Overview and Scrutiny Committee
AGENDA

DATE: Tuesday 1 November 2011

TIME: 7.30 pm

VENUE: Committee Rooms 1&2
Harrow Civic Centre

MEMBERSHIP   (Quorum 4)

Chairman: Councillor Jerry Miles

Councillors:

Sue Anderson	Kam Chana
Ann Gate	Barry Macleod-Cullinane
Sachin Shah	Paul Osborn (VC)
Victoria Silver	Stephen Wright

Representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
Representatives of Parent Governors: Mrs A Khan/1 Vacancy

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Reserve Members:

1. Nana Asante	1. Chris Mote
2. Varsha Parmar	2. Tony Ferrari
3. Krishna Suresh	3. Christine Bednell
4. Sasi Suresh	4. Susan Hall
5. Krishna James	

Contact: Alison Atherton, Senior Professional - Democratic Services
Tel: 020 8424 1266   E-mail: alison.atherton@harrow.gov.uk

Harrow**COUNCIL**
LONDON

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 <u>whole</u> 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;
   (b)   all other Members present in any part of the room or chamber.

3. **MINUTES**   (Pages 1 - 10)

   That the minutes of the meeting held on 22 September 2011 be taken as read and signed as a correct record.

4. **PUBLIC QUESTIONS**

   To receive questions (if any) from local residents/organisations under the provisions of Committee Procedure Rule 17 (Part 4B of the Constitution).

5. **PETITIONS**

   To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. **DEPUTATIONS**

   To receive deputations (if any) under the provisions of Committee Procedure Rule 16 (Part 4B) of the Constitution.

7. **REFERENCES FROM COUNCIL/CABINET**

   (if any).

8. **SCHOOL PLACE PLANNING (INCLUDING ADMISSIONS POLICY)**   (Pages 11 - 62)

   Report of the Corporate Director of Children's Services

9. **NEIGHBOURHOOD CHAMPIONS**   (Pages 63 - 70)

Report of the Corporate Director of Community and Environment

10. **CORPORATE COMPLAINTS - ANNUAL REPORT**   (Pages 71 - 80)

Report of the Director of Customer Services and Business Transformation

11. **PROJECT REPORT - MEASURING UP: HARROW COUNCIL'S USE OF PERFORMANCE INFORMATION (PHASE 2)**   (Pages 81 - 140)

Report of the Divisional Director of Partnership Development and Performance

12. **SCRUTINY LEAD MEMBER REPORT**   (Pages 141 - 154)

Report of the Divisional Director of Partnership Development and Performance

13. **ANY OTHER BUSINESS**

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II

Nil

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE

MINUTES

22 SEPTEMBER 2011

Chairman:	* Councillor Jerry Miles	
Councillors:	* Sue Anderson	* Paul Osborn
	* Kam Chana	* Sachin Shah
	* Ann Gate	* Victoria Silver
	* Barry Macleod-Cullinane	* Stephen Wright

Voting Co-opted:	(Voluntary Aided)	(Parent Governors)
	* Mrs J Rammelt	2 vacancies
	Reverend P Reece	

In attendance: (Councillors)	Margaret Davine	Minute 183

*   Denotes Member present

175.   Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance at this meeting.

176.   Chairman's Announcement - Academies

The Chairman reported that it had been agreed at the Cabinet Briefing meeting that the letter to the Department for Education on Harrow's academies experience should be sent out in the names of Councillors Brian Gate, Paul Osborn and Sue Anderson. Cabinet Members believed that it was not necessary for the letter to obtain Cabinet approval as the Overview and

Scrutiny Committee could send it out in its own right and it had additionally already been signed up to by the relevant Portfolio Holder. The Chair advised that, as a result it would not appear on the next Cabinet agenda.

A Member expressed surprise and concern that, given level of change to schools, this matter would not be considered by Cabinet.

The Chairman sought and gained Members agreement to the consideration of the urgent items included on the supplemental and second supplemental agendas for the reasons stated. Members also agreed that the Portfolio Holder for Adult Social Care, Health and Well-being be permitted to speak on item 9, Adults Services Complaints Annual Report (Social Care only) 2010/11.

177. **Appointment of Parent Governor (Secondary Sector) Co-opted Member of the Overview and Scrutiny Committee**

Members considered the nomination and questioned the requirements of parent governors and sought clarification on their speaking and voting rights at Committee.

An officer advised that Governing services had identified Mrs Khan in accordance with their election processes and this was their nomination.

RESOLVED: That Mrs Aamirah Khan be appointed as Parent Governor (Secondary Sector) Co-opted Member of the Committee for a four year period.

178. **Declarations of Interest**

RESOLVED: To note that the following interests were declared during the course of the meeting:

Agenda Item 9 – Adults Services complaints Annual report (social care only) 2010/11
Councillor Barry Macleod-Cullinane declared a personal interest in that he was the former Portfolio Holder for Adults and Housing. He would remain in the room whilst the matter was considered and voted upon.

Councillor Victoria Silver declared a personal interest in that she was the Portfolio Holder Assistant for social care. She would remain in the room whilst the matter was considered and voted upon.

Agenda Item 16 – Scrutiny Lead Members Report
Councillor Sue Anderson declared a personal interest in that she was employed by NHS Harrow. She would remain in the room whilst the matter was considered and voted upon.

179. **Minutes**

A Member expressed concern that he was yet to receive the information requested in terms of examples of good Equality Impact Assessments in the previous 2 Cabinet agendas.

The Chair of the Health and Social Care Scrutiny Sub-Committee advised that, having spoken to the Chief Executive of the Primary Care Trust and the Borough Director, she could confirm that they were both satisfied with the position in terms of the Council's decision on PCT funding.

RESOLVED: That the minutes of the meeting held on 20 July 2011, be taken as read and signed as a correct record.

180. **Public Questions, Petitions and Deputations**

RESOLVED: To note that no public questions were put, or petitions or deputations received at this meeting under the provisions of Committee Procedure Rules 17, 15 and 16 (Part 4B of the Constitution) respectively.

RESOLVED ITEMS

181. **Response to the Standing Scrutiny Review of the Better Deal for Residents Programme - Interim Report, Project Management**

Members considered the response from Cabinet on the Standing Scrutiny Review of the Better Deal for Residents Programme – Interim Report, Project Management.

A Member expressed concern at the way scrutiny reports were received at Cabinet meetings and indicated that Members of the Overview and Scrutiny Committee should receive a formal invite to attend and speak. He referred to the Chair of the Panel having to request to speak on this particular review. The Member suggested that a protocol be put in place.

RESOLVED: That the response be noted.

182. **Response to the implications of the HAVS Investigation Challenge Panel Report**

Members considered the response from Cabinet to the Implications of the HAVS Investigation Challenge Panel report.

RESOLVED: That the response be noted.

183. **Adults Services Complaints Annual Report (Social Care only) 2010-11**

Members received a report of the Corporate Director of Adults and Housing which set out the statutory Adults Services complaints Annual report (social care) 2010/11.

An officer outlined the headlines of the report advising that in the last six years there had been 85 local settlements and of those only 5 related to Adults Services. This seemed to indicate that things were working well. Whilst the officer indicated that he had no major concerns, he would like to see timescales improve.

Members indicated that it was a good report and questioned and challenged its contents. Members' concerns and queries were responded to as follows:

- The officer confirmed that there was no evidence of a rise in complaints, rather that the figures remained steady, since the restructure.

- A Member commented that benchmarking with other authorities may be useful to enable comparison of the level of complaints. The officer stated that whilst benchmarking was done, the current year data was received too late for inclusion. He could, however, include the previous year's data.

- An executive summary would be beneficial in such a detailed report.

- A Member questioned the level of independence at stage 2 and 3 of a complaint if stage 3 was signed off by a Corporate Director. He expressed surprise that the Chief Executive did not monitor such complaints before they were referred to the Ombudsman. The officer advised that this was in line with government guidance and whilst the ultimate responsibility lay with the Chief Executive, it could be delegated.

- In terms of staff attitude complaints, the officer advised that considerable work was being done around raising awareness and accessibility of the complaints procedure.

- The officer confirmed that the most recent mystery shopper exercise had been carried out approximately 10 months ago and that he attended the customer services working group.

- A Member questioned how MP and Councillor complaints were captured. The officer stated that in terms of MPs, a letter was usually received. In terms of councillors, he felt that levels were low and if Members had concerns they should contact the complaints team.

- In response to a Member's question as to corrective actions for complaints over time, the officer advised that there were corrective actions and an annual quality assurance report. The Member suggested that a summary would be helpful.

- A Member challenged the figures in terms of the number of stage 1 complaints made by Councillors, commenting that the Performance and Finance Scrutiny Sub-Committee had carried out a check and a complaint made to test the system had not been logged. The officer acknowledged the issue and that it seemed that some complaints were not logged on to the corporate system. The Member responded that the breakdown gave a bad impression and that it might be better to state that the information was not available.

- A Member stated that some cultures needed to receive reassurance that they could complain without issue/reprisal. The Officer advised that Council literature referred to comments rather than complaints and whilst the system could be made as accessible as possible, some communities did not wish to complain.

- A Member expressed the view that more compliments were received than were reported.

The Portfolio Holder for Adults and Social Care welcomed the report and the fact that the Council was having a lot of activity in this area, which highlighted whether the service was better or not. It was pleasing to see a reduction in the number of occupational therapy complaints, an indication that the Council was resolving the issues with adaptations. The introduction of reablement had been a significant issue for the service. In summing up, the Portfolio Holder stated that the report was encouraging.

RESOLVED: That the report be noted.

184. Children's Services Complaints Annual Report 2010-11

Members received a report of the Corporate Director of Children's Services which set out the statutory Children's Services complaints annual report for 2010/11. The officer advised that of the 85 local settlements in the last six years, only 2 related to Children's Services. There was good complaint resolution and work was being done on timescales. There appeared to be a trend in terms of staff attitude complaints and the officer advised that he had attended the Children's Services Management team to see if this could be addressed.

A Member expressed concern at the increase in the number of safeguarding complaints and stated that it would be helpful to see the position of Harrow compared to other boroughs. The officer advised that, of the 42 safeguarding complaints, not one was upheld. This was an indication that the team were good at identifying fault and taking robust action. Often those areas with the highest level of stage 1 complaints performed the best. In terms of other boroughs, Harrow was in the middle and the steady rise of stage 1 complaints since 2003 indicated that the system was more accessible. There had not be an increase in the escalation of complaints to stage 2.

The request for an executive summary was made for this report and the Member also suggested that perhaps the Council could be 'smarter' in terms of the ethnic origin of service user information. The officer advised that this had been raised as an issue corporately but that he would report Members comments.

In terms of the nature of complaints, a Member questioned whether the increase in staff attitude complaints could be linked with a reduction in staff numbers. The officer advised that following the baby P case, there had been a virtual doubling of workload. The easiest issue to complain about was staff attitude if a child was taken in to care. In terms of resolution and or supporting staff, this issue had been highlighted to the Children's Services

management and the safeguarding team who had undertaken to incorporate training on attitude in their training.

A Member challenged the figures on attitude complaints in relation to Children's Services, questioning whether all complaints had been captured. The officer expressed the view that the figures were a little high. Another Member stated that Children's Services often stated that they had seen a 3 fold increase in referrals since baby P but that, in his view, depended on the starting point.

The officer concluded that he and his team should be viewed as the main contact for complaints. If an officer in a department could not resolve a complaint informally with the service user it would be referred to the complaints team. The team would then draw up a complaints plan with a view to resolving the issue.

Members thanked the officer for the report and responses.

RESOLVED: That the report be noted.

185.   **Heart of Harrow Area Action Plan - Spatial Vision**

Members received a report of the Corporate Director of Place Shaping which updated the Committee on the Issues and Options consultation for the Harrow and Wealdstone Area Action Plan (AAP) and presented a draft Spatial Vision for the Heart of Harrow and key supporting documents that would form the preferred option for the AAP. An officer advised that the draft document was still being prepared and outlined the deadlines.

Members asked questions and made comments which were responded to as follows:

- A Member questioned whether there was a declining response rate after the number of consultations as individuals had already expressed their views. The officer advised that residents wanted to know what was planned for specific sites and now that more detailed proposals were being drawn up, he hoped that there would be increased engagement.

- Responding to a query in relation to the Community Infrastructure Levy (CIL), the officer advised that this was a key way of raising funds for private development and in Harrow was expected to raise £15-30m over the life of the plan. The mayoral CIL may stifle employment development. The Harrow CIL was likely to be set at £115 per square metre per residential development but there would also be a £35 per square metre Mayoral CIL. The viability study had shown that B1 (office) buildings were not viable in Harrow whilst industrial development could carry a tariff of £10 per square metre. The total infrastructure bill was likely to be in the region of £50m for the Intensification Area and would be met by the Council, service providers, developers and other sources. This bill was fairly modest in terms of London and the Council would be lobbying Transport for

London for funds to upgrade Harrow on the Hill station and the Bus Station.

- In terms of the evening economy, the officer advised that this was likely to be located along College Road. Officers could try to advance the evening opening of St Ann's Centre but it was a commercial decision, not a planning matter.

- In response to a Member's question about the detailed plans, the officer advised that they would be included in the planning applications submitted on individual sites. The developers would work up the detail. An application was expected for the Lyon Road site within the next 2 months. In terms of the AAP, the Council would provide the design principles and set the standards for development. East Architecture, the Council's lead consultants, would provide guidance on future urban form and design matters on the sites.

- A Member questioned whether any developers had expressed an interest in site 3, Harrow on the Hill car park west. The officer advised that TfL had expressed an interest in selling the site but until it had been allocated, uncertainty would remain.

- Members expressed concern about Station Road being used as a thoroughfare and traffic flows generally. The officer reassured Members that these issues are being thought through and that transport work was being done with Alan Baxter Associates. In addition to a Boris Bikes scheme, cycle parking would still be required on each development site.

- A Member questioned the likely height of the developments and was advised that work was being done on design in conjunction with the views assessment. There would be a policy framework for tall buildings. In terms of the Dandara site, the Secretary of State had indicated that height had not been an issue with the previous application. It was likely that there would be a 19 storey building in the town centre on this site.

- The officer confirmed that compulsory purchase orders would be used, if necessary, to assemble sites in the town centre in order that its development could be dealt with on a comprehensive basis.

In concluding, the officer advised that there would be sessions on the infrastructure to which Members would be invited to attend.

RESOLVED: That

(1)   the results of the public consultation on the Issues and Options stage of the Harrow and Wealdstone AAP be noted;

(2)   the comments made be referred to Cabinet for consideration.

186. **Snow Clearance Challenge Panel - Final Report**

Members received a report of the Overview and Scrutiny Snow Clearance challenge panel which outlined their findings. The Chair of the Panel outlined the recommendations arising.

Referring to recommendation 1, a Member questioned what was meant by further investment and the extent of the engagement with Enterprise Mouchel. On the initial point, the Chair of the Panel advised that this could be scrutinised following the commissioning panel/budget process as officers were vague on this aspect.

A Member expressed support for the idea that information be placed on refuse bins as he was unsure how successful communication via Harrow People and the Council's website was. The Chair of the Panel stated that Harrow People was a significant source of information and consideration had also been given to emailing information to neighbourhood champions. Access Harrow was also a key channel. The Member expressed concern at the gradual increase in responsibilities being placed on neighbourhood champions, particularly as some may not be able to clear snow.

Members welcomed the report and it was

RESOLVED: That the report of the Snow Clearance Challenge Panel be referred to Cabinet for consideration.

187. **Project Scope - Engaging Young People**

Members received a report of the Divisional Director of Partnership Development and Performance which outlined the scope for the scrutiny review on engaging with young people. The Chair of the review group advised that the scope was quite broad and that it was hoped to hold meetings with young people in the coming weeks to fine tune the terms of reference for the review. It was hoped that any recommendations arising would be jointly owned by the young people.

Members questioned how young people were being defined and whether those likely to get into trouble would be targeted. The Chair of the review group welcomed Member input as to the definition and advised that a number of voluntary sector groups would be represented. She welcomed the suggestion that the scouts be invited to participate.

RESOLVED: That the scope for the scrutiny review of engaging with young people be agreed.

188. **Report of the Performance and Finance Scrutiny Sub-Committee Chair**

Members received a report of the Performance and Finance Scrutiny Sub-Committee Chair which outlined a summary of the issues to be taken forward by the Sub-Committee.

A Member expressed concern at the time period of the figures available in that it was now the end of quarter 2 and the updates related to quarter 3. Both the Chair and Vice Chair of the Sub-Committee stated their concerns at the availability of information and the Chair undertook to take the matter up as part of the performance review. It was also suggested that a monthly rather than quarterly update would be beneficial.

RESOLVED: That the report be noted.

189. **Scrutiny Work Programme Update**

Members received an update on the progress of the 2011/12 work programme. An officer outlined the content of the report.

A Member suggested that there be a challenge panel established to consider the final engineering contract as was the case when Enterprise Mouchel were awarded the last contract. Members supported this addition to the work programme.

RESOLVED: That report be noted and action being taken approved.

190. **Scrutiny Lead Member Report**

The Committee received a number of reports from Lead Members.

Comments from Members included the following:

- There was work to be done in terms of reablement given the sizeable savings to be found.

- Some of the reports were prepared some time ago and, for example, this had not given a good basis on which to question the Borough Commander when he had attended the Committee.

- A Member questioned the position in terms of the transition plan with the NHS and was advised that a report would now be submitted to the Health and Social Care Sub-Committee in October. Members expressed concern at the lateness of information being received by the Committee.

RESOLVED: That the reports be noted and the actions proposed agreed.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.59 pm).

(Signed) COUNCILLOR JERRY MILES
Chairman

This page is intentionally left blank

REPORT FOR: **OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting:	1 November 2011
Subject:	School Place Planning (including Admissions Policy)
Responsible Officer:	Catherine Doran, Corporate Director Children's Services
Scrutiny Lead Member area:	Policy Lead Member: Councillor Christine Bednell – Children and Young People
	Performance Lead Member: Councillor Krishna James – Children and Young People
Exempt:	No
Enclosures:	Annexe A: Primary School Expansion Programme Consultation Document and Background Papers 1-3.

Section 1 – Summary and Recommendations

This report provides information on the Council's primary school expansion programme and related school organisation issues including proposals for secondary school strategy, up-dates on free schools and academies, and school admissions.

Recommendations:
Overview and Scrutiny is invited to note this report and offer comments.

HarrowCOUNCIL LONDON

Section 2 – Report

Introduction

1.   The local authority has a statutory responsibility to provide sufficient school places for its area. There are several key strands to delivering sufficient school places. This report provides information on the Primary School Expansion Strategy, planning for the Harrow secondary school strategy, current developments with free schools and academies, and admissions.

Primary School Expansion Strategy

2.   In July 2011, Cabinet agreed a school expansion programme as part of the school place planning strategy. The strategy aims to secure sufficient primary school places through the creation of additional permanent places, supplemented by planned bulge classes and contingency bulge classes that will be opened if required.

        Estimated Expansion

3.   Harrow Council commissions the Greater London Authority (GLA) to provide pupil projections. The borough is divided into 6 planning areas for the purpose of primary school place planning. 5 planning areas are geographic and 1 planning area contains all the voluntary aided schools. The projections for each planning area were used to estimate the number of additional reception places required. Overall the projections indicate that there will be 2,851 pupils requiring a reception place in September 2017. This is the predicted peak of the demand. There are currently 2,550 permanent reception places in Harrow. Using the projections and a planning factor of 5%, at the peak of the increase, it is estimated that up to 15 additional forms of entry would be required. Without the planning factor, this equates to approximately an additional 11 reception classes. (Detailed projections are available at Annexe A, Background Paper 1.)

        Representative Headteacher Working Group

4.   A representative group of primary headteachers was established to work with officers to develop the primary school expansion programme and ensure that there was an on-going dialogue with schools about the programme. The group met on three occasions. The group developed a set of guiding principles to identify schools for potential expansion. The principles covered a range of factors including school site and building capacity, quality of education, popularity and location. These were then applied to schools to indicate which schools would be most suitable to consider for expansion. The group also advised officers on the consultation mechanisms and provided feedback to the Primary Headteachers' Executive.

        Consultation

5.   In accordance with the Place Planning Strategy, a consultation was launched on 10 October 2011 and will close on 11 November 2011. The consultation is seeking views on a set of proposals affecting

schools across Harrow. Consultees include all schools in Harrow, Diocesan and faith organisations, neighbouring local authorities and interested parties, including MPs and voluntary sector organisations.

6.   The consultation document sets out the challenge for Harrow to meet in respect of increased demand for school places and proposes permanent expansion of 11 schools from September 2013. This would be preceded by temporary expansion from September 2012. Following further consideration of the projections and the experience of managing bulge year groups, there has been an increase in the number of proposed permanent expansions. This would provide greater certainty for both schools and parents and it is believed will be a sustainable level of increased places.

7.   The following documents have been published for the consultation and copies of these documents are at Annexe A.
   •   Detailed consultation document and response form
   •   Background Paper 1 – Demographic Information
   •   Background Paper 2 – Map of the Borough
   •   Background Paper 3 – Schools by Planning Area

Capital

8.   There are considerable capital implications in the proposals for expansion. During the consultation, school site feasibility studies will be completed for those schools proposed for expansion. This will provide an expansion solution for the schools, a phased capital programme and an indication of capital investment.

9.   Capital funding for the expansion programme will be available from:

   •   The government's funding to local authorities for schools. Although the details for 2012-13 are yet to finalised, it is assumed that the funding will be similar to the funding for 2011-12 which was £7m.

   •   As part of the Council's budget making process, contingency funding is being proposed in case government funding is not sufficient at any point.

   •   In July 2011 the Government launched the Priority School Building Programme to rebuild approximately 200 of the schools in the poorest condition across the country through a privately financed programme. Working with schools meeting the threshold for the poorest condition, officers have submitted applications for 11 schools. Where these schools are proposed for expansion, although this is subject to consultation and Cabinet decisions, the submissions are for expanded schools. The applications were submitted on 14 October 2011. The government will announce in December which schools are invited to the next stage. The application at this stage does not constitute formal commitment from the schools or the

government. There are few details on this scheme, but it has been considered that an application at this stage constitutes an expression of interest and recognition of a need to address the most serious condition issues. This initiative may provide an opportunity to expand any Harrow school that makes a successful application.

Next Steps

10. At the end of the consultation, all responses will be considered, along with the outcome of the feasibility studies, and a report will be presented to Cabinet in December. The Cabinet report will recommend to Cabinet those schools that should be taken forward to the statutory process for permanent expansion.

Secondary School Strategy

Secondary School Projections

11. The available projections for high schools indicate that there will be a small shortfall of Year 7 secondary school places in September 2015. The shortfall will increase as the pupil numbers rise and there will be a need for approximately 9 additional forms of entry by September 2020. Further details of the projections are included in the consultation Background Paper 1 (pages 19-21). However, these are preliminary projections and further analysis and development is required.

12. There are a number of associated matters including the number of pupils coming into the borough during their secondary education, provision for pupils with low levels of English language, the potential for schools to expand, pupils with special needs and a potential new school.

13. Officers have had initial discussions with the High School Headteachers Executive. It is proposed that options to address the pupil growth are developed in partnership with the high schools.

14. There will be a strong interface with this work and the work with the High School Headteachers Executive. This work will commence in November and initial outputs will be produced in the Spring.

Academies

15. 7 high schools converted to academy status on 1 August 2011. The council is currently developing its offer of services for purchase by all schools. Some residual local matters from the conversion are being resolved. The government is undertaking a number of consultations on school funding which arise from the impact of the academies policy. The Schools Forum is considering the impact of these proposals for Harrow community schools.

16. At this time the local authority is unaware of any other schools investigating formal agreement to convert to academy status.

Free Schools

17.   On Monday 10 October 2011 the Government announced that 79 new state funded schools would open from September 2012 onwards. The Department for Education (DfE) will work with the proposers to develop their vision into plans to open the schools. As part of this stage the local authority will be consulted on the proposals and site issues will be addressed.

18.   One of the successful schools is St Chaitanya's School, proposed by the I-Foundation. The proposal is for an all through school, with 2 forms of entry in the primary school and 6 forms of entry in the secondary school. The school would be located in Harrow and officers are waiting for guidance from the DfE on this process. Officers have an established relationship with the I-Foundation and worked in partnership to support the opening of the Krishna-Avanti Primary School.

Admissions Policy Up-date

Pupil Numbers in September 2011

19.   There has been a particular pressure for infant school places in the south east of the borough. To address this, an additional class in Camrose Primary School has been opened in Year 1. This is the first time that an additional class has been opened in a year group other than in Reception. This indicates the need to ensure a sufficient number of permanent expansions to meet demand across the year groups.

Outcomes of the allocation of places for Reception class and 11+ transfer for the 2011-12 academic year

20.   The outcomes of the allocation of places for community schools into Reception classes and Year 7 (11+ transfer) for the 2011-12 academic year in accordance with first preferences is presented in the table below:

ALLOCATIONS	2011-12	2010-11	2009-10
Reception	79%	77%	74%
11+ transfer	81%	87%	N/A

21.   To meet the demand for reception places, 8 bulge classes were opened for September 2011. All on time Harrow applicants were offered a school place to start in September 2011.

22.   All Harrow applicants were offered a high school place to start in September 2011.

Government's Consultation Code of Practice

23.   The Government undertook a review and consultation on the Schools Admissions Code of Practice and School Admissions Appeals Code.

Some of the key proposals for change were about the exceptions to the infant class size regulation (circumstances where an additional teacher is not required if there are more than 30 pupils in a class), the abolition of the requirement to establish an Admissions Forum and removing the requirement for in-year co-ordination. The new Code is proposed for implementation for school admissions in September 2013.

24. The outcome of the consultation is expected to be received early in November 2011. There are implications for the current admissions arrangements and the annual consultation that takes place between November and January.

<u>Harrow Admissions Arrangements Consultation</u>
25. As the admissions authority for community schools in Harrow. The annual consultation will commence in November. Outcomes will be reported to Harrow Admissions Forum and then determined by Cabinet before 15 April 2012 for implementation in September 2013. The final detail of the consultation will be informed by the new Schools Admissions Code of Practice.

Financial Implications
<u>Revenue</u>
26. Any school expansion programme will inevitably have significant financial implications. School revenue budgets are funded from the Dedicated Schools Grant (DSG). As the Department for Education (DfE) allocates DSG based on pupil numbers, any increase in pupil numbers results in additional revenue funding for the expanding school. The revenue funding is allocated to schools based on the Harrow Schools' funding formula. As school budgets are based on pupil numbers in the January prior to the start of the financial year, there is always a funding lag when schools increase their pupil numbers. To ensure that schools who agree to an expansion are not financially penalised the Harrow school funding formula provides 'Additional Class Funding' for the period from September to the end of March, following which the mainstream funding formula will take effect. This ensures that schools have adequate funding for at least the average costs of a teacher.

<u>Capital</u>
27. During the consultation, there will be work on the school sites to assess their needs. From this work, costings for each school will be developed. The outcome of this work will inform the final proposals for permanent expansions.

28. It is expected that the majority of the capital funding will be from the government's Department for Education (DfE). As part of the government's reduction in public spending, the allocation of funding from the DfE is under consideration. The government has confirmed that its priorities are to improve the condition of school buildings and to ensure that there are sufficient school places. The government will confirm its allocation to all local authorities, including Harrow, in

December for 2012-13. If funding levels are maintained, it is assumed that there will be approximately £7m per year for the next three years.

29. Funding the expansion programme is also being considered as part of setting the Council's 2012/13 to 2016/17 Capital Programme in the Medium Term Financial Strategy (MTFS). In 2011/12 the DfE acknowledged the need to provide additional places through the allocation of £3.2m of basic need capital grant. A national review of schools' capital is currently underway and no funding has been confirmed for 2012/13 onwards, though for planning purposes it is expected to be in line with the 2011/12 allocation.

30. The capital costs of this expansion programme will be phased over several years as not all additional accommodation will be required at the same time for each school. As part of the Council's budget process, contingency funding is being proposed in case government funding is not sufficient at any point.

31. The Council has a small capital fund available for those schools that have a bulge class in September 2012 and which would proceed to a permanent expansion. Schools will be invited to bid for this funding for essential works to accommodate bulge classes where this is necessary.

32. The Government launched the Priority School Building Programme in the summer which aims to rebuild the schools in the poorest condition across the country through Private Finance Initiative (PFI). Although there were few details of the programme and many concerns about PFI, Harrow has submitted applications for 11 schools. Where these schools are proposed for expansion, the enlarged size has been part of the application. The outcome of the applications will be announced by the government in December. At this stage, the application does not constitute formal commitment to enter the programme.

Equalities Implications

33. An Initial Equalities Impact Assessment has been undertaken on the school expansion programme. The conclusion of this assessment is that the implications are positive or neutral in that the school expansion programme will ensure sufficient school places for the increasing numbers of children in Harrow. Harrow's schools are successful and inclusive and provide a diversity of provision, and the school expansion programme will build on the positives that already exist in Harrow's schools

34. As proposals for permanent expansion are brought forward, there will be Equalities Impact Assessments undertaken on specific proposals.

Performance Issues

35. Harrow is a high performing Local Authority and the large majority of local services are judged to be good or better by Ofsted. Schools in Harrow perform well in comparison to national and statistically similar

local authorities. Most primary schools and all secondary schools are judged good or outstanding.

36.   The Schools White Paper and Education Bill maintain a focus on driving up standards in schools, and place more of the responsibility with the schools directly for their improvement. The role of the Local Authority in measuring performance and driving improvement is changing significantly and will reduce from its current level. However, the Local Authority will maintain a strategic oversight and enabling role in local education, and is likely to retain some role in monitoring educational achievement and key measures such as exclusions and absence. The exact nature of the respective roles and responsibilities is still emerging and is being discussed with the schools.

37.   Although the national indicator set has been abolished by the Department for Communities and Local Government, all of the key education indicators remain in place and continue to be reported to the Department for Education (DfE). This situation remains under review and the DfE is yet to provide clear guidance on if and how educational performance will be judged at a borough level.

38.   There are implications for the provision of performance and management information to other services within Children's Services where schools' data is not transferred to and held by the Council. This includes data from potential academies and other schools not taking up some interdependent SLAs.

Environmental Impact

39.   The school expansion programme will have an environmental impact that will need to be considered. Schools account for 50% of the council's total carbon emissions (62% of emissions under the Carbon Reduction Commitment scheme – [CRC]) and will need to play a full part in reducing these emissions by 4% per annum, as set out in the council's climate change strategy.

