

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Tuesday 26 July 2011

TIME: 7.30 pm

VENUE: Committee Room 6,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chairman: Councillor Sue Anderson

Councillors:

Jerry Miles
Varsha Parmar

Tony Ferrari
Barry Macleod-Cullinane

Reserve Members:

1. Nana Asante
2. Krishna Suresh
3. Krishna James

1. Chris Mote
2. Susan Hall

Contact: Lysandra Dwyer, Democratic Services Officer
Tel: 020 8424 1264 E-mail: lysandra.dwyer@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. DECLARATIONS OF INTEREST

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

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

3. APPOINTMENT OF VICE-CHAIRMAN

To appoint a Vice-Chairman of the Performance and Finance Scrutiny Sub-Committee for the Municipal Year 2011/12.

4. MINUTES (Pages 1 - 8)

That the minutes of the meeting held on 6 April 2011 be taken as read and signed as a correct record.

5. PUBLIC QUESTIONS

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

6. 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).

7. DEPUTATIONS

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

8. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

To receive any references from Council and/or other Committees or Panels.

9. CHAIR'S REPORT (Pages 9 - 44)

Report of the Divisional Director Partnership Development and Performance

10. INFORMATION REPORT: CAPITAL GOVERNANCE AND MONITORING (Pages 45 - 72)

Report of the Interim Director Finance and the Director of Legal & Governance Services.

11. REVENUE & CAPITAL OUTTURN 2010/11

Report of the Interim Director Finance

For the sake of the economy, the report which was circulated on the agenda for the 22 June 2011 Cabinet meeting is not being reprinted in this agenda. Members are therefore requested to bring their copy with them to the meeting.

12. PROGRESS AGAINST THE ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN 2010/11 (Pages 73 - 94)

Report of the Corporate Director Place Shaping.

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

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

6 APRIL 2011

Chair: * Councillor Sue Anderson

Councillors: * Tony Ferrari * Jerry Miles
* Barry Macleod-Cullinane * Varsha Parmar

* Denotes Member present

28. Attendance by Reserve Members

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

29. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 13 - Response to Recommendations on Community Sustainability made by the Overview and Scrutiny Sustainability Review

Councillor Sue Anderson declared a personal interest in that she was a volunteer walk leader, health trainer and neighbourhood champion. She would remain in the room whilst the matter was considered and voted upon.

Councillors Tony Ferrari and Varsha Parmar declared a personal interest in that they were neighbourhood champions. They would remain in the room whilst the matter was considered and voted upon.

30. Minutes

RESOLVED: That the minutes of the meeting held on 18 January 2011, be taken as read and signed as a correct record.

31. Public Questions, Petitions and Deputations

RESOLVED: To note that no public questions were put, or petitions or deputations received at this meeting.

32. References from Council and Other Committees/Panels

RESOLVED: To note that there were no references.

RESOLVED ITEMS

33. Chair's Report

The Sub-Committee received a report that set out the issues considered by the Chair since the last meeting of the Performance and Finance Sub-Committee.

In response to questions raised by the Committee, the Divisional Director of Finance and Procurement advised that:

- in response to the concerns raised by the Sub-Committee in relation to budget forecasting compliance at the previous meeting, compliance matters were included in the reports prepared by Finance Business Partners for each Directorate. It considered that this was the most effective and efficient way of managing non-compliance. The Divisional Director indicated that she would be able to provide a fuller report on forecasting compliance at the end of Quarter 1. Members considered that their understanding of the issue would be assisted by having the figures for non-compliance in departments in monetary as well as in percentage terms;
- the budget was approved annually by Council and considered and monitored by Cabinet on a quarterly basis. The Capital and Revenue accounts were monitored by finance officers on a monthly basis in accordance with the accounting principles that applied;
- with regard to payment to suppliers, officers had initiated a number of actions that would tighten controls within the system used to raise purchase orders. This would be closely monitored to ensure that the correct procedures to raise purchase orders and pay invoices received from suppliers were being followed. The Chair and Vice-Chairman of the Sub-Committee would be briefed further on areas of non compliance.

