assistance for tenants living in Council accommodation.
- Tackle homelessness by implementing the Homelessness Strategy and working in partnership with agencies to develop the Harlow Homelessness Partnership, (HHP) targeting resources and joint working.
- Continue to provide additional help and support to those residents impacted by the Government's Welfare Reform programme.

What we have achieved so far:

More housing for Harlow

New Social Housing - Harlow Council has unveiled plans for a £1.8m house building programme, the Pathfinder Project, which will see the first new Council homes being built in the town for almost 25 years. The contract will initially see 18 new houses constructed with completion in May 2015.

Making the Most of Our Assets - The Council has agreed to award a contract up to the value of £2.7m to build new Council homes for rent on disused or under used garage sites across the town. The Council has identified 15 potential disused or under used garage sites which could provide a total of 91 new homes. The programme will be funded with money ring-fenced for affordable housing.

Better housing for Harlow

Modernising Council Homes - In June 2013 Harlow Council unveiled a £100m Housing Investment Programme over five years, modernizing Council homes.

Since July 2013 over 28,500 home improvements have been carried out in more than 8,403 Council homes. What we have achieved (as of 1 December 2014):

- Kitchens - 1,928
- Bathrooms - 1,517
- Additional WC - 347
- Electrical Inspections - 5,377

- CCU -1,191
- Smoke Alarms - 2,025
- Boilers - 1,004
- Heating Distribution - 1,334
- Doors - 3,854
- Windows - 10,126.

Improve tenant satisfaction

Improved satisfaction – A tenant satisfaction survey is carried out biennially by Housing Services. In the last survey in 2012 satisfaction with the overall service was at 73 per cent (a four per cent increase since 2010) and 72 per cent of respondents were satisfied with the quality of their home. The 2014 Landlord Survey is currently being undertaken by independent research company BMG and surveys have been sent out to a sample of over three and a half thousand randomly selected tenants, with the results expected in March 2015.

Reduced homelessness

Reduced homelessness - government data shows that Harlow had 25 households who were unintentionally homeless and in priority need in quarter two 2014-15 and less than 5 households who were intentionally homeless and in priority need. This meant that in total there were between 26 and 29 applicant households homeless and in priority need. In comparison in quarter two 2013-14 there were 27 households unintentionally homeless and in priority need and 15 households intentionally homeless and in priority need, making a total of 42. The Homelessness Strategy has been produced in conjunction with partners in order to develop an action plan and target scarce resources.

Other achievements

Tackling housing need- reducing the number of people on the housing needs register, however, the town's social housing shortage focuses even more attention on how Council housing is allocated. The revised Allocations Policy has:

- Strengthened the local connection eligibility
- Provided additional priority to members of the Armed Forces
- Increased priority will be given to Council tenants wishing to move to a smaller property.
- Additional priority to Adopters and foster Carers.

Tackling fuel poverty - the external walls of over 400 Council homes were insulated and covered with new render to help reduce heat loss and make them warmer, reducing heating bills and tackling Fuel Poverty. The programme was completed in December 2014 and was jointly funded by a £1.5 million grant from Scottish and Southern Energy Solutions.

Providing housing support - the Careline and Supported Housing Team achievements include installing approximately 270 alarm units, attaining the Tele-care Services Association (TSA) accreditation for the fifth year running, accredited for the BS 50134-7:2003 Provision of Social Alarm Systems, which means that Careline is operating at a very high industry-recognised standard providing support to vulnerable residents of the town.

What we will do next (our objectives for 2015/16):

- Implement the actions in the *Homelessness Strategy* and *Tenancy Strategy* Delivery Plans.
- Continue to improve tenant satisfaction through increased communication and providing more opportunities for them to be involved in their service.
- Complete development appraisal for a further 15 potential disused or under used garage sites which could provide a total of 91 new homes. The programme will be funded with money ring-fenced for affordable housing.
- Continuing the implementation of the Modern Homes Programme and commencing a further £50m of External Works programmes, over the following seven years on the communal and external areas of our homes directing resources in improving energy efficiency of our homes, reducing the energy bills to our tenants tackling fuel poverty.
- Consult on our preferred options for housing growth in the Local Development Plan.
- Complete construction of 18 new homes.
- Commence the refurbishment of the three Tower Blocks to include external cladding and environmental improvements.

7.2 Regeneration and a thriving economy

“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 of regenerating 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, building the first Council Houses for 25 years, and the establishment of the Enterprise Zone and the ARU Medtech Campus starting to make significant progress. We have created a town centre regeneration fund to ensure that it gets the attention it deserves.