40.   The government's position on whether the council or academies are responsible for emissions under the CRC is yet to be clarified.

Risk Management Implications

41.   The directorate and corporate risk management implications for the council arising from school place planning are included on the directorate and corporate risk registers.

Corporate Priorities

42.   These considerations will support the Council's Corporate Priorities for 2011-2012:
  - United and involved communities: A Council that listens and leads.
  - Supporting and protecting people who are most in need.

Section 3 - Statutory Officer Clearance

Name:	Emma Stabler	✓	on behalf of the Chief Financial Officer
Date:	19 October 2011		
Name:	Sarah Wilson	✓	on behalf of the Monitoring Officer
Date:	17 October 2011		

Section 4 - Contact Details and Background Papers

Contact: Johanna Morgan, Education Professional Lead, Education Strategy and School Organisation, 020 8736 6841.

Background Papers: Cabinet Report 21 July 2011, School Expansion Programme

This page is intentionally left blank

Primary School Expansion Programme

Consultation about Proposals for the Permanent Expansion of Primary Schools from September 2013

> The consultation runs from
> **Monday 10 October to Friday 11 November 2011**
>
> Please complete the consultation response form electronically via the website: http://harrow-consult.limehouse.co.uk/portal
>
> Alternatively you can send completed response forms to:
> Education Strategy and School Organisation Team, Harrow Council,
> Harrow Teachers' Centre, Tudor Road, Wealdstone HA3 5PQ.
> If you are a parent, you can complete the response form and send it to your child's school.

Contents

Specific queries or requests for additional information, or for assistance with this consultation, can be addressed to:

- Your child's school.
- By phone: 020 8420 9270
- By email: *schoolreorganisation@harrow.gov.uk*

The deadline for responses to this consultation is Friday 11 November 2011.

Consultation paper

Harrow's Challenge
In common with many local authorities, Harrow needs to create more primary school places to meet the growing demand for places. Harrow's schools are successful and popular with parents and pupils. Our challenge is to find ways to increase the number of places while ensuring that educational standards are maintained. This consultation seeks views on our proposals to increase the number of primary school places across the borough.

Why has this happened?
Across London the population is growing. There are many reasons for this increase including higher birth rates, migration patterns, housing occupancy and the impact of the economy on decisions families make about where they live and about schooling for their children.

The biggest factor in Harrow is the increase in birth rates. This has risen consistently since 2002 and is predicted to continue to rise until 2014.

What are the pupil projections telling us?
The Greater London Authority (GLA) prepares the pupil projections for Harrow Council. Many London Boroughs use this service. Pupil projections provide the best estimate of the number of pupils that will require a school place in Harrow in the future. It is not a science and can only be a best estimate. Our school expansion programme aims to increase the number of school places in line with the expected pupil numbers.

The GLA use a range of information and data to prepare the projections including the number of births, number of pupils in Harrow schools, migration to Harrow, housing development. Our projections are provided at *Background Paper 1 – School Roll Projections* available on request and on the Harrow Council website.
http://www.harrow.gov.uk/info/49/education-consultations/2450/primary_school_expansion_programme

The demand for Reception class places in Harrow schools is increasing:
- In January 2006 there were 2,224 Reception aged pupils in Harrow Schools
- In January 2011, there were 2,637 Reception aged pupils
- In January 2017 it is projected there will be 2,851 Reception aged pupils

In Harrow's primary sector schools in September 2011 there were a total of 2,550 permanent Reception class places. With temporary additional places this increased to 2,800. In order to ensure sufficient school places to meet the predicted increased demand on the next few years, we need to increase the number of places by at least 330 places.

Classes in primary schools are usually organised into groups of 30 pupils. The number of school places in each year group is usually a multiple of 30. For example if there are 3 Reception classes, then there are 90 places. When planning places, we assume that each class will have 30 places. Therefore to ensure sufficient places for the number of expected pupils, 11 extra Reception classes are required.

When planning school places it is usual to include some extra places or surplus places. This allows for an element of parental preference and flexibility in the system to manage pupil movement in, out and around the borough. The proposed increase of 330 places does not include any surplus places and we would need to make contingency provision for temporary additional Reception classes to meet fluctuations in demand.

Will this increase in population affect all parts of Harrow?

For the purposes of school place planning and pupil projections for primary sector schools, Harrow is divided into six primary planning areas. Five planning areas are geographically based; central, north east, south east, north west and south west, and one for the voluntary aided or faith schools. The geographical planning areas include a number of community schools that attract a significant percentage of their pupils from the Wards in the planning area. A map of the borough and planning areas is in *Background Paper 2.* Schools are listed by planning area in *Background Paper 3.* Both are available on the Harrow Website.

The population growth is across the whole of the borough, but it varies between primary planning areas. Schools have been identified in each planning area that it is proposed could be increased in size to provide more local school places.

What action has been taken so far?

In September 2009, we needed to offer parents more Reception class places than we had available in all our schools and we opened additional temporary Reception classes for one year only. Reception classes are for children in the academic year that they reach 5 years of age. This demand has continued and since then we have been opening temporary additional classes to meet the increased demand for Reception class places. We added five temporary Reception classes in September 2009, five temporary Reception classes in September 2010 and eight temporary Reception classes in September 2011. We are now planning to open more Reception classes in September 2012 and in subsequent years, including 11 permanent expansions of schools.

In February 2010 Harrow Council agreed its School Place Planning Strategy 2010-13 and in July 2011, agreed to implement a school expansion programme. A key element of the Place Planning Strategy is the pupil projections.

Harrow has been discussing this school expansion programme with schools, including working with a representative group of headteachers. Working in partnership with schools is essential because it will be the schools that deliver the solution with support from the council. It is through working with schools that we have been able to increase the number of additional temporary Reception class places.

Officers have also made preliminary contact with voluntary aided schools' boards and organisations.

What are the proposals?

Harrow Council proposes to expand 11 schools and to open additional temporary Reception classes as required to meet the full extent of the demand and any fluctuations that arise and to allow some flexibility and choice in the school system. The majority of Harrow's schools will be involved in the school expansion programme either through permanent expansion or temporary additional Reception classes.

For each planning area the proposals for increasing school places are outlined providing details of the schools and the timescales for expansion. Details of the projections across the borough and by primary planning area are in *Background Paper 1*.

Within this consultation, the proposals concentrate on community schools in planning areas. Any proposals received from voluntary aided schools that contribute to the primary school expansion programme would be welcomed. They will be taken into consideration when the consultation responses are analysed.

The table below provides a summary of the proposals. The proposals by planning area can be viewed on pages 7 – 11.

Proposed Schools for extra permanent places	Primary Planning Area	Current Permanent Places	Proposed Permanent Places
Stanburn First School / Stanburn Junior School	North East	330	360/390
Aylward Primary School			
Camrose Primary School	South East	360	420
Kenmore Park schools **or** Glebe School			
Belmont Primary School	Central	420	510
Marlborough Primary School			
Pinner Park Infant and Nursery School / Pinner Park Junior School			
Vaughan Primary School	South West	510	570
Welldon Park Infant School / Welldon Park Junior School			
Cedars Manor Primary School	North West	450	510
Pinner Wood Primary School			

How were schools identified?

There are numerous ways to identify schools for expansion. All schools were invited to consider expansion either as a permanent expansion or to take a bulge class and some schools were also approached directly in areas of early pressure. In addition, working with headteachers, a set of guiding principles were developed that could be applied to schools to give a ranking of the potential for expansion. The principles included initial assessments of available accommodation, site size, popularity of the school, school standards. These were guiding principles to assist in the consideration of schools. The consultation responses will also inform the final proposals to increase capacity.

Where separate infant schools were identified for expansion, the separate junior school would be increased accordingly.

What is the difference between temporary additional Reception classes and permanent expansion?

A temporary additional Reception class is an increase in the intake of a school for that year only. The pupils in that class then progress through the school (and on to the junior school of separate schools on the same site). These classes are sometimes referred to as 'bulge classes', which reflects the effect of the increased numbers of pupils passing through the school.

The permanent expansion of a school is when there is an increase in the number of places in Reception usually by 30 places. The increased number of pupils will be admitted year on year. The effect is to increase the size of a school by 90 pupils in a separate infant school, by 120 in a separate junior school, and by 210 in a combined primary school.

How will extra pupils be accommodated in schools?

The council will work with schools on reviewing their accommodation to ensure that there is sufficient accommodation for the extra pupils. There will be close reference to the government's guidance on school accommodation to ensure consistency, but each school will have its own accommodation solution reflecting the nature of the school building, its size and type of school (i.e. a separate infant or junior school or combined primary school). As part of Harrow's school reorganisation to change the age of transfer implemented in September 2010, accommodation has become available including specialist classrooms and general classrooms. Wherever possible this accommodation will be re-commissioned as teaching classrooms. In addition, where there are schools that have been larger in the past, there is an expectation that accommodation will be reinstated for teaching purposes.

What is the cost of the primary school expansion programme and who will fund it?

During the consultation, there will be work on the school sites to assess their needs. From this work, costings for each school will be developed. The outcome of this work will inform the final proposals for permanent expansions.

It is expected that the majority of the capital funding will be from the government's Department for Education (DfE). As part of the government's reduction in public spending, the allocation of funding from the DfE is under consideration. The government has confirmed that its priorities are to improve the condition of school buildings and to ensure that there are sufficient school places. The government will confirm its allocation to all local authorities, including Harrow, in December for 2012-13. If funding levels are maintained, it is assumed that there will be approximately £7m per year for the next three years.

The capital costs of this expansion programme will be phased over several years as not all additional accommodation will be required at the same time for each school. As part of the Council's budget process, contingency funding is being proposed in case government funding is not sufficient at any point.

The Council has a small capital fund available for those schools that have a bulge class in September 2012 and which would proceed to a permanent expansion. Schools will be invited to bid for this funding for essential works to accommodate bulge classes where this is necessary.

The revenue funding for schools is provided through the Harrow Schools' funding formula. The Schools' Forum, a representative group of headteachers and governors, makes decisions about the formula and how funding is allocated to schools. To assist schools that have temporary additional Reception classes, there is an 'Additional Class Funding Formula' that provides schools with revenue funding based on the average costs of a teacher. The Government are in the process of consulting on a National Funding Formula for all schools. The focus on the formula is on pupil numbers, and how much flexibility there will be in future for an additional class funding formula is unknown.

What happens if these proposals do not produce enough places?

It is believed that the proposed primary school expansion programme will provide sufficient places and that these places will remain filled for as far as can be predicted. Schools that could provide temporary Reception class places additional to the permanent places will be identified to meet any increases in demand. Harrow Council has a legal duty to ensure sufficient school

5

places for the children in its area, and if necessary further proposals for school expansions to provide more places could be brought forward in consultation with the schools.

When will we know the outcome of the consultation?
The consultation runs from Monday 10 October to Friday 11 November 2011. A report will be presented to Harrow Cabinet, the decision making body of local elected councillors, on 15 December 2011. This report will present the councillors with the outcome of the consultation and make proposals about those schools for permanent expansion. Harrow Cabinet will decide which schools will be subject to the statutory processes to increase the size of the schools.

What are the next steps after Cabinet?
The statutory processes to expand schools involve several formal stages (indicative timescales are included):
- statutory consultation – for 4 weeks during February/March 2012;
- consideration of the outcome of the consultation and decision whether to publish statutory proposals – March 2012;
- publication of statutory notices / proposals – for 4 weeks during April 2012;
- decision whether to approve the proposals for implementation – June 2012.

When the statutory processes are completed, implementation planning will be progressed by the council and the schools. This will include building works to the schools' accommodation. The additional places will be offered at the schools within the timescales for their additional temporary Reception classes and permanent expansions.

How do I respond to this consultation?
Please respond to this consultation via the website: http://harrow-consult.limehouse.co.uk/portal
Alternatively you can complete the response form and send it to your child's school or to the Education Strategy and School Organisation Team, Harrow Council, Harrow Teachers' Centre, Tudor Road, Wealdstone HA3 5PQ.

The deadline for responses to this consultation is Friday 11 November 2011.

Proposals by Primary Planning Area

North East Primary Planning Area

There are currently 330 permanent Reception class places in the North East Primary Planning Area.

Schools	Reception Places
Aylward	60
Stanburn	90
Weald	90
Whitchurch	90
Total	330

Temporary additional reception places have been opened in the North East planning area as follows:

Year	School	Additional Reception Places
2010	Weald Infant and Nursery School.	30
2011	Weald Infant and Nursery School.	30
	Stanburn First School.	30

The projections indicate that by September 2017 there will be 365 pupils. The proposal for this planning area is to increase the permanent provision by at least 30 places, supplemented by temporary additional reception classes.

The Stanburn schools are proposed for expansion in this primary planning area. However, views are being sought in this consultation about expanding Aylward Primary School also. This is because with only four community school sites in the North East planning area it would be difficult for the schools to meet demand, if it is sustained at the predicted high level, through temporary additional reception classes. Also, demand for school places in the North East Primary Planning Area is already filling available places and there is significant new housing development in this planning area at the site of the former government offices off Honeypot Lane.

The proposals are:

Year	Temporary Reception Classes	Permanent Expansion
September 2012	Aylward School. One class in another school.	
September 2013	One class if required.	Stanburn First School and Stanburn Junior School.* Aylward School.

* Note as these are separate schools, Stanburn Junior School would be expanded from September 2014 when the pupils from the 2011 additional reception intake progress on to the junior school.

South East Primary Planning Area

There are currently 360 reception places in the South East Primary Planning Area.

Schools	Reception Places
Camrose	30
Glebe	60
Kenmore Park	90
Priestmead	90
Stag Lane	90
Total	**360**

Temporary additional reception places have been opened in the South East planning area as follows:

Year	School	Additional Reception Places
2009	Glebe Primary School	Increased permanent places by 8 from 52 to 60
2010	Kenmore Park Infant and Nursery School	30
2011	Kenmore Park Infant and Nursery School	30
	Glebe Primary School	30

The projections indicate that by September 2017 there will be 397 pupils. The proposal for this planning area is to increase the permanent provision by 60 places, supplemented by bulge classes.

Two temporary additional reception classes have been opened in this primary planning area in September 2011, which are filling with pupils. If this increased demand is sustained there may need to be further consideration of permanently increasing an additional school to meet the increased demand that is predicted, though this is not proposed within this consultation.

The Krishna-Avanti Primary School Admissions Policy states the school has applied for planning permission and, subject to obtaining this permission and capital funding, intends to incrementally expand into a two form of entry school. This proposed expansion is separate from this consultation. If this expansion occurs, the impact on meeting demand from this area would need to be monitored.

The proposals are:

Year	Temporary Reception Classes	Permanent Expansion
September 2012	Camrose Primary School. Glebe Primary School.	
September 2013		Camrose Primary School. Glebe School **or** Kenmore Park Infant and Nursery School and Kenmore Park Junior School*

* Note as these are separate schools, Kenmore Park Junior School would be expanded from September 2013 when the pupils from the 2010 additional reception intake progress on to the junior school.

Glebe Primary School and the Kenmore Park schools are located comparatively close to each other for meeting the need from Harrow residents, and close to St Bernadette's Catholic Primary School and the borough boundary. Views are being sought in this consultation about expanding either or both of these schools.

Central Primary Planning Area

There are currently 420 reception places in the Central Primary Planning Area.

Schools	Reception Places
Belmont	60
Elmgrove	90
Marlborough	60
Norbury	60
Pinner Park	90
Whitefriars	60
Total	**420**

Temporary additional reception places have been opened in the Central planning area as follows:

Year	School	Additional Reception Places
2009	Belmont School. Elmgrove Infant School.	30 Increased permanent places by 8 from 82 to 90
2010	Norbury School.	30
2011	Norbury School. Pinner Park Infant and Nursery School.	30 30

The projections indicate that by September 2016 there will be 481 pupils. The proposal for this planning area is to increase the permanent provision by 90 places.

The proposals are:

Year	Temporary Reception Classes	Permanent Expansion
September 2012	Belmont School. Marlborough Primary School. Pinner Park Infant and Nursery School.	
September 2013		Belmont Primary School. Marlborough Primary School (see note). Pinner Park Infant and Nursery School and Pinner Park Junior School*

* Note as these are separate schools, Pinner Park Junior School would be expanded from September 2014 when the pupils from the 2011 additional reception intake progress on to the junior school.

Note: There are planned capital building works at Marlborough Primary School and permanent expansion would be phased from a date to be identified to fit with the building works.

South West Primary Planning Area

There are currently 510 reception places in the South West Primary Planning Area.

Schools	Reception Places
Earlsmead	60
Grange	60
Heathland	90
Newton Farm	30
Roxbourne	90
Roxeth	60
Vaughan	60
Welldon Park	60
Total	510

Temporary additional reception places have been opened in the South West planning area as follows:

Year	School	Additional Reception Places
2009	Grange First School. Welldon Park Infant and Nursery School.	30 30
2010	Roxeth Primary School.	Increased places by 4 from 56 to 60
2011	Grange Primary School.	30

The projections indicate that by September 2016 there will be 575 pupils. The proposal for this planning area is to increase the permanent provision by 60 places.

The proposals are:

Year	Temporary Reception Classes	Permanent Expansion
September 2012	Vaughan Primary School. Welldon Park Infant and Nursery School.	
September 2013		Vaughan Primary School. Welldon Park Infant and Nursery School and Welldon Park Junior School*.

* Note as these are separate schools, Welldon Park Junior School would be expanded from September 2015 when the pupils from the 2012 additional reception intake progress on to the junior school.

North West Primary Planning Area

There are currently 450 reception places in the North West Primary Planning Area.

Schools	Reception Places
Cannon Lane	90
Cedars Manor	60
Grimsdyke	60
Longfield	90
Pinner Wood	60
West Lodge	90
Total	**450**

Temporary additional reception places have been opened in the North West planning area as follows:

Year	School	Additional Reception Places
2009	Cedars Manor School.	30
2010	Longfield Infant School. Pinner Wood School.	30 30
2011	Cedars Manor School.	30

The projections indicate that by September 2013 there will be 499 pupils. The proposal for this planning area is to increase the permanent provision by 60 places.

The proposals are:

Year	Temporary Reception Classes	Permanent Expansion
September 2012	Cedars Manor School. Pinner Wood School.	
September 2013		Cedars Manor School. Pinner Wood School.

Primary School Expansion Programme – Response Form
The consultation runs from Monday 10 October 2011 to Friday 11 November 2011

Tick the relevant boxes to show your views. **Please return only one form.**

For the purposes of school place planning Harrow is divided into five geographic Primary Planning Areas: Central, North East, South East, North West, and South West.
Schools are proposed for expansion in each of these Primary Planning Areas. For a list of schools in each Primary Planning Area please refer to *Background Paper 3* in the consultation papers by following this link http://www.harrow.gov.uk/info/49/education-consultations/2450/primary_school_expansion_programme

Do you agree with the proposals for an individual Primary Planning Area?

Yes ☐   *No* ☐   *Not sure* ☐

Please state which Primary Planning Area: …..…………………………………………………

Do you have any comments about the proposals? - *Please outline them below*
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………

Do you agree with the proposals for the permanent expansion of an individual school?

Yes ☐   *No* ☐   *Not sure* ☐

Please state which school: …..……………………………………………………….

Do you have any comments about the proposals for this school? - *Please outline them below*
……………………………………………………………………………………………………
……………………………………………………………………………………………………
……………………………………………………………………………………………………
…………………………………………………………………………
Your responses to these questions will be collated with all the other responses and reported to Harrow Cabinet.

We would like to know about you - Which category describes you best?
a)   Individual respondent
☐ *Parent/carer*   ☐ *School Staff*   ☐ *School Governor*
☐ *Pupil*   ☐ *Harrow Resident*   ☐ *Other – Please tell us…………...*

Please give your post code …………………………………………………………

Are you registered disabled?
Yes ☐   *No* ☐

To which one of these groups do you consider you belong?
These ethnic groups are based on the 2011 Census categories but include categories to reflect the communities in Harrow and are listed alphabetically below. Please choose ONE section from A to E and then tick or write in the appropriate box to indicate your ethnic background.

A. Asian or Asian British
Afghan ☐   *Bangladeshi* ☐   *Indian* ☐
Pakistani ☐   *Sinhalese* ☐   *Sri Lankan Tamil* ☐
Any other Asian background, please write in [   ]

13

B. Black or Black British

African ☐ Caribbean ☐ Ghanaian ☐

Nigerian ☐ Somali ☐

Any other Black background, please write in [   ]

C. Other Ethnic Group

Arab ☐ Chinese ☐

Iranian ☐ Iraqi ☐

Kurdish ☐ Lebanese ☐

Any other ethnic group, please write in [   ]

D. Mixed

White and African ☐ White and Caribbean ☐

White and Asian ☐

Any other Mixed background, please write in [   ]

E. White

Albanian ☐ British ☐

Gypsy/Roma Traveller ☐ Irish ☐

Irish Traveller ☐ Polish ☐

Romanian ☐ Serbian ☐

Any other White background, please write in [   ]

Religion

☐ No religion ☐ Agnostic ☐ Baha'l ☐ Buddhism ☐ Christianity ☐ Hinduism
☐ Humanist ☐ Islam ☐ Jainism ☐ Judaism ☐ Rastafarian ☐ Sikhism
☐ Zoroastrian ☐ Prefer not to say ☐ other (please specify)

Prefer not to say ☐

b) Are you representing an organisation or governing body?

Yes ☐ *No* ☐

If yes, what type of organisation?

School governing body ☐ Representative organisation ☐

Voluntary or community group ☐ Local authority ☐

Health agency ☐ Other ☐

What is the name of your organisation? …………………………………………

The information you provide in your response will be subject to the Freedom of Information Act 2000, which allows public access to information held by the Council. This does not necessarily mean that your response can be made available to the public as there are exemptions relating to information provided in confidence and information to which the Data Protection Act 1998 applies. You may request confidentiality by ticking the box provided, but you should note that neither this, nor an automatically-generated email confidentiality statement, will necessarily exclude the public right of access ☐

Introduction

The School Roll Projections 2012 – 2021 Report is prepared by the Education Performance Team to support the school place planning process in Harrow. It brings together information on population projections, pupil roll numbers and housing developments in Harrow. This report provides information on birth rates, primary school projections, including reception places only and secondary school projections. The data is analysed to indicate the number of school places required. This data is considered by the Pupil Place Planning Group along with other information to develop options to manage the supply of school places. This data report is up-dated annually. The report has 3 Sections:

> Section 1:   Methodology and Projections
> Section 2:   School Roll Projections
> Section 3:   Accuracy and Methodology

Section 1:   Methodology and Projections

This section outlines the projection methodology and their accuracy, and presents the birth rates and population projections.

## Projection Methodology and Accuracy

The projections are prepared for Harrow by the Greater London Authority's (GLA) School Roll Projection Service (SRP) and are based upon the latest 2010 round of population projections released by the GLA and school roll data collected in the January 2011 School Census and previous School Censuses. The method used by the GLA combines a 'catchment' method, which is based on population projections, and a 'replacement' method, which is based on school rolls. The combined projections are weighted towards the replacement method in the short term and the catchment method in the longer term. A more detailed explanation of the two methods is given in Section 3.

The GLA projections for primary schools are presented on an area basis using the Planning Areas created by Harrow Council for school place planning in 2004 when they were recast to reflect boundary changes. The projections for each Planning Area are based on a combination of ward-level child population projections and the historic pattern of subscription to schools. An analysis of where pupils went to school in 2004, based on pupils' postcodes, was used to define the Planning Areas. Where over 40% of pupils in a ward went to schools in the Planning Area, these are described as "main" wards. Where between 10% and 40% of pupils in a ward went to schools in the Planning Area these are described as "other" wards. Thus it is possible to see that for Planning Area 1, the North East, most pupils attending Aylward, Stanburn, Whitchurch and Weald schools lived in Belmont, Stanmore Park and Canons wards. Smaller numbers of pupils lived in Harrow Weald, Edgware, Queensbury, Wealdstone, Kenton East and Kenton West.

The report also addresses the accuracy of the school roll projections that are supplied by the GLA. The 2007 to 2010 GLA projections are analysed to see how well they have predicted the 2011 school roll.

Birth Rates

There has been an increase in live births from 2,581 in 2001 to 3,265 in 2009 and this is projected to rise to 3,314 by 2014[1]. Harrow retains approximately 85% of live births into its reception classes, so that reception numbers increase in line with the birth rate. This means that reception numbers will continue to rise until at least 2017. These figures are demonstrated in the following graph.
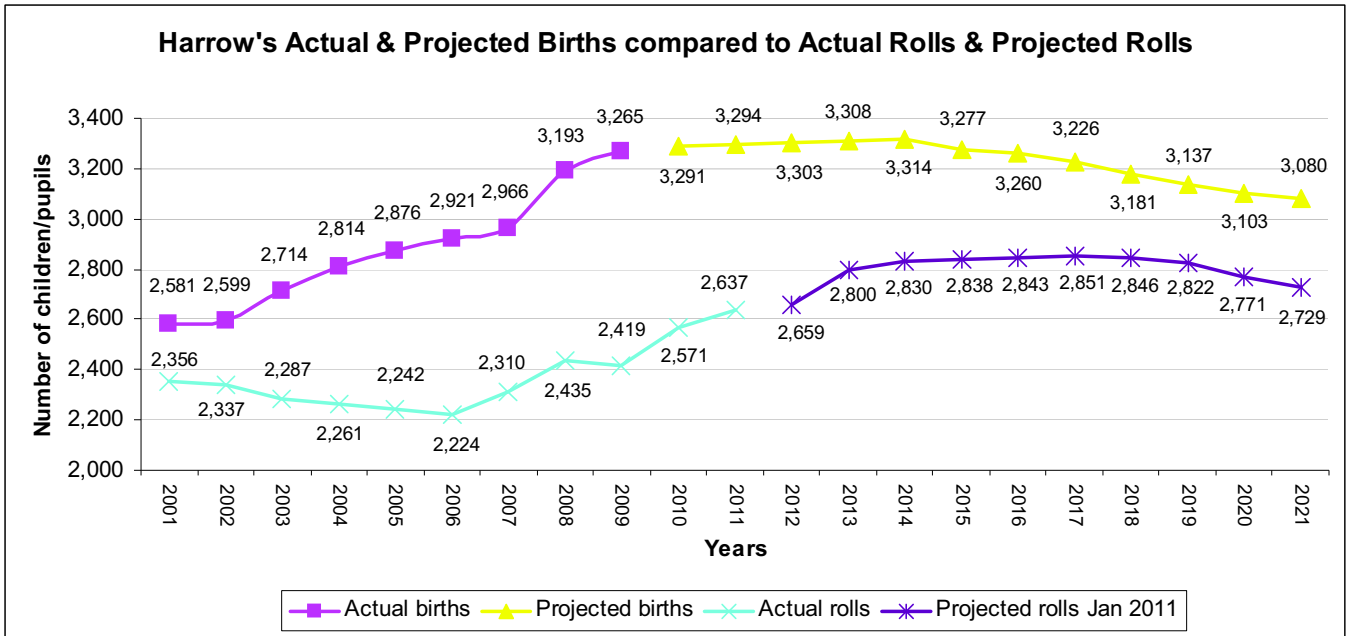
Actual & Projected Births source: Harrow Borough Preference - 2010 Round Ward.xls
Actual & Projected Rolls source: Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls
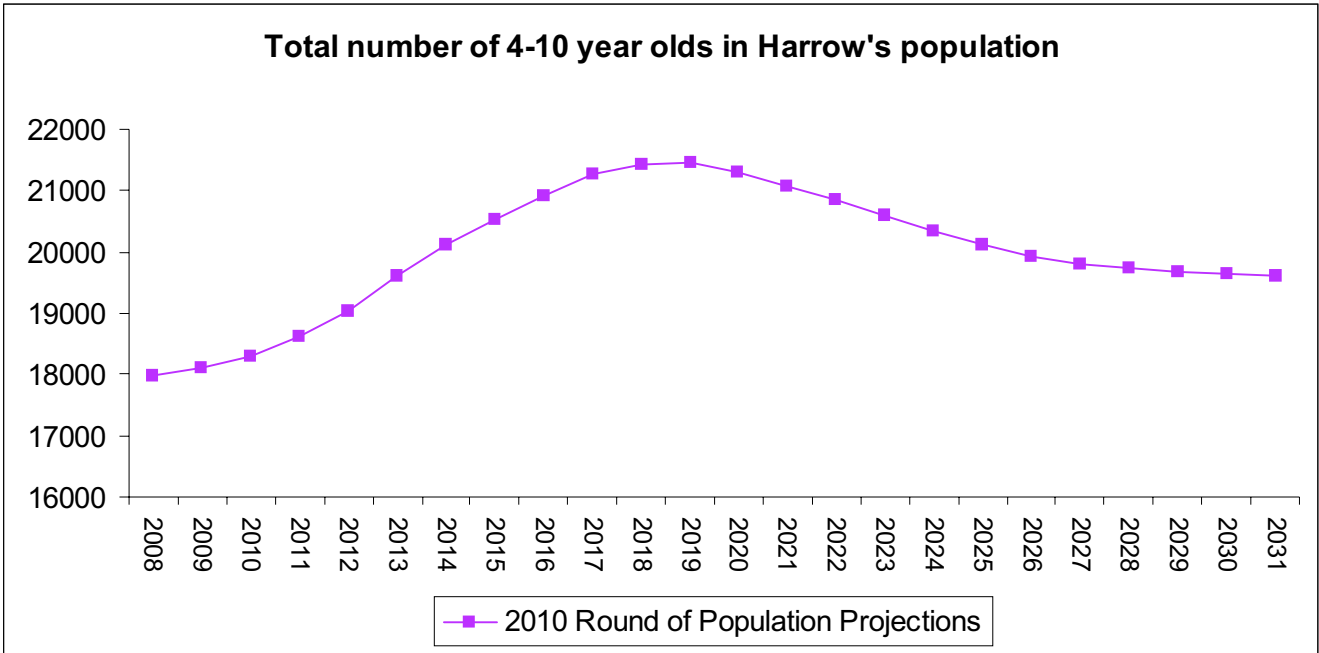
Population Projections

The 2010 round population projections[2] are represented in the following two graphs. These projections show an increase in 4-10 year olds in the population over the next few years and suggest that the population will rise by some 13% to a peak around 2019 with a subsequent slight decline.

