



# PERFORMANCE AND FINANCE SCRUTINY SUB COMMITTEE

**TUESDAY 22 JANUARY 2008  
7.30 PM**

**SUB-COMMITTEE AGENDA (SCRUTINY)**

**COMMITTEE ROOM 5,  
HARROW CIVIC CENTRE**

**MEMBERSHIP (Quorum 3)**

**Chairman: Councillor Mark Versallion**

**Councillors:**

**Robert Benson  
Ashok Kulkarni  
Barry Macleod-Cullinane  
Dinesh Solanki  
Yogesh Teli**

**Ms Nana Asante  
B E Gate (VC)  
Phillip O'Dell  
Mrs Rekha Shah**

**Christopher Noyce**

**Reserve Members:**

1. Manji Kara
2. Don Billson
3. Jeremy Zeid
4. Mrs Kinnear
5. Stanley Sheinwald
6. Vacancy

1. Mitzi Green
2. Bill Stephenson
3. Thaya Idaikkadar
4. Keeki Thammaiah

1. Paul Scott

**Issued by the Democratic Services Section,  
Legal and Governance Services Department**

**Contact: Maureen O'Sullivan, Democratic Services Officer  
Tel: 020 8424 1323 E-mail: maureen.osullivan@harrow.gov.uk**

**HARROW COUNCIL**

**PERFORMANCE AND FINANCE SCRUTINY SUB COMMITTEE**

**TUESDAY 22 JANUARY 2008**

**AGENDA - PART I**

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

3. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972.

Enc. 4. **Minutes:** (Pages 1 - 4)

That the minutes of the meeting held on 6 November 2007 be taken as read and signed as a correct record.

5. **Public Questions:**

To receive questions (if any) from local residents/organisations under the provisions of Overview and Scrutiny Procedure Rule 8.

6. **Petitions:**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Overview and Scrutiny Procedure Rule 9.

7. **Deputations:**  
To receive deputations (if any) under the provisions of Overview and Scrutiny Procedure Rule 10.
8. **References from Council and Other Committees/Panels:**  
To receive any references from Council and/or other Committees or Panels.
- Enc. 9. **Chairman's Report:** (Pages 5 - 8)  
Report of the Corporate Director, Strategy and Business Support.
10. **Performance Issues:**  
Verbal update from Performance Lead Members.
- Enc. 11. **By Exception: Officers' Report on the Performance of the Decent Homes Contract:** (Pages 9 - 14)  
Report of the Head of Property and Infrastructure.
- Enc. 12. **Protocol for Operation of Performance and Finance Committee – Update:** (Pages 15 - 32)  
Report of the Corporate Director, Strategy and Business Support.
- Enc. 13. **Scrutiny Scorecard:** (Pages 33 - 36)  
Report of the Corporate Director, Strategy and Business Support.
- Enc. 14. **Reference to Overview and Scrutiny Committee:** (Pages 37 - 40)  
Report of the Corporate Director, Strategy and Business Support.
15. **Any Other Business:**  
Which the Chairman has decided is urgent and cannot otherwise be dealt with.

**AGENDA - PART II - NIL**

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**PERFORMANCE AND FINANCE SCRUTINY SUB COMMITTEE**

**6 NOVEMBER 2007**

- Chairman: \* Councillor Mark Versallion
- Councillors: \* Ms Nana Asante \* Barry Macleod-Cullinane  
 \* Robert Benson \* Paul Scott (1)  
 \* B E Gate \* Mrs Rekha Shah  
 \* Mitzi Green \* Dinesh Solanki  
 \* Ashok Kulkarni

\* Denotes Member present  
 (1) Denotes category of Reserve Member

[Note: Councillor Mrs Margaret Davine also attended this meeting to speak on the item indicated at Minute 27 below, and Councillor Jeremy Zeid attended to speak on the items indicated at Minutes 28, 29 and 30 below].

**PART I - RECOMMENDATIONS - NIL**

**PART II - MINUTES**

16. **Councillor Mrs Janet Cowan:**  
 Before the business of the meeting a minute of silence was observed in memory of the late Councillor Janet Cowan.
17. **Attendance by Reserve Members:**  
**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Member:-
- |                              |                       |
|------------------------------|-----------------------|
| <u>Ordinary Member</u>       | <u>Reserve Member</u> |
| Councillor Christopher Noyce | Councillor Paul Scott |
18. **Declarations of Interest:**  
**RESOLVED:** To note that there were no declarations of interests made by Members in relation to the business transacted at this meeting.
19. **Arrangement of Agenda:**  
**RESOLVED:** That (1) agenda items 9, 10 and 11 be considered after items 12, 13 and 14;  
 (2) all items be considered with the press and public present.
20. **Minutes:**  
**RESOLVED:** That the minutes of the meeting held on 23 July 2007 be taken as read and signed as a correct record.
21. **Public Questions:**  
**RESOLVED:** To note that no public questions were put at the meeting under the provisions of Overview and Scrutiny Procedure Rule 8.
22. **Petitions:**  
**RESOLVED:** To note that no petitions were received at the meeting under the provisions of Overview and Scrutiny Procedure Rule 9.
23. **Deputations:**  
**RESOLVED:** To note that no deputations were received at the meeting under the provisions of Overview and Scrutiny Procedure Rule 10.
24. **References from Council and Other Committees/Panels:**  
**RESOLVED:** To note that no reports were received.

25. **Chairman's Report:**

**RESOLVED:** That the Chairman's Report be noted.

26. **Report from Scrutiny Policy and Performance Lead Members' Quarterly Briefings:**

**RESOLVED:** That the report be noted.

27. **Performance Issues:**

Councillor Mrs Margaret Davine, Policy Lead Member on Children and Young People, updated Members on her understanding of the contents of the Queen's Speech, published the previous day, and briefed Members on some of the implications of the Government White Paper, *Care Matters – Time for Change*. A Member suggested that the implications should be quantified and costed, with a view to assessing the value of the White Paper's potential contribution.

**RESOLVED:** That the verbal update and comments be noted.

28. **By Exception: Officers' Report on Performance in Customer Satisfaction:**

The Sub-Committee considered a report of the Corporate Director, Strategy and Business Support, setting out key points in relation to performance issues in the area of customer satisfaction. Members noted falling levels of customer satisfaction in some areas, as recorded in the annual MORI survey. The officer reported that the Council's new vision and Corporate Plan aimed to deliver improvements by reducing the number of priorities. However, there would inevitably be a time-lag between service improvements and customers' perception of them. Members were concerned that a reduction in priorities should not mean that the Council would be seen to be doing fewer things better.

Members discussed the need for customers to be better informed about Council services, noting that better-informed customers were generally more satisfied. The officer reported that proposed changes to *Harrow People* included using it for publicity campaigns to this effect.

**RESOLVED:** That (1) the report be noted;

(2) a further report on customer satisfaction, to include the draft questions for the MORI survey, be considered at the next meeting of the Sub-Committee.

29. **By Exception: Officers' Report on Performance in Housing:**

The Sub-Committee considered a report of the Divisional Director, Adults and Housing Services, setting out key points in relation to performance issues in the area of housing. The officer reported that the Council's contractor, Kier, delivered two services - bringing houses up to the Decent Homes Standard (DHS), and a high-volume repairs service. Delivery of the DHS programme had started later than planned, leading to slippage. The officer informed Members that, despite the late start, Kier believed it could still deliver the programme. Asked about any penalties in relation to slippage, the officer told Members that there were no penalties as such, and that Kier's performance would be assessed at the end of the year.

Discussing performance relating to the repairs service provided by Kier, Members noted, among other things, the introduction of a diagnostic tool to help Access Harrow staff better to identify works required.

In answer to a question from a Member, the officer reported that the average cost of refurbishing a property was £1600-£1800, although more had been spent recently on one to which the Council had not had access for a long period of time.

The officer agreed to supply written answers to Members' questions on:

- progress against the projected number of properties to be refurbished as part of the DHS programme in the current financial year;
- details of the Council's leverage in terms of managing the Kier contract, for example, if Kier were unable to make up the shortfall in the DHS programme within a given period;
- the number of cases of the wrong tradespeople sent to deal with repairs.