We will continue to focus on driving forward this regeneration, renewing neighbourhoods, fighting for the right infrastructure, attracting inward investment and providing high quality jobs. Harlow has a bright future and the Council will play a full and active role in bringing this about.”

Councillor Tony Durcan – Deputy Leader and Portfolio holder for Regeneration and Enterprise

Our goals for the next three years:

1. Lead on the delivery of the Enterprise Zone:

- Work with landowners to secure developers and occupiers.
- Continue our fast-track approach to assist developers.
- Take forward the creation of the Anglia Ruskin University MedTech Campus.
- To improve the public realm at Templefields.
- Take forward the EZ Skills Plan to support the development of a skilled workforce.

2. Deliver neighbourhood regeneration and Priority Estate schemes:

- Complete the delivery of new homes and shops at Clifton Hatch, and complete new homes at Carters Mead. Take forward redevelopment of new homes, retail outlets and a health centre as a prelude to redevelopment of Prentice Place.
- To commence regeneration of the Briars, Copshall Close and Aylets Field in order to deliver a variety of new homes.
- Deliver the Pathfinder Project that will see the delivery of Council build affordable new homes and take forward plans to develop unused garage sites in the town for housing.
- Develop a master plan for the regeneration of Staple Tye and start with the provision of a new health centre.
- Develop a master plan for the regeneration of Northbrooks.

3. Work with Essex County Council to deliver transport infrastructure:

- To build the case and continue to lobby for a new junction 7a on the M11.
- Work with Essex County Council to ensure delivery of the road infrastructure improvements required for the Enterprise Zone are delivered.

4. *Preparing for growth*

- Continue our fast-track approach to assist developers.
- Develop a forward plan for improving Harlow's transport infrastructure in the context of the Town's potential growth.
- Build relationships with developers and landowners which will assist with the sustainable growth of Harlow.

5. *Support improvements to the Town Centre:*

- Consider new policy and alternative options for the future of the Town Centre.
- Establish a Town Centre Regeneration Fund.
- To work with landowners and developers to bring forward initiatives to revitalise the Town Centre.
- Promote the Town Centre to traders and shoppers, and further improve the public realm.
- Review Town Centre Planning and Licensing policies.

6. *Support the economic development of Harlow:*

- Produce an Economic Development Strategy for Harlow in order to influence the plans, strategies and resource allocations of others including engagement and support for WEA, LSCC, ECC, SELEP and Central Government.
- Work with employers and education providers to increase the range and level of skills in the town.
- Build strong relationships with businesses to promote business support services and innovation through growth sector forums and direct business engagement
- Support inward investment by retaining the existing employers in Harlow and attracting new business to protect and create jobs.

Glossary

- SELEP (South East Local Enterprise Partnership) - SELEP brings together key leaders from business, local government, further and higher education in order to create the most enterprising economy in England.
- WEA (West Essex Alliance) - The West Essex Alliance exists to improve the economic prosperity and opportunity and provides a voice for business to the South East Local Enterprise Partnership.
- LSCC (London, Stansted, Cambridge Consortium) - The consortium was formed to organise and promote a clear economic area, with strong inter-connections; commuting to work, clusters of industries and supply chains.
- ECC (Essex County Council)

What we have achieved so far:

Lead on the delivery of the Enterprise Zone

Enterprise Zone - A £5m funding package, which paves the way for the start of construction work on a world-class, state-of-the-art data centre campus and business park in Harlow Enterprise Zone, was agreed as part of a public-private sector partnership. The financial package is made up of a £2.5m loan from the Homes & Communities Agency's Local Infrastructure Fund matched by a loan from Harlow Council. The money enables the implementation of infrastructure works on the 20-acre site and will be backed up by major investment from the private sector.

Medtech Campus - Harlow is proud to be involved in a ground-breaking partnership that will drive growth and innovation in the UK medical technology sector. The Anglia Ruskin University MedTech Campus will provide one of the world's largest health innovation spaces for companies of all sizes - from start-ups and micro SMEs to large corporates - with the aim of establishing the UK as a global force in a sector worth £170 billion per year. The project, which is a partnership between Chelmsford City Council, Harlow Council, Southend-on-Sea Borough Council and Anglia Ruskin University, is predicted to grow the UK medical technology sector by £1.2bn and generate approximately 12,500 jobs.

Deliver neighbourhood regeneration and Priority Estate schemes

Priority Estates update - after a tender process during 2013 Home Group and Countryside Properties were selected as the preferred bidder. The regeneration team are currently working with them to negotiate and agree the Development Agreement which they anticipate will be finalised in early 2015. Meanwhile the team have recently updated the relocation policy for the estates, and it is anticipated that once the development agreements are concluded consultation on planning will commence in early 2015, with a planning application to be submitted a few months later.