The number of 11-15 year olds in the population has fallen from 2010 to 2011 and will continue to gently fall up until 2015 and then will continue to rise steadily to a peak in 2024 before starting to decline slowly again.

Factors that are reflected in the GLA's population projections include national and London population trends, births, fertility rates and migration rates. These population projections do take account of the proposed number of new housing units but not the type of housing (whether social or private, flats or houses, and the number of bedrooms).

---

[1] *GLA's Harrow Borough Preference - 2010 Round Ward.xls*
[2] *Source: GLA File: Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls*

Total number of 4-10 year olds in Harrow's population

Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Total number of 11-15 year olds in Harrow's population
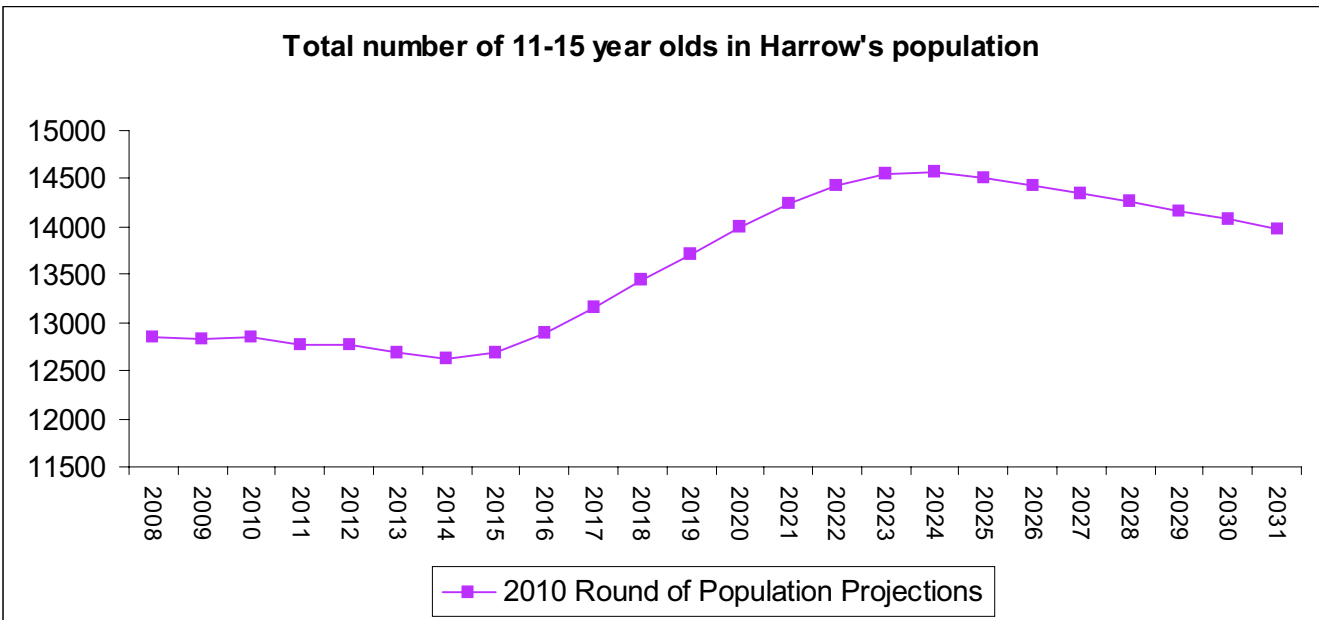
Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Section 2: School Roll Projections

Primary Schools
Information on primary school roll projections is divided into three parts:

   i)   The general picture for all Primary School aged pupils Reception to Year 6 and is based on the most recent GLA projections.

   ii)   The second section concentrates on projections for reception pupils only. This is provided in the context of the unpredicted increase in demand for reception places this year (with rises projected to continue until 2017), and also factors in a 5% surplus as recommended by DfE.

   iii) Projections for primary schools by Planning Areas.

i)   Projections for Reception to Year 6 Pupils

According to the 2011 round of GLA school roll projections, the information in Table 1 and Chart 1 shows that the number of pupils in Reception to Year 6 is likely to increase steadily beyond the 2016/17 academic year.

The number of available places has been increased in accordance to the rise in school roll projections, with 5 'bulge' classes in some schools in September 2009, 5 'bulge' classes in some schools in September 2010 and another 8 'bulge' classes in September 2011. We are now planning to open more reception classes in September 2012 and for the foreseeable future. The current 18,157 places increases to 18,400 in 2016/17, partly accounted for by the new Hindu school, which becomes fully occupied in September 2015.

Together the data indicates that we will move from a current small surplus of places to a deficit in the 2013/14 academic year. The surplus place % is calculated from the projected pupil number and the places available. A surplus of 5% is required to enable the local authority to manage fluctuations in demand and offer some parental preference.

Table 1: School roll projections for Reception – Year 6 in all schools in Harrow

Year	January actual number on roll	Projected demand (GLA)	Places available*	Surplus places GLA (%)
		Primary projection area: All Schools (Includes VA)		
		Years R to 6 only		
05/06	16,633		18,489	10.04%
06/07	16,654		18,391	9.59%
07/08	16,686		18,259	6.92%
08/09	16,637		18,109	6.74%
09/10	16,920		18,125	5.96%
10/11	17,326		18,157	4.93%
11/12		17,694	18,349	3.57%
12/13		18,279	18,471	1.04%
13/14		18,779	18,476	-1.64%
14/15		19,154	18,526	-3.39%
15/16		19,485	18,546	-5.06%
16/17		19,748	18,400	-7.33%
17/18		19,927	18,330	-8.71%
18/19		19,957	18,330	-8.88%
19/20		19,796	18,330	-8.00%
20/21		19,584	18,330	-6.84%

Note: The shaded areas represent actual figures recorded and unshaded are projections. The 'Places available' figure for 2009/10, 2010/11 and 2011/12 include actual increased PANs and bulge classes; and for 2012/13 planned increases to PANs.

Chart 1: Current number on roll compared to roll projections* and places available for Year R – 6 in all schools in Harrow
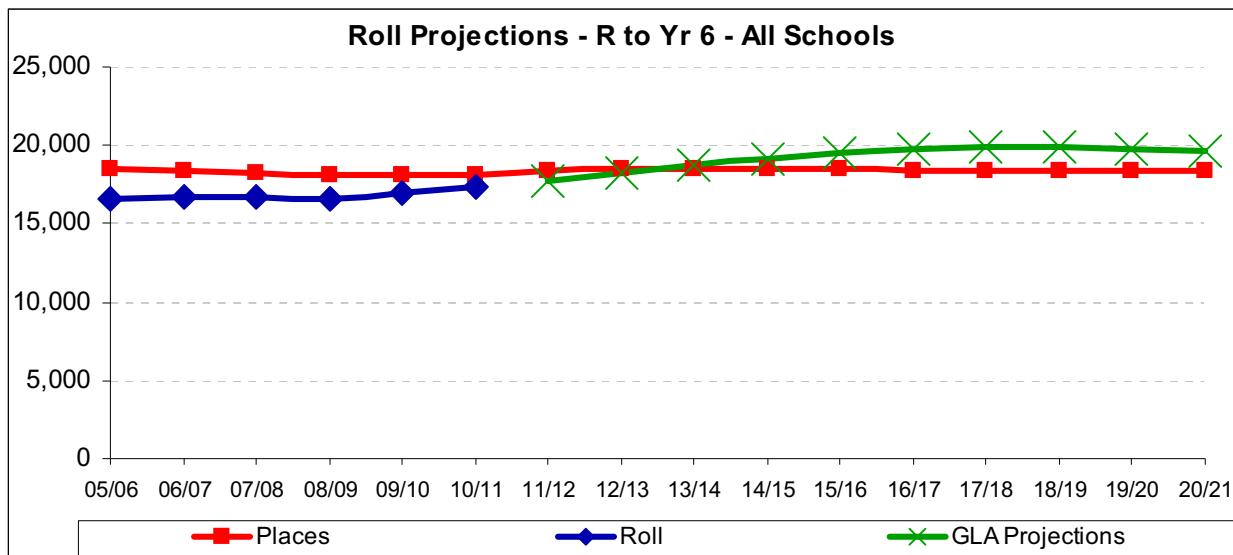
* Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

ii)   Projections for Reception Pupils Only

Reception numbers have risen from 2,224 in January 2006 to 2,637 in January 2011. GLA projections are indicating that this increase will continue from 2,659 in January 2012 to 2,851 in January 2017.

Harrow aims to maintain a minimum 5% surplus across the borough in both the primary and secondary sectors and the following table and graph summarise the number of reception places required to achieve this aim.

Table 2: School roll projections for Year Reception in all schools in Harrow

Primary projection area: All Schools (Includes VA)

Year Reception

School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available **	Proposed Additional FE required*	Total Reception Places Proposed
05/06	2,224			2,605		
06/07	2,310			2,575		
07/08	2,435			2,530		
08/09	2,419			2,530		
09/10	2,571			2,696		
10/11	2,637			2,700		
11/12		2,659	2,792	2,800	0	2,800
12/13		2,800	2,940	2,700	8*	2,940
13/14		2,830	2,972	2,550	14	2,970
14/15		2,838	2,980	2,550	14	2,970
15/16		2,843	2,985	2,550	15	3,000
16/17		2,851	2,994	2,550	15	3,000
17/18		2,846	2,988	2,550	15	3,000
18/19		2,822	2,963	2,550	14	2,970
19/20		2,771	2,910	2,550	12	2,910
20/21		2,729	2,865	2,550	10	2,850

- * Proposed Additional FE calculates additional places needed to maintain 5% surplus which is approx 4 extra classes. 2012/13 proposed total additional FE is 13.
- ** Places available 2009/10, 2010/11 and 2011/12 include actual increased PANs and bulge classes

Notes: The 'Reception Places available' column includes:
- In 2011/12 the temporary additional Reception places opened in September 2011.
- In 2012/13 the additional temporary Reception places published in the Guide to Primary Schools 2012-2013 (4 classes to be opened if required and 1 subject to planning and capital)

Chart 2: Current numbers on roll compared to roll projections and places available for Year Reception in all schools in Harrow
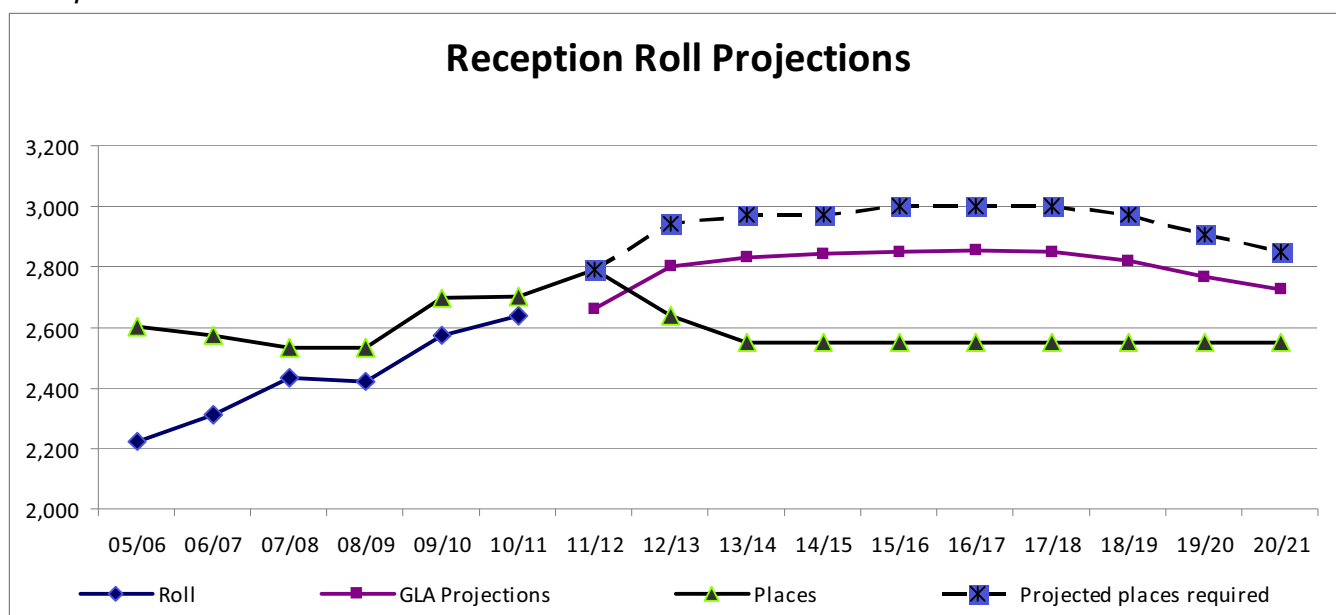
The number of permanent reception places consolidated in September 2011 to 2,550. This excludes any temporary bulge classes and includes permanent increases in planned admission numbers in three schools to multiples of 30.

iii)　Primary Schools Projections by Planning Area

North East Planning Area (GLA Planning Area 1):

Projections for the North East Planning Area are based on data from the following schools and population data for part or all of these wards:

Schools:	Main Wards:
Aylward	Belmont
Stanburn	Stanmore Park
Weald	Canons
Whitchurch	**Other Wards:**
	Harrow Weald
	Edgware
	Queensbury
	Wealdstone
	Kenton East
	Kenton West

Table 3: Reception projections for the North East Planning Area

Primary projection area: North East (Community Schools only)

Year Reception

School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available	Proposed Additional FE required*	Total Reception Places Proposed
05/06	285			*330*		
06/07	305			*330*		
07/08	323			*330*		
08/09	316			*330*		
09/10	325			*330*		
10/11	346			*360*		
11/12		348	365	390	-1	360
12/13		372	391	330	2	390
13/14		361	379	330	2	390
14/15		362	380	330	2	390
15/16		363	381	330	2	390
16/17		364	382	330	2	390
17/18		365	383	330	2	390
18/19		361	379	330	2	390
19/20		356	374	330	2	390
20/21		350	368	330	1	360

Table 3 shows GLA roll projections for the Reception year group for the North East Planning Area. The projections show a slight increase in pupil numbers between now and September 2012, followed by a small drop, at which point the numbers stabilise for the next few years. The current small surplus of places will become a small deficit in 2012/13, which looks to continue up until at least 2019/20.

*Table 4: Primary projections for the North East Planning Area*

Primary projection area: North East (Community Schools only)				
Years R to 6 only				
Year	January actual number on roll	Projected demand (GLA)	Places available	Surplus places GLA (%)
05/06	2,206		2,460	10.33%
06/07	2,193		2,430	9.75%
07/08	2,203		2,400	8.21%
08/09	2,210		2,370	6.75%
09/10	2,207		2,340	5.68%
10/11	2,254		2,340	3.68%
11/12		2,312	2,400	3.67%
12/13		2,395	2,400	0.21%
13/14		2,460	2,400	-2.50%
14/15		2,514	2,400	-4.75%
15/16		2,560	2,400	-6.67%
16/17		2,602	2,400	-8.42%
17/18		2,623	2,400	-9.29%
18/19		2,626	2,400	-9.42%
19/20		2,602	2,400	-8.42%
20/21		2,578	2,400	-7.42%

Table 4 and Chart 3 show GLA roll projections for the North East Planning Area. The projections show an increase in pupil numbers between now and 2018 and suggest that the current small surplus of places will become a deficit in 2013/14, this expected deficit will continue to increase up until 2020/21.

Chart 3: Current number on roll compared to roll projections* and places available for the North East Planning Area
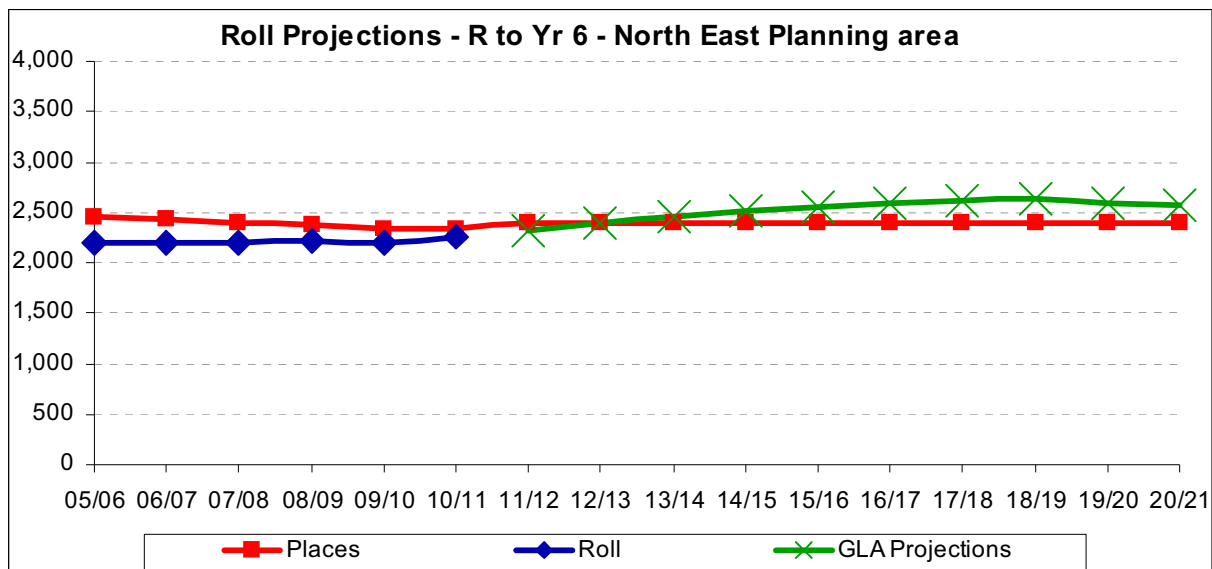
* Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

North West Planning Area (GLA Planning Area 2):

Projections for the North West Planning Area are based on data from the following schools and population data for part or all of these wards:

Schools:
Cannon Lane
Cedars Manor
Grimsdyke
Longfield
Pinner Wood
West Lodge

Main Wards:
Pinner
Pinner South
Hatch End
Headstone North
Harrow Weald

Other Wards:
Headstone South
Rayners Lane
Roxbourne
Harrow on the Hill
West Harrow

Table 5: Reception projections for the North West Planning Area

Primary projection area: North West (Community Schools only)

Year Reception

| School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available	Proposed Additional FE required*	Total Reception Places Proposed
05/06	402			510		
06/07	435			480		
07/08	432			450		
08/09	430			450		
09/10	451			480		
10/11	498			510		
11/12		471	495	480	1	510
12/13		494	519	450	2	510
13/14		499	524	450	3	540
14/15		499	524	450	3	540
15/16		499	524	450	3	540
16/17		499	524	450	3	540
17/18		497	522	450	3	540
18/19		491	516	450	2	510
19/20		481	505	450	2	510
20/21		473	497	450	2	510

Table 5 shows GLA roll projections for the Reception year group for the North West Planning Area. The projections generally remain in-line with the 2010/11 actual roll of 498.

Table 6: Primary projections for the North West Planning Area

Year	January actual number on roll	Projected demand (GLA)	Places available	Surplus places GLA (%)
05/06	**3,181**		*3,570*	*10.90%*
06/07	**3,109**		*3,540*	*12.18%*
07/08	**3,098**		*3,480*	*10.98%*
08/09	**3,064**		*3,420*	*10.41%*
09/10	**3,084**		*3,390*	*9.03%*
10/11	**3,162**		*3,390*	*6.73%*
11/12		3,195	3,360	4.91%
12/13		3,286	3,300	0.42%
13/14		3,353	3,270	-2.54%
14/15		3,413	3,270	-4.37%
15/16		3,463	3,270	-5.90%
16/17		3,497	3,240	-7.93%
17/18		3,514	3,240	-8.46%
18/19		3,513	3,240	-8.43%
19/20		3,478	3,240	-7.35%
20/21		3,435	3,240	-6.02%

The GLA roll projections in Table 6 and Chart 4 anticipate a significant increase in pupil numbers in the North West Planning Area with a projected deficit of –8.55% by 2017/18.

Chart 4: Current number on roll compared to roll projections* and places available for the North West Planning Area
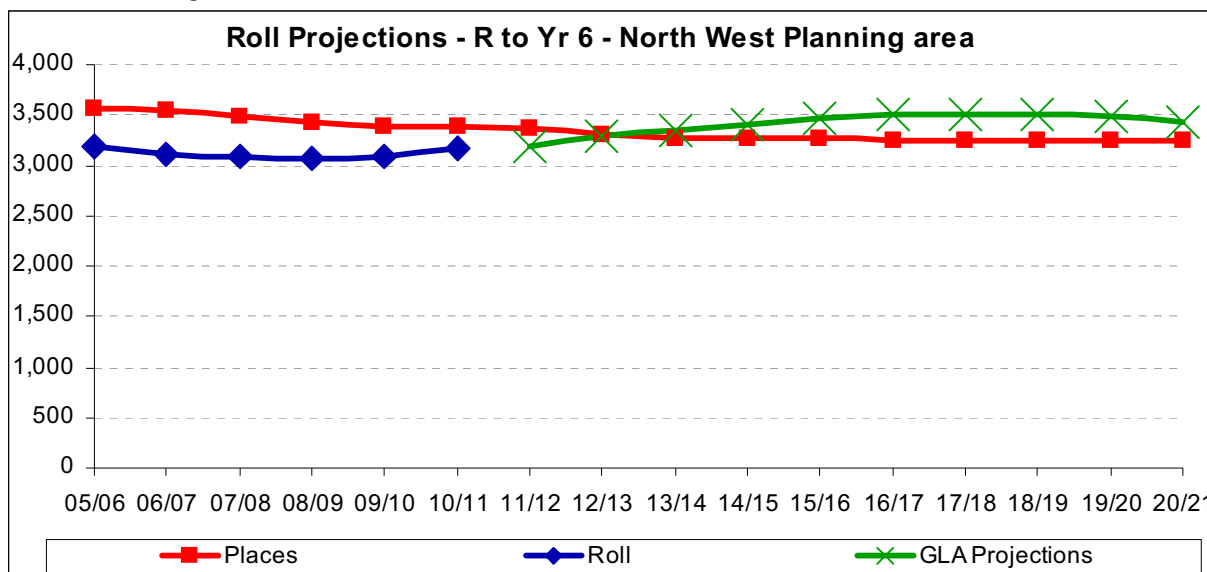
Primary projection area: North West (Community Schools only)

Years R to 6 only

South East Planning Area (GLA Planning Area 3):

Projections for the South East Planning Area are based on data from the following schools and population data for part or all of these wards:

Schools:	**Main Wards:**	**Other Wards:**
Camrose	Edgware	Belmont
Glebe	Queensbury	Canons
Kenmore Park	Kenton East	
Priestmead	Kenton West	
Stag Lane		

*Table 7: Reception projections for the South East Planning Area*

Primary projection area: South East (Community Schools only)

Year Reception

School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available	Proposed Additional FE required*	Total Reception Places Proposed
05/06	293			*367*		
06/07	296			*367*		
07/08	334			*352*		
08/09	332			*352*		
09/10	348			*360*		
10/11	380			*390*		
11/12		380	399	420	-1	390
12/13		399	419	390	1	420
13/14		393	413	360	2	420
14/15		395	415	360	2	420
15/16		395	415	360	2	420
16/17		397	417	360	2	420
17/18		395	415	360	2	420
18/19		392	412	360	2	420
19/20		386	405	360	2	420
20/21		381	400	360	2	420

Table 8: Primary projections for the South East Planning Area

Primary projection area: South East (Community Schools only)			
Years R to 6 only			
Year	January actual number on roll	Projected demand (GLA)	Places available	Surplus places GLA (%)
---	---	---	---	---
05/06	2,229		2,646	15.76%
06/07	2,268		2,623	13.53%
07/08	2,295		2,593	11.49%
08/09	2,307		2,563	9.99%
09/10	2,371		2,541	6.69%
10/11	2,480		2,561	3.16%
11/12		2,575	2,611	1.38%
12/13		2,676	2,631	-1.71%
13/14		2,759	2,624	-5.14%
14/15		2,795	2,632	-6.19%
15/16		2,821	2,640	-6.86%
16/17		2,846	2,640	-7.80%
17/18		2,855	2,640	-8.14%
18/19		2,844	2,640	-7.73%
19/20		2,807	2,640	-6.33%
20/21		2,772	2,640	-5.00%

Table 8 and Chart 5 show the roll projection figures for the South East Planning Area. They indicate a steady increase in pupil numbers and suggest that the current small surplus of places will become a significant deficit in 2013/14, this will continue to rise and is indicated to peak in 2017/18 at −8.26%.

Chart 5: Current number on roll compared to roll projections* and places available for the South East Planning Area
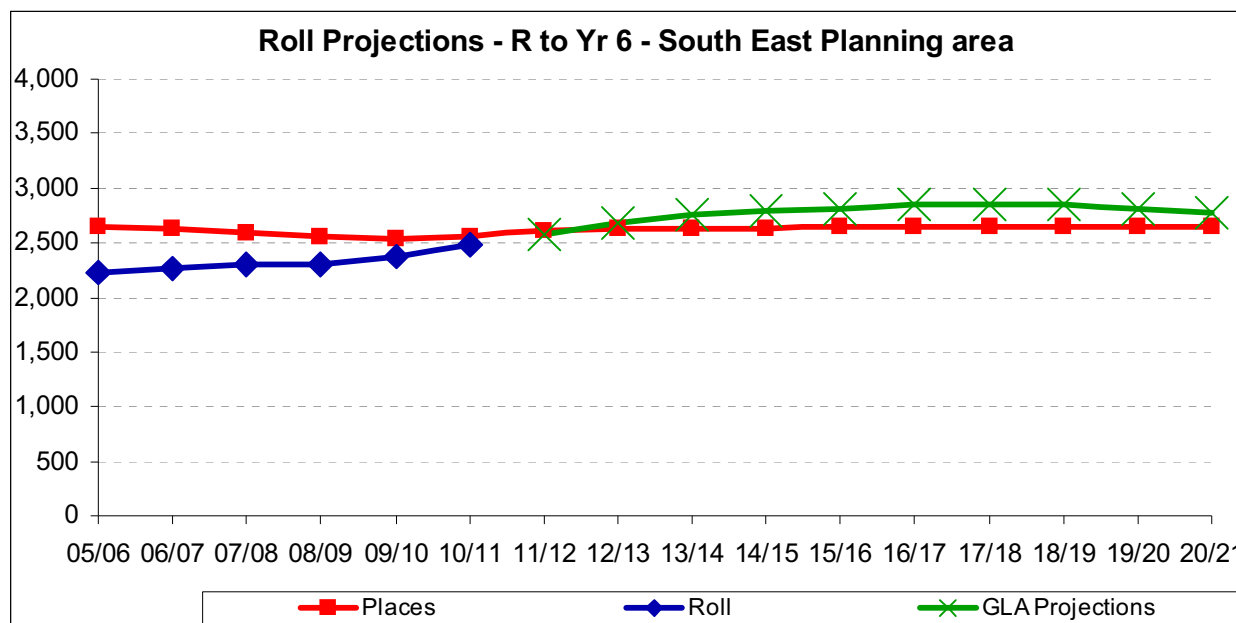
South West Planning Area (GLA Planning Area 4):

Projections for the South West Planning Area are based on data from the following schools and population data for part or all of these wards:

Schools:	**Main Wards:**
Earlsmead	Rayners Lane
Grange	Roxbourne
Heathland	Roxeth
Newton Farm	West Harrow
Roxbourne	Harrow on the Hill
Roxeth	**Other Wards:**
Vaughan	Headstone South
Welldon Park	Greenhill

*Table 9: Reception projections for the South West Planning Area*

Primary projection area: South West (Community Schools only)

Year Reception

School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available	Proposed Additional FE required*	Total Reception Places Proposed
05/06	437			536		
06/07	446			536		
07/08	490			536		
08/09	469			506		
09/10	505			566		
10/11	496			510		
11/12		515	541	540	0	540
12/13		539	566	540	1	570
13/14		566	594	510	3	600
14/15		571	600	510	3	600
15/16		573	602	510	3	600
16/17		575	604	510	3	600
17/18		574	603	510	3	600
18/19		569	597	510	3	600
19/20		557	585	510	3	600
20/21		548	575	510	2	570

Table 10: Primary projections for the South West Planning Area

Year	January actual number on roll	Projected demand (GLA)	Places available	Surplus places GLA (%)
05/06	3,313		3,752	11.70%
06/07	3,325		3,752	11.38%
07/08	3,274		3,752	12.74%
08/09	3,219		3,692	12.81%
09/10	3,302		3,692	12.27%
10/11	3,342		3,636	9.74%
11/12		3,387	3,640	6.95%
12/13		3,503	3,674	4.65%
13/14		3,620	3,678	1.58%
14/15		3,707	3,682	-0.68%
15/16		3,802	3,686	-3.15%
16/17		3,869	3,630	-6.58%
17/18		3,927	3,630	-8.18%
18/19		3,950	3,630	-8.82%
19/20		3,935	3,630	-8.40%
20/21		3,896	3,630	-7.33%

Primary projection area: South West (Community Schools only)

Years R to 6 only

Roll projections in Table 10 and Chart 6 show a steady rise in pupil numbers over the next few years, but indicate that places will continue to meet demand, although with a steadily diminishing surplus (3 pupils per year group by 2015/16).