Members requested that officers provide more detailed monitoring information on the budget to the Sub-Committee. In response, officers advised that this information would be presented quarterly to the briefing meetings with the Chair and Vice-Chairman of the Sub-Committee. It was agreed that any concerns identified, would be brought to the attention of other Members of the Sub-Committee.

RESOLVED: That the report be noted.

34. Draft Performance and Finance Scrutiny Sub-Committee section of the Annual Report 2010/11

The Sub-Committee received a report that contained the draft of the Sub-Committee's section of the Scrutiny annual report for 2010/11.

Members commented that the draft was a fair representation of the Sub-Committee's work over the past municipal year.

RESOLVED: That the details of the draft report be noted.

35. Revenue and Capital Monitoring for Quarter 3 as at 31 December 2010

An officer presented a report that set out the Council's revenue and capital monitoring position as at 31 December 2010. She stated that the report had previously been discussed at the Cabinet meeting on 10 February 2010.

The Sub-Committee were advised that:

- the total projected revenue outturn for the Council was £175.159m which represented an underspend of £0.866m, comprising a forecast overspend by Directorates of £0.416m and an underspend of £1.282m on corporate budgets;
- from the total revenue carry forwards from 2009/10 of £2.153m, £1.978m had now been allocated. However, as some of these projects did not go ahead, this money was reabsorbed by the general balance and used to support other Council projects.

Members sought clarification on some key matters outlined in the report to which officers responded to as follows:

- there was always a level of prudence in financial forecasts as there was an underlying assumption that directorates would take appropriate action to ensure they delivered within budget. It was considered that this would improve the year end position on the balance sheet and reduce financial pressures on ongoing projects;
- officers were keen to limit the number of carry forwards in the future. This would encourage directorates to continue to support projects that delivered on priorities and provided efficiencies.

The Sub-Committee requested a reconciliation between the reduction in the forecast capital financing costs and the forecast spend on the capital programme.

RESOLVED: That the report be noted.

36. Update on actions arising from the scrutiny review 'Delivering a Strengthened Voluntary Sector'

The Sub-Committee received a report that presented an update on actions taken to address the recommendations of the Overview and Scrutiny Committee report 'Delivering a strengthened voluntary sector' completed in December 2008.

The Sub-Committee noted the positive progress made, and its incorporation into the Third Sector Strategy working group action plan. In addition, the Sub-committee noted the progress against the recommendations that were adopted by Cabinet in March 2009.

The Sub-Committee commented that the report did not fully consider the impact that the demise of Harrow Association of Voluntary Services (HAVS) would have on the recommendations outlined in the report. The Sub-Committee considered that the report should contain information that outlined any interim arrangements that had been put into place.

In response, an officer advised that:

- the Voluntary Sector Compact contained a set of principles that govern the relationship between the voluntary sector and the Council. The delivery of actions around the Compact had been completed in partnership with the voluntary sector in Harrow which included HAVS as well as other organisations;
- Compact challenges were monitored by the Service Manager of Policy and Partnerships. Officers would seek clarification on how the voluntary sector would continue to be involved;
- the funding code for the Compact document was subject to consultation with Councillors, officers and external colleagues. It was anticipated that the final draft would be ready by July 2011;
- officers would clarify whether a register of community premises for use by the voluntary and community sector had been compiled;
- the Council had entered into an informal agreement for joint line management responsibility of the funding officer. Although the post was jointly funded by the Council, HAVS had overall responsibility for the day-to-day management of the post;
- officers would provide a further update on the implications of the closure of HAVS on the delivery of recommendations made by Overview and Scrutiny.

Following the discussion, the Sub-Committee agreed that officers prepare a revised report on the impact of the HAVS closure and delivery of recommendations made by Overview and Scrutiny to a future meeting of the Overview and Scrutiny Committee.