**RESOLVED:** That (1) the report be noted;

(2) a further report be considered at the next meeting of the Sub-Committee.

30. **By Exception: Officers' Report on Performance in Public Realm Services:**

The Sub-Committee considered a report of the Corporate Director, Community and Environment, setting out key points in relation to performance issues in the area of public realm services. The officer reported that currently only 14% of the 15,000 flats in Harrow had access to kerb-side recycling. The aim was to increase this to 18% by the end of the financial year. Government funding was available to support this development for one year, and details of how to deliver the programme successfully were being worked out on a site-by-site basis.

Following the completion of a review of public realm services, it was also hoped that the Council would be able to develop trade recycling, as well as recycling for schools. In answer to questions from Members, officers reported that 35% of building rubble was recycled currently, but the aim was to reach a level of 65-70%.

The officer reported that the issue of street cleanliness would also be covered by the review of public realm services. Currently Harrow was one of the lowest-spending authorities on street cleaning, and the service needed strengthening. The monitoring of street cleaning and some effects of recycling, for example, fly-tipping, would also be covered in the review, after which challenge panels would be organised.

**RESOLVED:** That (1) the report be noted;

(2) performance information on extending recycling to 18% of flats by the end of the financial year be monitored by the Chairman and Vice-Chairman on a "by exception" basis;

(3) a further report, focusing on street cleanliness, be considered at the next meeting of the Sub-Committee.

31. **Culture of Performance Management:**

The Sub-Committee considered a report of the Corporate Director, Strategy and Business Support, setting out information for Members on the development of a robust performance management culture in Harrow Council. Members noted that the culture of performance management was at an early stage, and that Members, including non-Scrutiny Members and Portfolio Holders needed further training. An officer reported that training would be provided for all Members. Some Members felt that the role of Scrutiny should be acknowledged in final decision-making, as Scrutiny's involvement had sometimes been substantial but not referred to. A Member suggested that it would be easier to measure the impact of Scrutiny if its individual recommendations were listed in reports to Cabinet and the outcomes of the recommendations recorded.

**RESOLVED:** That the report and the comments above be noted.

32. **Reference to Overview and Scrutiny Committee:**

The Sub-Committee considered a report of the Corporate Director, Strategy and Business Support, recommending that resolutions and findings from this meeting be reported to the next available meeting of the Overview and Scrutiny Committee.

**RESOLVED:** To approve the drafting of a reference report to the Overview and Scrutiny Committee, setting out findings and resolutions, and identifying any issues on which the Performance and Finance Sub-Committee recommended that an item be escalated for further consideration.

33. **Scrutiny Scorecard:**

The Sub-Committee considered a report of the Corporate Director, Strategy and Business Support, setting out Scrutiny performance in the previous quarter, as recorded in the Scrutiny Scorecard. The officer reported that this process was still at an early stage, but it would prove useful as a basis for future analysis. With a view to making clearer the impact of Scrutiny, Members discussed the possibility of reformulating performance indicator PE5, which related to the percentage of Scrutiny recommendations approved by Cabinet.

**RESOLVED:** That (1) the report be noted;

(2) the reformulation of performance indicator PE5 be discussed at the Chairman's meeting.

34. **Dates of Future Meetings:**

**RESOLVED:** That the following dates of future meetings be noted:-

- 22 January 2008
- 29 April 2008.

35. **Extension and Termination of the Meeting:**

In accordance with the Overview and Scrutiny Procedure Rule 6.6 (ii) (Part 4F of the Constitution) it was:

**RESOLVED:** At (1) 9.58 pm to continue until 10.13 pm;

(2) 10.13 pm to continue until 10.23 pm.

(Note: The meeting having commenced at 7.40 pm, closed at 10.23 pm)

(Signed) COUNCILLOR MARK VERSALLION  
Chairman





Meeting:	Performance and Finance
Date:	22 January 2007
Subject:	Chairman's report
Key Decision: (Executive-side only)	No
Responsible Officer:	Jill Rothwell, Corporate Director, Strategy and Business Support
Portfolio Holder:	Cllr Paul Osborn
Exempt:	No
Enclosures:	None

## **SECTION 1 – SUMMARY AND RECOMMENDATIONS**

This report sets out issues considered by the Chairman since the last meeting of the Performance and Finance Committee.

### **RECOMMENDATIONS:**

The Committee is requested to:

- 1) Note and endorse the content of the report
- 2) Identify any potential issues for Performance and Finance to investigate in the future.

## **SECTION 2 - REPORT**

### Background

Under the protocols established for the agenda planning process of the Performance and Finance Committee, the Chairman receives detailed performance information from a wide variety of sources – both internal and external – on a monthly basis.

At the monthly meeting, assisted by officers, the chairman considers the scorecards on a “by exception” basis, identifying those where questions exist about current performance.

Individual performance indicators are then selected, and cross-cutting trends are identified. The background to the performance is considered in more detail. The agenda is then built around these issues.

### Current situation

Members are being asked to note and endorse the agenda items for this meeting as outlined below.

The table indicates the origin of items for this meeting’s agenda; members are being asked to endorse these decisions, which were made by the Chairman and Vice-Chairman at a recent meeting.

They are also being asked to identify any additional items which can be considered by the Chairman and Vice-Chairman in the course of planning for the next meeting.

### Why a change is needed

Not applicable.

### Main options

It is recommended that members endorse the proposals, which are reflected in the rest of the committee papers and which were circulated to members immediately after the chairman’s meeting to which they refer.

### Other options considered

No other options are being presented.

Recommendation: - to note and endorse the contents of the report, and to identify any potential issues for P&F to investigate in the future.

### **Considerations**

Resources, costs and risks: Failure to endorse the Chairman’s decision will not prevent the meeting from continuing and the agenda provided being considered. However, it will damage the principle of collegiate decision-making in terms of the agenda planning process.

Staffing/workforce: none  
Equalities impact: none specific  
Legal comments: none  
Community safety: none

Financial Implications

None specific.

Performance Issues

The below issues were considered:

<b>Issue</b>	<b>Chairman's proposal</b>
Housing	<p>Following consideration at the last meeting of P&amp;F, the Chairman and the committee requested additional information relating to the delivery of Decent Homes under the Kier contract.</p> <p>The relevant performance indicators still meet the "by exception" criteria in quarter 2.</p>
Recycling and waste	<p>This issue was also considered at the last meeting, with more information being requested relating particularly to waste services.</p> <p>The relevant performance indicators still meet the "by exception" criteria in quarter 2.</p>
Workforce development	<p>There were a number of concerns relating to all council departments' risk registers on this point. However, the Chairman considered that it might be more prudent to examine this issue upon the publication of the results for the annual staff survey, which will be undertaken in the New Year.</p>
Resident satisfaction	<p>Notwithstanding the committee's previous agreement to consider this issue at the 22 Jan meeting, the</p>

	Chairman recommended that the matter be dealt with outside committee, as there was limited prospect for scrutiny to have a significant further impact. All members of P&F were informed of this recommendation in early December and no objections were received.
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These issues arise from a number of PIs which, on the basis of an analysis, have been distilled down into these items, some of which are cross-cutting.

Legal and financial implications

There are no legal or financial implications to this report.

**SECTION 3 - STATUTORY OFFICER CLEARANCE**

Name: Sheela Thakrar	<input type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 10 January 2008		
Name: Stephen Dorrian	<input type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 10 January 2008		

**SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS**

**Contact:** Ed Hammond, Scrutiny Officer, Strategic and Performance  
020 8420 9205: [ed.hammond@harrow.gov.uk](mailto:ed.hammond@harrow.gov.uk)

**Background Papers:**

Improvement Board papers, Q2  
CPA Scorecards, Q2  
BVPI Scorecard, Q2

**IF APPROPRIATE, does the report include the following considerations?**

1.	Consultation	YES/ NO
2.	Corporate Priorities	YES / NO
3.	Manifesto Pledge Reference Number	



Meeting:	Performance and Finance
Date:	22 January 2008
Subject:	By exception: Officers' report on the performance of the decent homes contract
Key Decision: (Executive-side only)	No
Responsible Officer:	Eddie Collier, Head of Property and Infrastructure
Portfolio Holder:	Councillor S Hall
Exempt:	No
Enclosures:	None

## SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out key points in relation to performance issues in the delivery of the decent homes contract.