Chart 6: Current number on roll compared to roll projections* and places available for the South West Planning Area
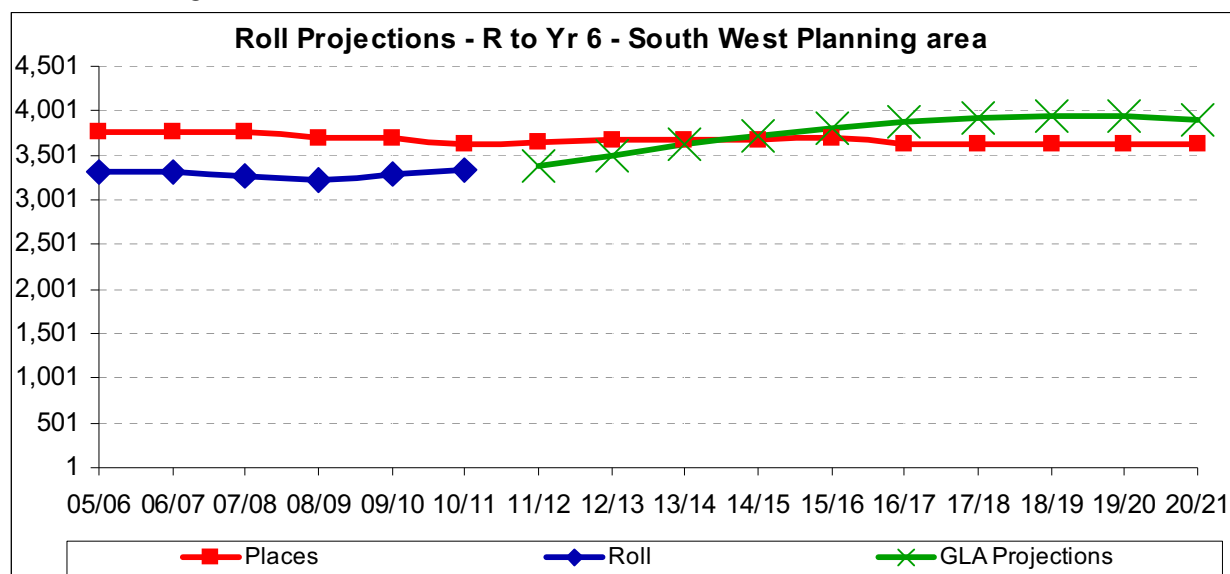
* Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Central Planning Area (GLA Planning Area 5):
Projections for the Central Planning Area are based on data from the following schools and population data for part or all of these wards:

Schools:	**Main Wards:**
Belmont	Wealdstone
Elmgrove	Marlborough
Marlborough	Headstone South
Norbury	Greenhill
Pinner Park	Headstone North
Whitefriars	**Other Wards:**
	Harrow Weald
	Hatch End
	Belmont
	Kenton West
	West Harrow

*Table 11: Reception projections for the Central Planning Area*

Primary projection area: Central (Community Schools only)

Year Reception

School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available	Proposed Additional FE required*	Total Reception Places Proposed
05/06	374			*412*		
06/07	388			*412*		
07/08	407			*412*		
08/09	403			*412*		
09/10	436			*450*		
10/11	440			*450*		
11/12		444	466	480	0	480
12/13		466	489	480	0	480
13/14		479	503	420	3	510
14/15		477	501	420	3	510
15/16		479	503	420	3	510
16/17		481	505	420	3	510
17/18		481	505	420	3	510
18/19		479	503	420	3	510
19/20		471	495	420	3	510
20/21		464	487	420	2	480

Table 12: Primary projections for the Central Planning Area

Primary projection area: Central (Community Schools)

Years R to 6 only

Year	January actual number on roll	Projected demand (GLA)	Places available *	Surplus places GLA (%)
05/06	2,660		2,914	8.72%
06/07	2,685		2,884	6.90%
07/08	2,702		2,884	6.31%
08/09	2,693		2,884	6.62%
09/10	2,750		2,922	5.27%
10/11	2,833		2,960	2.80%
11/12		2,904	3,028	4.10%
12/13		3,000	3,066	2.15%
13/14		3,081	3,074	-0.23%
14/15		3,140	3,082	-1.91%
15/16		3,196	3,090	-3.46%
16/17		3,239	3,060	-5.95%
17/18		3,275	3,060	-7.12%
18/19		3,285	3,060	-7.39%
19/20		3,266	3,060	-6.67%
20/21		3,234	3,060	-5.56%

Table 12 and Chart 7 show the projected pupil numbers in this Planning Area over the next few years. The projections suggest that a current small surplus of places in this area will become a small deficit by the 2011/12 academic year (only 1 pupil per year group) rising to a deficit of 2 forms of entry by 2015/16.

Chart 7: Current number on roll compared to roll projections* and places available for the Central Planning Area
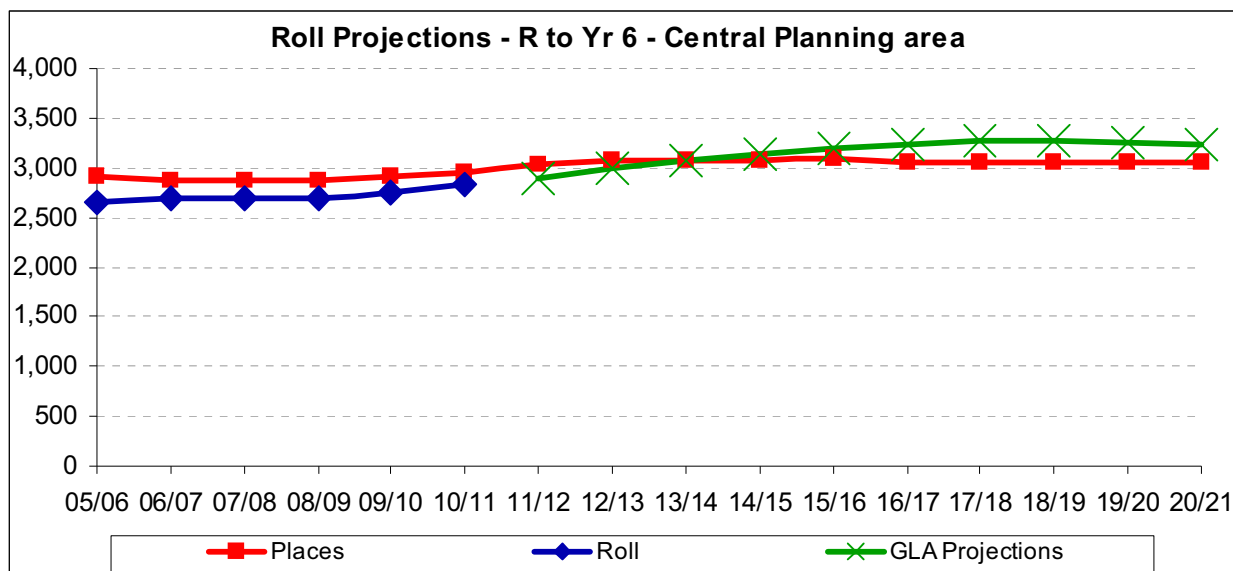
* Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Voluntary Aided schools: (GLA Planning Area 6)

Since voluntary aided schools in Harrow are generally full, GLA projections of pupil numbers at voluntary aided schools amount to a 'top slice' of the projected school roll. These projections do not reflect demand for VA school places.

Table 13: Reception projections for Voluntary Aided schools

Primary projection area: Voluntary Aided schools						
Year Reception						
School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Reception Places available	Proposed Additional FE required*	Total Reception Places Proposed
05/06	433			*450*		
06/07	440			*450*		
07/08	449			*450*		
08/09	469			*480*		
09/10	506			*510*		
10/11	477			*480*		
11/12		501	526	480	2	540
12/13		530	557	510	2	570
13/14		532	559	480	3	570
14/15		534	561	480	3	570
15/16		534	561	480	3	570
16/17		535	562	480	3	570
17/18		534	561	480	3	570
18/19		530	557	480	3	570
19/20		520	546	480	2	540
20/21		513	539	480	2	540

Table 14: Primary projections for Voluntary Aided schools

Primary projection area: Voluntary Aided Schools				
Years R to 6 only				
Year	January actual number on roll	Projected demand (GLA)	Places available *	Surplus places GLA (%)
05/06	3,044		*3,147*	*3.27%*
06/07	3,073		*3,162*	*2.81%*
07/08	3,114		*3,150*	*1.14%*
08/09	3,144		*3,180*	*1.13%*
09/10	3,206		*3,240*	*0.81%*
10/11	3,255		*3,270*	*0.52%*
11/12		3,321	3,300	-0.64%
12/13		3,419	3,330	-2.67%
13/14		3,506	3,360	-4.35%
14/15		3,585	3,390	-5.75%
15/16		3,643	3,390	-7.46%
16/17		3,695	3,360	-9.97%
17/18		3,733	3,360	-11.10%
18/19		3,739	3,360	-11.28%
19/20		3,708	3,360	-10.36%
20/21		3,669	3,360	-9.20%

Chart 8: Current number on roll compared to roll projections* and places available for Voluntary Aided Schools

Roll Projections - R to Yr 6 - Voluntary Aided Schools
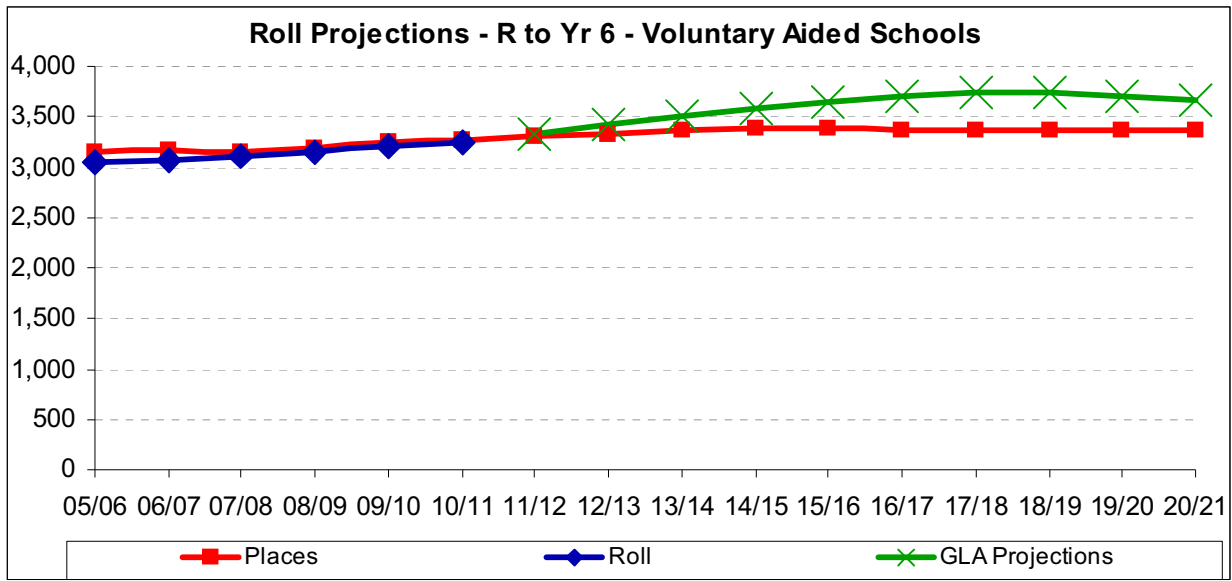
Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Secondary Schools

Secondary school roll projections are presented on the basis of Years 7 to 11 (11 to 15 year olds). Secondary school place planning is undertaken on a whole borough level and not in Planning Areas as the number of schools is small, transport links are good, and older pupils can be expected to travel further to school.

Table 15: Secondary projections for years 7 to 11 in all High Schools

Secondary projections: All High Schools (includes Voluntary Aided)			
Years 7 to 11 only			

| Year	January actual number on roll	Projected demand (GLA)	Places available	Surplus places GLA (%)
07/08	10,739		9,122	
08/09	10,659		9,072	
09/10	10,538		9,060	
10/11	10,473		11,040	
11/12		10,420	11,130	6.38%
12/13		10,326	11,160	7.47%
13/14		10,269	11,190	8.23%
14/15		10,388	11,220	7.42%
15/16		10,569	11,160	5.30%
16/17		10,822	11,100	2.50%
17/18		11,098	11,100	0.02%
18/19		11,341	11,100	-2.17%
19/20		11,584	11,100	-4.36%
20/21		11,785	11,100	-6.17%

Table 15 and Chart 9 show that the GLA predicts a small decline in the number of pupils in Years 7 to 11 over the next few years. This decline is projected to start increasing in 2014/15. At its highest, in 2013, the surplus would amount to about 200 places in each year group across all Harrow's high schools.

The age of transfer took place in September 2010, with the change in entry to secondary education from the 12+ years to 11+ years. It is not known if the number of pupils staying in Harrow's schools at Year 7 will increase but this could have a significant effect on these figures.

In September 2010, 90 additional places were created in Year 7, to accommodate any increases. The pupil numbers in Year 7 and across high schools will be monitored closely as the school reorganisation embeds.

The local authority is reviewing the projections for high school places and will plan to ensure sufficient places are available to meet the increased demand currently experienced in the primary sector.

Chart 9: Current number on roll compared to roll projections* and places available for all high schools, Years 7 to 11
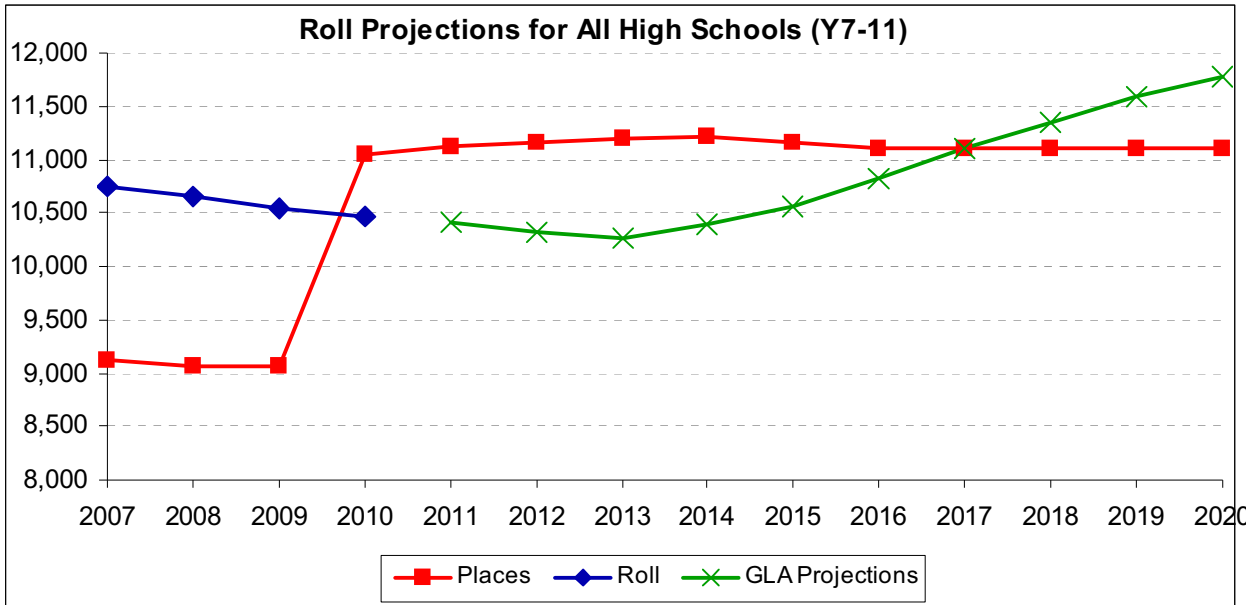
Roll Projections for All High Schools (Y7-11)

* Source: Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls
Note: Prior to September 2010, community school Year 7 places were in the primary sector.

Post 2014, the number of secondary aged pupils is projected to rise as larger numbers of younger pupils move through to the secondary sector, with a small deficit in school places expected for September 2018.

Year 7 Projections for High Schools

Table 16: Secondary projections for Year 7 in all High Schools

Secondary projections area: All High Schools (includes Voluntary Aided)						
Year 7						
School Year	January actual number on roll	Projected demand (GLA)	Places needed to maintain surplus (GLA + 5%)	Year 7 Places available	Proposed Additional FE required*	Total Year 7 Places Proposed
07/08	2,053					
08/09	2,087					
09/10	1,991					
10/11	1,992					
11/12		2,004	2,104	2,280	-6	2,100
12/13		1,940	2,037	2,220	-6	2,040
13/14		2,013	2,114	2,220	-4	2,100
14/15		2,108	2,213	2,220	0	2,220
15/16		2,143	2,250	2,220	1	2,250
16/17		2,200	2,310	2,220	3	2,310
17/18		2,237	2,349	2,220	4	2,340
18/19		2,287	2,401	2,220	6	2,400
19/20		2,374	2,493	2,220	9	2,490
20/21		2,378	2,497	2,220	9	2,490

* Proposed Additional FE calculates additional places needed to maintain 5% surplus
Source: Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Chart 10: Current number on roll compared to roll projections* and places available for all high schools, Year 7
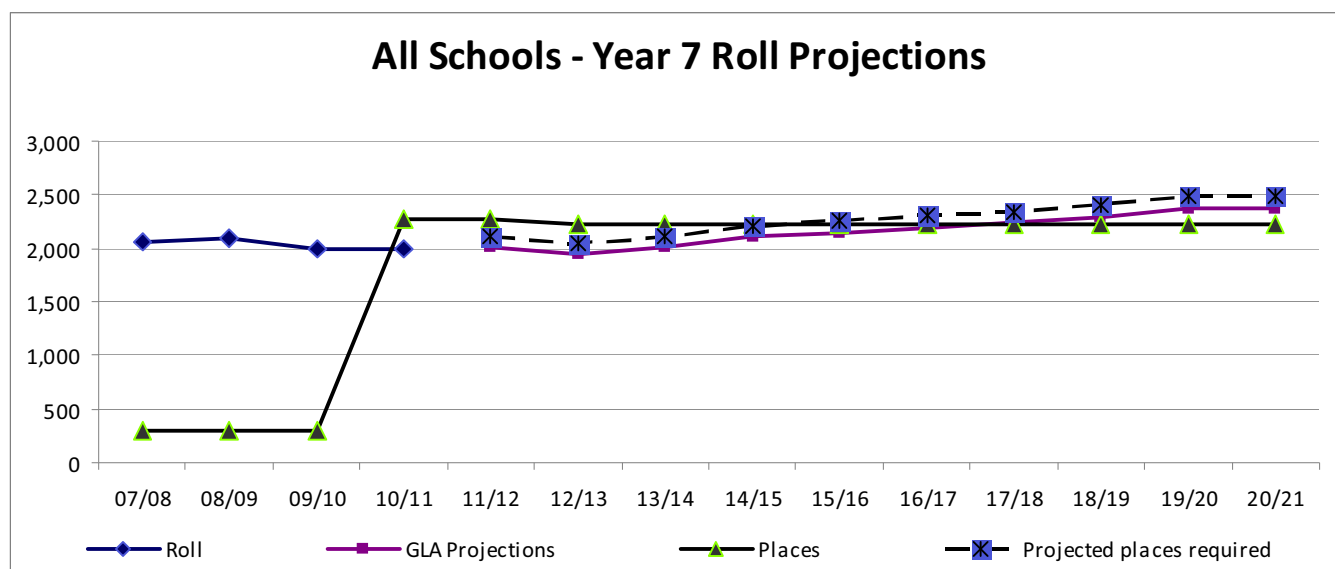
All Schools - Year 7 Roll Projections

Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls
Note: Prior to September 2010, community school Year 7 places were in the primary sector.

Table 16 and chart 10 show that the current number of year 7 places is sufficient for the projected number of pupils expected in Harrow's year 7 until 2014/15. A small deficit in places is projected for 2015/16, and is likely to continue and become more substantial by 2016/17. This influx of pupils is inline with the large number of pupils coming into Harrow's Reception year group currently and for the next few years.

Section 3:   Accuracy and Methodology

Accuracy of the school roll projections (SRP) that are supplied by the GLA

Table 17 shows the 2011 pupil numbers that were projected in previous years. These projections were prepared by the GLA in 2007, 2008, 2009 and 2010. The percentage differences between the projections and the actual January 2011 rolls are relatively small for most of the ages and suggest that, over four years, the projections were very accurate indeed.

However, the GLA has under projected with a -1.7% difference in 2007 to -2.5% in 2010.

Table 17: Accuracy of the GLA school roll projections 2011

January		All							
		4	5	10	11	15	5-10	11-15	5-15
Actual Rolls	2011	2,637	2,622	2,406	1,992	2,145	**14,689**	**10,473**	**25,162**
Projected in	2007	2,591	2,607	2,420	2,086	2,103	**14,965**	**10,665**	**25,630**
	% difference	-1.7	-0.6	+0.6	+4.7	-2.0	+1.9	+1.8	+1.9
Projected in	2008	2,583	2,596	2,392	2,040	2,135	**14,808**	**10,590**	**25,398**
	% difference	-2.0	-1.0	-0.6	+2.4	-0.5	+0.8	+1.1	+0.9
Projected in	2009	2,558	2,551	2,381	1,979	2,139	**14,564**	**10,427**	**24,991**
	% difference	-3.0	-2.7	-1.0	-0.7	-0.3	-0.9	-0.4	-0.7
Projected in	2010	2,570	2,610	2,363	1,984	2,146	**14,600**	**10,401**	**25,001**
	% difference	-2.5	-0.5	-1.8	-0.4	+0.0	-0.6	-0.7	-0.6

Source: Send Harrow - January 2011 - CR - 4P - 2010 Round - 24-5-2011 1554.xls

Roll Projection Methodology
The GLA's roll projections are based on two methods. The projections are weighted towards the replacement ratio in the short term and the catchment ratio in the longer term.

Catchment ratios
The underlying population can change over time due to a number of factors (for example, new housing, migration trends and fertility rates) and can run contrary to past trends in the school roll. Information on population changes is therefore a vital part of longer-term school roll projections.

The catchment ratio is the ratio of pupils on roll in maintained schools in the borough to the number of people of the same age in the local population and this method is used to calculate a value for each of the four years of historical actual roll information for each year group.   An average is taken and this is used to calculate the number on roll next year for each year group given the number projected to be in the population next year. This ratio is used to project school rolls each year up to 10 years ahead.

This option can be used to project rolls where the local authority wishes to maintain a view of longer-range demand for school places.

Roll Replacement ratios
The best single predictor of the number of pupils on roll in any one year is the number of pupils on roll one year earlier.   For example, the best single predictor of the number of 9 year-olds on

roll in 2009 would be the number of 8 year-olds on roll in 2008. This method is known as the replacement ratio.

Replacement ratios reflect the net effect of gains and losses of pupils in age groups from one year to the next. This combines the effects of cross-border inflows and outflows, and the effects of pupils' changes of school. Pupils who live in one borough and go to school in another are included in the actual rolls of the borough in which they attend school. They are included in the replacement ratio, which therefore takes account of cross-border movement.

For each of the four years of historical roll data, a replacement ratio is calculated for each pair of individual year groups (for example, this year's 8 year-olds used to project next year's 9 year-olds) and an average taken. This is then used to calculate the projected number for subsequent years (up to 10 years ahead).

This method is used to project numbers of pupils in individual groups aged 5 and above. The ratio is applied to the actual roll data for the most recent year to produce the roll for the next year and is particularly useful where changes in the numbers on roll in a local authority do not reflect changes in the local population.

Combined catchment and replacement (CR) ratios
The combined catchment and replacement option combines the two average ratios C and R over the ten years of projections. The first year of projections contains 100% replacement, the second year is 90% replacement and 10% catchment and so on until the 10th projection year (which contains 10% replacement and 90% catchment). This is the standard method for projecting school rolls.

Source - GLA Local Authority User Guide: GLA School Roll Projection Service

This page is intentionally left blank

Harrow Primary Schools and Primary Planning Areas

N
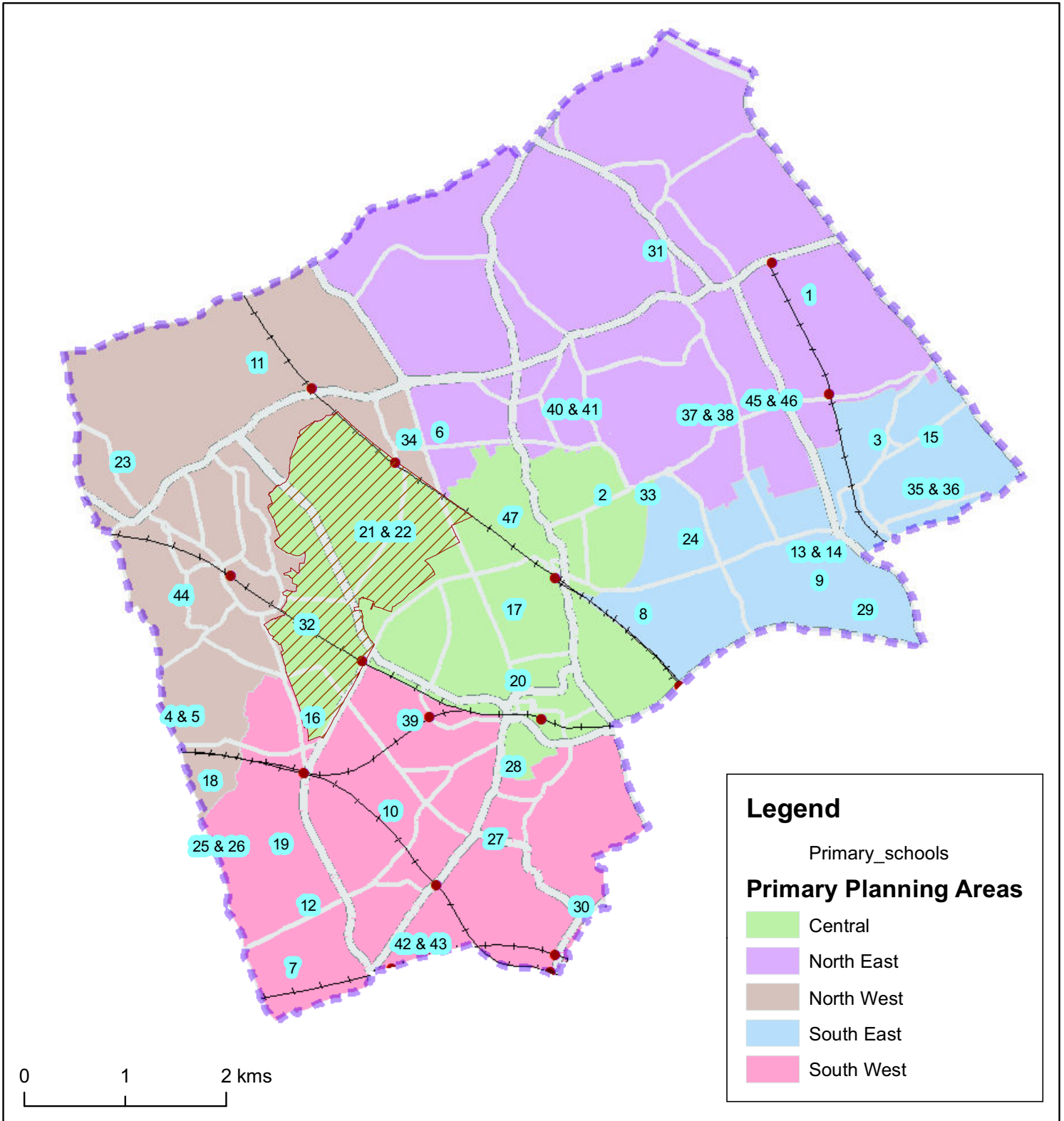
Legend

Primary_schools

Primary Planning Areas

Central	North East
North West	South East
South West	

0   1   2 kms

No.	School	No.	School	No.	School	No.	School
1	Aylward Primary School	13	Kenmore Park Infant and Nursery School	25	Roxbourne Infant School	37	Stanburn First School 4-7 years
2	Belmont School	14	Kenmore Park Junior School	26	Roxbourne Junior School	38	Stanburn Junior School
3	Camrose Primary School with Nursery	15	Krishna-Avanti Primary School	27	Roxeth Primary School	39	Vaughan Primary School
4	Cannon Lane First School (4-7 years)	16	Longfield Primary School	28	St.Anselm's Catholic Primary School	40	Weald Infant and Nursery School
5	Cannon Lane Junior School	17	Marlborough Primary School	29	St.Bernadette's Catholic Primary School	41	Weald Junior School
6	Cedars Manor School	18	Moriah Jewish Day School	30	St.George's Primary Catholic School Harrow	42	Welldon Park Infant and Nursery School
7	Earlsmead Primary School	19	Newton Farm Nursery Infant and Junior School	31	St.John's Church of England School	43	Welldon Park Junior School
8	Elmgrove Primary and Nursery	20	Norbury School	32	St.John Fisher Catholic Primary School	44	West Lodge Primary School
9	Glebe Primary School	21	Pinner Park Infant and Nursery School	33	St.Joseph's Catholic Primary School	45	Whitchurch First School and Nursery
10	Grange Primary School	22	Pinner Park Junior School	34	St.Teresa's Catholic Primary School and Nursery	46	Whitchurch Junior School
11	Grimsdyke School	23	Pinner Wood School	35	Stag Lane Infant and Nursery School	47	Whitefriars Community School
12	Heathland School	24	Priestmead Primary School and Nursery	36	Stag Lane Junior School		

HarrowCOUNCIL
LONDON

This page is intentionally left blank

Schools in the Primary Planning Areas

As at 1 September 2011

The first three columns list the primary sector community schools in the five geographic Primary Planning Areas (PPA). Voluntary aided schools form a separate PPA of their own. However, they are listed in the fourth column with the two special schools to show within which geographic PPA they are located.

North East Primary Planning Area (GLA Planning Area 1):

Combined Infant & Junior	Infant	Junior	Voluntary aided
Aylward	Stanburn	Stanburn	*St John's C of E*
	Weald	Weald	
	Whitchurch	Whitchurch	

North West Primary Planning Area (GLA Planning Area 2):

Combined Infant & Junior	Infant	Junior	*Voluntary aided*
West Lodge Pinner Wood Grimsdyke Longfield Cedars Manor	Cannon Lane	Cannon Lane	*Moriah* *St John Fisher* *St Teresa's*

South East Primary Planning Area (GLA Planning Area 3):

Combined Infant & Junior	Infant	Junior	*Voluntary aided*
Glebe Camrose Priestmead	Kenmore Park Stag Lane	Kenmore Park Stag Lane	*Krishna-Avanti* *St Bernadette's*
			Special
			Woodlands

South West Primary Planning Area (GLA Planning Area 4):

Combined Infant & Junior	Infant	Junior	*Voluntary aided*
Earlsmead Heathland Grange Newton Farm	Roxbourne Welldon Park	Roxbourne Welldon Park	*St George's*
Roxeth Vaughan			***Special*** *Alexandra*

Central Primary Planning Area (GLA Planning Area 5):

Combined Infant & Junior	Infant	Junior	*Voluntary aided*
Belmont	Pinner Park	Pinner Park	*St Anselm's*
Elmgrove			*St Joseph's*
Marlborough			
Norbury			
Whitefriars			

This page is intentionally left blank

REPORT FOR: **OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting:	1 November 2011
Subject:	Neighbourhood Champions
Responsible Officer:	Brendon Hills Corporate Director for Community and Environment
Scrutiny Lead Member area:	Safer and Stronger Communities – Councillors Nana Asante and Chris Mote
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the progress on the Neighbourhood Champions initiative, summarises the points raised at the Neighbourhood Champions Conference and describes changes in principle to the scheme agreed by Cabinet. Officers will develop plans to implement the changes and seek the views of Overview and Scrutiny on the scheme.