Support improvements to the Town Centre

Improvements update - Harlow Council and Essex County Council have jointly appointed consultants to take a fresh look at regeneration options for Harlow Town Centre. The project represents a valuable opportunity to consider the role of Harlow Town Centre as a sub-regional destination. The Council will also consider what short, medium and long term improvements can be implemented to ensure the town centres success in meeting the needs of current and future residents.

Harlow Market - in November 2014, for a trial period, Harlow market was expanded into Broad Walk as part of plans to improve the viability of the market. It is hoped that the trial extension will place market traders in a better position to capitalise on better footfall, encouraging new shoppers and traders.

Support the economic growth of Harlow Council

High Impact Award - following this year's involvement in the national Global Entrepreneurship Week (GEW) campaign, Harlow Council as lead organiser has

been selected as a winner of a High Impact award in recognition of the contribution to this year's campaign. The High Impact award highlights the contribution of partners in developing, supporting and encouraging future entrepreneurs.

Business workshop - Harlow Council in partnership with Anglia Ruskin University has teamed up with a business consultancy and management company, Simboc, to provide a free workshop for anyone interested in becoming their own boss or starting a business.

'Harlow Business' - a quarterly newsletter is sent out to local businesses to update them on Council work and partnership opportunities.

What we will do next (our objectives for 2015/16):

- Start works on the ground at the Enterprise Zone.
- Design works begin on SELEP transport infrastructure projects.
- Complete the regeneration of Carters Mead.
- Establish a Town centre regeneration fund and consult with residents and key stakeholders on improvements to the Town Centre.

7.3 Wellbeing and social inclusion

“Harlow has a proud history of tolerance and promoting fairness and equality. We will continue to work with partners to ensure that people get on well together, are actively engaged in making Harlow a great place to live and work, and feel proud of our town.

The last year has seen significant challenges with unauthorised and illegal encampments and this has undoubtedly led to an increase in community tension and frustration. Harlow Council will continue to do all it can within the law to tackle the problem, and to actively explore long-term legal solutions.

The fear of crime, and feeling of personal safety remain significant issues, and we know from the budget consultation, and many conversations with residents, that turning off the streetlights overnight in Harlow makes this worse. We will be taking positive action to address this with Essex County Council.

On a positive note, Harlow Council became the first council in Essex to become a Living Wage employer, and last year the Joint Venture with Kier Harlow was awarded the East of England Living Wage Champion award for ensuring that people who work on behalf of the Council get a decent wage.

The Council has also made a commitment to ensuring that well-loved local services such as the Playhouse and Pets Corner have a long-term future. These services not only benefit those that use them directly, but make Harlow a better place to live, and attract businesses”.

Councillor Emma Toal – Portfolio Holder for Youth and Community.

Our goals for the next three years:

1. *Achieve the key ambitions of the Harlow Wellbeing Strategy*
 - Address seven key issues identified within the Community Wellbeing Strategy:
 - i. Smoking, drug and alcohol abuse
 - ii. Mental health
 - iii. Employment opportunities
 - iv. Peaceful neighbourhoods free from anti-social behaviour
 - v. Homelessness
 - vi. Children to start school ready to learn and improving educational attainment
 - vii. Older people maintaining independence and being treated with dignity
 - Attempt to address causes of social exclusion and health deprivation where the Council can have an influence.
2. *Promote social inclusion through the Harlow Fairness and Diversity Partnership:*

- Undertake work to enable an understanding of the nature, extent, causes and impact of inequality in Harlow.
 - Promote fairness and equality of opportunity, and tackle unfairness and inequality.
 - Celebrate diversity and the contributions that all Harlow's communities make to the town.
 - Encourage social inclusion, community cohesion, a sense of citizenship and pride in Harlow.
 - Lobby on behalf of Harlow residents for a 'Living Wage'.
3. *Continue to manage the impact of welfare reform and other pressures:*
- Assess the impact of welfare reform and other pressures on specific communities and to develop strategies to reduce inequalities where appropriate.
4. *Work with partners to tackle crime and anti-social behaviour.*
- Review partnership arrangements in relation to crime and anti-social behaviour and ensure robust partnership arrangements with the office of the Police and Crime Commissioner.
 - Develop a prioritised action plan to combat anti-social behaviour and environmental crime, to prioritise resources and to manage public expectations when funding for Community Safety Partnerships is reduced.
 - Work in partnership on the Integrated Offender Management and Community Payback Schemes.
 - Work in partnership to challenge perceptions about the extent of crime and anti-social behaviour in Harlow and to raise awareness of the fact that Harlow is a safe place to live.
5. *Develop a partnership approach to the provision of Discretionary services.*
- To ensure the sustainability of valued services while reducing the Council's costs.