### **RECOMMENDATIONS:**

- a) That the report, and the proposals for improvement, be noted.
- b) That the Sub-Committee make any additional recommendations for improvement they think fit.
- c) That the Sub-Committee decide whether further action on this topic be required, subject to the options set out in “main options” in the body of the report.

## **SECTION 2 - REPORT**

### Background

In July 2007 members agreed that performance issues would be considered by the sub-committee on a “by exception” basis. The specific criteria for the “by exception” items at committee having been agreed, it was concluded that for the sub-committee to function most effectively key information should be raised and discussed at committee – focusing directly on improvement – and that the reports being despatched to committee should reflect this commitment.

As such this report contains a number of answers, provided by officers, to a set of questions that are identical to those asked for all other “by exception” issues brought up at committee, the intention being that the same quality of information be made available to members on all topics, without the presumption being placed upon officers to provide a great deal of onerous written documentation.

### Current situation

This report is being provided to give members an insight into performance issues identified by the Chairman and Vice-Chairman at a recent meeting.

This report presents officers’ responses to a standard set of questions relating to the issue under discussion.

### Why a change is needed

In performance terms, it has been established that this issue meets the “by exception” criteria established by Performance and Finance to govern which issues are considered by the Sub-Committee. As such, there is a significant need established for improvement.

### Main options

Findings and recommendations pertaining to this issue will be discussed at committee. Members may:

1. Make comments and recommendations as appropriate, and decide to escalate the issue to Overview and Scrutiny, for that committee to commission work on the subject.
2. Make comments and recommendations as appropriate, and resolve to consider the item again only insofar as it meets the “by exception” criteria in the future.
3. As above, but request that performance information on this issue be – where possible – be made available monthly to permit the Chairman and Vice-Chairman to monitor this matter closely.

The option to request that another report to be made available to the next meeting of the sub-committee will not be available, as performance issues are only escalated to this body if they meet the “by exception” criteria on each occasion the committee comes to consider the relevant item.

Other options considered

Not applicable

Recommendation: - that the improvement information presented below be considered by members of the sub-committee, for recommendations to be made and, if necessary, for issues to be escalated to Overview and Scrutiny Committee for their consideration.

**Considerations**

Resources, costs and risks: none

Staffing/workforce: none

Equalities impact: none specific

Legal comments: This improvement plan and resources being added to the project at this stage should avoid the project exceeding agreed time limits. As set out in the report, the project is being closely monitored to ensure project delivery in accordance with the contract terms.

Community safety: none

Financial Implications

None specific to report.

Performance Issues

This report covers a contract that affects BVPIs 184(a) and 184(b).

<b>Issue</b>	<b>Officer comment</b>
How will performance be improved? Is an improvement plan a) in place and b) being followed?	Kier have implemented a detailed improvement plan from 7/1/08, to deliver the 2007/08 decent homes programme and ensure processes are in place to achieve completion of the overall decent homes standard, within the required timescale. The plan is being monitored via daily site inspections for each of the six contract delivery areas within the Borough and the production of weekly performance reports presented to the Service Manager – Major Works.  Each element of the plan is open to examination, challenge and monitoring by Harrow. Managers and technical staff within the Major Works section of

	<p>the Property and Infrastructure Division, are seeking continuous sustainable improvements to the current contract performance and significantly improved customer satisfaction levels.</p> <p>The plan will direct resources to deliver the expected outturn under the terms of the contract, thus avoiding a potential breach of contract.</p>
<p>What resources are being put in place to deliver these improvements?</p>	<p>Senior Kier management, up to and including main board members, are fully aware of Kier's inadequate performance in the delivery of the decent homes contract to date.</p> <p>Kier have fully reorganised their project management team and site management teams and the following additional staff have been or are about to be engaged on the contract:-</p> <ul style="list-style-type: none"> <li>• A new extensively experienced director, dedicated to leading decent homes.</li> <li>• A lead project manager, tasked with improving management and performance of the supply chain in particular.</li> <li>• A repairs and maintenance manager, tasked to ensure synergy between Decent Homes and repairs service areas of the partnership contract.</li> <li>• An additional dedicated mechanical and electrical manager, to support the delivery of heating and electrical rewiring works for decent homes.</li> <li>• Kier have also commissioned an external consultant, to ensure that Kier's own internal processes associated with Harrow's decent homes, are raised to and exceed industry</li> </ul>



	<p>best practise.</p> <ul style="list-style-type: none"> <li>• A permanent commercial manager to support the project.</li> </ul> <p>In addition, supply chain resources are being increased to provide additional materials and labour on each site, to ensure resources remain in line with and if necessary, in advance of the contract programme.</p>
How, if at all, will other PIs or services be affected – positively or negatively – either by this performance, or by any redirection of resources to alter this performance?	There will be no additional resources provided by Harrow council for the implementation of this improvement plan. Therefore there will be no negative impact on, or redirection of Harrow services, as all additional services are being provided by Kier.
How are residents and service users impacted?	<p>The customer service currently received within the contract is unacceptably low.</p> <p>These improvements will bring customer service and performance back to expected levels.</p>
How will the success of the improvement plan be monitored?	The continued implementation of the improvement plan, will be monitored by both senior Harrow and Kier staff, at weekly progress meetings.
How are the service / council's finances affected by this performance issue and by the steps put in place to improve performance?	Implementation of the above, together with the additional resources proposed by Kier, will result in a significant improvement to current decent homes delivery. The costs for Kier to provide the increased resources included in the improvement plan, will be contained within the existing contract sum.
	No direct impact.

What impact will there be on partners (statutory and otherwise)?	
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**SECTION 3 - STATUTORY OFFICER CLEARANCE**

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 10/1/08		
Name: Jill Travers	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 11 January 2008		

**SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS**

**Contact:** Ed Hammond, Scrutiny Officer, Strategic and Performance  
020 8420 9205: [ed.hammond@harrow.gov.uk](mailto:ed.hammond@harrow.gov.uk)

**Background Papers:**

List scorecards considered

**IF APPROPRIATE, does the report include the following considerations?**

1.	Consultation	N/A
2.	Corporate Priorities	N/A
3.	Manifesto Pledge Reference Number	N/A



Meeting:	Performance and Finance
Date:	22 January 2008
Subject:	Protocol for operation of Performance and Finance Committee – update
Key Decision: (Executive-side only)	No
Responsible Officer:	Jill Rothwell, Corporate Director, Strategy and Business Support
Portfolio Holder:	Cllr Paul Osborn
Exempt:	No
Enclosures:	Performance and Finance Protocol

## **SECTION 1 – SUMMARY AND RECOMMENDATIONS**

This report sets out an update to the protocol for the operation of the Performance and Finance Committee.

### **RECOMMENDATIONS:**

The Committee is requested to note and agree the amendments to the Protocol, attached as an appendix to this report.

## SECTION 2 - REPORT

### Introduction

At its meeting in July 2007, the Performance and Finance Scrutiny Sub-Committee agreed a Protocol to define how its agenda planning process, and how committee themselves, would operate.

Since that time, a number of amendments have been suggested by members and officers, which have been included in the revised version of the Protocol which is being submitted for approval here.

### Current situation

The changes made are as follows:

1. Addition of a number of “aims” to the beginning of the document. This was as a result of some confusion expressed by departmental performance officers about the focus of the sub-committee.
2. Additional detail (at 7.8 and 7.9) to explain the process for requesting repeat reports at committee. This was suggested following the last meeting of the sub-committee, to lay down in writing a process for identifying when the committee should return to an item.

### Why a change is needed

The changes are being recommended to provide a fuller explanation to members and to officers on the purpose and day-to-day functions of the sub-committee.

### Main options

Members may decide to accept or reject the amendments.

### Other options

There are no other options.

### Recommendation

That the changes to the Protocol be accepted as set out in the appendix to this report.

Risks – none specific.