Recommendations:

Overview and Scrutiny Committee is asked to note and comment on the progress on the Neighbourhood Champions scheme.

Section 2 – Report

1 The Neighbourhood Champions scheme was agreed by Cabinet in September 2009 as part of the response to the challenge of improving residents' satisfaction with the Council and the linked perceptions of value for money and cleaner, safer streets.

2   The Neighbourhood Champions Scheme was launched and recruitment and training has been successful. At 1 September 2011 there were 787 trained Neighbourhood Champions with a further 300 people having expressed an interest in becoming a Neighbourhood Champion.

3   The Neighbourhood Champions scheme aimed to make a positive contribution to the Council's emerging involvement and engagement strategy and delivering the Harrow Strategic Partnership vision as set out in the Community Plan at the time. The Metropolitan Police have made a significant contribution to the development of the scheme.

4   In February 2010 the Overview and Scrutiny committee commissioned a challenge panel to examine the Neighbourhood Champions scheme. The challenge panel produced a report of its findings which was considered by the Overview and Scrutiny committee later in the same month and again on 27th July 2010.

5   Cabinet received the Neighbourhood Champions Scrutiny Challenge Panel Report at the meeting on 14th September 2010.

6   Cabinet received an update report on 18 October 2011, with proposals for changes to the scheme, which are described later in this report.

7   The key components of the current scheme in place are:

- It provides a network of volunteer residents as Neighbourhood Champions, assisting them to be a voice in their community;
- It used the Neighbourhood Watch Coordinators network as a base to provide a quick start for Neighbourhood Champions and achieved ambitious startup targets for the number of participants;
- Public Realm and Community Safety teams worked closely with Access Harrow to deliver and develop a synergy with Neighbourhood Champions;
- Improved targeting of information about the Council's services is available;
- Improved information about enquiries and the Council's response is available and will be developed further using the technologies now available through Access Harrow;
- There is a closer liaison between the public and the Council workforce.

8   When the Neighbourhood Champions scheme was started the explicit focus was on public realm matters, and community safety issues affecting streets and neighbourhoods across Council and Partner's services. This will remain the core remit of the scheme. A second phase was envisaged, dependant on learning from the first phase, using more sophisticated reporting of other issues, potentially including aspects such as safeguarding, and volunteer opportunities such as support for elderly neighbours, training for sports coaching, first aid, languages etc. This proposed extension received a mixed reception at the time. The September 2009 Cabinet report proposed developing phase 2 after April

2011, and the Overview and Scrutiny Committee offered to provide a perspective on the implementation of any proposed roll out.

9   Services in the Scope of the current Neighbourhood Champions Scheme are reporting on the following key local environment functions:
   • Street cleansing;
   • Waste collection and recycling;
   • Anti-graffiti;
   • Fly-tip and abandoned vehicle removal;
   • Parks and woodlands;
   • Public open spaces;
   • Street furniture;
   • Street lighting;
   • Highway maintenance.
   • Noise nuisance;
   • On-street parking;
   • General anti-social behaviour such as drug dealing or street prostitution, petty vandalism and criminal damage.

10 Phase 2, anticipated expanding the scheme to include other services in the Council, with guidance and assistance from the specialist services. This phase will require detailed consideration of the roles involved, but officers of the Council and many Neighbourhood Champions are confident that contributions can be made to these community issues by Neighbourhood Champions.

11 The opportunities for future development of the scheme could include:

   • Contributing to consultations from the Council and Partners;
   • Looking out for neighbours including vulnerable adults through the Circles of Support schemes being developed by Adults and Housing;
   • Avenues for raising concerns about protection of children and young people to access professional support;
   • Reporting of building control and planning issues;
   • Other volunteer opportunities such as sports coaching, first aid and languages.

12 The people who have come forward to be Neighbourhood Champions are a diverse and mixed group. This has an impact on their motivations for being a champion, their levels of engagement and the methods and topics for interaction between the Council and the champions. There is no such thing as a typical Neighbourhood Champion. A good spread across the borough has been achieved, with some wards achieving over 90% coverage. The current approach is to have one Neighbourhood Champion per street, except for larger streets where more than one is necessary to provide reasonable coverage.

13 Activity of Neighbourhood Champions in terms of number of reports is variable. Main issues being reported are 40% about highways and street lighting, 40% about public realm issues (waste, fly tipping etc) and 16% about antisocial behaviour/ Community Safety.

14 The channels used for reporting are, 59% using the web site, 36% telephone and 5% through e-mails.

15 The Metropolitan Police Service makes a significant contribution to the scheme by assisting in the recruitment and training of Neighbourhood Champions, as well as responding to points raised through the scheme. The Police are very keen on the scheme and believe it essential to maintain momentum and ensure full coverage across the Borough.

16 A feature of the scheme that has been identified by a number of interested partners, individuals and groups is the issue of anonymity. Due to data protection and privacy reasons the Council agreed not to disclose the names of participants in the scheme. This is incorporated into the agreement between the Council and each Neighbourhood Champion. This is viewed by some as an obstacle to development when champions are not active in letting their neighbours know who they are, and in encouraging champions to get together to share good practice.

Consultation at the Neighbourhood Champions Conference

17 To ascertain the views of the Neighbourhood Champions on the progress and potential development of the scheme a conference was held on 5 July 2011. 210 Neighbourhood Champions attended the conference.The participants at the conference indicated that the Neighbourhood Champions scheme had been well received by the volunteers throughout Harrow. Participants in the scheme are willing to report problems on their street and act as a spokesperson between local residents and the council/police. During the conference, the Neighbourhood Champions demonstrated that they have several ideas about how the scheme could be developed and they were optimistic about its future.

18 There is a general appetite for developing the scheme further and taking on greater roles and responsibility.

19 Three key themes came out of conference for further development:

20 **Anonymity:** the Neighbourhood Champions had mixed views as to whether they should be known to their neighbours as some had concerns about how this might put them at risk for reporting certain issues. However, there was an overwhelming desire to work more closely with neighbouring Neighbourhood Champions to share workload and ideas and promote feelings of working together. Many Neighbourhood Champions are willing to waive anonymity with a recognition that there are others who would not.

Current Neighbourhood Champions should be able to decide their own level of anonymity. However, going forward the role should not be anonymous for new Neighbourhood Champions. This would help cluster groups to meet.

21 **Communication:** Neighbourhood Champions want to see more dynamic communication with the police and council and want to see the positive

work they do highlighted throughout the borough for example through an award added to Harrow Heroes for the Neighbourhood Champion of the Year. Comments on communication concerned the regularity and nature of information that goes out to Neighbourhood Champions. There were requests for an improvement to the online reporting system. The Council and the Police accept that there are improvements that could be made to the communications with Neighbourhood Champions and in promoting the work of Neighbourhood Champions, and will work on these aspects.

22 **Responsibility:** There was a general appetite for expanding the role of the Neighbourhood Champion to include greater reporting responsibility and contribution to volunteering activities such as Pride in Harrow attention to amenity sites. General appetite for expanding the role to take on a wider social element and support vulnerable neighbours.

Neighbourhood Champions do not want to become a "bottom level" police force, but wanted an opportunity to raise any issues that would be of concern to a good citizen.

There was agreement to link up with the Circles of Support scheme. Another suggestion was to have Neighbourhood Champions for local green spaces, parks, squares etc. There was also general agreement for relaxing the approach around one Neighbourhood Champion per street.

Next Steps

23 It was proposed to Cabinet on 18 October, that the Neighbourhood Champions Scheme continues with a target of achieving 2000 Neighbourhood Champions.

24 It was proposed that the areas of reporting for the scheme are expanded to include those set out in paragraph 11 above. It was emphasised that this inclusion to the scheme would be based upon the development of training which would be made available for the Neighbourhood Champions with the support of professional experts across the Council.

25 It was proposed that the option of anonymity is not offered to new volunteers on the scheme, and current Neighbourhood Champions are asked if they are willing, on an individual basis, to waive their anonymity. The wish of individuals to remain anonymous will be respected. The Council will continue to comply with data protection requirements and will not provide the list of participants in the scheme to commercial organisations.

Pride in Harrow

26 Neighbourhood Champions are a key part of our emerging community involvement and engagement strategies. Together with Lets Talk they provide residents with opportunities to engage with the Council about things which matter to them in their recreational spaces, neighbourhoods

and communities. There is also an opportunity for Neighbourhood Champions to be the catalyst for practical community based clean up projects with assistance from the Council.

27 Given the scale of budget reductions facing the council it is vital the council develops a successful engagement approach which moves through engagement to involvement and community action. Through Pride in Harrow it is proposed to work with residents on behaviour change initiatives which stimulate new ways of working together to improve performance and satisfaction obtaining maximum value for money.

28 Pride in Harrow is about the Council listening to its communities and leading them. The framework below (figure 1) provides a useful model to demonstrate how the Council will relate to communities and move from enabling residents to engage with the Council to facilitating opportunities for residents to take action in partnership with the Council. The framework provides examples of the kinds of activities which could facilitate engagement and partnership action to secure developing a strong sense of Pride in Harrow. There are of course many other ways we work in partnership.

Fig. 1

Our Harrow, Our Community
Listening & Leading – Moving to Participation

Harrow COUNCIL LONDON

Action ↑

Pride in Harrow
Acting together

Recreational Spaces Domain
- Park Partners
- Adopt a Bed
- Allotment Partners
- Sports Clubs
- Cultural Ambassadors

Streets Domain
- Neighbourhood Champions
- Weeks of Action
- Love your Streets

Community Domain
- Circles of Support
- School Governors
- Personal volunteering volunteer centre

Engagement

Lets Talk

Community Involvement

Risk Management issues

29 The risk management issues remain those concerned with the original scheme.

30 A risk was raised concerning the security of the participants of the scheme, particularly if they are viewed by other parts of the community as

providing feedback on criminal activities. The Council and Police will continue to act sensitively and will maintain the security of confidential information.

31 There was also identified from research and knowledge of the Neighbourhood Watch Scheme a need to retain control of some individuals to ensure that they understand the limitations of the role afforded to them by the scheme. The vetting of potential Neighbourhood Champions by the police and the induction and training element of the introduction of the scheme has been successful in mitigating the above risks.

32 An identified risk is that the take up for the scheme may overwhelm the capacity of Access Harrow and/or Public Realm to respond has not materialised.

Financial Implications

33 The Neighbourhood Champions Scheme is funded through the budget for Public Realm, including the contribution made by Public Realm to Access Harrow. There are no additional funding impacts from the proposals in the report.

Performance

The target for the initial set up of the scheme has been met. The longer target is to achieve 2000 Neighbourhood Champions based on the aim of having at least one Neighbourhood Champion for each street.

Environmental Impact

There are no direct Environmental impacts, but the Neighbourhood Champions make a significant contribution to the appearance of their locality.

Equalities implications

There are no equalities impacts from the changes proposed to the scheme in this report. Achieving a representative contribution to the scheme was a key aim set out in the original Cabinet report.

The volunteers on the scheme are 41% from black, Asian or ethnic minorities (a significantly better representation than found on similar schemes during the research setting up the scheme). 54% are male. 9% self classify as having a disability.

Age provides an imbalance, though not unexpected. The age range is 16 to 86 but the majority fall in the 46-75 range.

Corporate Priorities

The Neighbourhood Champions Scheme contributes to the following priorities:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.

The proposed development of the scheme will contribute to:

- Supporting and protecting people who are most in need.

Section 3 - Contact Details and Background Papers

Contact: John Edwards, Divisional Director of Environmental Services, tel: 020 8736 7699

Background Papers: None

REPORT FOR: **OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting:	1st November 2011
Subject:	Corporate Complaints – Annual Report
Responsible Officer:	Carol Cutler, Director of Customer Services and Business Transformation
Scrutiny Lead Member area:	Corporate Effectiveness Leads - Councillor Jerry Miles and Councillor Tony Ferrari
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report provides information on complaints received about services provided by Harrow Council and how they were handled.

Recommendation: That the report be noted

Harrow COUNCIL
LONDON

Section 2 – Report

1.0 Introductory paragraph

1.1 Harrow has a three stage process for handling customer complaints:

- **Stage 1**
  Where possible, complaints will be dealt with quickly and informally, preferably 'on the spot'. Where this is not the case, a record of the complaint will be made on the council's complaints system and acknowledged within 3 working days and a full response will be sent within 10 working days.

- **Stage 2**
  If the customer is dissatisfied with our response, we will look into the complaint further. An investigation will be carried out by a Service Manager who will aim to resolve the complaint within 20 working days.

- **Stage 3**
  If the customer continues to be dissatisfied, a corporate director will review the complaint for the final time and send a written response within 20 working days of the date received. This will set out our position and explain how the matter can be taken further through the Local Government Ombudsman, if necessary.

1.2 The following tables in this report show how service areas performed against key indicators for handling complaints and the lessons learned.

2.0 Current situation

2.1 Complaints are recorded across six directorates
- Adults,
- Children's,
- Community & Environment,
- Housing,
- Place Shaping,
- Corporate Health (Chief Executive, Finance, Legal)

2.3 There are 15 co-ordinators based within each, who meet on a regular basis.

2.4 A new Corporate Complaints manager for the Council has been recruited with a background in managing services within Access Harrow and a reputation for producing high quality management information which will be invaluable to this post.

2.5 The number of complaints recorded onto CRM has risen from 265 in 2009/10 to 1,585 in 2010/11. This increase comes as a result of improvements to the Complaints module within SAP CRM and mandatory usage by all service areas although there is more work to be done to ensure comprehensive recording.

Financial Implications

None specific to this report

Performance Issues

2.0   Summary of Figures for 2009/10

Service	Stage 1	Stage 2	Stage3	Total
Access Harrow	54	1	0	55
Parking	38	3	0	41
Benefits	42	1	0	43
Revenues	75	31	6	112
Shared Services	14	0	0	14
TOTAL	**223**	**36**	**6**	**265**

2.1   In 2009/10 a lack of usage of CRM made it difficult to review complaint levels holistically. Following more rigorous guidelines and improvements to the CRM system, the quality of data has improved thus ensuring richer data for 2010/11

3.0   Summary of Figures for 2010/11

Service	Stage 1	Stage 2	Stage3	Total	Compliments	Compensation Awarded
Community & Environment	653	3	0	656	67	£0
Place Shaping	63	9	2	74	31	£150
Children's	74	9	1	84	10	£200
Adults	68	10	0	78	46	£5,337
Housing	253	54	15	322	29	£105
Corporate Health	309	56	6	371	40	£3,776
TOTAL	**1,420**	**141**	**24**	**1,585**	**223**	**£9,568**

3.1   Overall, 85% of stage 1 complaints were responded to within the agreed timescales

4.0   Complaints data by Directorate

4.1   Adults

Complaints Received	% answered within SLA	% Upheld	% Escalated
78	80%	14%	13%

Primary reasons for complaint

- Issues arising from introduction of Reablement service
- Complex care/Safeguarding

Improvements made and future recommendations

- Working with care providers to improve levels of service

Compliments received

- Staff professionalism
- Staff attitude and helpfulness

4.2   Children's

Complaints Received	% answered within SLA	% Upheld	% Escalated
84	73%	10%	12%

Primary reasons for complaint

- Perceived failures within Safeguarding
- Lack of empathy from staff

Improvements made and future recommendations

- Improvements to internal processes
- Staff training

Compliments received

- Praise for Children in Need & looked after services
- Praise for Children's Centres

4.3   Community & Environment

Complaints Received	% answered within SLA	% Upheld	% Escalated
656	90%	35%	1%

Primary reasons for complaint

- The quality of service provided by the Leisure Connections
- Condition and age of public computers within libraries
- Lack of updates regarding Highways issues

Improvements made and future recommendations

- Swimming Pool programme introduced to meet the needs of swimmers
- Review of PCs within libraries

Compliments received

- Speed to clear street scene issues (cleansing & fly tipping)
- Collection of household waste
- Helpfulness of library staff

4.4   Housing

Complaints Received	% answered within SLA	% Upheld	% Escalated
322	61%	19	21%

Primary reasons for complaint

- Staff attitude and behaviour
- Dissatisfaction with decision made
- Failure/delay to take action (primarily Kier/Asset Management)

Improvements made and future recommendations

- Continuous training and development in customer service
- Work with Kier to improve response times
- Improve communication when relaying a negative decision

Compliments received

- Staff assistance in dealing with sensitive issues

4.5   Place Shaping

Complaints Received	% answered within SLA	% Upheld	% Escalated
74	88%	0%	30%

Primary reasons for complaint
- Perceived lack of enforcement action
- Lack of response by planning team

Improvements made and future recommendations

- Improve response rates to customers

Compliments received

- Help & assistance in planning process

4.6   Corporate Health

Complaints Received	% answered within SLA	% Upheld	% Escalated
371	90%	16%	17%

Primary reasons for complaint

- Unhappy with decision (entitlement, summons, parking ticket)
- Attitude of Bailiff

Improvements made and future recommendations

- Training staff to be empathetic when handling enquiries
- Feedback to bailiffs
- Continuous knowledge training for staff

Compliments received

- Speed of resolution
- Friendliness of staff
- Attitude and patience of staff

5.0 Local Government Ombudsman Complaints

5.1 In 2010/11 the LGO received 147 enquiries regarding Harrow Council compared to 117 the previous year. Of these, 46 were formal/ informal premature complaints and were returned to the Authority to respond. Of the remaining 101 complaints, 18 were given advice and 83 were investigated. This figure has increased from 47 in 2009/10 with the extra 36 complaints being spread across all services.

5.2 The following table shows the number of LGO complaints received by service area (as dictated by the LGO) and the average number of days to respond.

Adult Social Care	Benefits & Tax	Corporate	Education & Children's	Public Realm	Highways & Transport	Housing	Other	Planning & Development
4	18	4	13	3	18	11	0	10
25.7	32.4	17.5	24.7	20	20.1	44.1	0	28

5.3 Of the complaints received, there were no reports of maladministration and the LGO exercised discretion to close a further 13 without requiring any action by the Council. A further 15 were outside jurisdiction and referred back to the Council.

5.4 The term 'local settlement' describes the outcome of a complaint where, during the course of an LGO investigation, the Council takes, or agrees to take, some action which they consider is a satisfactory response to the complaints. Harrow settled 13 cases in 2010/11 thus requiring no further action from LGO.

5.5 The average response time to complaints from the LGO increased from 25.4 days in 2009/10 to 32.7 days against a 28 day target. This was caused by excessive delays in responding to two complaints rather than an overall decline in standards and the service area involved has improved procedures to ensure this does not happen in future.

5.6 Over 85% of LGO complaints were responded to within the 28 day target compared to a London Borough average of 64%.

5.7 Harrow has regular contact with the LGO offices to ensure complaints are dealt with constructively and two face to face meetings were held to discuss future improvements.

Environmental Impact

None specific to this report

Risk Management Implications

A higher quality of complaints data will assist us in reducing risks to the Council.

Equalities Implications

Equalities data is currently captured through the online web form and via the complaints leaflet. However, these channels only account for 4% of recorded complaints and does not constitute as a representative sample in order for us to analyse effectively.

49% of complaints are made over the telephone, 21% face to face and 26% are by letter/email. When complaints are taken either over the phone or face to face, experience has shown us that asking customers for equalities information is not popular (customers will ask what difference this makes to the issue they're complaining about)adds. In addition, on average, it adds between 90 – 120 seconds per enquiry. This is due to having to explain the reasons for asking for the data.

We recognise that the ability to collect equalities information would enrich our understanding of complaints and are actively working with the Corporate Equalities team in order to improve the collection and quality of valid data.

Corporate Priorities

- Keeping neighbourhoods clean, green and safe

- United and involved communities: a Council that listens and leads

- Supporting and protecting people who are most in need

- Supporting our Town Centre, our local shopping centres and businesses

The complaints process supports the Council priorities through gaining a better understanding of customers' issues and addressing them to ensure that our focus is maintained on our objectives.

Section 3 - Statutory Officer Clearance

Not Applicable

Section 4 - Contact Details and Background Papers

Contact:
Jonathan Milbourn, Head of Customer Services. Ext: 6711.
Loc: Access Harrow, Civic 1, Ground Floor.

Background Papers:

Not Applicable

REPORT FOR: OVERVIEW AND
                SCRUTINY COMMITTEE

Date of Meeting:	1 November 2011
Subject:	Project report – Measuring up: Harrow Council's use of performance information (phase 2)
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership Development & Performance
Scrutiny Lead Member area:	Corporate Effectiveness – Councillors Jerry Miles and Tony Ferrari
Exempt:	No
Enclosures:	*Review group report – phase 2*

Section 1 – Summary and Recommendations

The attached report outlines the findings and recommendations from the recent scrutiny review which has examined the council's use of performance information.

Recommendations:
That the Overview and Scrutiny Committee:

1. Agree the report of the review group
2. Refer the report to Cabinet for consideration

Harrow COUNCIL
LONDON

Section 2 – Report

Introductory paragraph

The attached report outlines the results of phase 2 of the scrutiny review examining Harrow Council's use of performance information.

It follows on from phase 1, a detailed review of the council's corporate scorecard by directorate, which contributed to the council's corporate process for developing new scorecards for 2011/12. The recommendations from the phase 1 report were agreed by Cabinet in April 2011.

Phase 2 of the review took a broader look at the future development of a local performance framework for the authority, in the context of the loosening national requirements for performance reporting.

Phase 2 of the review reinforces the view that while it is tempting to search for an easy answer in devising a meaningful performance management approach, it is never that simple, partly because the council has its own specific needs and challenges. Irrespective of the national drivers for changing local performance management arrangements, the development of a mature Harrow approach involves listening to local people, developing the right culture and not over-complicating processes.

The review group would like to take this opportunity to thank Seamus English and Julian Maw (local Harrow residents who are members of the scrutiny pool of advisers) for contributing to the work of the review group over the last nine months. Their experiences as members of the local community have been invaluable in developing the report and recommendations.

Financial Implications
Not required at this stage. Cabinet will need to consider whether there are any financial implications when it decides whether to accept the recommendations.

Performance Issues
This report considers performance issues throughout.

Environmental Impact
Not applicable to this report.

Risk Management Implications
Not required at this stage. Cabinet will need to consider whether there are any risk management implications when it considers whether to accept the recommendations.

Corporate Priorities
The subject matter of the report is relevant to all of the council's priorities in that the council requires effective performance management practice to assess its progress against its priorities.

Section 3 - Statutory Officer Clearance

Not required at this stage.

Section 4 - Contact Details and Background Papers

Contact: Heather Smith, Scrutiny Officer, 020 8420 9203
heather.smith@harrow.gov.uk

Background Papers: Details of background documents are referred to within the review group's report.

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE

Measuring up: Harrow Council's Use of Performance Information

Scrutiny review

Final report

TABLE OF CONTENTS

1. Chairman's introduction

Good performance management is crucial to any successful organisation. It is a vital tool in measuring the extent to which an organisation is meeting its goals and delivering against its priorities. It provides decision makers with timely information that helps them make informed decisions and then track the effectiveness of those decisions.

Bad performance management is corrosive to an organisation. It overwhelms that organisation with requirements to collect vast reams of data. This data is then poorly used to set arbitrary and inflexible targets that distort both priorities and performance.

It is therefore is important to get performance management right. What and how an organisation chooses to measure can have a profound impact on outcomes. As Bill Bratton, the former Commissioner of the NYPD and Chief of Police of Los Angeles, said "expect what you inspect".[1] If you are measuring the wrong things the chances are the wrong things will be delivered.

The removal of a large part of the Government's overbearing performance and inspection regime provides a real challenge to the Council. It is easy to keep doing things the same old way, slightly recast but largely untouched; valuing both the familiarity and the ability to benchmark across other authorities over the relevance, value and timeliness of both the data and the comparison. It is also easy given the financial climate to discard performance management as an unnecessary overhead, a burden on the organisation and an easy saving when set against possible cuts to frontline services. I would argue that would be a costly mistake, akin to throwing away the compass by which we navigate or continuing to steer by a flawed map.

---

[1] Bill Bratton remarks to Policy Exchange, London, November 2010. Available at: http://www.policyexchange.org.uk/images/publications/pdfs/Fighting_Crime_and_Disorder_-_Apr__11.pdf

5

Instead, the Council should grasp the opportunity and rethink what and how it measures, focusing on what matters to the residents – using data readily available through service transformation. The Council should ensure that timely data is used in a forward-looking way to continue drive forward improvement and deliver better services for residents.

I'd like to thank all those who contributed to the report, either through the meetings, surveys and focus groups or by giving up their time as part of the review group. I would particularly like to thank Seamus English and Julian Maw who, as local residents, brought that perspective and focus to our investigations. I would also like to thank Heather Smith for pulling all this work together.

I hope this report contributes to the debate.

Councillor Paul Osborn
Chairman of the Scrutiny Review

2. Executive summary

2.1   This report outlines the results of phase 2 of the scrutiny review examining Harrow Council's use of performance information.

2.2   It follows on from phase 1, a detailed review of the Council's corporate scorecard by directorate, which contributed to the Council's corporate process for developing new scorecards for 2011/12. The recommendations from the phase 1 report were agreed by Cabinet in April 2011.

2.3   Phase 2 of the review took a broader look at the future development of a local performance framework for the authority, in the context of the loosening Government requirements for performance reporting.

2.4   Phase 2 of the review reinforces the view that while it is tempting to search for an easy answer in devising a meaningful performance management approach, it is never that simple, partly because the Council has its own specific needs and challenges. Irrespective of the national drivers for changing local performance management arrangements, the development of a mature Harrow approach involves listening to local people, developing the right culture and not over-complicating processes.

2.5   The purpose of this review has been to consider the principles that should underpin Harrow's local performance management framework going forward. **Overall we recommend that Cabinet adopt the following principles**:

- **Performance information and data is the start of the conversation**. Both Members and officers must be active rather than passive users of information. Councillors should be more demanding of data and officers should consider what they are trying to demonstrate and how best to present it.
- **Managing performance with <u>data</u> rather than with too many indicators**. Given that there is less national pressure to monitor specific performance

indicators the Council should shift its focus to identifying indicators that are locally useful and making better use of data to understand performance and support decision-making.

- **To make more data public**. By doing so the Council can improve transparency and accountability as well as encouraging others to share data by leading the way.

- **A positive performance management culture**. This is one that is not 'red adverse'. Improvement is much more than just measuring. The improvement cycle encompasses leading, setting priorities, planning, measuring impact, learning and revising. It is continuous and iterative – making things better step-by-step. Scrutiny has a constructive role to play in supporting such processes.

2.6 There is a need to make performance management fit for purpose in the public sector landscape. There is potentially huge freedom to recast and redesign how the Council thinks about improving services and responding to local people's needs. It offers an opportunity to talk to local people about how to do this. It means putting performance management information – and evidence-based policy-making – at the centre.

3. Recommendations

BEST PRACTICE

For Cabinet:

A) We recommend that steps be taken to improve the timeliness of the performance reporting processes. By this we mean:

- The speed at which Improvement Boards take place at the end of the quarter. This includes, but is not limited to, streamlining the performance approach, for example by greater or more effective use of IT or by automating processes.

- The speed at which information reaches Scrutiny – the Executive and Scrutiny, in partnership, should examine the way in which potential barriers for information sharing could be overcome, for example by allowing the scrutiny process to overlap more with Executive review or by moving away from an approach that treats all information the same, regardless of the level of sensitivity.

B) We recommend that the format in which performance information reaches the public domain be reviewed and improved. While we agree that publishing a public scorecard is laudable, we believe that the Corporate Scorecard should be published online separately, as well as forming part of the Cabinet papers. See also Recommendation J.

C) We recommend that comments from scrutiny on performance issues be incorporated into the Corporate Strategic Board's (CSB) performance morning and reflected in the Strategic Performance Report (SPR), thereby more formally integrating scrutiny into the quarterly performance cycle.

D) We recommend that the Council's Corporate Leadership Group[2] be renamed and charged with a stronger remit for addressing cross-departmental operational issues.

E) We recommend that there is greater integration of performance and financial reporting to Scrutiny, in a format similar to that received by the Executive.

---

[2] The Corporate Leadership Group is made up of the Chief Executive, Corporate Directors and Divisional Directors, and senior managers who report directly to the Corporate Directors from across the Council.

For the Overview and Scrutiny Committee

F) We recommend that the Better Deal for Residents Review consider how effectively the Council's transformation projects incorporate use of performance information and data – thereby providing tools for evidence-based policy making.

G) We recommend that the Scrutiny chairs and vice-chairs review arrangements for monitoring the performance of partners, in particular that of the police and health partners. While partnership scrutiny is already taking place, changes to the policy environment offers opportunities for the development of new approaches.

H) We recommend that Scrutiny Lead Members adopt a stronger role for their policy area in order to ensure:

- That Lead Members take a greater responsibility for escalating and sharing of information pertaining to their brief;
- That wherever possible Scrutiny Lead Members attend committee meetings for relevant items where they are not ordinarily a Member;
- That Lead Members make use of the new Local Information System (LIS) in order to inform the scrutiny process.

CUSTOMER ENGAGEMENT

For Cabinet

I) The review group supports the development of the Local Information System (LIS) as a means of making public data more available to residents as part of Harrow's transparency policies. We recommend that the Council should examine how to reach residents without access to the internet.

J) We recommend that the Council adopt a cost effective approach and use existing communication methods to offer signposts to publicly available data and performance information. This should include links within the Harrow e-newsletter and other publications and could also include social media.

K) We recommend that the following general principles, arising from the focus group, should be reflected in the Council's approach to communicating performance information:

- The Council should provide 'honest' information – not just carefully collected soundbites or what the Council wants residents to hear.
- As much information as possible should be made accessible but it should be provided proportionately – i.e. the detail (including raw data) should be

accessible for those who need/want it but not universally. Summary information, with signposts to more detail, should be developed.

- The Council should provide what is cost effective – the Council should not waste money on providing everyone with detailed information as not everyone wants this (some focus group attendees perceived that the Council committed significant resource to producing detailed publications) but should focus on offering signposts to those wanting it.
- The Council should provide contextual information to enable residents to understand what the detail actually means.
- Information must be accessible to all – not everyone accesses the Internet – Harrow People, leaflets, notice boards, public meeting places.
- Information provided must be attractive and easy to read and understand, but not too simplistic.
- The Council should consider organisational blogs and Twitter to give residents a more real-time insight into how services work and the challenges faced.
- The Council must commit to responding to residents who offer an opinion.