What we have achieved so far:

Achieve the key ambitions of the Harlow Wellbeing Strategy

This includes:

- iii. **Employment opportunities**- unemployment rates have been steadily decreasing over time with 10.5 percent of the economically active population of Harlow unemployed between April 2012 and March 2013. This decreased to 7.4 percent between April 2013 and March 2014 and the most recent data shows that has again decreased to seven percent between July 2013 and June 2014.
- iv. **Peaceful neighbourhoods free from anti-social behaviour**- in the most recent tracker survey it was found that 77.5 per cent of Harlow residents feel fairly or very safe during the day in their local area. This has increased from 2013 when 76 percent of residents felt this way. There have also been improvements between 2013 and 2014 in the percentage of people who think that teenagers hanging around the streets is not a problem (from 64.3 percent to 66.4 percent) and those who feel that people using or dealing drugs is not a problem (from

71.1 percent to 72.1 percent).

- v. **Homelessness**- homelessness figures stayed roughly the same when comparing quarter one 2013-14 to quarter one 2014-15. However a clear improvement can be seen between quarter two 2013-14 and quarter two 2014-15, where the number of homeless household in priority need reduced by over 12.

Promote social inclusion through the Harlow Fairness and Diversity Partnership

Living Wage – the Council has introduced a Living Wage for all of its employees and the employees of its JVCO partner Kier Harlow.

Social inclusion and community cohesion – the 2014 Essex Tracker Survey reported that 15 percent of residents of Harlow volunteer at least once a week with a group, club or organisation. These results were collected in March and April 2014 with only 11 per cent reporting that they volunteer at least once a week in 2013.

The Survey also reported that 78 per cent of Harlow residents agreed with the statement that ‘their local area is a place where people from different backgrounds get on well together’. This is the highest percentage recorded since this survey began.

Continue to manage the impact of welfare reform and other pressures.

Food banks – Harlow Council participates in a food bank scheme. There are designated points within the building where employees can donate items of food to be passed on to the local food bank for those in need.

Work with partners to tackle crime and anti-social behaviour

Community Payback – the Community Payback Scheme has completed a wide range of community projects in 2014. This includes preparing all of the paddling pools ready for opening in the summer by painting walls, litter picking and cleaning, painting some bus shelters that were looking worn out and painting over 50 metal bollards that have been installed to help prevent illegal Traveller Encampments on Council land in areas on Tithelands, Aylets Field, Goldings Field and Latton Common.

Gypsies and Travellers- the Council has continued to be open and transparent by keeping the public informed on a daily basis with regard to the unauthorised Traveller encampments in the town. This is done both on the Harlow Council website and via the Harlow Council twitter feed.

As soon as Harlow Council is aware of an illegal encampment on its land, Council Officers immediately visit along with the Police to find out the status of the encampment and talk to other public organisations. A legal process is then followed to move the travellers/persons on. The time this takes depends on the courts setting

a hearing date and making a decision. Failure to comply with a court order will result in eviction action by the Council. Harlow Council works with both Essex County Council and the Police to tackle illegal encampments and unauthorised Gypsy and traveller sites in the town.

Harlow Council has written to the Secretary of State for Communities and Local Government, Eric Pickles MP, calling for a review into the powers available to local Councils as well as the powers that the Police have available to deal with unauthorised encampments. Copies of this letter were also sent to Home Secretary Theresa May MP and President of ACPO Sir Hugh Orde. The Council will be continuing to petition for appropriate changes. We have also written to Government urging them to enforce Traveller provision in other parts of the Country and within Essex.

What we will do next (our objectives for 2015/16):

- Continue to support the achievement of key ambitions from the Harlow Wellbeing Strategy.
- Implement revised arrangements for crime and anti-social behaviour.
- Implement a prioritised action plan to combat anti-social behaviour and environmental crime.
- Actively explore options for alternative delivery models for retained discretionary services such as the Playhouse and Pets Corner.

7.4 A clean and green environment

“Harlow’s green spaces are a major part of the unique character of the town and play a key role in making it such a great place to live in, bringing the landscape right into the heart of the community and making it easy to get outside for sport and leisure, as well as simply being great to look at. The town’s green spaces provide really good opportunities for residents to get involved in important nature conservation work too, and it is great to see that community volunteers get the chance to be involved in enjoyable and valuable nature conservation work. I know from talking to residents, and the results of the budget consultation, that keeping our streets and public places clean and tidy, and looking after our parks and open spaces are high priorities for Harlow residents. We have already seen improvements in street cleaning and maintenance of our green spaces, and I will ensure that we reinvest efficiency savings in further improvements to make a positive and visible difference to Harlow.