Staffing/workforce: none

Equalities impact: none specific

Legal comments: none

Community safety: none

### SECTION 3 - STATUTORY OFFICER CLEARANCE

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 10 January 2008		
Name: Stephen Dorrian	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 10 January 2008		

### SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

**Contact:** Ed Hammond, Scrutiny Officer, Strategic and Performance  
020 8420 9205: [ed.hammond@harrow.gov.uk](mailto:ed.hammond@harrow.gov.uk)

**Background Papers:**

None relevant

**IF APPROPRIATE, does the report include the following considerations?**

1.	Consultation	YES/ NO
2.	Corporate Priorities	YES / NO
3.	Manifesto Pledge Reference Number	

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# PERFORMANCE AND FINANCE COMMITTEE PROTOCOL FOR AGENDA PLANNING AND OPERATION

JANUARY 2008 – Version 5 (Draft)  
Revisions are printed in *italics*

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## ***Aims of the sub-committee***

*The sub-committee has three central aims, as follows:*

***To promote public discussion and awareness of council performance and improvement in strategic terms, and, where appropriate, to make relevant recommendations***

***To monitor performance on a by exception basis, identified by analysis of scorecard and Improvement Board data, and where more in-depth study of an issue is required to escalate the matter to Overview and Scrutiny***

***To examine and discuss high-level strategic performance issues, and in particular at cross-cutting and thematic matters impacting on performance and on the potential for improvement***

*The agenda planning process outlined below is intended to help deliver those aims in the most value for money manner possible.*

## Contents

1. Principles of agenda planning
2. Role of Performance and Finance
3. Role of Chairman
4. Input from Officers, Improvement Boards, and the Executive: Developing the Agenda
5. Input from Members: Scrutiny Policy and Performance Leads
6. Chairman's Briefings and Chairman's Report
7. Reporting "by exception"
8. Committee Meetings
9. Reference to O&S and Further Work
10. Completion

### **1. PRINCIPLES OF AGENDA PLANNING**

#### 1.1 The agenda planning process exists:

- Firstly, to ensure that members receive a wide spread of baseline information to enable them to plan the committee work programme effectively.
- Secondly, to better effect dialogue between service officers, scrutiny officers and scrutiny members when the agenda is being put together
- Thirdly, to ensure that consideration of issues at committee represents a culmination of a period of off-line study of a topic, rather than a stand-alone information gathering exercise for scrutiny members, of limited value and impact both to members and officers.
- Fourthly, to ensure that scrutiny committees, by planning their agendas and work programmes more robustly, are able to demonstrate a value for money service, which is effective and responsive to the needs and concerns of local people.

1.2 Performance and Finance will operate with these key principles in mind. Agenda planning will also have to take especial account of the corporate performance management position. More information on this can be found in section 4.

### **2. ROLE OF PERFORMANCE AND FINANCE**

2.1 The Performance and Finance Scrutiny Sub-Committee (hereafter P&F) exists to hold the executive to account for performance against stated targets and to assist the authority in its service improvement aims.

2.2 The terms of reference, agreed by Overview and Scrutiny at their meeting on 10 July 2007, identifies the terms of reference of P&F as follows:

- To consider / monitor, on an exception basis, the financial and service performance of the organisation.
- To consider / monitor the performance of the Local Area Agreement (LAA)
- To undertake specific investigation of identified "hot spots" through Q&A, reports or challenge panels – subject to endorsement by Overview and Scrutiny Committee.
- To refer "hot spots" to O&S for more detailed investigation where necessary.



- To consider such urgent items as are necessary – ad hoc, CcfA, area scrutiny.
- 2.3 The Committee will, following agreement of the Overview and Scrutiny, examine the following issues:
- Performance and finance information from all areas of the council, as reported to the SPR scorecard – to include all Corporate Director scorecards, and group and service scorecards, as appropriate.
  - Performance information from the NHS.
  - Performance information from the Metropolitan Police.
  - Performance information from schools (where appropriate – see below).
  - HSP scorecards.
  - Other performance information relating to services provided to Harrow residents.
- 2.4 P&F will, by looking at this information, support the policy work of Overview and Scrutiny Committee and of the review groups that established by that body.
- 2.5 It will consider performance-related issues on a “by exception” basis only. Only where performance has been identified as a cause for concern will P&F examine an issue. However, it is not a Star Chamber or probationary body. The emphasis in all discussions will be for members and officers to work collectively to establish how performance in a given area can improve, within existing resource, financial and staff capacity.
- 2.6 Finance issues will be considered alongside performance information, to provide context to the Committee. Occasionally it will be necessary to consider finance information outside this context – for example, to support the annual consideration of the council’s budget.
- 2.7 Performance and Finance will not deliver its own review-based work programme, although at the request of Overview and Scrutiny Committee it can carry out light touch reviews and challenge panels which focus exclusively on performance issues. Although it will carry out its own work at committee, any matters requiring more in-depth (or ongoing discussion) will, as a matter of course, be referred to the Overview and Scrutiny Committee, which will make a decision on whether to proceed based on a recommendation from P&F.

### **3. ROLE OF CHAIRMAN**

- 3.1 The Chairman, with the Vice-Chairman, is responsible for setting the agenda for each meeting. Both members will do so with reference to the Scrutiny Principles, and to the overriding principle that work undertaken must be “value for money”.
- 3.2 The Chairman and Vice-Chairman will hold a meeting once a month with the Scrutiny Officer, which the Director of Finance, and an officer from the Corporate Performance Improvement Team, will be invited to attend. The aim of these meetings will be to establish which items should be included on the agenda for the subsequent committee meeting, and to monitor performance on a wide range of issues affecting Harrow’s residents. More on these meetings can be found in sections 4 and 5.
- 3.3 The Chairman and Vice-Chairman will liase closely with other members of the committee. In particular, it is important to note that both members’ roles will require an ongoing, high level of commitment, necessitated by the frequent and detailed consideration of performance issues outside of the ordinary context of committee meetings.

#### **4. INPUT FROM OFFICERS, IMPROVEMENT BOARDS AND THE CORPORATE ROLE: DEVELOPING AGENDA PROPOSALS**

4.1 Success for P&F will depend on effective agenda planning. This, in turn, depends upon an acute understanding of the work that the executive is carrying out to improve performance. The Committee has to ensure that its work focuses in on these areas, and areas in general where it can have a meaningful and positive impact. Members have previously agreed that the Committee should focus upon:

- Identified financial risk areas
- Performance of priority services
- Performance “failures”
- Priority risks
- “in-year” issues, as identified by Cabinet
- Issues arising from area-based scrutiny or the CcfA.

4.2 To be able to look at these areas effectively, members must have access to officers involved in making judgments on performance at a corporate level. For example, examining financial risk relies on a consideration of the Director of Finance’s identification of those services constituting a financial risk to the authority at a given time. For the municipal year 2007/08 this includes social care expenditure, delivery of the council’s savings plan and the impact of the Primary Care Trust turnaround plan on council finances.

4.3 Input from a number of corporate, and officer, groups will be important, in order to put the information in context.

4.4 High Performing Harrow – Scrutiny has a regular item on the monthly High Performing Harrow agenda. HPH is an officer-level group which discusses strategic issues relating to performance monitoring and management in the council. HPH may raise issues which they may consider members should examine. Likewise, the Performance and Finance Committee would be expected to keep HPH informed of its activities, so that officers engaged in performance work in service departments are aware of the P&F work programme.

4.5 Improvement Boards – these are bodies established by both officers and executive members to examine work being carried out to improve performance in a given area. They examine performance and identify opportunities for change and improvement. The work of the Improvement Boards, and that of P&F, will need to be closely aligned, to make sure that P&F’s work has maximum impact, and to ensure that the risk of duplication is minimised – with the important caveats below. It may be that P&F can pick up more detail of work carried out by Improvement Boards, or carry out some background work in advance of Improvement Boards, to submit to those boards for their consideration. In any event, liaison between officers and members will be important. At the same time, outcomes from Improvement Boards will, as a matter of course, be considered by Overview and Scrutiny. P&F will advise Overview and Scrutiny on any detail pertaining to Improvement Board work that might indicate that scrutiny work on a given subject ought to be carried out.