RESOLVED: That

- (1) the report be noted;
- (2) officers prepare a report for the Overview and Scrutiny Committee that outlined the implications of HAVS closure on the delivery of recommendations made by Overview and Scrutiny.

37. Updated Response to Scrutiny Standing Review of the Budget (Report from Phase Two)

An officer presented a report that provided an update to the recommendations in the report from Phase Two of the Scrutiny Standing Review of the Budget. An updated version of Appendix 1 to the report, which included the Corporate Director of Place Shaping's response to the recommendations, was tabled at the meeting. The Sub-Committee agreed to consider it as a matter of urgency to ensure that the responses to the recommendations from the Corporate Director of Place Shaping could be considered.

The officer referred to the recommendations and reported that:

- the Council had compiled a property strategy that had been used as a guide for asset development and disposal decisions during 2010/11. Following changes in relation to the localism agenda and within the National Health Service (NHS) by the coalition government, Harrow's Strategic Partnership (HSP) wide strategy had not been developed further;
- engagement with partners, including the police, Primary Care Trust (PCT) and doctors would influence future asset planning. This ongoing collaboration would contribute to the redevelopment of the Civic Centre and integration of the children's strategy;
- officers had made good progress in finalising the planning documents that formed the Local Development Framework (LDF) Core Strategy. The strategy had been revised and restructured on an area basis. An area action plan for the Harrow and Wealdstone Intensification Area had been incorporated in the Local Development Scheme (LDS). The scheme set out the timetable for the preparation of documents that supported the implementation of the Core Strategy;
- in response to the fourth recommendation, co-location arrangements with the Council's partners' had taken place. Examples of these arrangements included Alexandra Avenue Health Centre, Neighbourhood Resource Centres and Safer Neighbourhood Offices. The 2011/12 capital Medium Term Financial Strategy (MTFS) provided an opportunity for the acquisition of property to develop further strategic objectives;

- an Area Action Plan (AAP) for Central Harrow had incorporated the Strategic Sites Development Programme recommended by the review. Consultation on the AAP was programmed to commence in Spring 2011. The final AAP would identify key development sites owned by the Council and would support a strategy on how to develop these sites in the future;
- in the current economic climate, the commercial property portfolio continued to be managed and maintained with a high level of occupancy which was currently held at 99%. Leases and rents totalled £2 million and officers would explore whether these premises could be used by the third sector.

In response to a request from Members, an officer confirmed that the Sub-Committee would receive an update on whether the Council was receiving the best value out of the existing property portfolio.

RESOLVED: That the report be noted.

38. Response to Recommendations on Community Sustainability made by the Overview and Scrutiny Sustainability Review

The Sub-Committee received a report that set out the Council's response to the recommendations for the community sustainability set out in the Overview and Scrutiny Committee's 'Sustainability Review' completed in February 2010. An officer reported that the actions taken in response to the recommendations outlined in the review supported the Council's vision of 'Working together: Our Harrow, Our Community' and its corporate priorities. She added that officers were continuing to promote community cohesion by supporting new arrivals in the borough and undertaking neighbourhood projects.

Members sought clarification on a number of matters outlined in the appendix to the report, to which the officer responded as follows:

- some strands of the action plan outlined proposals that should improve community engagement. It was noted that the demonstration in September 2009 had been successfully managed by the Council in partnership with leaders of the Muslim community. This success was partly attributed to the intelligence gathering and planning completed by the Council and its partners. Other local authorities had cited the management of the demonstration as an example of good practice;
- officers had considered and implemented appropriate intervention measures that addressed extremism and provided support to vulnerable individuals. Schools and communities worked in partnership with the police by identifying those at risk of extremism and taking necessary action;
- community cohesion activity within schools might be affected by some schools being awarded academy status as these schools would be

independent of local authority control. Changes within OFSTED would also impact on how this could be delivered in the future;

- officers would present an updated Community cohesion action plan that reflected changes that had been made, to the next meeting of the Chair and Vice-Chairman.