The regeneration of the Town Park is an important project for Harlow. £2.8 million is being invested into the improvements with more than £1.8 million of this coming from Lottery funding. This money will pay for improvements to Pets Corner including a new events barn and Learning Centre to provide an enhanced education programme.”

Councillor Mark Wilkinson – Portfolio Holder for Environment

Our goals for the next three years:

1. *Improve the cleanliness of the town and the maintenance of open spaces:*
 - Continue to improve street cleaning and grounds maintenance performance.
 - Devise a communications strategy/plan aimed at improving the community’s understanding of action taken to protect and improve the environment and increase the shared sense of pride and ownership in Harlow’s environment.
2. *Maintain or increase recycling rates from domestic waste:*
 - Increase recycling rates for food waste from flat blocks.
 - Reinvigorate publicity campaigns on the benefits to all of increasing recycling rates.
3. *Invest in unadopted roads and pavements:*
 - Improve the highway inspection regime, to ensure that problems are identified sooner, to minimise trips and slips.
4. *Tackle town-wide parking problems.*
 - Through the ‘North Essex Parking Partnership’ tackle town wide parking problems to achieve the following:
 - Fewer illegally parked cars meaning fewer accidents, better traffic flow and accessibility.
 - More effective operation of emergency and service vehicles.
 - Improvement of the general environment by providing a more

environmentally efficient transport system.

- Encouragement of sensible and safe parking.
- Parking provision that is responsive to the public's needs.
- Through the 'North Essex Parking Partnership' review existing and predicted levels of demand for parking, the availability and pricing of existing parking facilities and the nature and extent of on-street parking restrictions.

5. *Regenerate the Town Park.*

- Through the Council's successful bid of £1.83 million Heritage Lottery Funding, improve the awareness, appreciation and enjoyment of Harlow Town Park, restoring and adapting its unique collection of features and styles for today's park users.

What we have achieved so far:

Improve the cleanliness of the town and the maintenance of open spaces.-

Street Scene - the Kier Harlow Street Scene Team have seen improvements in the levels of litter in the town since the end of the 2013-14 financial year and the end of September 2014. The percentage of land assessed as having unacceptable levels of fly-posting has also stayed consistently at zero percent during this period.

Maintain or increase recycling rates from domestic waste.

Domestic waste –recycling rates for domestic waste in 2014/15 are on target to stay at 47 per cent, the same level achieved in 2013-14 financial year.

Recycling food waste from flats - in quarter two 2013-14 13.36 per cent of household waste was composted, this equated to 1659.5 tonnes. In quarter two 2014-15 this rose to 13.72 percent which was an extra 86.2 tonnes. The addition of food waste from the flats has helped to increase this number.

Tackle town-wide parking problems

Parking - A series of six consultations with local residents regarding parking issues in their specific parts of the town were carried out in 2014 leading to the implementation of several traffic regulation orders.

Regenerate the Town Park

Town Park - A series of guided walks run by Town Park Volunteer and Education Officer Mike Levett took place in early October 2014 and will be continuing on a monthly basis to give the public a chance to hear about the project and ask questions. The landscape contracts were awarded and work began in this area on the 19th November with the building contracts due to be signed in late January so that building work can commence in February 2015.

What we will do next (our objectives for 2015/16):

- The residents' budget consultation undertaken during the summer of 2014 identified that parks, open spaces and street cleaning were amongst those services that received the highest scores and therefore were the most important to residents. In recognition of this the following actions will take place:
 - Re-investment in efficiency savings and performance payments to deliver continued focus on street cleansing activities and improved grounds maintenance.
 - More communications to residents of the actions and activities taken to improve the environment.
- Continue construction works at the Town Park.
- Implement a revised highway inspection regime, to ensure that problems are identified sooner, to minimise trips and slips.
- We will continue to further our commitment to recycling through our ongoing programme to increase the collection of food waste from flat blocks for separate biological treatment. The Council will also continue to promote and enhance residents' participation in wider recycling issues by delivering a communications campaign building on the introduction of food waste collections to emphasise the importance of the full range of recycling services available.

7.5 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, and in November 2014 the first ever Harlow Educational Progress Awards were held. The awards, organised by Harlow Council through the Harlow Strategic Educational Attainment Partnership, aim to reward and recognise young people who have made significant progress in their education and recognise the contribution that they’ve made to their schools and the community.