Inevitably P&F will, therefore, be carrying out investigate work into similar issues to the Improvement Boards. Duplication in terms of subject matter can be expected, but not duplication in terms of approach and outcomes. P&F will also integrate democratic

accountability into the Improvement Board framework by providing backbench members the opportunity to discuss key performance issues in a public setting. Members' different approaches, and the cross-cutting nature of P&F itself, will naturally lend themselves to a different approach and correspondingly different, but complementary, outcomes to those of the Improvement Boards. Naturally, should members consider that the input of P&F in a particular issue being considered by Improvement Boards will constitute duplication, they will proceed accordingly, in consultation with officers from the Scrutiny Unit and Corporate Performance, and the Director of Finance.

- 4.6 Corporate Improvement Programme – P&F will have to consider the work being carried out under the Corporate Improvement Programme. The CIP is linked to the corporate priorities, and sets out a suite of improvement priorities, each of which is backed up by one of a series of “flagship actions”. Progress on meeting the objectives set by these actions could be something to observe, although detailed monitoring will be carried out at a corporate level. Both O&S and P&F will also undertake specific pieces of work to support delivery of the corporate improvement programme.
- 4.7 Activities being carried out under the aegis of these three bodies and plans – as well as other information, where relevant – will be reported to the Chairman and Vice-Chairman as appropriate. It is anticipated that P&F will also be able to assist in the scrutiny of the Year Ahead Statement and Corporate Plan. There is more on this below.

## **5. INPUT FROM MEMBERS: SCRUTINY PERFORMANCE AND POLICY LEADS**

- 5.1 The scrutiny leads – the performance leads in particular – play an important role in the development of the work programme and committee meeting agendas.
- 5.2 It has been agreed by O&S that the scrutiny leads will act to provide a gateway into the scrutiny function both for officers and for members of the public. As such it is appropriate that they play a central role in the agenda development process for P&F.
- 5.3 The points below relating to the Chairman's Meetings, and the meetings of the sub-committee themselves, reflect this necessary involvement, but this section sets out some general principles as well as some more specific requirements.
- 5.4 Performance leads, and support for the work of the committee – the performance leads will have a number of opportunities both to impact upon and support the work of the committee. When a performance matter comes to the attention of a lead, he/she will, with the agreement of the policy lead, be able to:
- request that the issue in question be considered in detail at their next quarterly briefing with the policy lead
  - ask that the issue be considered at the next P&F, in consultation with the Chairman and Vice-Chairman and assuming that the issue meets the “by exception” criteria (the informal escalation process)
  - raise the issue at the next P&F as an element of the “Performance Issues” item (the formal escalation process)
  - conduct their own informal investigation into the issue and present any findings to the Chairman and Vice-Chairman at their monthly meeting, with any findings and comments being directed immediately to the officers involved. This would be an informal process for looking at certain issues where escalation might not be appropriate, and would allow certain matters thought important by members to be

investigated even when the “by exception” criteria are not met. Scrutiny Officers would not be able to provide support for such investigations.

- 5.5 Providing information to the performance leads – to carry out any of the above will require performance leads to have an understanding of performance within the terms of reference for which they are responsible. This will be provided by the following means – some of which are laid out elsewhere in this protocol.
- Performance information from monthly meetings relating to a particular subject area will be made available in “digest” form for the leads’ quarterly meetings.
  - Action sheets from the monthly meetings to be circulated to all performance leads as a matter of course.
  - Performance leads to have relevant scorecards circulated to them electronically when they become available, in advance of the relevant monthly meeting.

## **5. CHAIRMAN’S BRIEFINGS AND CHAIRMAN’S REPORT**

- 5.1 On a monthly basis, the Chairman and Vice-Chairman of the committee will meet the Scrutiny Officer and an officer from Corporate Performance. The purpose of this meeting will be twofold:
- To monitor and consider performance information in 2.3, above, when it is available.
  - To monitor information which has been identified by P&F as required ongoing scrutiny.
  - To monitor and consider broader cultural issues relating to performance management, with a view to escalating issues to committee when necessary.
  - When appropriate, to plan the agenda for the next committee meeting

These meetings will not be committee meetings. Substantive matters will be discussed but, constitutionally, no decisions can be made. They will be an information-gathering forum only, to support the work of P&F being carried out at committee itself.

- 5.2 In advance of the meeting, the Chairman and Vice-Chairman will be sent copies of all the relevant, new performance information made available in the previous month, as well as copies of the agreed actions from the previous month’s meeting (this information will also be copied, for information, to all scrutiny performance leads). The Scrutiny Officer will also provide a short precis, with some context on the performance information provided, comparing it to previous scorecards and identifying any potential issues. Information will also be made available to the performance leads as appropriate. It may be that this information can be made electronically on the scrutiny internet site, and this option is being pursued.
- 5.3 The Chairman and Vice-Chairman will also be provided with key information from the most recent Improvement Boards, on a quarterly basis, including any other relevant performance information (including recommendations on Improvement Boards made at, and approved by, Cabinet). This will help to identify future plans for improvement as part of the “by exception” criteria.
- 5.4 It is expected that in time a broad suite of performance information, much of it high-level, will be available on a monthly basis. For the moment, however, this will not be occurring. As such, the monthly meetings themselves will not, at the outset, be able to consider real-time performance information, as had originally been hoped. Instead, they will look

at comparative information from other boroughs (and best practice information relating to performance management and will also examine systemic issues relating to the development of a performance management “culture” in Harrow – for example, issues relating to data quality, improvement, service plans, resourcing, and so on.

- 5.5 The Chairman and Vice-Chairman will discuss this information at the meeting. They will consider the data provided and decide whether certain matters should be referred to P&F for their consideration. It will also extract useful information to assist O&S’s ongoing work on policy development issues. It will conduct these activities on a “by exception” basis. This will be explained in detail in section 6.
- 5.6 Attendance at chairman’s briefing – as explained above, the briefing will be attended by the Chairman, Vice-Chairman, the scrutiny officer and an officer from corporate performance. Service officers will not normally be invited or expected to attend – the venue for discussions with service officers should be P&F committee itself. Scrutiny performance leads might choose to attend, with prior agreement, to discuss any matter due to be discussed on which they had a particular interest.
- 5.7 The action sheets will be made available on the internet and intranet, and the dates and times of the meetings will appear on the scrutiny internet/intranet site as well. However, the briefings not being formal meetings of a council body, they will not be listed on the council calendar. Notwithstanding this, any member of the public expressing an interest in attending should be able to sit in and observe. However, in the normal course of events, public concerns would be directed through the scrutiny leads as appropriate.
- 5.8 Actions following the meeting - After the meeting, an action sheet will be drawn up, identifying each issue discussed and the proposed action to be taken as a result – whether to look at an issue more closely, continue monitoring normally or refer a matter to P&F. If deciding to look at an issue more closely, the Chairman and Vice-Chairman can request additional performance information – perhaps including specific service scorecards, longer-term historical data, or evidence from any relevant BV reviews or Improvement Boards – for the next meeting.
- 5.9 Detailed minutes of the meeting will not be taken. It will be an informal briefing session and will not under any circumstances purport to take the place of the Performance and Finance Committee. As a rule of thumb it will probably not last longer than an hour and a half and will not have a formal agenda.
- 5.10 The action sheet will be sent to all scrutiny performance leads in advance of the next meeting along with the next meeting’s data pack, to inform members of ongoing issues. It will also provide performance leads with the opportunity to raise any performance-related issues of which they are aware, which can then be placed onto the agenda of the next meeting.
- 5.11 Support for work at Overview and Scrutiny – on occasion the Overview and Scrutiny Committee will, as agreed, consider issues relating to performance. This will generally be when a regular report will cut across policy and performance issues and will be the exception rather than the norm and would apply in the circumstances below:
- The annual Crime and Disorder Reduction Strategy report.
  - The Annual Health Check from the NHS

That these two items relate to the two issues where scrutiny has (or shortly will have) a statutory responsibility to scrutinise a partner is not directly related to this special treatment.

- 5.12 Under these circumstances, the Chairman and Vice-Chairman would, at the relevant monthly meeting, look in particular detail – along with the performance lead for the relevant issue – at the subject under discussion. An informal briefing based on these discussions would then be provided to assist Overview and Scrutiny at committee.
- 5.13 More broadly, findings at Performance and Finance could well support ongoing discussion of any item being considered at Overview and Scrutiny through the ordinary process of references between committees, as laid out in the council's Constitution. In particular, P&F will be able to provide assistance in the consideration of the Year Ahead Statement and Corporate Plan. Relevant performance information can be passed in précis form to Overview and Scrutiny as an element in a reference report to provide the baseline evidence for a policy-based discussion at the parent committee. If the committee dates do not align to permit this process to occur formally, an informal meeting between members (probably at the briefing or agenda planning stage) would easily allow the evidence to be shared.