RESOLVED: That the update be noted.

39. Sustainability review (2009-10) - Progress report on Climate Change

The Sub-Committee were asked to accept the Information Report that provided an update on the actions taken in relation to the recommendations arising from the sustainability review completed by Overview and Scrutiny Committee.

It was agreed that the Chair and Vice-Chairman would receive a briefing on the report. Members requested that a more comprehensive report, that included comments from the Cabinet meeting on 19 April 2011, be presented at a future meeting.

RESOLVED: That

- (1) the item be deferred;
- (2) the Chair and Vice-Chairman receive a briefing on the report;
- (3) officers present a comprehensive report to a future meeting of the Sub-Committee.

(Note: The meeting, having commenced at 7.35 pm, closed at 9.35 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chair

This page is intentionally left blank

**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	26 July 2011
Subject:	Chair's report
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership Development and Performance
Scrutiny Lead Member area:	All areas
Exempt:	No
Enclosures:	<ul style="list-style-type: none">• Appendix A – Note of Chair's briefing held on 27 June 2011• Appendix B – Update on indicators selected for further monitoring at Q3 2010/11• Appendix C – Community Cohesion Action Plan 2011/2012 – update• Appendix D – Note of Chair's briefing on Sustainability Review held on 11 May 2011

Section 1 – Summary and Recommendations

This report sets out issues considered by the Chair since the last meeting of the Performance and Finance scrutiny sub-committee.

RECOMMENDATIONS:

- The sub-committee is requested to note the report.

Section 2 – Report

Introductory paragraph

This report outlines the work of the Chair and Vice-Chair since the last meeting of the sub-committee, held on 6 April 2011.

Background

Briefing – 27 June 2011

A briefing for the Chair and Vice-Chair was held on 27 June. A note of the briefing is available at Appendix A. The meeting covered:

- Capital overspend 2010/11
- Budget outturn 2010/11
- Budget forecasting in SAP
- Quarter 4 2010/11 and Annual Corporate Scorecards – including an update on performance queries raised at Q3 (see Appendix B)

It also included the updated Community Cohesion Action plan which was requested by the sub-committee. The updated action plan is attached to this report as Appendix C.

A note of the Chair's meeting with the Head of Climate Change, to discuss the *Sustainability Review (2009/10): Progress report on Climate Change* is included with this report as Appendix D.

Agenda items for 26 July 2011

Items were agreed as follows:

- P&F Chair's report
- Capital governance and monitoring
- Revenue and capital outturn 2010/11
- Sustainability review – report on progress – economic development

Financial Implications

There are no specific implications arising from this report.

Performance Issues

This report deals with matters of financial and service performance throughout.

Environmental Impact

Not applicable.

Risk Management Implications

Not applicable.

Corporate Priorities

The work of the sub-committee addresses all of the council's corporate priorities.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

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

Background Papers:

Strategic Performance Report (Q4/Annual) – available at:

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=60639>

(Cabinet, 21 July 2011)

Revenue and Capital Outturn 2010/11 – available at:

<http://www.harrow.gov.uk/www2/documents/s89120/Revenue%20and%20Capital%20Outturn%20Report.pdf> (Cabinet, 22 June 2011)

Appendix A

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – notes

Monday 27 June

Attendees:

- Councillor Sue Anderson, Chair
- Councillor Barry Macleod-Cullinane, Vice-Chair (items 4-7)
- Julie Alderson, Director of Finance (items 1-4)
- Jennifer Hydari, Divisional Director, Corporate Finance & Procurement (items 1-3)
- Jon Turner, Divisional Director HRD & Shared Services, (items 1-4)
- Martin Randall, Senior Performance Officer (items 1-4)
- Heather Smith, Scrutiny Officer

1. Capital overspend 2010/11 – update

A detailed implementation plan arising from the investigation reports into the capital overspend is being monitored by GARM (Governance, Audit and Risk Management) Committee as well as by CSB (Corporate Strategy Board).