The Council continues to prioritise the improvement of educational outcomes in Harlow and will be working hard toward this goal in 2015/16.

The Youth Council, with whom I have had the opportunity to work with closely 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.

The Council has offered a huge amount of support to the new University Technical College and the ARU University Centre which is allowing many students access to higher education where this may not have been possible previously”.

Councillor Emma Toal – Portfolio Holder for Youth and Community.

Our goals for the next three years:

1. Help to improve outcomes for Harlow’s children and young people:

- Implement the findings of the Scrutiny Review of Educational Attainment and in particular to work in partnership to address the issue of low levels of ‘school readiness’, helping parents and pre-school providers to support Harlow’s pre-school children so that they start school with the necessary skills to enable them to be ready to learn.
- Work in partnership to help schools improve and to drive up educational attainment for Harlow’s young people. In particular to facilitate the provision of support and training for Reception teachers.
- Work in partnership to support young people post-16 to ensure that there is a range of opportunities that will encourage continued learning.
- Support the development of the new University Technical College.

2. Support young people to be more involved in decision making

- Enhance the support given to the Youth Council, so that Youth Councillors can be more involved in the Council’s decision-making processes and act as advocates for young people in Harlow.
- Encourage young people to be involved in community life and in democratic processes.

- Support work to challenge negative perceptions about Harlow's young people and about educational attainment in Harlow.

3. *Support families with complex needs*

- Work with a range of partners to support those families that have the most complex needs to ensure that every child has the best possible start in life and encourage aspiration and achievement.

4. *Supporting Apprenticeships for young people*

- For new or expanding business, industrial or other employment generating uses in Harlow, provision through planning obligations will be sought for:
 - i. Employment of local people (including the use of apprenticeships)
 - ii. Work related training provision
 - iii. Education opportunities
 - iv. Affordable childcare.
- Enshrine the support for apprenticeships for young people in the revised Local Plan and the Council's procurement policy.

What we have achieved so far:

Help to improve outcomes for Harlow's children and young people.

Educational attainment for Harlow's young people - the outstanding educational progress and contribution of 19 young people was recognised at the first ever Harlow Educational Progress Awards held on Thursday 6 November 2014.

The awards, organised by Harlow Council through the Harlow Strategic Educational Attainment Partnership, aimed to reward and recognise young people who have made significant progress in their education and recognise the contribution that they've made to their schools and the community.

All 19 young people were nominated by their schools for the progress and contributions they have made at different learning stages often overcoming significant challenges to do so.

Over 100 people attended the awards ceremony held in the Council Chamber within the Civic Centre. The awards were presented by local Paralympian and role model, Anne Wafula-Strike MBE.

University Technical College - Sir Charles Kao University Technical College (SCK UTC) is a brand new, multi-million pound centre of learning for 14 to 19 year olds. It gives students the opportunity to combine academic and technical learning and explore the application of Science, Engineering and Computing in two specialist areas - Medical Technology and Smart Environments.

Harlow School Readiness Project – Harlow Council, Essex County Council, Children’s Centre’s and other agencies are working together to address the issue of ‘School Readiness’ in order to help ensure that Harlow children have appropriate opportunities to acquire the skills they need to be ready to learn once they start school. The project is governed by the Harlow Strategic Partnership for Educational Attainment which has issued a ‘**Harlow Pledge For Educational Attainment**’ and partners are working together to give every Harlow child the opportunity to fulfil their potential. In 2014 this project was targeted in three geographical areas- Little Parndon, Potter Street and Staple Tye.

Support young people to be more involved in decision making

Youth Council- Enhanced support to Harlow Youth Council has enabled the introduction of additional trained Youth Workers to work with project groups and ensure that priority work streams can be moved forward effectively.

Elected Youth Councillors have also been given the opportunity to attend a residential training programme that will help develop confidence; team work; planning; communication and project work skills to assist them build positive relationships with adult Councillors. They have had the opportunity to attend formal internal and external meetings in order to have their say and influence local decision making about important issues that affect young people in Harlow.

Supporting Apprenticeships for young people

Apprentices - Harlow Council employs apprentices in a range of service areas from IT to planning. There are a total of five apprentices currently working for Harlow Council.

What we will do next (our objectives for 2015/16):

- Continue to develop the Youth Council.
- Continue to work with partners to improve the educational attainment of Harlow’s young people.
- The second Harlow Educational Attainment Awards will be held.
- The Harlow School Readiness Project, although initially targeted in three geographical areas - Little Parndon, Potter Street and Staple Tye, will be rolled out across the town during 2015.