The reference report process is explained later.

- 5.14 Support for the work of the Overview and Scrutiny Committee in respect of education matters – education policy matters are being considered by Overview and Scrutiny, and education performance matters by Performance and Finance, the same as other topics. However, the situation is made somewhat more complex by the presence of the education co-optees.
- 5.15 Education co-optees provide an important, statutory, accountability to local authority scrutiny of education services. Representing the interests of schools, they also provide an additional and useful source of expert opinions.
- 5.16 The education co-optees will sit on Overview and Scrutiny but not on Performance and Finance. This means that in the first instance education performance issues will be considered without the co-optees being present.
- 5.17 However, the reference report to O&S (see below) will, when it considers education items, provide a detailed summary of discussions upon which the education co-optees will have an opportunity to comment. Discussions can also be reopened on the topic in question to consider the wider implications insofar as they affect policy considerations. It may under certain circumstances – for example, when information has recently become available – be appropriate for O&S to consider performance information of this kind before P&F. However, if this does happen it would be as general background information to support a discussion on policy issues.
- 5.18 The process will be given further transparency by the co-optees being provided with key performance information from P&F as and when it is considered at the monthly Chairman's meetings.
- 5.19 Chairman's Report – at every meeting of P&F the Chairman will table a report, summarising his and the Vice-Chairman's discussions at their monthly meetings. This report will contain:

- combined action sheet information, advising the committee of all issues considered by the Chairman and Vice-Chairman at their meetings since the previous P&F.
- Proposed recommendations for dealing with ongoing performance issues, which will require the committee's ratification.

5.20 This will ensure that all formal decisions remain with the Performance and Finance Committee, as the formally constituted body, and that all matters discussed in the Chairman's Briefings are reported fully to the Committee, thus maintaining a high level of openness and transparency. This will be discussed in more detail below.

## 6. REPORTING "BY EXCEPTION"

6.1 All reporting to committee will be "by exception". The Chairman and Vice-Chairman will between them make a decision, at the monthly Chairman's Meeting, as to whether a particular issue meets a strict set of "by exception" criteria.

6.2 These criteria exist to ensure that committee only considers issues that are of a high priority, and those issues on which the scrutiny function has the opportunity to add most value. They also aim to ensure that duplication will be limited between the role of Performance and Finance Scrutiny Sub-Committee, and any executive-side bodies which also act to improve performance.

6.3 The criteria are as follows.

Performance and Finance Committee should look at an issue only:

- when it relates to a priority for the council (identified through the Corporate Priorities or through statutory requirements), and
- when performance has been exceptional (either high or low) for a sustained period, and
- where costs appears to be high, possibly demonstrating poor value for money, and
- when it relates to an issue within the council's control, and
- where it appears that it is possible, within existing resources, to improve performance, and
- it is unclear whether a plan has been put in place to improve performance, or the plan is failing, and
- where there is significant risk attached to poor performance.

OR

- when poor performance relates to a significant area of concern for local people, as identified by lead members or directly by local people through the CCA regime.

OR

- when Overview and Scrutiny Committee have requested that Performance and Finance examine an issue.

6.4 When an issue meets one of these three broad sets of criteria, it will ordinarily be considered at the next available P&F meeting, with the Chairman's Report (see 7.2 below) making clear which criteria have been used.

## 7. COMMITTEE MEETINGS

- 7.1 Meetings of Performance and Finance Committee will be held every quarter
- 7.2 Chairman's Report - The first item on the agenda will be the Chairman's Report. It will identify the provenance of all items on the agenda, as well as issues considered for inclusion on the agenda, but where the Chairman considers that inclusion is not justified.
- 7.3 Members will make a decision whether to endorse the Chairman's decisions for the agenda. In practice, this should be a formality, as members of the committee would have been informed of the results of the Chairman's Briefings on a regular basis, and would have had an opportunity to comment on the agenda in advance.
- 7.4 Performance Issues – the second item on the agenda will be a verbal item. It will provide an opportunity for scrutiny performance leads to raise, formally, any performance-related issues which have come to their attention. Performance and Finance Committee would then decide what course of action they wished to take to resolve such situations – subject to the principles established at XXXXX.
- 7.5 The rest of the agenda will be given over to substantive discussion of performance and finance issues. The Committee will consider:
- Background to the scorecard and relevant indicators
  - Reasons for poor performance
  - Implications of continued poor performance
  - Steps being put in place to improve performance
  - Other bodies carrying out work to monitor performance
  - Further steps necessary to monitor performance and deliver improvements.
- 7.6 In relation to finance issues, members will also consider:
- impact on financial risk areas
  - impact on annual budget
  - impact on other priority services
- 7.7 Portfolio holder attendance and service officer attendance – it may be useful for the committee to speak to the portfolio holder or to specific officers about a certain performance issue. However, officers and portfolio holders will not be invited to attend for general discussions or Q&As on undefined issues.
- 7.8 *Actions taken as a result of committee consideration* – *the committee may take one (or a combination of) a number of options which are outlined on the committee report itself. These are:*
- *Make comments and recommendations as appropriate, and decide to escalate the issue to Overview and Scrutiny, for that committee to commission work on the subject.*
  - *Request that the matter be reported to committee at the next meeting for the purpose of further information being provided, subject to the principles set out in 7.9 below.*
  - *Make comments and recommendations as appropriate, and resolve to consider the item again only insofar as it meets the "by exception" criteria in the future.*



- *As above, but request that performance information on this issue be – where possible – be made available monthly to permit the Chairman and Vice-Chairman to monitor this matter closely.*

7.9 Repeat reports – occasionally it may be necessary for an issue to return to the next meeting of P&F. This will occur when:

- *the discussion led to a wider performance or finance-based query on a particular issue that could not be answered at the time, but is sufficiently significant that it would not be appropriate for it to be dealt with in the form of a written response.*
- *it would be clearly valuable to receive evidence from a partner or another stakeholder on a given issue.*
- *consideration of the item is more likely than not to result in a recommendation to O&S that a piece of work be commissioned on a given topic.*

*A repeat report will not be requested when:*

- *it has not been made clear how the additional report will add value to performance improvement in the service in question.*
- *the repeat report will only be providing an update on ongoing performance.*
- *the repeat report will deal with an issue or issues which could adequately be dealt with in the form of an information report.*
- *the consideration at committee is as the result of a request for a repeat report at a previous meeting.*

*As such only one repeat report will be taken, at the next available committee meeting. After this time it is impossible to justify further reports on an issue. If it is important enough to justify a further call on scrutiny's time then this is a prima facie justification for review work to be carried out (through an escalation). If not then it does not need to be considered further.*

7.10 Reference report – the final item on the agenda will be a resolution to provide a summary of items discussed, and decisions made, to the next meeting of Overview and Scrutiny. This will be considered in more detail in the next section.

## **8. REFERENCE TO O&S AND FUTURE WORK**

8.1 Reference report – the reference report will be drafted after the meeting, highlighting issues considered by Performance and Finance, to brief Overview and Scrutiny on work that has been carried out. It is also an opportunity for Performance and Finance to seek Overview and Scrutiny's endorsement that a challenge panel or other form of review be established to look at a particular issue. It may also make a recommendation that an issue be escalated for further analysis either to Cabinet or to the next relevant Improvement Board (or to both, if appropriate).

8.2 The reference report will be submitted to the next available Overview and Scrutiny meeting. Overview and Scrutiny will then consider it, noting and endorsing (at their discretion) elements of it as requested, and as appropriate. If the recommendation is to conduct a piece of review work into an issue, the scope will be presented to the Overview and Scrutiny with a view to starting work immediately. Ordinarily (but not necessarily, a performance-based challenge panel or light touch review would be led by the relevant performance lead.