L) We recommend that Directorates should take steps to embed performance reporting alongside service information. For example, performance against bin collections could, for example, be reported alongside or linked to information about bin collection days.

M) We recommend that a sample of performance indicators be included in borough-wide publications such as Harrow People or the Council tax leaflet in order to give residents a flavour of local performance.

N) We recommend that further work should be undertaken to analyse the information needs of Councillors in their ward role. It may be that Members' access to the Local Information System will address this going forward, but an annual pack of information for ward councillors might be a useful development. For example, councillors could be provided with a detailed spatial map of their ward, for example, on election, in order to support their understanding of their constituents and their needs.

TECHNOLOGY AND DATA PRESENTATION

For Cabinet

O) We recommend that the Harrow Local Information System (LIS) be linked into other sources – for example the London datastore[3] in order to increase the profile of Harrow's information.

P) In keeping with the new *Code of Recommended Practice for Local Authorities on Data Transparency,*[4] we recommend that the Council adopt the following three key principles when publishing data:

- responding to public demand;
- releasing data in open formats available for re-use;
- releasing data in a timely way.

Q) We recommend that there needs to be greater ownership of the role that good information plays in ensuring good customer service. For example, that a standard approach be set up to allow Access Harrow to report areas where the website is in need of updating.

R) We recommend that Members and officers also need to be more demanding consumers of data, asking, and if necessary insisting, that data is presented in a way that gives them as complete a picture as possible, making interpretation as straightforward as possible. Information in reports and at Improvement Boards should be relevant, of high quality and presented well.

S) We recommend that all service transformation projects consider how services can become more data-rich and how this intelligence can be used to improve services and performance reporting.

For the Overview and Scrutiny Committee

T) We recommend that the Performance and Finance scrutiny sub-committee review the Corporate Finance scorecard with the Director of Finance. This was a recommendation for this review group in our phase 1 report but given

---

[3] http://data.london.gov.uk/

[4] CLG (September 2011), *Code of Recommended Practice for Local Authorities on Data Transparency*. Available at:

http://www.communities.gov.uk/publications/localgovernment/transparencycode

12

the different emphasis of the phase 2 project plan we did not undertake this exercise.

U) We recommend that the Performance and Finance scrutiny sub-committee receive a report at its February 2012 meeting on customer contact information in order to explore how this information might help to inform scrutiny activity.

4. Background

4.1   One of the first actions of the Coalition Government following the General Election in May 2010 was the abolition of the Comprehensive Area Assessment (CAA). This scheme had provided comparative information on the performance of public sector bodies in a local area. It comprised an organisational assessment of the performance of the individual bodies and an area assessment of how effectively these bodies worked together to meet the assessed needs of the local area. It also included a suite of performance indicators, the National Indicator Set, on which the Council was required to report.

4.2   The first phase of this review was intended to help the Council in responding to the abolition of the National Indicator Set. The second phase has attempted to consider how Harrow might respond to the loosening of performance management (if not data) requirements. Since the first phase was completed, the policy context is beginning to take shape. The Government has articulated its vision in the *Open Public Services* White Paper.

> "To make informed choices and hold services to account people need good information, so **we will ensure that key data about public services, user satisfaction and the performance of all providers from all sectors is in the public domain** in an accessible form. This will include data on user satisfaction, spending, performance and equality."[5] [Original emphasis]

4.3   This document, though still a White Paper, sets the tone; for Central Government, performance management is therefore less about hitting specific targets and more about openness and transparency, thereby enabling local people to bring together different sources of information to make informed judgements.

---

[5] HM Government, Open Public Services (White Paper), Paragraph 3.4

14

4.4 This offers Harrow an opportunity to further mature local performance management arrangements and culture – this is both in keeping with the national context as well as reflecting a desire locally to improve Harrow's overall performance.

15

5. Scope of the review

Aims and objectives

5.1   The aims and objectives of the review were agreed as follows:

- To support the Council to take advantage of the opportunity offered by the abolition of national performance framework and to devise a local framework:
  - ➢ which enables councillors and managers to gather, analyse and utilise information on performance and value for money in order to support the delivery of local – resident – priorities and inform service planning
  - ➢ which reflects the reality of the local outcomes
  - ➢ which enables timely decisions to be made regarding performance
  - ➢ which facilitates public reporting/accountability.

Phase 2 – Methodology

5.2   For phase 2 three workstreams were devised to ensure that the review group could make best use of its resources as well as covering the most ground. Review group members chose which groups that they wished to participate in and findings were reported back to the rest of the group both verbally and in the form of a meeting note.

5.2.1 **Best practice** – This sub group considered what the organisation can learn from others with regard to managing performance. The Council's own Corporate Performance Team has produced two comparative reports; one of which focused on high performing local authorities and the other on five commercial companies. This evidence was reviewed, and the group also met with the Chief Executive to discuss his approach.

5.2.2 **Customer engagement** – This sub group considered how resident expectations could be better reflected in the performance management

framework. It considered the needs of 'customers', where 'customer' covered a range of users of information, including ward councillors.

5.2.3 **Technology and data presentation** – This sub group considered the effective utilisation and presentation of information and best use of technology. It also considered how 'customer' (Members, officers, the public) requirements for information could be met.

5.3 The following meetings were held:

11 May	Full group meeting – Policy framework – presentation from Ed Hammond, Centre for Public Scrutiny
23 May	Customer engagement sub group – group discussion and briefing
24 May	Best practice sub group – presentation from Corporate Performance Team
20 June	Technology sub group – briefing on the Local Information System, Corporate Performance Team
28 June	Best practice sub group – preparation for meeting with Chief Executive
5 July	Best practice sub group – meeting with Chief Executive
5 July	Technology sub group – meeting with Divisional Director of Customer Services & Business Transformation
11 July	Customer engagement sub group – resident focus group
25 July	Full group meeting – review of evidence
6 September	Meeting with Head of Development and Improvement, Community and Environment
7 September	Full group meeting – review of draft report
14 September	Briefing – Libraries transformation
3 October	Briefing – Waste transformation
10 October	Full group meeting – finalisation of report

6. Findings – Best practice

6.1 The purpose of this workstream was to consider what Harrow could learn from others.

6.2 The presentation[6] the full review group received from the Centre for Public Scrutiny stressed the need for a focus on improvement, where emphasis is placed on learning lessons rather than merely following processes. There is a risk that performance management encourages people to think about the process of improvement (scorecards, PIs and so on) rather than on what that information tells them and how this might affect how services are provided to the public. Improvement is about much more than just measuring. The improvement cycle encompasses leading, setting priorities, planning, measuring impact, learning and revising. It is continuous and iterative – making things better step-by-step. This means that organisational culture has a significant impact.

Harrow's performance management system

6.3 Harrow's performance management system has been set up to reflect the needs of the organisation and the National framework and inspection regime that was in place (Comprehensive Performance Assessment followed by the Comprehensive Area Assessment). One hundred or so of the most important indicators are reported at the corporate level (forming the Corporate Scorecard). Quarterly Improvement Boards take place within each directorate to check on how these indicators and others are progressing; these boards include the relevant Portfolio Holders. The results from the Improvement Boards are reported to the Corporate Strategic Board's (CSB) quarterly performance mornings, with a quarterly report then going on to Cabinet. The Chief Executive also holds fortnightly meetings with each of his Corporate Directors individually. These processes enable a continual overview of how the organisation is performing.

---

[6] Full group meeting, Wednesday 11 May 2011.

18

6.4 While the Corporate Scorecard is reviewed corporately by the quarterly performance morning, there are hundreds of other performance indicators dealt with elsewhere within the organisation; in 2010/11 the housing service alone had a scorecard of 120 indicators, of which about ten were included in the corporate scorecard.

Diagram 1: Quarterly Performance Cycle
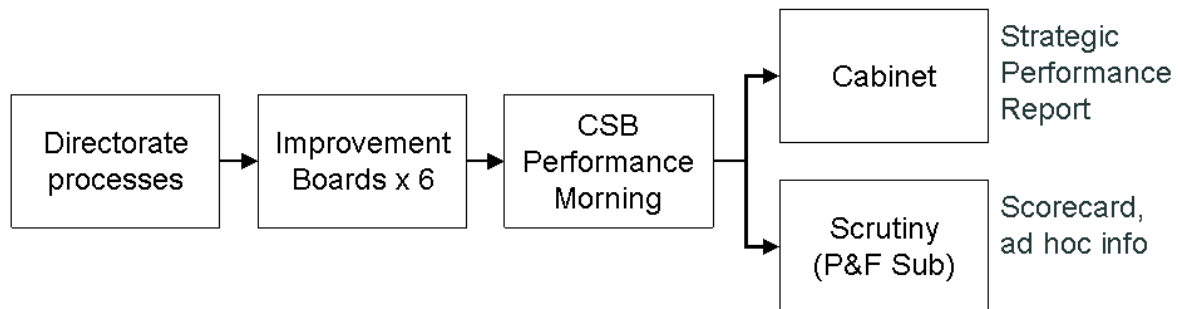
Review of best practice – performance management systems

6.5 This sub group reviewed two exercises carried out by the Council's Corporate Performance Team:

- **High Performing London Boroughs:** this was researched in February-March 2010 and covered Camden, Hammersmith and Fulham, Kensington and Chelsea, Wandsworth, Westminster (CAA[7] 4 star, 2009). The CAA and the national performance framework have since been dismantled. It is probable that some processes have changed in these Councils as a result but elements of good practice remain relevant to this review.[8]
- **Commercial companies:** this was researched in October-November 2010, and covered five companies drawn from FTSE Top 250, local Harrow companies and Harrow Council commercial partners.

---

[7] Comprehensive Area Assessment.

[8] There have been some changes since the Council study, which is now over twelve months old. At national level national indicators have been replaced with the 'single data list'. There is a Code of Recommended Practice for the publication of data. There have also been changes within Harrow and other authorities especially post CAA. Harrow's Improvement Board templates have been reviewed and reduced, to ensure the boards are able to look at the key issues facing a directorate and also to reflect the progress made from when the boards were first introduced.

6.6 Both the commercial companies and boroughs reviewed the content of the reports and were guaranteed anonymity.

6.7 The main differences between **Harrow and the commercial firms** were:

- *Monthly review with integrated reports* – companies at all levels reported and reviewed financial and non-financial performance monthly in an integrated report. Harrow's formal reporting (Improvement Boards, CSB and Cabinet) is quarterly, though within Directorates there is monthly or even weekly reporting. Directorates review financial information on a monthly basis.

- *Currency of performance information* – within the commercial companies, performance information was delivered between 6 and 15 days from month end versus 5-8 weeks after the quarter for Harrow for Improvement Boards, CSB performance morning and Cabinet reporting. Information is in effect a whole quarter behind by the time it reaches the Performance and Finance scrutiny sub-committee, though it reaches Portfolio Holders and managers earlier. The review group is of the view that the Council needs to give greater consideration to the information that it considers to be business critical. In addition the review group believes that there is significant scope to improve the timeliness of reporting processes. We accept that scrutiny should not be put ahead of the executive in terms of access to performance data. We believe that as the Council seeks to raise its game on performance management, a culture should be developed which allows information to be shared promptly, thereby improving transparency and accountability. This will also assist scrutiny in responding faster to issues arising and not spending time looking at issues that have already been identified and resolved.

- *The critical role of line manager* – in commercial companies, line managers at all levels in companies intervene to consolidate performance reporting – there is no central performance function to support this process. In the Harrow context, the Corporate Performance Team also has a role to play, for example in ensuring that there are accepted definitions across directorates for indicators reported within the Corporate Scorecard. In

addition, as the phase one report highlighted, there remain requirements for reporting data, if not performance indicators, to Central Government.

- *Forward look reporting* – all companies routinely include a forward look – pipelines, prospects, opportunities, calendars, rolling forecasts. Harrow data is largely historic, though budget forecasting is included. A manager forecast against an annual target has been introduced within SAP (see also paragraph 6.8).

6.8   The main differences between **Harrow and the other Councils** were:

- *Local formats for reporting at Directorate level* – only Harrow uses a standard format for reporting at directorate level (that is, the Improvement Board templates); only Harrow uses Improvement Boards. However, this does mean that the boards consider a cross-section of information such as human resources, customer information, complaints, risk, finance and performance at the same time.
- *Most of the Councils do not report performance on Cabinet agenda* – most others use Scrutiny not Cabinet to review performance formally – Harrow uses both. We think that it is positive that both Cabinet and Scrutiny fulfil this role but that there is a need for comments and recommendations regarding performance to be fed more formally into the performance cycle. We discuss this further in our section on improving the performance cycle (see paragraph 6.21).
- *The Leader meets with portfolio holders to review performance* (3 out of 5 councils). In Harrow the Leader and Portfolio Holder for Performance attend all Improvement Boards.
- *Forecasting included in performance reports* (4 out of 5). In Harrow a new field is being provided on the SAP performance management system that will enable managers to indicate each quarter whether the year end target is likely to be reached. This will be implemented initially on the Corporate Scorecard. While we support performance forecasting, we highlight again the importance of developing the right performance management culture, one which is not 'red averse'.

- ***Standard office software used*** – (3 out of 5) the majority use standard office software like Excel to produce reports. Harrow uses a mixture of SAP, Excel and Word.

6.9   The Corporate Performance Team did some limited research in early 2010 on web-delivered area-based performance information for the public.   However, it proved very difficult to identify best practice in this area, with many councils reporting that it was the direction they wished to travel but had not done so yet. This is still the case at the time of undertaking our work in phase two.

6.10 It was reported to us that Improvement Boards receive both financial and performance information although they are not fully integrated. From Q4 2010/11 the Corporate Strategic Board (CSB) now receives financial data formally as part of quarterly performance reports.

6.11 The review group notes the potential difficulties associated with meaningful value for money for benchmarking following the abolition of agreed national definitions. The review group is supportive of the Council's participation in London Councils' Local Area Performance Solution (LAPS), which enables some pan-London benchmarking across a suite of agreed indicators. The Council also subscribes to the CIPFA value for money benchmarking service.

Performance management culture

6.12 To better assess the progress of the organisation, the sub group met with the Chief Executive. [9] He alluded to the distinction between performance management *systems* and performance management *culture.* Without a *system* it is difficult to know what is going on, whether you are delivering on your objectives (a system ensures there are 'no surprises') and the organisation does not always make sufficient progress. However, *culture* was equally important in, for example, ensuring that meaningful and stretching targets were set as well as an honest assessment of associated risk. Without it there was a risk that targets could be set in such a way as to make them easy

---

[9] Best practice sub group, Tuesday 5 July 2011.

to meet, resulting in the organisation making only incremental progress.

6.13 The review group supports the Chief Executive in strengthening the strategic role of CSB so as to enable CLG[10] and middle managers to have a greater day to day responsibility for taking operational decisions and addressing cross-cutting issues. We believe that Corporate Directors should be expected to take on cross-Council corporate roles such as community engagement or equalities.

6.14 The Chief Executive reported that having significantly improved the 'vertical' performance of the organisation on a directorate by directorate basis, the next stage will be to better look at opportunities horizontally across the organisation and then with partners. The latter was essentially about community budgeting; the total public sector spend in Harrow amounts to £2bn, operating across 147 buildings. There is significant potential to rationalise both the assets and the public services spend in the Borough, to ensure services to residents remain robust and offer good value for money. The review group is supportive of this approach.

6.15 Performance management culture needs to be one where performance information is seen as a helpful tool rather than an irritating task.
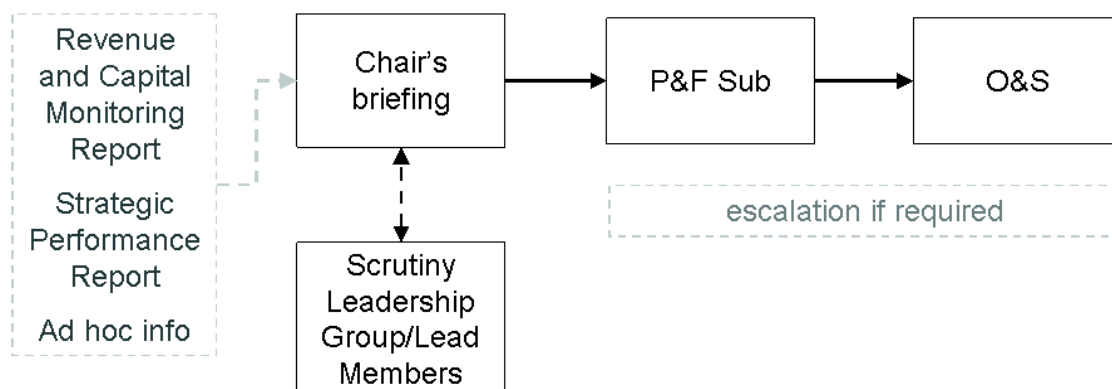
Scrutiny's role in the performance management framework
6.16 Given the role of scrutiny in considering service and financial performance, it would be remiss of this review not to consider whether there are areas in which scrutiny could improve.

6.17 The Performance and Finance scrutiny sub-committee regularly reviews the Corporate Scorecard as well as the quarterly Revenue and Capital Monitoring reports at the chair's briefing; these discussions then determine areas of focus for the committee.

---

[10] The Corporate Leadership Group is made up of the Chief Executive, Corporate Directors and Divisional Directors, and senior managers who report directly to the Corporate Directors from across the Council.

Diagram 2: Performance reporting to Scrutiny

```
┌─────────────┐          ┌──────────┐      ┌──────────┐      ┌──────────┐
│ Revenue     │          │          │      │          │      │          │
│ and Capital │          │ Chair's  │ ───> │ P&F Sub  │ ───> │   O&S    │
│ Monitoring  │ ─ ─ ─ ─> │ briefing │      │          │      │          │
│ Report      │          │          │      │          │      │          │
├─────────────┤          └──────────┘      └──────────┘      └──────────┘
│ Strategic   │               ↕          ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─┐
│ Performance │          ┌──────────┐      escalation if required
│ Report      │          │ Scrutiny │    └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─┘
├─────────────┤          │Leadership│
│ Ad hoc info │          │Group/Lead│
└─────────────┘          │ Members  │
                         └──────────┘
```

6.18 The Centre for Public Scrutiny commented to us that Harrow's scrutiny of performance management is still in the top quartile – very few local authorities reach beyond the reviewing of scorecards at committee, whereas Harrow uses performance management information to inform the scrutiny work programme. However, we should still review how partners and residents fit into the performance management agenda.[11]

6.19 As we have alluded to earlier, the timeliness of performance information provided to scrutiny needs to be addressed. Members of the review group have highlighted particular examples where earlier access to information would have meant that there was no need for scrutiny Members to seek follow-up because of concerns raised in an earlier quarter's data.

6.20 In discussing the Local Information System (see *Technology* findings), Members discussed the use of the system by scrutiny. It was felt that the system would be a useful tool, particularly for the lead members. It could also support scrutiny at committee, where Members could interrogate data in order to inform their questioning and consideration of items such as the community safety plan and strategic assessment. It was also felt that leads could take a stronger role by briefing the committee and by attending and leading on particular items at committee. Such an approach would strengthen the quality of discussion by adding an evidence-based dimension.

---

[11] Full group meeting, Wednesday 11 May 2011.

24

Improving the performance cycle

6.21 In addition to the improvements we have already mentioned, we believe that there is a need to formalise arrangements for feedback from scrutiny on service and financial performance. Diagram 3 indicates our suggested model of integration.

Diagram 3: Quarterly performance cycle – formalising feedback from scrutiny
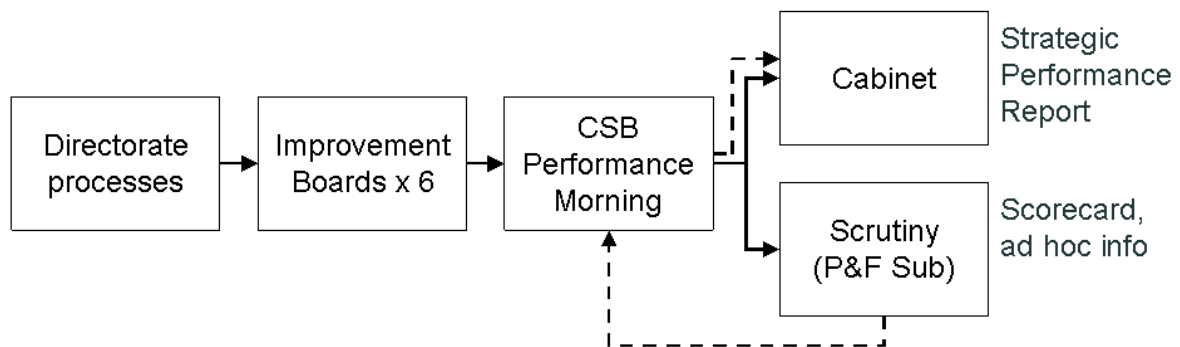
6.22 The Performance and Finance scrutiny sub-committee's consideration of performance and financial information should continue (as per the process illustrated in Diagram 2), but by adding a formal feedback process into the cycle, CSB can be made aware of issues that scrutiny is monitoring. In addition scrutiny's areas of focus can be reflected in the Strategic Performance Report.

6.23 For example, feedback could include items that the Performance and Finance Scrutiny sub-committee chair and vice-chair have on their 'watch-list' as well as any recommended action. This would improve both the transparency of the scrutiny process as well as more formally linking the role of scrutiny into the Council's quarterly performance cycle.

6.24 As we allude to in paragraph 6.8, other Councils use scrutiny as a formal part of the process of examining performance information; what we are proposing is therefore in keeping with good practice elsewhere.

Managers' Survey

6.25 The sub group commissioned a short, on-line survey to capture the views of managers[12] on the performance management culture, as well as their use of performance management information. The survey was available for completion from 14 June to 8 September 2011. The response rate was 11% (27 managers responded out of 248 managers[13]).

6.26 When asked to identify the sources of performance information used, 85% of managers used local operational data, 59% used partner data and 59% used other Council data.

Managers: What is the source of the performance information you use?

Source	Percentage
Office for National Statistics	22%
London Councils	30%
Central Government departments	44%
Professional body	52%
Benchmarking club	52%
Other council data	59%
Data from partners	59%
Local operational data for my service	85%
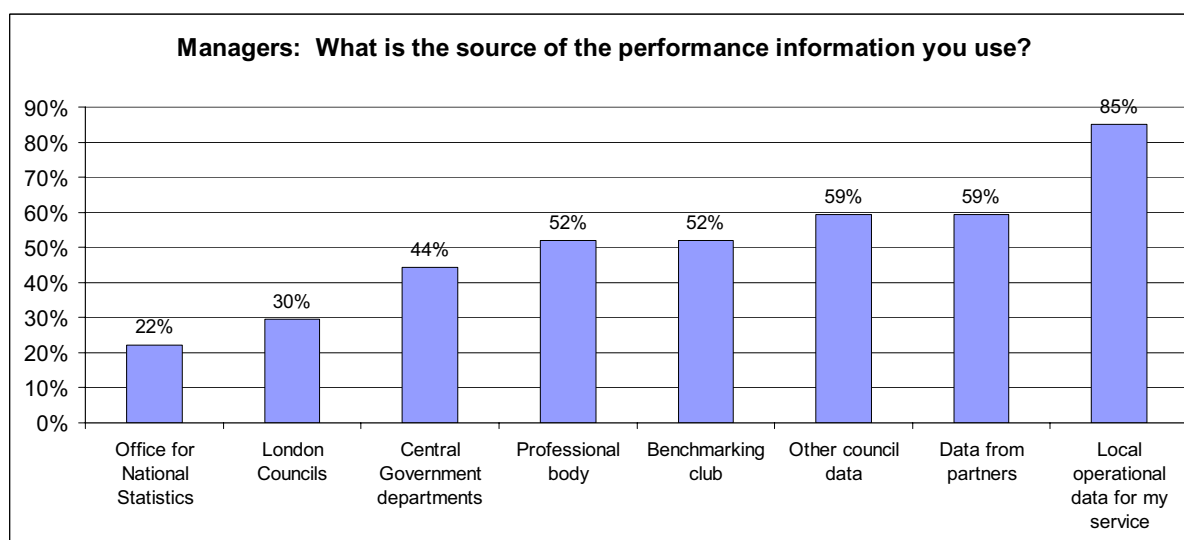
6.27 When asked to describe what information managers used to plan services, 93% used budget and financial information, 85% used data collected by their service and 85% used benchmarking information. Service user feedback also featured near the top of the list at 78%.

6.28 These results demonstrate that performance management is clearly part of the "day job" of managers at all levels.

---

[12] This group covered Corporate Directors, Senior Managers (Directors/Divisional Directors, Heads of Service) and Middle Managers (Service Managers and Senior Professionals).

[13] As at 5 September 2011.

Managers: What type of information do you use to plan services?

Type of information	Percentage
Budget/financial information	93%
Data collected by your service	85%
Benchmarking (including value for money)	85%
Service user feedback	78%
Council strategies	67%
Demographic data	59%
Corporate Plan	52%
Central Government data	52%
Vitality profiles	48%
Partner data	44%
Data collected by other services	44%
Corporate complaints data	44%
Locally commissioned surveys	41%
Service uptake	37%
Improvement board papers	33%
Experian customer segmentation profiles	33%
Joint Strategic Needs Assessment	30%
Council's strategic performance report	30%
Sustainable Community Strategy	22%

6.29 When asked to rate Harrow's performance management practice in general, 7% thought it was excellent, 52% of managers considered it to be good, and 41% considered it to be average. No managers considered it to be poor.

6.30 With regard to improving the information managers currently use, some were in favour of more automation along the lines of a dashboard or cockpit; others mentioned reducing manual intervention. Clearly such improvements would have a cost implication and it is for the Executive to consider whether the cost of further automating processes outweighs the cost of manual manipulation. The Executive should also consider the extent to which increased automation would have the potential to speed up reporting or whether the time taken is the result of other factors.

6.31 With regard to improving performance management a number of managers responded that there could be more focus on key issues and areas of poor performance. Others commented that the process could be more forward looking. Others stressed the importance of understanding resident satisfaction.

This was also alluded to in the context of the impact of targets upon each other and on satisfaction.

Summary – Best practice

The review group believes that Harrow's *current* performance management approach is on a par with other high performing boroughs. However, all boroughs are facing the challenge of how to respond to the loosening of performance management (if not data) requirements – there are no 'leaders' here as such. This offers Harrow the opportunity to be a leader.

There is a need make better use of information at all levels of the organisation by bringing together different sources of data and performance, thereby developing a broader picture of true performance. This will require moving the organisation towards an improvement culture.

Harrow's performance and finance scrutiny is ahead of other authorities but there is still the potential to improve.

Recommendations – best practice

For Cabinet:

A) We recommend that steps be taken to improve the timeliness of the performance reporting processes. By this we mean:

- The speed at which Improvement Boards take place at the end of the quarter. This includes, but is not limited to, streamlining the performance approach, for example by greater or more effective use of IT or by automating processes.

- The speed at which information reaches Scrutiny – the Executive and Scrutiny, in partnership, should examine the way in which potential barriers for information sharing could be overcome, for example by allowing the scrutiny process to overlap more with Executive review or by moving away from an approach that treats all information the same, regardless of the level of sensitivity.

B) We recommend that the format in which performance information reaches

---

the public domain be reviewed and improved. While we agree that publishing a public scorecard is laudable, we believe that the Corporate Scorecard should be published online separately, as well as forming part of the Cabinet papers. See also Recommendation J.

C) We recommend that comments from scrutiny on performance issues be incorporated into the Corporate Strategic Board's (CSB) performance morning and reflected in the Strategic Performance Report (SPR), thereby more formally integrating scrutiny into the quarterly performance cycle.

D) We recommend that the Council's Corporate Leadership Group[14] be renamed and charged with a stronger remit for addressing cross-departmental operational issues.

E) We recommend that there is greater integration of performance and financial reporting to Scrutiny, in a format similar to that received by the Executive.

For the Overview and Scrutiny Committee

F) We recommend that the Better Deal for Residents Review consider how effectively the Council's transformation projects incorporate use of performance information and data – thereby providing tools for evidence-based policy making.

G) We recommend that the Scrutiny chairs and vice-chairs review arrangements for monitoring the performance of partners, in particular that of the police and health partners. While partnership scrutiny is already taking place, changes to the policy environment offers opportunities for the development of new approaches.

H) We recommend that Scrutiny Lead Members adopt a stronger role for their policy area in order to ensure:

- That Lead Members take a greater responsibility for escalating and sharing of information pertaining to their brief;
- That wherever possible Scrutiny Lead Members attend committee meetings for relevant items where they are not ordinarily a Member;

---

[14] The Corporate Leadership Group is made up of the Chief Executive, Corporate Directors and Divisional Directors, and senior managers who report directly to the Corporate Directors from across the Council.

- That Lead Members make use of the new Local Information System (LIS) in order to inform the scrutiny process.

7. Findings – Customer engagement

7.1   This sub group was tasked with considering how resident expectations can be better reflected in the performance management framework. It also considered the needs of 'customers', where 'customer' covers other users of information, including ward councillors.

Resident Engagement

7.2   In the context of drives to make services more locally accountable, this sub group was tasked with better understanding the needs of local people with regard to performance management information. To do this a resident focus group was held on 11 July 2011. Attendees were selected from the Council's residents' panel[15] with the aim of ensuring that the group was as representative of the borough as possible. There were twelve attendees who formed two groups. Members of the review group were also in attendance to listen to the discussions.

7.3   An icebreaker exercise indicated that in general attendees did not feel well informed about how Harrow Council is performing. The top three sources of information about how Harrow is performing were local papers, the Council Tax leaflet and Harrow People. This is not surprising given the universal or near universal coverage of these types of publication.

7.4   Following a brief introduction to the work of the review, the attendees were divided into two groups to identify the information they would like to see, including the format (website, flyer, blog – or something else). Groups were given some examples of different ways to present information. They were asked to think about the level of information, format, types of information and frequency of provision.

---

[15] Harrow Council has a Residents' Panel of more than 1200 residents who have signed up to give their views about anything the Council or our partners ask them. The panel is representative of the borough's over-18 population by age, ethnicity, gender, geographical spread and employment status.

Conclusions from the focus group

7.5   While the attitudes of the two groups were markedly different, there were some common themes that are of benefit to the review. In particular a common theme related to transparency and accountability; while the first group did not *want* performance information they did want honesty and accountability.

7.6   The findings, particularly with regard to the need for cost effectiveness and proportionality of information provided are highly relevant. Those who felt quite ambivalent about what they were asked to do at the focus group stressed the need for a cost effective approach. While the second group did want to access performance information they were very realistic about avoiding excessive expectations and costs.