As well as addressing the recommendations, work is underway to ensure that the problems identified by the investigation reports into the capital overspend are addressed holistically. This will enable expenditure to be planned appropriately, in accordance with good governance, and to deliver better value for money for the organisation.

It is intended that the medium term financial strategy for 2012/13 and beyond will include the capital programme, which will be informed by a new Capital Strategy. The strategy will be based around the organisation's priorities and needs. Work is underway on the development of principles to underpin the Capital Strategy, for agreement by CSB. It is intended that in future capital bids will be presented alongside revenue with the aim of achieving better integration.

The reinvigorated Capital Forum is the first line challenge and provides approvals. The Leader is required to approve expenditure over £500k, though in practice he approves all expenditure. A list of items and when they were approved is also reviewed by Internal Audit. Cost codes are not entered on SAP until items are approved. The Interim Capital Programme Manager maintains an audit trail, undertakes monthly monitoring and tests coding; this is summarised at year-end.

CSB has agreed that project management should be mandatory in future and there is a push for proper discipline on capital projects. The financial regulations and contract procedure rules are also being reviewed as part of a review of governance arrangements.

The Chair requested that she and the Vice-Chair be given updates at future briefings as appropriate. See also item 7.

2. Budget outturn 2010/11

The Chair and Director of Finance discussed whether the Revenue and Capital Outturn report for 2010/11 should be included on the agenda. See item 7.

3. Budget forecasting in SAP

As the briefing was too early in the financial year to provide information on budget forecasting at Q1, the Divisional Director, Corporate Finance & Procurement provided the Chair with some examples from some of the directorates at period 2. This included the value of the budget for which a forecast had not been provided within the deadline, the percentage of the total budget and the number of cost centres affected. She stressed that finance business partners had reviewed 100% of budgets. The cost centres where forecasts had not been provided were not considered to be of high risk, to be particularly volatile or to suffer from lack of forecasting on an ongoing basis.

The KP06 submission was just a part of the process. The indicator itself did not measure the accuracy of the forecast. KP06 was the starting point for further qualitative analysis.

The finance team were responsible for reviewing the forecasts.

Managers with low risk budgets should be expected to get on with completing their forecasts and allow finance business partners to concentrate on higher risk areas.

4. Quarter 4/Annual Corporate Scorecard – to include update on performance queries raised at Q3

Updates from Q3

A detailed update on each of the indicators highlighted at Q3 is attached as an appendix. Comments on the indicators were provided by the Senior Performance Officer.

Indicator	Comments and action to be taken
NI 195 household waste recycled and composted	No further monitoring required at this stage.
NI 32 repeat incidents of domestic violence	Monitoring at the Chair's briefing to continue.
NI 40 number of drug users in effective treatment	This is a partnership indicator. The Chair requested that further information be provided in order to better understand the indicator and comparisons with other boroughs.
NI 64 – duration on the child protection register	Monitoring at the Chair's briefing to continue.
% of children looked after allocated to a qualified social worker	No further monitoring required at this stage.