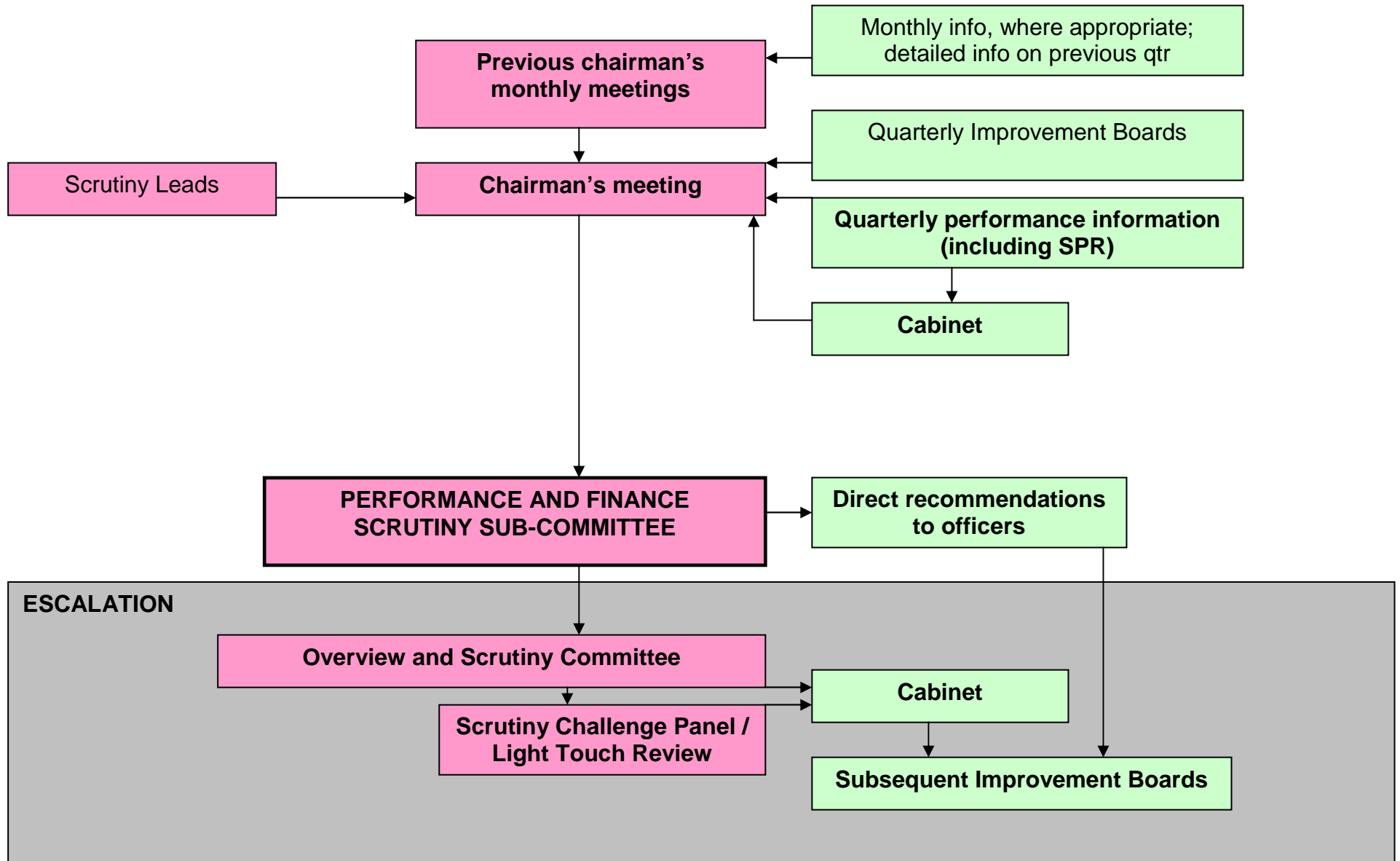
8.3 This ensures that Overview and Scrutiny is able to integrate its work with the valuable evidence being gathered by Performance and Finance – it also maintains Overview and Scrutiny’s agreed role as the commissioning body for all scrutiny work being carried out outside of committee.

## **9. COMPLETION**

9.1 Performance and Finance will not request, at committee, to receive a report on an issue at the next committee to “follow up”, or further monitor. This ongoing monitoring is being carried out at the Chairman’s Briefing, to ensure that time at committee is spent considering only matters which have been recently established as demonstrating poor performance – the principle of “exception” monitoring.

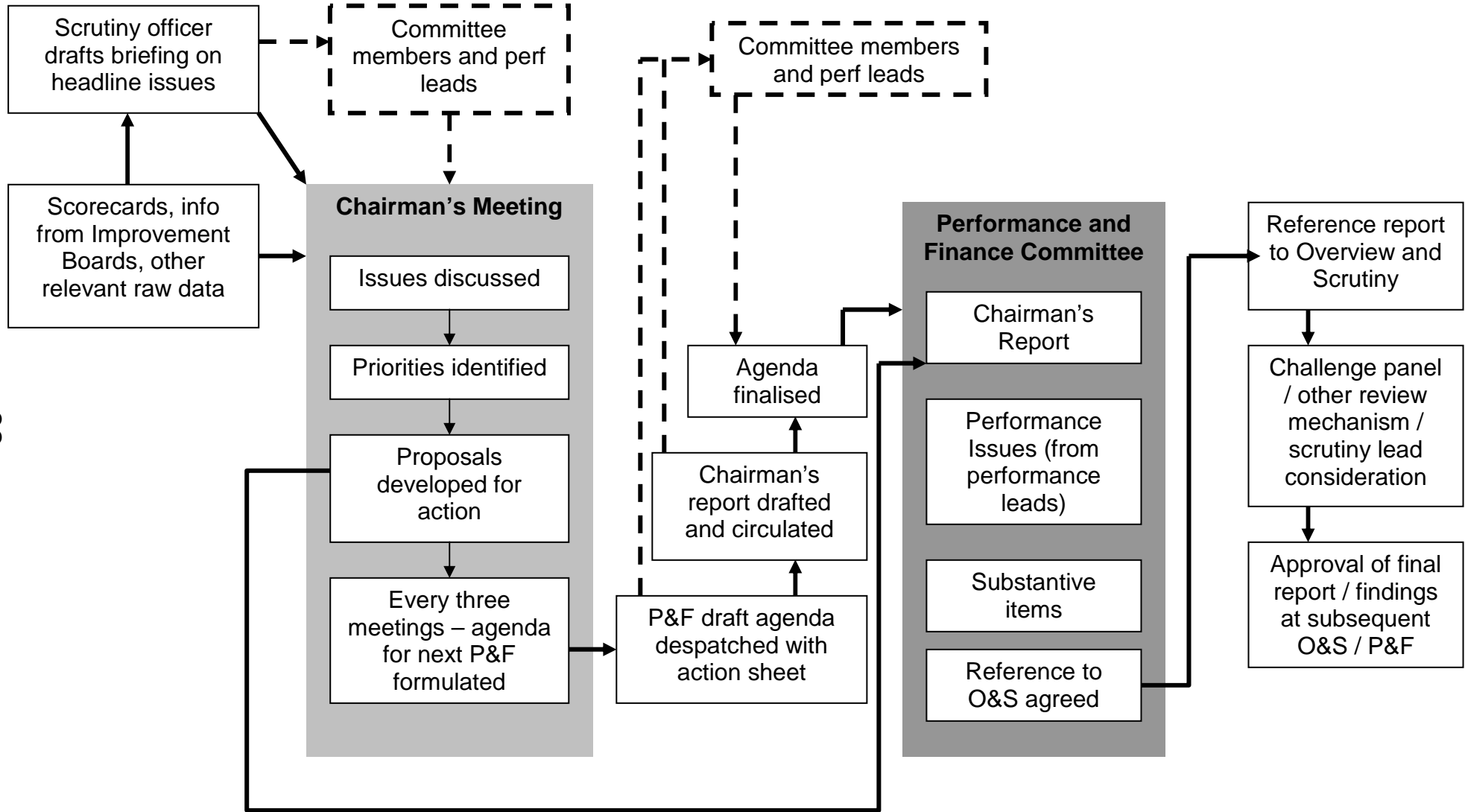
9.2 As a result, there will be no regular items, other than those identified above. This includes items on statutory matters such as health and the police, which will only be considered as necessary. However, at the Chairman’s Briefings, such issues will be considered regularly, and where appropriate information can be provided to the relevant policy and performance leads to support other scrutiny work.