7.7   The focus group findings support the Council's current approach in developing a Local Information System to hold local data. This system will allow pre-existing profiles of information to be set up to allow residents to have a snapshot of, say, the demography of the borough (ideal for publicising in other publications or email correspondence) while also allowing those with a *specific interest* to delve further into the datasets.

7.8   With regard to *performance* information, the second group's discussion around, for example, bin collection performance points to the greater embedding of *service performance information* with information about services. For example, performance against bin collections could, for example, be reported alongside or linked to information about bin collection days.

7.9   Focus group attendees indicated that they were interested in the following **types of information**:
- The demographic make-up of the borough
- Borough and ward level information (both general information and performance information)
- Signposts – to highlight that there is information on a particular topic available (for example within the Local Information System) and directing

32

the resident to where they can find out more or, for example, obtain raw data

- Comparative information – other boroughs and over time
- Service cost and service outcome with explanatory information if necessary (value for money)
- Performance against publicised standards
- Mixture of perception and objective measures

7.10 **General principles** for the Council arising from the focus group are:

- The Council should provide honest information – not just what the Council wants residents to hear.
- As much information as possible should be made accessible but it should be provided proportionately – i.e. the detail (including raw data) should be accessible for those who need/want it but not universally. Summary information, with signposts to more detail, should be developed.
- The Council should provide what is cost effective – the Council should not waste money on providing everyone with detailed information as not everyone wants this (some focus group attendees perceived that the Council committed significant resource to producing detailed publications) but should focus on offering sign posts to those wanting it.
- The Council should provide contextual information to enable residents to understand what the detail actually means.
- Information must be accessible to all – not everyone accesses the Internet – Harrow People, leaflets, notice boards, public meeting places.
- Information provided must be attractive and easy to read.
- The Council could consider organisational blogs and Twitter to give residents an insight into how services work and the challenges faced.
- The Council must commit to responding to residents who offer an opinion.

7.11 It is reassuring that these findings strongly relate to those found in national research[16] identifying good practice in this area. It is particularly useful to know that such approaches are borne out in the Harrow context.

<div style="border:1px solid black; padding:10px;">

Box: Best practice

In terms of the content, format and timing of performance information:

- Information needs to be relevant to the circumstances of citizens
- Information needs to be available in a variety of formats
- Information needs to be presented in a way that makes it meaningful for citizens.

In terms of the strategic approach for reporting performance information:

- There is a need to be cost effective in the methods that are used to disseminate performance information
- The need for a strategic response
- The need for strategic 'fit' rather a stand alone activity
- Provision needs to be based firmly on evidence of what works and what citizens want.

Department for Communities and Local Government,
Reporting Performance Information to Citizens (July 2008)

</div>

Reporting to residents

7.12 Over the course of the review, the group has debated the advantages and disadvantages of identifying a series of top issues for residents against which performance could be reported.

7.13 This is not a new idea in that, under the Best Value regime, local authorities were required to produce a performance plan that was published annually and outlined Council performance against key performance indicators.

7.14 Over the years, various resident satisfaction surveys have provided insight into

---

[16] CLG, Reporting Performance Information to Citizens (July 2008), p. 68-69. Available at
http://www.communities.gov.uk/publications/communities/performanceinformation

the types of issues of highest concern to residents. In 2009/10, the Ipsos Mori Interim Place Survey, for example, generated the following list in response to the question "Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?"[17]:

Place Survey: Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?
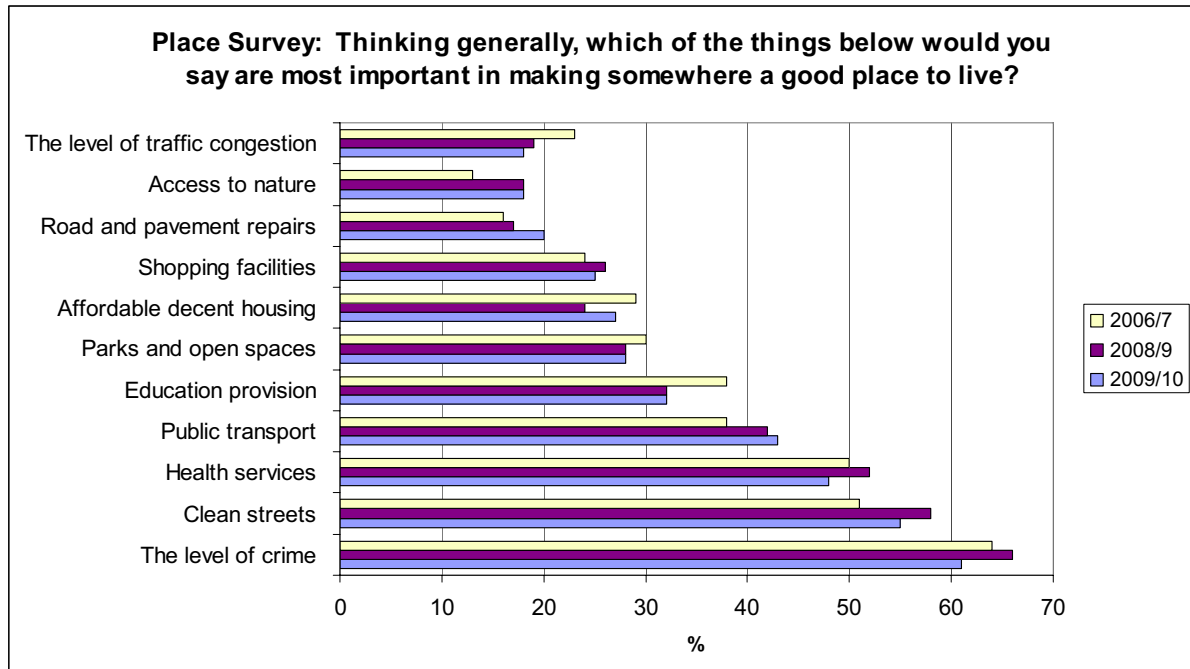
7.15 While there has been some change over time, the chart demonstrates that there is a reasonable degree of consistency with regard to the types of things that local residents consider to be important.

7.16 Understandably, each administration will have its own interpretation on what these top issues might be (and in any case would need to be subject to periodic refresh), but we believe that consideration should be given to whether a sample of performance information be included in borough-wide publications such as Harrow People or the Council tax leaflet in order to give residents an honest flavour of local performance.

Social media

7.17 The scrutiny leadership group gave authority for scrutiny to use new ways of

---

[17] The chart is based on the top ten things raised by residents. "Traffic congestion" and "Access to nature" were equal tenth in 2009/10.

working to improve resident engagement in scrutiny. Given the technological and consultative elements of this review it was agreed that the sub group pilot the use of social media as a means of accessing resident input.

7.18 Social media simply represents another set of tools for social engagement. It should be considered as another form of civic engagement with residents. It is often referred to through the tools that are used to enable it – which put the power of publishing in the hands of ordinary residents – but it is another route through which the Council can listen to its residents.[18]

7.19 A blog,[19] Facebook page[20] and Twitter account[21] were established in the hope of reaching sections of the community that are more interested in engaging in consultation activity online or those with an expert/technical perspective on the use of performance information – for example members of the online community with experience of using open data.

7.20 These tools have generated a little interest online, but social media is certainly still in its infancy for scrutiny. However, social media was viewed positively by focus group so should not be ruled out as another method of reaching residents.

Ward Councillors

7.21 While the review group initially felt that the needs of ward councillors could be addressed by the review group alone, councillors on the group felt that they were to some extent self-selecting in that they had agreed to participate because of a specific interest in the subject.

7.22 Little national research seems to have been dedicated to the information needs of ward councillors; more energy seems to have been taken to improve the

---

[18] Ingrid Koehler, Presentation – *Performance Management: the future* (LGID, September 2010).

[19] http://scrutinyharrow.wordpress.com/measuring-up

[20] https://www.facebook.com/pages/Scrutiny-in-Harrow/205146626189923
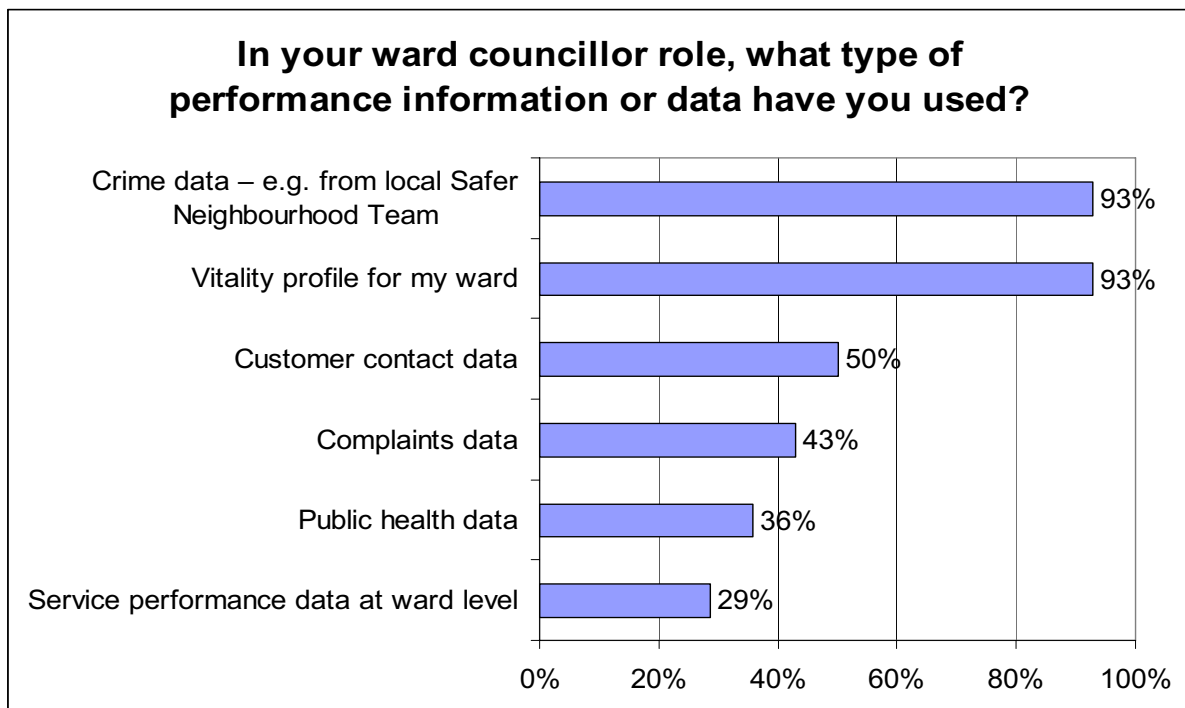
[21] http://www.twitter.com/#!/ScrutinyHarrow

quality of decision making, such as the Audit Commission's *Is there something I should know?*[22] As a result the review group commissioned a short, web-based survey of all ward councillors during August 2011. In total fourteen councillors responded, representing 22% of the 63 Harrow councillors.

The ward councillor role

7.23 In response to the question "how long have you been a ward councillor?" there was a good spread of responses, with 21% in their first term, 29% in their second term and 50% having been a councillor for three terms or more.

7.24 With regard to types of performance information or data used, most councillors had made use of their ward's vitality profile and data from their local Safer Neighbourhoods Team. 29% had made use of performance data at ward level.

In your ward councillor role, what type of performance information or data have you used?

Crime data – e.g. from local Safer Neighbourhood Team	93%
Vitality profile for my ward	93%
Customer contact data	50%
Complaints data	43%
Public health data	36%
Service performance data at ward level	29%

---

[22] Audit Commission (July 2009) *Is there something I should know? Making the most of your information to improve services.* Available at:
http://www.audit-commission.gov.uk/nationalstudies/localgov/istheresomething/Pages/Default.aspx

Accuracy and timeliness of information

7.25 57% regarded the accuracy and timeliness of information they used as a councillor as good, while 29% regarded it as average.

Level of contextual information

7.26 71% considered that they received about the right amount of contextual information while 29% wanted more. None felt that too much detail was provided.

Scrutiny

7.27 92% of respondents to this question were either a current or former scrutiny Member. Of these 50% had reviewed performance information by looking at scorecards, and 71% had done so as part of a review.

7.28 Only 7% reported doing this at committee. This is a favourable response given the decision taken to undertake detailed review of performance information away from committee, reviewing it separately in order to inform agenda setting and work programming. Of the respondents who only answered "at committee", all had been a councillor three terms or more, which is consistent with this view.

Executive

7.29 Of the 57% of respondents with Executive experience, 50% regarded performance information they received as excellent and 38% considered it to be good. In terms of improvements proposed, respondents suggested:
- "Cost of services per resident compared to costs per resident in other boroughs. Ditching a whole raft of "information" that is not relevant or useful and is costly to collect, e.g. disability/ethnic monitoring - residents want low cost/high quality services and don't much care how things are provided."
- "More timely, up to date information. More operational data."
- "More narrative behind the data."

7.30 One respondent noted that "there is always room for improvement but has to be balanced against cost".

7.31 In terms of specific data respondents said they would like to see:
- "Comparators with other Boroughs."
- "Cost of services broken down to individual house/road level - so that individual residents can see how their Council tax is spent; and this to be compared to other boroughs."
- "Complaints received on Council services on a ward by ward basis".

7.32 While it is positive that Members are accessing performance information and data, what Members actually receive seems quite arbitrary in the sense that it depends on what individual Members are aware of or have asked for. This is probably sufficient for Members' general needs but we would hope that, going forward, Members should have the opportunity to ask for more, as appropriate, to support them in fulfilling the role.

Summary – customer engagement

While residents exhibited varying attitudes towards the Council, the common theme was the need for transparency and accountability. This is closely related to the reputation of the Council. 'Honesty' was also highly prized by the focus group – the Council should not just communicate the good news. Residents also supported a proportionate and cost effective response, and the use of signposting to enable those wanting more to find it easily. Services should also consider how they can embed performance reporting alongside service information. There was support for online delivery of information, but the Council must consider access by others without that facility.

While some residents will rely on the what they see when they open their front door others sought to understand Harrow's performance in the wider context; neither of these approaches is wrong – in fact the Council needs to get both right in order to demonstrate its performance.

For Cabinet

I) The review group supports the development of the Local Information System (LIS) as a means of making public data more available to residents as part of Harrow's transparency policies. We recommend that the Council should examine how to reach residents without access to the internet.

J) We recommend that the Council adopt a cost effective approach and use existing communication methods to offer signposts to publicly available data and performance information. This should include links within the Harrow e-newsletter and other publications and could also include social media.

K) We recommend that the following general principles, arising from the focus group, should be reflected in the Council's approach to communicating performance information:

- The Council should provide 'honest' information – not just carefully collected soundbites or what the Council wants residents to hear.
- As much information as possible should be made accessible but it should be provided proportionately – i.e. the detail (including raw data) should be accessible for those who need/want it but not universally. Summary information, with signposts to more detail, should be developed.
- The Council should provide what is cost effective – the Council should not waste money on providing everyone with detailed information as not everyone wants this (some focus group attendees perceived that the Council committed significant resource to producing detailed publications) but should focus on offering signposts to those wanting it.
- The Council should provide contextual information to enable residents to understand what the detail actually means.
- Information must be accessible to all – not everyone accesses the Internet – Harrow People, leaflets, notice boards, public meeting places.
- Information provided must be attractive and easy to read and understand, but not too simplistic.
- The Council should consider organisational blogs and Twitter to give residents a more real-time insight into how services work and the challenges faced.

- The Council must commit to responding to residents who offer an opinion.

L) We recommend that Directorates should take steps to embed performance reporting alongside service information. For example, performance against bin collections could, for example, be reported alongside or linked to information about bin collection days.

M) We recommend that a sample of performance indicators be included in borough-wide publications such as Harrow People or the Council tax leaflet in order to give residents a flavour of local performance.

N) We recommend that further work should be undertaken to analyse the information needs of councillors in their ward role. It may be that Members' access to the Local Information System will address this going forward, but an annual pack of information for ward councillors might be a useful development. For example, councillors could be provided with a detailed spatial map of their ward, for example, on election, in order to support their understanding of their constituents and their needs.

8. Findings – Technology and data presentation

8.1 Central Government sees technology as a key way to enhance transparency and get more information into the public domain. However this will need to be done in a manner that is useful to customers, professionals, businesses, contractors and partners. In this context the Council's approach to transparency, open data and complaints is relevant; as is the way that this information is fed into the performance management system.

Harrow Local Information System

8.2 The Harrow Local Information System is a web-based, centralised data hub of national demographic and local service information. The sub group received a demonstration of the test system.[23] The live system will be available as part of the offer on the Council's website. It will include partner data as well as Council data and work with partners to achieve this is taking place through the Joint Analytical Group (JAG).[24]

8.3 Data will be available at ward and lower super output area (LSOA) level. Data can be downloaded as an Excel file, .csv or .xml, meeting open data requirements.

8.4 It will also allow users to bring datasets together, for example enabling the creation of apps (applications) or mashups (a web page or application that uses and combines data from different sources to create new services). Using the system does not require specific GIS[25] or data analysis skills.

8.5 Instant Atlas, the local information system software, is used by a number of other local authorities. Oxford Consultants for Social Inclusion (OSCI) have been contracted to supply and format the data for the system, which will save

---

[23] Technology sub-group, Monday 20 June 2011.

[24] Partners involved in the JAG are Harrow Council, Harrow Police, Harrow Primary Care Trust, The voluntary sector in Harrow, Harrow Fire Service.

[25] Geographical information system.

42

considerable time for local analysts in that there would be a single source of data for them to interrogate. Data will include demographics, deprivation, economy and employment, equalities, education and skills, health and well being, crime, environment and access to services.

8.6 Testing is also taking place on some local service data. The LIS system also has the capacity to allow authorised users to access sensitive data on the same platform.

8.7 Within the system some pre-formatted information will also be available. This information will be dynamic. Links will also be given to key documents and strategies. It was intended that around six profiles offering pre-formatted information be provided; these would initially focus on Harrow people, economy, education, crime, health and deprivation. A future upgrade will also mean that information could also be added to include static features such as schools. This would allow analysis of, for example, complaints against location of premises.

8.8 The live system will be launched in October 2011, initially with national data. It will be of benefit to both data experts and non-experts, including residents.

Customer relationship management information

8.9 Data collected within the Council's customer relationship management (CRM) system is highly detailed so it is possible to identify the cause of the contact as well as how it was addressed. The system is also flexible in that additional 'process identities' that describe the type of contact can be added. For example a new process ID was set up recently to track calls relating to a problem with the online payments system. Managers are provided with a monthly report outlining contacts and are therefore able to identify why performance was affected each month. It is then possible to understand the impact, extract issues and identify exceptions; for example an increase in calls about bees and wasps led to the decision to raise the profile of this information on the website.

8.10 Members were provided some sample reports outlining the top 20 reasons for contact/avoidable contact for April 2011. For example, in order to pay a parking penalty charge, callers are phoning an agent, yet the Council has an automated payment line as well as the facility to pay online. There are plans to introduce an IVR (interactive voice response) for these calls which would mean that this would reduce call volumes by about 1800 calls per month. This type of information is already used actively but there are plans to further develop information to issue to services and also to include it in information considered at Improvement Boards.

8.11 Members were advised that some reports are already set up in the Business Warehouse toolkit (for example on avoidable contact) but some manual analysis is also required. More reports could be automated but officers want to ensure that the reports are agreed beforehand as there are costs associated with programming. Going forward the Local Information System will also have the potential to hold and map the Council's own data such as customer contact information.

8.12 Some ward councillors receive a quarterly report outlining contacts in their ward. Some information could possibly be presented geographically periodically but it would be difficult to provide this on a regular basis because of resource implications and might not be that useful graphically because of the volume.[26] Data will be provided to Improvement Boards. The information is also provided to service areas each month.

Data presentation

8.13 *Good* information is relevant, of high quality and well presented. Residents attending our focus group stressed the importance of well presented information. As well as supporting the needs of our residents, performance information needs to support Members in making decisions as well as facilitating good scrutiny.
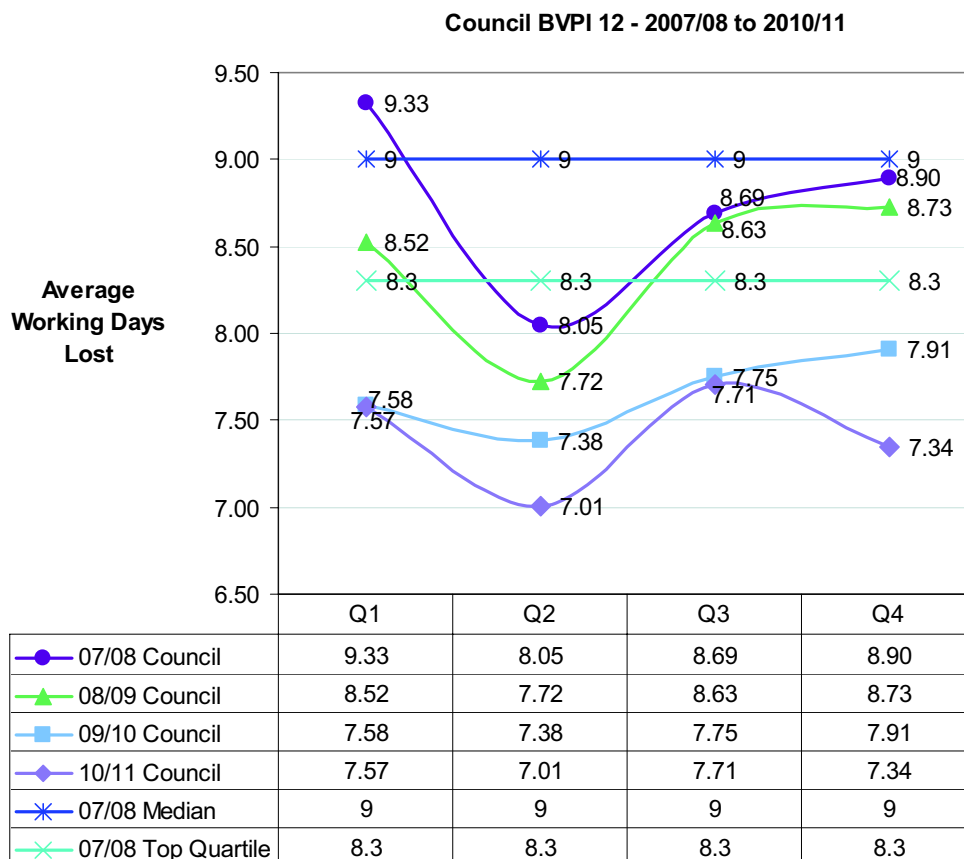
---

[26] Members were provided with a summary of *query resolution at first point of contact* (for April – June 2011). The full document stretched to 60 pages as it covered all tickets.

- The way that information is presented needs to be tailored for both the audience and the purpose at hand. Research on reporting to citizens illustrated that they felt that tables alone could be impenetrable and data without appropriate explanations and comparators was also criticised.[27]

- How information is presented can affect the response; while performance indicators are useful, they only tell part of the story and, as such, form the start of the discussion rather than the conclusion.

- When adding data to reports officers need to consider why they are adding the data, what the data is showing and what is the best way to present it. It is important to show trends and to show the data in a context that can allow meaningful analysis.

- Members and officers also need to be more intelligent consumers of data, asking and if necessary insisting that data is presented in a way that gives them as complete a picture as possible, making interpretation as straightforward as possible.

8.14 The review group is pleased to note that there are Harrow examples of good presentation of data. To illustrate our views on the importance of good data presentation we include an extract from analysis of BV12 (working days lost to sickness absence) in this report. Relying on the table alone, it is very difficult to arrive at an understanding of how well the Council is performing; presenting the information graphically as a trend enables the data to be interrogated at a glance.

---

[27] CLG, Reporting Performance Information to Citizens (July 2008), p. 60.

		BVPI 12 (Working Days Lost Due to Sickness Absence)									
		CF	CEX	CS	Schools	A&H	CES	L&G	PS	Directorates	All
2008/09	Q1	4.56	6.98	7.79		10.43	11.19	N/A	N/A	-	8.52
	Q2	5.19	5.78	6.79		10.18	10.37	7.94	N/A	-	7.72
	Q3	6.98	6.81	11.23	6.92	11.45	11.33	8.03	N/A	-	8.63
	Q4	6.75	6.41	10.63	7.29	11.42	11.33	7.62	N/A	-	8.73
2009/10	Q1	6.96	2.81	8.61	6.92	11.49	8.18	7.79	3.52	8.33	7.58
	Q2	8.82	6.33	8.58	5.38	11.99	9.83	9.32	4.93	9.43	7.38
	Q3	8.27	5.86	8.99	6.05	11.49	10.34	9.38	5.70	9.53	7.75
	Q4	8.40	5.28	9.70	6.27	10.68	10.23	7.57	5.67	9.45	7.91
2010/11	Q1	7.20	2.54	9.38	6.56	8.74	10.88	1.28	7.00	8.69	7.57
	Q2	6.95	3.82	10.40	5.25	9.40	10.37	1.26	5.92	9.03	7.01
	Q3	7.66	4.11	10.67	6.35	9.27	11.05	2.21	4.58	9.38	7.71
	Q4	5.74	5.52	9.60	6.27	9.41	9.94	2.04	4.39	8.71	7.34

Council BVPI 12 - 2007/08 to 2010/11

Average Working Days Lost

	Q1	Q2	Q3	Q4
07/08 Council	9.33	8.05	8.69	8.90
08/09 Council	8.52	7.72	8.63	8.73
09/10 Council	7.58	7.38	7.75	7.91
10/11 Council	7.57	7.01	7.71	7.34
07/08 Median	9	9	9	9
07/08 Top Quartile	8.3	8.3	8.3	8.3

8.15 We believe that the Council must be mindful of the need to maintain capacity for analysing data; as services are transformed and re-structured directorates must ensure that they value the role of their analysts and use them effectively:

> "Giving decision makers the information they need does not necessarily involve spending more money. Leadership from the top and ensuring that analytical resources are focused on identifying and highlighting the most salient facts are pivotal. Decision makers need to become more demanding, and analysts more expert and valued."[28]

8.16 The review group concludes that in developing its performance management approach the organisation should expect relevant, high quality, well presented information. There is no one-size-fits-all solution that can be applied to all circumstances and there is a need for Members and officers to engage to develop the best solution for each situation. It is also important that Members and officers review and reconsidering requirements on a regular basis – what is relevant today is not always what is relevant tomorrow.

Understanding performance: formal measures of performance versus resident perception

8.17 As part of this review we decided to look at a specific performance indicator in order to examine the benefits of formal measures of performance versus measures of perception.

8.18 We chose NI 195, an indicator that was designed to measure local environmental quality (LEQ), covering litter, detritus, graffiti and fly-posting. The survey is based on a representative sample of the area, across all types of land in the local authority area. The survey for the authority is based on three samples of 300 transects, each sample taken over a four-month period. Cleanliness is graded from A (none present) to D (heavily affected). NI 195 uses the percentage of sites falling below a grade B, because this is the way that the public appear to perceive cleanliness. They react to sites which they

---

[28] Audit Commission (July 2009) *Is there something I should know? Making the most of your information to improve services.* p. 36.

regard as unacceptable – and which they may well complain about – rather than when conditions are acceptable.[29]

8.19 We chose this indicator because Harrow's performance for cleanliness is in the top quartile for this indicator. However resident perception does not always appear to reflect this,[30] possibly because resident perception could be a lagging indicator or residents may not be able to compare what they see in Harrow with the level of cleanliness elsewhere.

8.20 In discussing this indicator with officers, we were advised that this is an important indicator for the service, enabling both benchmarking and quality assurance. We allude to this in the next section, which looks at the transformation project for the public realm service.

8.21 We believe that there are opportunities for services to bring together both formal measures with measures of perception.   This surely brings the fullest and richest picture of performance. For example, could NI 195 be reported graphically? Could NI 195 be married with information from Access Harrow (such as complaints) on local environmental quality? We do not wish to be prescriptive about what individual services should do, but clearly using performance information and data creatively is the start of the process.

Service transformation

8.22 As part of this review we decided to consider two areas that are undergoing service transformation to explore how performance management is being considered as part of the process. These were the libraries transformation and the public realm services (PRS) transformation.

---

[29] Defra, *Cleanliness National Indicator (manual).* Available at: http://cleanliness-indicator.defra.gov.uk/manual.aspx

[30] For example, in the 2009/10 Interim Place Survey, 'clean streets' were the second most important thing in making somewhere a good place to live, and fourth when asked what was most in need of improvement.

Case study: Libraries transformation

The scope of the libraries transformation project is:

- To modernise the library service through the introduction of RFID self service technology

- To restructure the libraries staffing in line with other London Boroughs

- To equip library staff with the latest library customer service technology and support new ways of delivering library services in a customer orientated "culture"

- To improve the online experience of library users – this includes the development of an online customer portal as well as the introduction of chip and pin, thereby enabling users to pay fines online.

- To improve operational processes

- To improve stock management through process and technology change

Libraries service performance data

Background

In terms of the now abolished National Indicator Set, the Council was required to report on NI 9, the percentage of the adult population in a local area who say they have used a public library service at least once in the last 12 months. This indicator was felt to be of limited benefit and was difficult to compare with elsewhere.

The Council also uses CIPFA's Public Library Users Survey (PLUS) of children's and adults' library use.   This takes the form of an annual return. It offers a plethora of information but is two years out of date by the time it is published. In the increasingly changing world of local government this severely limits its usefulness; however it does enable national comparison.   With regard to qualitative information, an annual mystery shopping exercise is undertaken across West London. It covers speed, politeness and accuracy.

Service performance data

There are three key sources of data – the Library Management System (LMS), the RFID reporting system, and people counters.

The measures include number of visits (weekly), number of issues (weekly), issues

by hour (monthly), cost per visit (6 monthly), cost per issue (6 monthly), income per Library (including breakdown – fines) (monthly) and online usage. It also includes RFID Self Service Usage (weekly) – the initial aim for was for 70% usage; this has been exceeded, reaching an average of 95% across all libraries with some reaching 100%. This was achieved through initial intensive staff support.

In the longer term there are plans to compare *issues by hour* with *visits by hour* as well as the *cost per visit* and *cost per issue* by library.

In the future, the service will be exploring how Experian data and data from the Library Management System (LMS) can be used to encourage greater Library usage among the local community. Usage information could also be overlaid with library location. Other targets for libraries will include income generation and reducing energy usage.