Indicator	Comments and action to be taken
PAF-D40 People receiving a review as a % of those receiving a service	No further monitoring required at this stage.
No. of households we assist with housing in the private rental sector	No further monitoring required at this stage.
NI 157a Processing of Major Planning Applications	Monitoring at the Chair's briefing to continue, on the basis of the replacement indicator for 2011/12.
Customer satisfaction with responsive repairs service	No further monitoring required at this stage.
Former BV16a – % of employers declaring that they meet the DDA definition	<p>The Divisional Director HRD & Shared Services advised that a modification will be made in SAP to enable employees to update their own social identity status. The issue remains with regard to how all staff will be able to access the system, but the Director advised that although kiosks could be provided it would still be difficult to reach some staff. The only other way to capture this information was by surveying all staff which was costly.</p> <p>Part of the issue is changing perceptions and helping staff to feel more confident in declaring their status; 6% of staff declare a disability in the staff survey (anonymously) compared with 3% declaring a disability to their manager.</p>
Payment of invoices	<p>Work through the recession busting working group identified the need to pay small businesses promptly in order to avoid a detrimental impact on cash flow. With regard to payment of large suppliers there is no specific policy as yet, but there is an opportunity to negotiate rebates with larger suppliers in return for paying invoices within an agreed timeframe.</p> <p>As well as representing good practice, purchase orders need to be raised in order to allow the Council to operate meaningful commitment accounting and secure good financial management. It requires compliance by managers.</p> <p>Training in good financial management is available to managers through the Management Development Programme (MDP) on business management.</p>

Indicator	Comments and action to be taken
	<p>The Director of Finance advised that Internal Audit carried out a review in April in order to identify practical issues impacting on the ability to pay invoices within a 30 day period. This could include contracts, VAT issues, bailiffs' costs (charged after action has been taken) and buying occurring through other systems. Internal Audit plan to review a month as part of this process. These findings could then involve changes to SAP or other procedures.</p> <p>A business case for e-invoicing is also under development. This will require suppliers to have the necessary technical capability, but for larger suppliers this can be written into the contract.</p> <p>Monitoring at the Chair's briefing to continue, once the Internal Audit report has been issued.</p>

Quarter 4/Annual Scorecard

While directorates are no longer required to collect national indicators, significant numbers have been retained by directorates. This does however enable comparisons to be drawn with performance elsewhere.

Indicator	Comments/action to be taken
NI 195c – Improved cleanliness – graffiti (quarterly)	<p>Declining performance appears to be an aberration.</p> <p>To monitor at the next Chair's briefing.</p>
NI 125 – achieving independence for older people through rehab (quarterly)	<p>There are problems with the target for this indicator; no target or guidance has yet been issued by the Department of Health.</p> <p>To monitor at the next Chair's briefing.</p>
Rate of fixed term exclusions (quarterly)	<p>Fixed term exclusions were at their lowest in the Autumn term. Spring 2011 was a long term and may have had an impact.</p> <p>To monitor at the next Chair's briefing.</p>
NI 109 number of Sure Start Children's Centres (quarterly)	<p>The remaining three centres are to be launched in the Autumn term.</p>
NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP (Early Years Foundation Stage Profile) and the rest (annual)	<p>The gap has been reduced but an ambitious target was set. Performance is therefore showing as high red.</p>
NI 101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at	<p>Continued success with adoptions left an older cohort that was less stable, which had an impact on this indicator. Two out of a</p>

Indicator	Comments/action to be taken
Key Stage 4 (including English and mathematics) (annual)	<p>cohort of 17 young people obtained 5 A*-C including English & Maths, seven young people obtained 5 GCSE's grade A* - G. The Virtual Head teachers only tracked pupils in Borough for 2009-10 and we had nine children out of Borough. Seven young people did not sit any exams.</p> <p>From 2010 - 11, Virtual Head teachers will continue tracking pupils including those out of Borough.</p> <p>The Chair and Vice-Chair requested further information regarding the lack of inclusion of the out of borough pupils within the cohort tracked.</p>
NI 107 % pupils achieving L4 or above in both English and maths at KS2 for BME groups (annual)	The Chair and Vice-Chair requested further information on the size of each cohort and the percentage of the school population this represented.
% pupils achieving 5+ A*-C including English and mathematics GCSEs for White British pupils eligible for FSM (free school meals) (annual)	The Chair and the Vice-Chair requested further information on the rationale for the target set as well as the size of the cohort.
Customer satisfaction with the responsive repairs service (quarterly)	The return of 'low red' was based on five surveys. The Chair and Vice-Chair requested further information on the number of cases of ASB. All tenants who had had an ASB case were surveyed to determine satisfaction.