8.0 Harlow Council principles

8.1 Being the Community Leader

Our goals for the next three years:

1. *Promote the needs of Harlow.*

- As the democratic governance body for Harlow it will fulfil its community leadership role and represent the interests of the community of Harlow nationally, regionally and locally.
- It will be the leading advocate for Harlow and will seek to influence bodies with decision-making powers that can affect Harlow for the benefit of the community it serves.

2. *Maintain the Council's role as the recognised community leader.*

- Work with local, regional and national partners to ensure that the value that Harlow Council can add to the design of new policies and services is recognised.
- Undertake a number of scrutiny reviews on key issues for Harlow to understand how resources are allocated and how organisations are performing.
- Influence spending decisions of key service providers for the benefit of Harlow so that Harlow receives a level of resources that matches its needs compared to other places in Essex, the region and the country.

3. *Improve opportunities for Harlow residents to participate in local democracy and decision making*

- Implement the 'Community Engagement Strategy' to ensure that it draws on best practice and provides value for money.
- Support the voluntary and community sector in making funding applications and developing its capacity.
- Work in partnership to develop initiatives and activities to involve people in improving their neighbourhoods.
- Support existing Residents Associations and the development of new ones.

4. *Improve communication with the public.*

- Provide opportunities through public meetings, access to Council meetings, the website, and through Councillor Surgeries for members of the public to express their views on policy issues affecting the town.
- Provide information in a variety of formats setting out the challenges being faced by the Council, what it has achieved and the choices that it faces within the resources that it has available. This includes, where appropriate, details of what it can't do as well as what it intends to do.
- Continue to develop the Council's website so that more services, such as bookings, are available to the public online or through mobile devices.

5. *Increase transparency.*

- Meeting government requirements for open data and transparency publicise details of how much and on what the Council spends its money on and its performance.
- Conduct, as far as is possible within the legal constraints placed upon it, the business of the Council in public.
- Ensure that the Council continues to conduct its business with integrity and in a businesslike manner showing respect for individuals and the Council's Constitution.

6. *Amend the Council's procurement rules to support ethical business in Harlow*

- Update the Council's Procurement Strategy to incorporate recent Council decisions regarding the Living Wage and Black Listing
- Adopt and implement changes to public sector procurement policies and procedures based on Local, National and European directives.

What we have achieved so far:

Promote the needs of Harlow and be recognised community leader

Lobbying - Harlow Council have lobbied central government on a range of issues which they feel are key needs for Harlow. This includes the proposed new junction 7a for the M11 that would create access to the motorway from the north of the town. As well as this the Council have written to Eric Pickles MP calling for a review into the powers available to local Councils as well as the powers police have available to deal with unauthorised encampments.

Improve opportunities for Harlow residents to participate in local democracy and decision making

VCS grants - in March 2014 Harlow Council gave a total of £133,979 in grants to voluntary and community organisations in the town. This includes Harlow Citizens Advice Bureau and Age Concern.

Budget Consultation - the results of the recent budget consultation were published in September 2014. The consultation took responses from a total of 1,029 Harlow residents on their opinions of which statutory and discretionary services they feel are the most important to the town. The results of this consultation have been used to inform the budget setting process.

Improve communication with the public

Website - following the development of the new Harlow Council website there is an emphasis on extending the amount of information and services that are provided to Harlow residents online. This adds a convenient way for residents to interact with the Council and find out essential information, complimenting the existing face-to-face and telephone services available.

Residents can now pay Council bills with credit or debit cards online or via a 24 hour automated telephone payments line, can book waste collection and pest control services, invite the Chair and Vice Chair of the Council to events and can report fraud or environmental issues as well as applying for services such as benefits, allotments and housing.

Between 1 January 2013 and 15 December 2013 internet payments of £2,960,049.40 were taken and £8,085,186.73 worth of payments were taken using the automated phone system. This has increased for both methods of payment between 1 January and 15 December 2014. £3,818,879.07 was taken via the internet and £9,233,600.24 on the automated phone system. Therefore between the same dates in 2013 and 2014 the number of payments made via these two methods has increased by almost £2,000,000.

Increase transparency

Transparency agenda - many departments in Harlow Council have been working together to ensure that they comply with the newly released 2014 Code of Transparency. The Council is publishing the required information on its Open Data webpage. The first set of documents was published on 31 December 2014 with the second round due for release on 2 February 2015.