Performance reporting

At library level and directorate level

Performance data collected will enable a regular picture of performance to be developed library by library. In keeping with customer service excellence, performance information about each library could be displayed locally.

The library-level data has been helpful for library staff as they had no previous experience of this and it has acted as a motivator. It will enable under-performing libraries to be noticed and early action taken to make improvements and learn from other libraries. It will also help support the proper targeting of marketing and events, which will be especially important in the context of diminishing resources.

At corporate level

With regard to reporting to Improvement Boards, there is an opportunity to make better use of information going forward, making the service an active rather than passive user of performance information. Information to be reported could include PLUS survey feedback, quarterly data on visits/issues/income and feedback from mystery shopping.

Rather than focus on micro-managing performance at the individual library, the Improvement Board should focus on a more strategic focus and information supporting that discussion – e.g. library location, access, hours. It would also be useful in the budget setting process to understand what drives visits and loans.

With regard to benchmarking, the service should consider making library data public in an open format. This would help by encouraging other councils to release data and leading the way in data sharing.

Case study: Public realm services transformation

The scope of the public realm services (PRS) transformation project is:

- To modernise the streets and grounds maintenance service through the introduction of mobile working technology and new back office systems.
- To quantify and spatially map the 'Harrow estate'.
- To restructure Public Realm Services (streets, grounds and waste) staffing to allow greater focus on quality assurance and performance management.
- To provide greater information and transparency to customers via all contact channels (web, phone, face to face, customer portal).
- To continue the PRS journey to move from a largely reactive to a predominantly proactive service.

Service performance data

Ensuring the service had operational performance data was a key objective of the project. The following has been undertaken:

- The complete Harrow 'estate' has been measured e.g. the length of every pavement and grass verge, number and location of park bins, and even long jump pits! This was achieved by a fly-over of the borough, supplemented by visits to areas covered by trees. To keep the spatial map up to date crews on the ground will be charged with notifying changes, also other teams such as planning could notify changes.
- Identification of Standard Minute Values (SMVs) to define how long a single job

should take e.g. how long it should take to cut 1m of grass verge.

- Single jobs (and therefore SMVs) have been aggregated up to create schedules. The service, therefore, knows how long each schedule should take.

- The user front end has simple front end showing progress of schedules and work complete.

- In addition, mobile devices have GPS functionality so that crews can be located at any given time.

Using performance data

Operational performance management

Team performance can now be managed against the SMVs. This can help identify local trends, skills gaps and poor performance. The GPS mobile devices can allow for quicker deployment of resources for reactive job (e.g. if a crew are in a certain geographical area doing scheduled work, they can be deployed to a reactive job in the vicinity such as a large fly tip). It will also enable customer enquiries to be dealt with responsively, in that the business unit is now able to identify where teams are and their progress against their schedule.

The service is also directly linked to Access Harrow (as per waste management) meaning that call handlers are equipped to inform residents of schedules.

There are also plans to improve the updating of the website; a team member within the business support unit is now specifically tasked to do this. The unit will also support the sharing of data, both within the authority and with stakeholders such as user groups and Neighbourhood Champions.

Strategic performance management

In the longer term, the information available will help to inform service planning. For example decisions such as changes to street cleansing frequency can be accurately assessed to understand impact on resources.

NI 195

As part of the National Indicator Set, street cleanliness was reported against NI 195

Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting).   The service has retained the indicator; going forward information from the indicator can be compared against own quality assurance regime where 5-10% of work is assessed. The indicator provides useful intelligence for the service; two years ago it showed a problem with the level of detritus in residential streets which was then addressed.

Further development

The project is at an early stage; Harrow's own standard minute values will emerge over a six month period or so as team complete schedules of work and actual data is collected on time taken to complete schedules.   The service needs this to be embedded in order to compare actuals and the SMVs before these can be used to inform scheduling. Also there may be a seasonal impact, or severe weather impact which can then be factored into the scheduling.

The major change is that the service can now be measured and performance tracked. For example this means that there are opportunities for:

- Target marketing – a recycling campaign has been delivered to target worst areas for recycling.
- Improved scheduling – for example residential streets currently have the same cleaning schedule but further intelligence will mean that schedules could be varied to better reflect local circumstances.

8.23 We have been impressed with the work undertaken through these projects. While the library service was already data-rich, it is encouraging to see the way in which the information can be put to greater use, thereby giving managers and Members a strengthened insight into the service. The public realm service project is at an earlier stage, but the changes that have been made will enable the service to adopt a more scientific approach to planning its work, both at an operational and strategic level.

Summary – technology and data presentation

We are supportive of the development of the Local Information System which will support Members, officers and residents in making better use of data. This approach was supported by the residents' focus group, viewing online presentation of data as cost effective and proportionate

There is a richness of customer relationship management *information* available in Access Harrow; steps are being taken to include in improvement board process but there is room for development in terms of how this is analysed and exploited.

We have been impressed by the service transformation projects we have considered as part of this review, and we hope that future projects will also consider how services can be made more data-rich and how that information can then better inform decision-making.

Recommendations – technology and data presentation
For Cabinet

O) We recommend that the Harrow Local Information System (LIS) be linked into other sources – for example the London datastore[31] in order to increase the profile of Harrow's information.

P) In keeping with the new *Code of Recommended Practice for Local Authorities on Data Transparency,*[32] we recommend that the Council adopt the following three key principles when publishing data:

- responding to public demand;
- releasing data in open formats available for re-use;
- releasing data in a timely way.

Q) We recommend that there needs to be greater ownership of the role that good information plays in ensuring good customer service. For example, that a standard approach be set up to allow Access Harrow to report areas where the

---

[31] http://data.london.gov.uk/

[32] CLG (September 2011), *Code of Recommended Practice for Local Authorities on Data Transparency*. Available at:
http://www.communities.gov.uk/publications/localgovernment/transparencycode

website is in need of updating.

R) We recommend that Members and officers also need to be more demanding consumers of data, asking, and if necessary insisting, that data is presented in a way that gives them as complete a picture as possible, making interpretation as straightforward as possible. Information in reports and at Improvement Boards should be relevant, of high quality and presented well.

S) We recommend that all service transformation projects consider how services can become more data-rich and how this intelligence can be used to improve services and performance reporting.

For the Overview and Scrutiny Committee

T) We recommend that the Performance and Finance scrutiny sub-committee review the Corporate Finance scorecard with the Director of Finance. This was a recommendation for the review group in our phase 1 report but given the different emphasis of the phase 2 project plan we did not undertake this exercise.

U) We recommend that the Performance and Finance scrutiny sub-committee receive a report at its February 2012 meeting on customer contact information in order to explore how this information might help to inform scrutiny activity.

This page is intentionally left blank

REPORT FOR: **OVERVIEW AND SCRUTINY COMMITTEE**

Date:	1st November 2011
Subject:	Scrutiny Lead Member Report
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership Development and Performance
Scrutiny Lead Member area:	All
Exempt:	No
Enclosures:	*Reports from the Scrutiny Lead Members*

Section 1 – Summary and Recommendations

The report accompanies the reports from the Scrutiny Lead Members.

Recommendations:
The Committee is requested to consider the reports from the Scrutiny Lead Members and agree the actions proposed therein.

Harrow COUNCIL LONDON

Section 2 – Report

Introductory paragraph
This report outlines details of the work of the Scrutiny Lead Members for Corporate Effectiveness, Safer and Stronger Communities and Sustainable Development and Enterprise. There are no reports from Adult Health and Social Care or Children and Young People.

Financial Implications
There are no financial implications associated with this report

Performance Issues
There are no performance issues associated with this report.

Environmental Impact
There is no environmental impact associated with this report

Risk Management Implications
There are no risks associated with this report.

Equalities implications
Was an Equality Impact Assessment carried out? No

This report outlines the activities of the scrutiny lead councillors, it makes no proposals to change service delivery.

Corporate Priorities
The Scrutiny Lead Members' responsibilities cover all areas of the council's activity.

Section 3 - Statutory Officer Clearance
Not required for this report.

Section 4 - Contact Details and Background Papers
Contact: Lynne Margetts, Service Manager Scrutiny, 020 8420 9387, lynne.margetts@harrow.gov.uk

Background Papers: None

SCRUTINY LEAD MEMBERS' REPORT:
CORPORATE EFFECTIVENESS

Lead Members: Councillors Jerry Miles and Tony Ferrari

The lead members met on 26th July 2011.

Attendees
- Councillor Jerry Miles, Scrutiny Policy Lead Member
- Councillor Tony Ferrari, Scrutiny Performance Lead Member
- Julie Alderson, Interim Corporate Director, Finance
- Tom Whiting, Assistant Chief Executive
- Lynne Margetts, Service Manager Scrutiny

Financial Update
Julie Alderson updated the Corporate Effectiveness leads on the latest budget monitoring position. She advised that early prognosis suggests a slight overspend for 11/12 in two or three areas but that there is significant opportunity to remedy this before year-end. She also advised that the cost of redundancies in relation to transformation projects included in the MTFS had now been accommodated in the budget. With regard to capital, she advised that there is likely to be some underspend which will also deliver some savings with regard to revenue. £30m of capital approvals had been made to date by the Capital Forum and unless the capital forum has approved spend it cannot be incorporated into the SAP system and therefore cannot be spent. Julie also clarified that the organisation is being prudent with regard to the estimated capital to be generated by the disposals programme, though income generated in the most recent sale was more than had been anticipated. A specific amount of capital receipt is being assumed for capital financing purposes.

For Action
The Corporate Effectiveness leads will continue to monitor this. Meetings will in future be timed to facilitate the release of information.

Cllr Ferrari enquired as to the impact of the loss of a number of primary schools if applications for academy status are pursued. Julie advised that this had been included as a risk factor in the MTFS. There is also an issue for the council with regard to the recoupment of overheads – if the council cannot persuade academies to utilise council services then unit costs will increase.

Performance Management
Tom Whting, Assistant Chief Executive, provided the following information.
The annual processes with Ofsted and Care Quality Commission continue but are expected to be changed in the future. The CQC process has been significantly downgraded in 2011/12 and the Council will produce its own assessment of its performance. The direction will be towards more user-led performance management.

The Ofsted process is likely to retain many of its performance indicators. An Ofsted inspection of Children's Services is expected in autumn 2011.

The Council has established a replacement indicator set following the abolition of the National Indicator Set and this forms the basis of the corporate scorecard for 2011/12.

London Councils has adopted a core set of 33 indicators that it wants to use for benchmarking performance across London. Further work has also been done on the Local Area Performance Solution tool.

The Performance Management process at Harrow is based on the following process:
- Regular monitoring of performance indicators (weekly, monthly, quarterly, annual)
- Quarterly improvement boards
- Quarterly CSB performance morning
- Quarterly reporting to Cabinet
- Performance and Finance Committee

The Improvement Board cycle considers the following set of performance information and will remain in place for 2011/12:
- Performance indicators
  - Directorate scorecard performance vs targets
- Project delivery (inc Flagship Actions)
  - Project reporting on Flagship Actions and major projects
- Financial performance
  - Quarterly financial forecast
  - Forecasting compliance
- Workforce performance
  - Sickness
  - Appraisals
  - Capability cases
  - Agency spend
  - Starters and leavers
  - Representativeness
- Risks
  - Quarterly risk register
- Customer Performance
  - Complaints numbers, timescales to respond, number upheld, lessons learned
  - CRM information on call volumes, avoidable contact, first time resolution
  - Customer service standards

More work is being done on the quality of customer reporting to pick up more real time issues from Customer Relationship Management system and Avoidable Contact

Issues to Consider
In general, the Council's performance process is effective and processes are not in place just to meet a regulatory need. The main concerns relate to performance indicators:

- There is still no London-wide replacement for the Place Survey – locally the Council will have to rely upon the Engagement Tracker
- There is still more work to be done on Complaints and Customer reporting
- Performance largely held up / improved during 2010/11

HR Performance
Tom advised that the principle issues to consider with regard to current HR performance are as follows:

- Staff Survey – overall the results were very good. In the previous survey Dec 2009 84% of questions had improved and this level of performance has been maintained. Some of the key improvements include:
  - The Council is good at managing change 16 % to 32%
  - Staff feel well informed about changes 27% to 54%

- o A sense of personal achievement from work 58% to 70%
- o Interesting and enjoyable work 70% to 78%
- o Senior management provide effective leadership 28% to 42%

- Staff Survey Challenges – there are a number of areas where we are below the Work Foundation benchmark:
  - o Positive about the future of Harrow Council
  - o My personal views and opinions count
  - o The changes we are making will make us more effective
- Redundancy management – the Better Deal for Residents Programme will lead to a large number of staff leaving the organisation. The potential redundancy bill is significant. The initial severance scheme has made a major contribution to mitigating the Council's redundancy bill.
- Agency spend – The Resourcing Project is expected to deliver £500k + savings on our 3 main Agency contracts. However there is still agency spend outside of the main contracts.
- Sickness – performance has improved compared to last year. Overall Council performance is 7.34 days / FTE Q4 2010/11 compared to 7.91 in Q4 2009/10.
- IPADs – completion rates across the Council are currently 92% up from 87% in Q4 2009/10.
- Health & Safety – a new improvement plan is in place and recruitment will now go ahead for a new in house team

Customer Performance

Tom provided the following information. Contact centre performance is improving steadily in terms of answering calls, reducing waiting times, managing avoidable contact and resolving queries at first point of contact. The key issues in relation to customer contact include:

- Roll out of Access Harrow – Place Shaping, Help Line and Adults Services have now transferred to Access Harrow as part of the Customer Contact Assess and Decide project.
- One Stop Shop - Average waiting times in the One Stop Shop are now 9 minutes 50 seconds compared to 16 minutes 13 seconds in Q1
- Call Centre – The number of calls answered in 30 seconds is 87% down slightly from 89% in the previous quarter
- Resolution – Resolution at first point of contact is currently 90% compared with a target of 80%.
- The number of electronic forms received and processed per month has improved to 5300 Q1 2011/12 from 1311 in Q1 last year following the launch of a new Penalty Charge Notice web form.
- One Stop Shop and Call Centre Waiting Times for Council Tax and Housing Benefits have been the most challenging but are now improving
- The further roll out of online accounts and the expansion of services into online accounts

For Action
These areas will continue to be monitored

Date of Next Meeting
To be confirmed but planned to take place in early October

SCRUTINY LEAD MEMBERS' REPORT:
SAFER AND STRONGER COMMUNITIES

Lead Members: Councillors Nana Asante and Chris Mote

The lead members met on 6th September 2011.

Attendees
- Councillor Nana Asante, Scrutiny Performance Lead Member
- Councillor Chris Mote, Scrutiny Policy Lead Member
- Chief Inspector Nick Davies, Harrow Police Service
- Finlay Flett, Head of Community Safety Services
- Mike Howes, Service Manager Policy and Partnerships
- Lynne Margetts, Service Manager Scrutiny

Civil Unrest
The main item for discussion at this briefing was the incidents of civil unrest across the country during August and in particular why Harrow had remained predominantly calm.

Chief Inspector Davies suggested that the main contributor to the borough's success in dealing with potential civil unrest during August is the extensive work which has been undertaken prior to these events. The police have made significant effort in terms of developing an effective partnership in particular with the Council. Nick also pointed out that previous work to address anti-social behaviour in the town centre such as the dispersal order and the town centre policing team, also placed Harrow in good stead to deal with any disruption.

When it became clear that disruption was spreading beyond Tottenham, the police and council took immediate steps to minimise the potential for violence in the two major centres - Harrow Town Centre and Wealdstone.
- Police three shift pattern changed to two shift pattern with the 12 noon – midnight shift undertaking a range of preventative work
- Weapon sweeps in the street removing potential missiles and working with utilities, business owners etc to remove potential missiles in the event of disturbance.
- Negotiations with businesses to close early – including two shopping centres with restaurants and cinema – as this resulted in limited footfall, any additional gatherings would become immediately visible and crowds could thus be dispersed
- Targeting specific individuals known to the police, making clear their prospects if involved in violent behaviour – thus removing potential leadership
- Twice daily conferences between relevant officers/organisations
- Working closely with young people – discussion with Ignite and Flash, Safer Neighbourhood Teams discussions with young people, meeting between Borough Commander and Youth Parliament, joint patrolling with the Youth Service
- Deployment of significant numbers of special constables/community police support officers
- Proactive use of warrants for searches of known criminals to make quick arrests.

Finlay also commented on the work which had been undertaken, again emphasising the importance of the work had been done over recent years to develop the successful partnership which now exists and the solid base which this has developed from which to deal with such issues. The council had supported the weapon's sweep via the public realm and highways maintenance services and all premises were

146

advised to move mobile cages and bins into one of the two shopping centres which were then secured. The Borough Commander also sent personal messages to local businesses which were hand delivered by SNTs.

One of the most successful components of the response in Harrow was the communications messages which were shared with residents/businesses. Whilst on day one, agencies felt there was nothing to report, as Harrow remained calm, it became apparent that a more robust communication message was required in the face of the rumour and misinformation which was circulating around the borough. Thus as the violence continued in other parts of London/England, the police and Council were publishing positive information regarding the calm in the borough, but doing so in a proportionate way which would not encourage violence as a result.

Finlay also confirmed the positive response from different council services:
- Already mentioned but the response from the Youth Service was excellent – and proved to be a very positive experience for both police and council officers which has encouraged greater understanding between the two and will enhance partnership working for the future
- The Housing Department was able to make 'warden accommodation' available to the many police officers who arrived in the borough from different parts of the country and also for those officers unable to reach their homes because of transport disruption.
- Special Needs Transport was made available to transport officers around the borough – a number of police vehicles had been moved out of the borough.

The results of this activity meant that:
- On day one, 50 people were dispersed in line with the existing dispersal unit
- Four people were subsequently arrested on day two for breaches of this dispersal instruction
- Overall, apart from these numbers, only two other people with a Harrow connection were arrested in connection with the riots.

Cllr Mote enquired when the dispersal order is to be renewed. He was advised it is renewed on an annual basis. He also commented that his own discussions with young people had revealed that they did not want to be involved in any trouble.

Nick commented in this regard that officers had reviewed the 36 young people who are on their radar and had proactively written to these young people and their families to outline that involvement in these activities would put them at risk of arrest. They also outlined the kind of support which could be offered to them to prevent their involvement. Their ambition is to be able to provide an alternative route for young people who are in danger of moving towards gangs. In this context they have been working with Ignite and received Local Area Agreement funding to work with the Young Foundation to provide diversionary activities. He commented that we need more than just ASBOs and must fill the vacuums so easily filled by gang culture.

Mike commented on the effectiveness of the partnership which had been built over recent years, which he felt is now sustainable as it reaches beyond the leadership of local organisations and means that frontline officers from the council, police and probation recognise the importance of joint work. He also commented that a more detailed understanding of the demographic/sociological profile of the areas in which rioting had taken place might be helpful, he didn't think that the reasons for riots in Tottenham were the same as the reasons for the riots in the rest of the country – he pointed out that recent information had suggested that not all of those involved in the riots came from 'deprived' backgrounds and 2/3s had previous convictions. It thus becomes important to break the cycle/offer diversionary activities.

Cllr Mote raised the importance of ensuring that the views of victims of crime are understood by perpetrators, not simply to allow victims to express their feelings but also as a means of diverting people from future criminal activity. Nick confirmed his personal commitment to a restorative justice process and advised the meeting that he had volunteered Harrow for a trial programme for a restorative justice programme. Cllr Mote commented that often when cases are presented to Magistrates, no victim impact statement is available, Mike advised that Brent Magistrate Court is introducing a system which will see victim impact statements taken as a matter of course when evidence is given.

Cllr Asante commented that it was excellent to hear how well the borough had been able to respond to the civil unrest. She asked how far the cuts to the police funding would damage this. Nick responded that the majority of cuts had been to back office functions and police officer reductions generally involved the expansion of supervisory responsibilities – the number of sergeants in the SNTs had been reduced but the officer support available remains constant. The changes had in fact produced an additional flexibility in policing resources, which had proved extremely useful for the borough in dealing with the unrest. It was pointed out that the police service had learnt from the experience of previous reductions, which had reduced Safer Neighbourhood Team officers. This means that reductions in community resources will be resisted. Nick confirmed that there have been ongoing dialogues with ward chairs throughout the period of change.

Officers pointed out that the introduction of the 'integrated offender management' process will support the reduction in criminal activity – regular risk assessment to both disrupt criminal activity and the availability of diversionary activities through this integrated approach will be welcome. A partnership approach is critical to the successful delivery of integrated offender management and Harrow is well placed to deliver this.

Officers pointed out that one area which continues to require attention, in terms of intelligence gathering analysis is the impact of social media. They have employed young cadets to support them, but this remains and area of concern.

Cllrs Asante and Mote thanked the officers for an extremely informative and positive briefing.

For action – None specific in relation to the particular issues discussed.

Date of Next Meeting
4th October 2011

<u>**SCRUTINY LEAD MEMBERS' REPORT:**</u>
<u>**SUSTAINABLE DEVELOPMENT AND ENTERPRISE**</u>

The Lead Members met on 7th September 2011

PLACE SHAPING BRIEFING

Attendees:
- Councillor Sue Anderson, Scrutiny Performance Lead, SDE
- Councillor Stephen Wright, Scrutiny Policy Lead, SDE
- Councillor Keith Ferry, Planning, Development and Enterprise Portfolio Holder
- Councillor Thaya Idaikkadar, Property and Major Contracts Portfolio Holder
- Andrew Trehern, Corporate Director, Place Shaping
- Mark Billington, Head of Economic Development and Research
- Phil Greenwood, Head of Major Development Projects
- Phil Loveland-Cooper, Head of Corporate Estate
- Andy Parsons, Head of Service, Business Management
- Heather Smith, Scrutiny Officer

Introduction
The Corporate Director outlined the major areas of focus for the directorate, which include:
- The Local Development Framework Core Strategy.
- The Economic Development Action Plan and associated bids to the Mayor's Outer London Fund.
- The disposals programme – there is £12m revenue fund target
- The Mobile and Flexible working project – on which a report will be considered at Cabinet in October 2011.

The directorate service plan for 2011/14 was tabled.

Economic Development and Research
The Head of Service advised that the bid to round one of the Mayor's Outer London fund had been successful. It had secured £496k for the Town Centre and £360,400 for North Harrow district centre. The town centre managers for both areas have now been appointed; it is hoped that these posts will be retained after the end of the funding but this will be dependent on private sector input. A bid is being prepared for round two for the Town Centre and Wealdstone (part of the intensification area), Lowlands recreation ground (to create a performance space) and for Rayners Lane and North Harrow (areas with the highest vacancy rates).

In response to a question about the impact of the Recession Busting Group, the Head of Service advised that success could be judged on whether the increase in vacancy rates had been arrested and whether the gap between Harrow and the rest of London with regard to unemployment rates had been maintained. He added that impact was being made through the cumulative effects of small actions such as creating pre-apprenticeships with colleges and working with Job Centre Plus.

Major projects
The Area Action Plan was subject to a six week consultation; a preferred option has been developed and will enter the committee process.

Plans for town centre infrastructure including the streetscape and Lowlands Recreation Ground could be affected by the bids to the Outer London fund.

Other projects include commercial master planning.

Planning
Local Development Framework – the Core Strategy has been subject to an examination in public as well as an issues and options consultation. It will reach O&S in November.

National policy – these include changes to the National Planning Policy Framework and in particular the presumption in favour of sustainable development. The critical issue will be having an up to date framework, meaning that it is imperative that the council keeps to the LDF programme.

Building Control – performance remains in the top quartile for both performance and value for money. New fee legislation will mean that there is greater pressure relating to income generation because of the need to breakeven, especially in the current economic context.

Corporate Property
A target of £12m capital receipt is included in the MTFS for 2011/12. Key sites include Anmer Lodge and Wood Farm. The division aims to maximise rental income, keep voids to a minimum and deliver £2m revenue receipt.

The introduction of new IFRS[1] accounting standards required a corporate valuation for both the General Fund and the Housing Revenue Account, involving close working with Corporate Finance. This process has required 6,500 valuations as part of the sign off of the annual accounts. Valuations had to be re-stated in both old and new formats. There is a new level of regulation for valuation and the division is now a registered 'firm'. CIPFA has cited Harrow's approach as a model of good practice.

Discussions regarding four key sites within the Area Action Plan will conclude with a report to Cabinet in January 2012.

Mobile and flexible working
This transformation project will require a change in culture and will impact of the delivery of services and the use of the Civic Centre complex. The project will link to the IT transformation. There is potential for greater sharing with other partners and other boroughs. The Scrutiny Policy Lead agreed to meet with the Head of Service in order to discuss the project further.

Discussion
The Scrutiny Performance Lead asked how the directorate put the needs of the customer at the heart of its activity. The Corporate Director highlighted improvement in Planning performance that had been achieved (partly through technological developments), despite a high case load in comparison with others, as well as the potential for further improving productivity through flexible working. Performance by Building Control was fourth best in London, a rating which included customer

---

[1] International Financial Reporting Standards

feedback. With regard to property, the lack of debt issues highlighted that the Council is a good landlord.

SUSTAINABLE DEVELOPMENT AND ENTERPRISE

The Lead Members met on 19th September 2011

CARBON REDUCTION COMMITMENT BRIEFING

Attendees:
* Councillor Sue Anderson, Scrutiny Performance Lead
* Councillor Stephen Wright, Scrutiny Policy Lead
* John Edwards, Divisional Director, Environmental Services
* Andrew Baker, Head of Climate Change
* Heather Smith, Scrutiny Officer

NOTES
The Divisional Director introduced the briefing. Members had requested an update on the carbon reduction commitment (CRC) in schools.

There had been plans for discussions at the Headteachers' Forum but this was overtaken by the capital overspend in 2010/11 as well as the introduction of the Government's Academies policy.

Schools' energy use is funded from the Schools Budget rather than the General Fund so there is an incentive for schools to reduce energy costs. The council is liable for the CRC rather than the schools. However, the council would need to be sure of a return before investing council funds.

The main proposal for reducing carbon emissions is through the GLA's RE:FIT programme, which is designed to reduce carbon emissions within the public sector in London. In year one it is intended that 10 or 11 schemes be progressed, which would include 8 schools (excluding Academies). Schools will sign up to repay the capital invested from the money saved by reduced energy costs. The overall programme will take 4-6 year. It is estimated that £2m per annum will need to be invested over 5 years for projects in schools and council buildings. The next stage will be the development of business cases and then detailed proposals. All scheme should be pay back their investment in 10 years.

The Department of Energy and Climate Change (DECC) is in the process of reviewing Academies' participation in the CRC energy efficiency scheme.[2] The department is consulting on four options. Some would keep arrangements the same, maintaining the council's exposure to CRC but also bringing more emissions into the scope (good from the carbon reduction perspective) while others would place more responsibility on individual schools.

Draft Corporate Carbon Reduction Strategy
Analysis of the greenhouse gas emissions (GHG) demonstrates that, across the directorates, gas represents 67% and electricity 33%. With regard to CO_2 emissions, gas represents 41% and electricity 59%.

The council had budgeted £300k to buy carbon allowances. However, as street lights are now excluded from the calculation until 2013, this reduces the council's budget requirement by £80k. Although the council's street lighting is powered by green energy, which does not have a carbon footprint under Greenhouse Gas (GHG) emissions reporting, it will have a CO_2 footprint under CRC. The council's

---

[2] Available at: http://www.decc.gov.uk/assets/decc/11/cutting-emissions/crc-efficiency/2449-review-crc-energy-scheme-academies.pdf

CRC amounts to 19416 tonnes (excluding social housing and transport) which will cost £233k at £12 per tonne.

The council's target for carbon reduction is an average of 4% per annum, in keeping with the Mayor's target of a 60% reduction by 2025.

The Head of Climate Change introduced two graphs outlining future energy demand and carbon footprint. While demand for electricity is set to remain fairly constant over the period 2011/12 – 2036/37, the carbon footprint of electricity production is set to decline, assuming that the Government reduces the carbon intensity of electricity production. This will be through switching to methods of production such as biomass (wood chip) and nuclear. In Harrow the decarbonisation of electricity and the conversion of half of the boilers to biomass will drive the reduction in emissions.

While solar photovoltaic (PV) energy production will generate revenue for the council, it will have a very small impact because of the large surface area required to deliver relatively low amounts of energy in terms of kilowatt hours (kWh). The average panel generates 0.25 kW, meaning four panels are needed to deliver 1kW; which would only produce 850kWh per annum. There are financial incentives for fuel switching, under the Renewable Heat Incentive (RHI), which produced a guaranteed income in addition to a carbon reduction.

A Member enquired what the impact of rising fuel prices were likely to be on the commercial sector in comparison with the domestic sector. The Head of Climate Change responded that the domestic users are more sensitive to price increases than commercial users. DECC's modelling assumes that over the next four years there will be 50% increase in gas prices and a 70% increase in electricity prices. This means that it will cost the council to do nothing; the cost of change is substantially less than the cost of increased utilities. Rising prices are therefore a spur to invest in energy saving.

The RE:FIT programme is necessary because normal maintenance budgets do not hold sufficient funds to make programmed improvements. In addition, RE:FIT allows the holistic consideration of the whole building.

A Member asked whether there was likely to be an increased demand for electricity. The Head of Climate change responded that non-domestic users were experiencing an upward pressure because of technological developments. Some of this can be addressed, for example through changes to lighting, but there is a need to set targets for procurement. Energy use is being included in the business case for capital projects; for example a project that could reduce emissions by 10% could score additional points.

A Member enquired whether Academies had expressed a preference with regard to CRC policy options. The Head of Climate Change commented that the Government appeared to be trying to balance its two policies and how they might best fit together. There was a possibility that individual schools might not meet the qualifying thresholds of CRC but in any event the Government might just choose to readjust the thresholds in response.

The intention of CRC is that emissions are reduced. Initially the price for carbon will be set a level in order to deliver reductions. It is still the government's stated intention to introduce a carbon trading scheme under the CRC. Each organisation will be required to bid for allowances based on the Marginal Cost of abating the carbon emission. The price would be set nationally each year at a level that delivered the required reduction in emissions. Where the bid price was lower than the national

price organisations would be expected to invest in the relevant energy saving initiatives. Tonnage emitted without a carbon allowance would incur a heavy financial penalty.

A Member asked about the carbon footprint of capital work. At this stage there is no requirement to measure embedded carbon in buildings but the construction industry is in the process of reviewing this; there would be little point in expending vast quantities of carbon to produce a carbon neutral home, for example.