5. Community Cohesion Action plan – update

The action plan update was noted. The Vice-Chair asked that he be provided with further clarification on the current position with regard to grants to the voluntary sector.¹

6. Note of the Chair's meeting with the Head of Climate Change

The report of the meeting was noted. It was agreed that the climate change indicators be considered at the next Chair's briefing.

7. Confirmation of agenda items for P&F meeting – 26 July 2011

The Chair and Vice-Chair discussed the briefings. It was agreed that the agenda should include a capital governance report, providing the sub-committee with an outline of the governance structure for capital monitoring. In addition they requested that the report demonstrate how last year's capital overspend would have been picked up by the new

¹ Since the meeting, the Chair has sought further clarification on the update numbered 6.6. Details will be provided at the sub-committee meeting if required.

arrangements. The agenda should also include the Revenue and Capital outturn report for 2010/11 to ensure that scrutiny members have the opportunity to consider the final position.

The Chair and Vice-Chair agreed the agenda as follows:

- P&F Chair's report
- Capital governance and monitoring
- Revenue and capital outturn 2010/11
- Sustainability review – report on progress – economic development

Heather Smith

Scrutiny Officer

heather.smith@harrow.gov.uk

020 8420 9203

APPENDIX B – Performance & Finance Sub-Committee – Chair’s briefing – 27 June 2011

Update on indicators selected for further monitoring at Q3 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
---------	-----------------------	--	--	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------

NI 192	NI 192 Household waste recycled and composted	▲	✓	47%	46.40%	A	48%	45%	A	50%	51%	LG
--------	---	---	---	-----	--------	---	-----	-----	---	-----	-----	----

Q4 figure to be verified. However, it is anticipated that the 50% annual target will be exceeded but the annual outturn could range between 49.5 to 51.5%. The final outturn will be confirmed during Q1 2011/12.

NI 32	NI 32 Repeat incidents of domestic violence	▼	✓	12.50%	23%	HR	25%	41%	HR	25%	38%	HR
-------	---	---	---	--------	-----	----	-----	-----	----	-----	-----	----

Of the cases referred to the MARAC in Q4, 38% had been referred back within 12 months. Of the eight cases, one individual was referred back four times, accounting for half. Over the past year a programme of training and information across involved professionals in the Borough has raised awareness of the processes around domestic violence incidents and raised reporting levels. Recording processes are also now more accurate. The level of reported repeat incidents is now thought to be stabilising and is comparable with best practice MARACs. The target for 2011/12 has been adjusted accordingly. Funding has been agreed in principle to support and mainstream DV support in Harrow for 2011/12 and for future years will be considered in the next budget round.

NI 40	NI 40 Number of drug users recorded as being in effective treatment	▲	✓	435	402	LR	431	404	LR	435	402	LR
-------	---	---	---	-----	-----	----	-----	-----	----	-----	-----	----

A drop in the number of clients in the quarter was due to the discharge of 15 clients with eight successful completions. Achievement of the year-end target will be measured in June owing to the requirement of a 12 week retention. The Probation Service has set up a system to identify and refer additional clients and other actions are in place to encourage take-up.

NI 64	NI 64 (PAF C21) Duration on the Child Protection Register	▼	x	10%	3.64%	LG	10%	13.51%	A	10%	16.67%	LR
-------	---	---	---	-----	-------	----	-----	--------	---	-----	--------	----

Child Protection Challenge Panels are being held to ensure all cases of over 18 months are receiving additional scrutiny. There are currently 24 children in this group. These plans will be discussed at the Challenge Panels. A new local indicator to reduce the number of children with plans 2years+ will further focus on reducing the numbers in 2011/12.