Amend the Council's procurement rules to support ethical business in Harlow

Ethical business - the Council Procurement Strategy has been updated and incorporates a number of the Council aspirations such as the Living Wage and Blacklisting. The European Directives, and National and Local changes to the policies and procedures for Public Sector Procurement have also been incorporated. The Strategy will be presented to Cabinet in January 2015 for final approval

What we will do next (our objectives for 2015/16):

- Continue to lobby ECC and central Government for key infrastructure improvements for Harlow including J7a.
- Actively explore how the Council can improve openness and transparency, and improve resident engagement.

8.2 Sound resource management

Our goals for the next three years:

1. *Ensure the Council is economic, efficient and effective.*

- Further explore opportunities to deliver corporate services more effectively through partnership working wherever possible.
- Continue to ensure that financial decisions are made with long term sustainability in mind.
- Implement systems changes and procedures common to all services across the Council to drive further efficiencies.
- Additionally review the benefits that can be achieved through improved application of new technology in the way the Council conducts its business.
- Review the procurement activity across the Council to ensure that maximum benefit is obtained from its commissioning and purchasing activities.
- Performance Management Framework
 - Financial management
 - Performance management
 - Risk management

2. *Get the best from the resources available.*

- Continue to manage the Council's financial resources responsibly and effectively within the policies in the Medium Term Financial Strategy.
- Review both its 'Housing' and 'Non-Housing' 'Asset Management Plans' to ensure that resource requirements for the maintenance of the Council's asset portfolio are clearly identified and can be used to help inform future decisions in relation its overall asset holdings.
- Deliver a 'People Resource Plan' which will continue to motivate, train and develop staff in service delivery. Encourage innovation so that new ideas are something employees are happy to propose and share.

What we have achieved so far:

Ensure the Council is economic, efficient and effective

Modern ICT - at the start of this financial year the Harlow Councillors were all issued with I pads in order to help improve communication between themselves and the council, give ready access to the Harlow District Council website and other key sources of information and to help reduce the substantial printing and resource costs associated with cabinet papers and other documentation.

In December 2014 Cabinet approved a new ICT Strategy. This will provide an important and much needed direction for the future development and implementation targeted at the delivery of improved efficiency and common working practices.

Get the best from the resources available.

People Resource Plan - in August 2014 the new Harlow Council People Resource Plan was published. This document looks forward to the 2018-19 financial year and sets the strategy the Council wishes to adopt in ensuring the workforce of the Council are ready and able to drive forward and achieve the Councils vision and priorities as laid out in the Corporate Plan.

What we will do next (our objectives for 2015/16):

- Continue to roll out innovative technologies to improve efficiency.
- Begin to influence and shape the future technology investment requirements of the council in line with the ICT Strategy.
- Continue to seek new and innovative ways to secure alternative sources of funding to meet projected budget shortfalls and protect services wherever possible.

9.0 Equalities and Fairness

- 9.1 The Council's Constitution sets out how it operates as an organisation, how decisions are made and the procedures that need to be followed to ensure it is efficient, transparent and accountable to local people.
- 9.2 Harlow Council is committed to the principles of equality of opportunity, fairness and equality for all in its service provision. These principles underpin the services the Council provides and the opportunities it creates as an employer, partner and service provider. The Council works toward an environment that is based on inclusiveness, where all potential applicants are given equal opportunity to apply for available roles with the Council and all employees can develop their full potential.
- 9.3 In 2011 the Council published its Corporate Equalities Policy, *Putting People First*, which reflects what is enshrined in our constitution and embedded across the culture of the organisation.
- 9.4 *Harlow Fairness and Diversity Partnership*
The Fairness and Diversity Partnership is independent of the Council, but an integral part of the structure of key partnerships for Harlow.
- 9.5 Independently chaired; the Partnership includes Harlow Councillors and Officers, and representatives from a range of government and non-government organisations including trade unions.
- 9.6 The Council monitors how well it is performing against this objective through a variety of measures including community cohesion and reducing disadvantage. The Council's approach to equalities is embedded in the decisions it makes as an organisation.
- 9.7 Where a new policy, function or activity has an impact on the community, or where a policy, function or activity is changed, an Equality Impact Assessment (EIA) may be undertaken which assesses the proposed changes and asks the following questions:
- Are there differential service outcomes for different communities? If so, what measures will be put in place to redress these differences?
 - What will be the impact of the delivery of any proposed new services or functions on satisfaction ratings amongst different groups of residents?
 - How have residents with different needs been consulted on the anticipated impact of this proposal?

What we will do next (our objectives for 2015/16):

- Ensure that the Council's procurement policy reflects its values of Fairness and Equality.
- Ensure that Officers and Councillors receive appropriate Equalities training.