**DIAGRAM SHOWING AGENDA PLANNING PROCESS FOR PERFORMANCE AND FINANCE - GENERAL**



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**DIAGRAM SHOWING AGENDA PLANNING PROCESS FOR PERFORMANCE AND FINANCE - DETAIL**



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## SCRUTINY SCORECARD - - SUMMARY FOR MEMBERS

Quarter 3 2007/08

Members wishing to find out more information on the precise definitions and means of measurement of each PI should consult the explanatory notes which were agreed by O&S on 10 July 2007.

Ref	Q/Annual	Ref name	Target	Variance	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Commentary
C1	Q	% of issues considering data from the Forward Plan	60%	10% Variance	N/A	0% RED	8% - RED		Consideration of Forward Plan items regularly remains a particular issue. More details can be found in the covering report.
C2	Q	% of issues considering data from scrutiny leads	60%	10% Variance	N/A	100% - GREEN	73% - GREEN		Performance remains high, emphasising the important role played by the scrutiny leads. This figure is arguably more indicative than the Q2 data, which was (as advised previously) based on limited information.
C3	Q	% of issues deriving directly from the corp S / PI function	50%	10% Variance	N/A	0% RED	41% - AMBER		Agenda planning in Q3 - particularly in respect of Performance and Finance - has ensured that performance issues have been considered more closely in this quarter, although performance still needs to be improved.
C4	A	% of WP items subjected to VFM test under Scr Principles	100%	3% Variance					
C3	Q	% of comments to hits received at scrutiny website (as %)	13%	10% Variance	N/A	N/A	N/A		It has still proved impossible to acquire these figures from HITS. It may be that full-year and retrospective figures will become available in time for Q4. More information is provided in the covering report.
C6	A	% of findings reflecting cmnts made by local ppl	30%	10% Variance					
C7	A	% of res panel with a "g" or "fg" knowldg of scrutiny	30%	10% Variance					
PE1	A	% of offs cnsdring scr's input into pol "useful"/"v useful".	100%	5% Variance					
PE2	Q	Circulation of review info prior to publication	100%	5% Variance	N/A	100% - GREEN	100% - GREEN		
PE3	A	% of offs cnsdring opp to input into WP "useful"/"v useful"	100%	5% Variance					
PE4	A	% of offs sat with scrutiny process overall	100%	10% Variance					

PE5	Q	% of recs approved by cabinet	100%	3% Variance	N/A	0% - RED	N/A		No reviews reported to cabinet during Q3. There may be an argument for making this an annual indicator.
R1	A	Delivery of scrutiny WP within budget (% budget spent)	100%	10% Variance					
R2	A	Delivery of IDRs within resources (% of budget spent)	100%	10% Variance					
R3	A	Completion of PM framework as required	100%	3% Variance					
R4	A	% of reviews successfully monitored on a 0.5yr/1yr basis	100%	5% Variance					
R5	A	Prop of revs dmnstrng signif pos imp on service revw'd	100%	10% Variance					
PS1	Q	% of findings reflecting evidence received from ptrns	60%	10% Variance	N/A	24% - RED	100% - GREEN		High performance here reflects the inclusion of the AccordMP recommendations.
PS2	Q	% of meetings attended by co-optees where required	80%	10% Variance	N/A	50% - RED	54.5% - RED		Co-optee attendance remains relatively static. Further work may be necessary to ensure that co-optees are fully involved in the review process, although co-optee attendance is broadly comparable with member attendance. More information in the covering report.
F 34	A	% of partners "satisfied" with scrutiny process	100%	10% Variance					
F 34	Q	Ratio ext:int witnesses on relevant reviews (as %)	33%	10% Variance	N/A	62.5% - GREEN	57% - GREEN		
PS5	Q	% of recs based on analysis of "bp" evidence	100%	10% Variance	N/A	100% - GREEN	100% - GREEN		
PS6	Q	% of recs relating to ptrnshp wkng, where appropriate	60%	10% Variance	N/A	80% - GREEN	100% - GREEN		High score here reflects the findings of the AccordMP review, which had a partnership focus.
S1	Q	Reviews reporting at agreed times	100%	3% Variance	N/A	100% - GREEN	100% - GREEN		All reviews continue to report to committee and cabinet as originally agreed.
S2	Q	Rev gp agendas made available 5 days in adv of meeting	100%	10% Variance	N/A	92% - AMBER	87% - RED		Performance here has dropped slightly since Q2. This reflects two meetings in Q3 where papers were distributed late. More details are provided in the covering report.
S3	Q	Timely production of Harrow Scrutiny newsletter	100%	5% Variance	N/A	100% - GREEN	100% - GREEN		Production of the newsletter continues to proceed on schedule.
S4	Q	Info available on scrutiny website	100%	10% Variance	N/A	0% - RED	100% - GREEN		All information has now been uploaded onto the scrutiny website, including information on past reviews and updates on current work streams.
S5	Q	Review meetings attended by Members where required	100%	10% Variance	N/A	46% - RED	65% - RED		Performance has improved slightly. The level of attendance does seem to vary from review to review. More information can be found in the covering report.
S6	A	% of councillors "happy" with op of the scrutiny process	90%	10% Variance					

## RESULTS

Lower threshold:	FOUR
Middle threshold:	TWO
Upper threshold	NINE
No data:	TWO

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Meeting:	Performance and Finance
Date:	22 January 2008
Subject:	Reference to Overview and Scrutiny Committee
Key Decision: (Executive-side only)	No
Responsible Officer:	Jill Rothwell, Corporate Director, Strategy and Business Support
Portfolio Holder:	Cllr Paul Osborn
Exempt:	No
Enclosures:	n/a

## **SECTION 1 – SUMMARY AND RECOMMENDATIONS**

This report recommends the reporting of resolutions and findings from this meeting to the next available meeting of Overview and Scrutiny.

### **RECOMMENDATIONS:**

The Committee is requested to approve the drafting of a reference report to Overview and Scrutiny, setting out findings and resolutions, and identifying any issues on which Performance and Finance recommend that an item be escalated for further consideration.

## **SECTION 2 - REPORT**

### Background

Under the Performance and Finance Committee Protocol, which Overview and Scrutiny are expected to endorse at this meeting, after every meeting of the Performance and Finance Committee a report is submitted to Overview and Scrutiny Committee, outlining issues considered and, where appropriate, making recommendations for the further study of performance issues through the means of a challenge panel, or as an element in a light-touch or in-depth review.

### Current situation

Findings from this meeting will be submitted, through a reference report, to the first available meeting of Overview and Scrutiny Committee. That Committee may make a decision to commission a detailed piece of work on a given item, subject to recommendations made by Performance and Finance.

The outcomes from this meeting will be provided to Overview and Scrutiny on 12 February together with the outcomes from the 6 November meeting. This is because there were a number of items for which more information was requested on 6 November. A decision was made to postpone the reference report until this extra information had been made available.

### Why a change is needed

Not applicable.

### Main options

As outlined in recommendation.

### Other options considered

Not applicable

Recommendation: to approve the drafting of a reference report to Overview and Scrutiny, setting out findings and resolutions, and identifying any issues on which Performance and Finance recommend that an item be escalated for further consideration.

### **Considerations**

Resources, costs and risks: none

Staffing/workforce: none

Equalities impact: none specific

Legal comments: none

Community safety: none

### Financial implications

None

Performance issues

None specific.

Legal implications

None

### **SECTION 3 - STATUTORY OFFICER CLEARANCE**

Name: Sheela Thakrar	<input type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 10 January 2008		
Name: Stephen Dorrian	<input type="checkbox"/>	on behalf of the Monitoring Officer
Date: 10 January 2008		

### **SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS**

**Contact:** Ed Hammond, Scrutiny Unit, Strategy and Performance  
020 8420 9205: [ed.hammond@harrow.gov.uk](mailto:ed.hammond@harrow.gov.uk)

**Background Papers:** *none*

**IF APPROPRIATE, does the report include the following considerations?**

1.	Consultation	YES/ NO
2.	Corporate Priorities	YES / NO
3.	Manifesto Pledge Reference Number	

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