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
---------	-----------------------	--	--	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------

	% of Children Looked After allocated to a qualified Social Worker	▲	✘	100%	98.73%	A	100%	96.12%	A	100%	99.28%	A
--	---	---	---	------	--------	---	------	--------	---	------	--------	---

At the snapshot date, 2 out of 141 children looked after cases appeared not to be allocated on the system but there was a qualified social worker responsible for each case. Request made for records to be updated.

	PAF-D40 People receiving a review as a % of those receiving a service.	▲	✓	Not available			65%	63.70%	A	87%	86.70%	LG
--	--	---	---	---------------	--	--	-----	--------	---	-----	--------	----

Headline: Maximum number of clients reviewed.

Context: The indicator can never reach 100% because clients may die or move away/cease to receive services during the course of the year, before we can review them. In this context following data analysis 87% was the maximum we could achieve on this indicator and herefore is an excellent result.

19

	No. of households we assist with housing in the private rental sector	▲	✘	Not available			240	187	HR	250	272	HG
--	---	---	---	---------------	--	--	-----	-----	----	-----	-----	----

We met our revised target in spite of the difficult housing market.

NI 157a	NI 157a Processing of Major Planning Applications	▲	✓	60%	85%	HG	60%	50%	HR	60%	66%	HG
---------	---	---	---	-----	-----	----	-----	-----	----	-----	-----	----

Improvement in Q4 and overall for year end. (Revised indicator applies in 2011/12.)

	Customer satisfaction with responsive repairs service	▲	✘	92%	89%	A	92%	87%	LR	93%	88%	LR
--	---	---	---	-----	-----	---	-----	-----	----	-----	-----	----

Performance in quarter 4 was 88% against a target of 93%. In retrospect it is considered that expectations were too high and a revised target will be applied for 2011/12.

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
---------	-----------------------	--------------------------------------	---------------------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------

	BV 16a % of employees declaring that they meet the DDA definition	▲	✓	3%	1.91%	HR	3%	1.81%	HR	3%	1.82%	HR
--	---	---	---	----	-------	-----------	----	-------	-----------	----	-------	-----------

Standing at High Red for some time, this indicator registers 1.82% against a target of 3% - a marginal improvement but below 2009/10 outturn. It has been highlighted by the Corporate Equality Group as the recent staff survey suggests a significantly larger proportion of disabled persons on staff than this indicates. It is intended to review the indicator following the planned refresh of equalities data for staff.

	BV 8 Percentage of invoices paid on time	▲	✓	95%	80%	HR	95.0%	78.0%	HR	95.0%	72.0%	HR
--	--	---	---	-----	-----	-----------	-------	-------	-----------	-------	-------	-----------

High Red for an extended period, this measure deteriorated further in Q4 . An internal audit review is under way to investigate invoice processes further, following which the Corporate Strategic Board will review policies and processes.

20

Additional information:

Monetary value of invoices where the SAP purchase order was raised after the invoice date
Total monetary value of PO invoices processed in quarter

£11.2m (29% of invoices processed)
£38m

£8.5m (21.6% of invoices processed)
£32m

	% of cost centres for which SAP budget forecast completed	▲	✗	100%	100%	-	100%	92%	LR	Not required for Q4		
--	---	---	---	------	------	---	------	-----	-----------	---------------------	--	--

Managers are requested to review their outturn at year end. They are not required to prepare a forecast on SAP.

Prepared by the Corporate Performance Team, June 2011.

Appendix C - Community Cohesion Action Plan 2011/2012

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.1	Raise profile and increase community interaction with on-line Community, Faith and Cultural Calendar	Existing	2011 - 21012	Community Development Services (John Tucker)	Increased online use measured by number of visits	Improved understanding of commonality and diversity.	Updated for 2011. Improved community service through 'What's On' online events calendar
1.2	Delivery of Under One Sky 2011	Raised levels of income through stalls and ticket charges. In-kind support, external community and business support	Ongoing with event delivery on June 26 2011	Community Development Services (John Tucker)	Increased community participation and attendance by local residents.	Improved perceptions of community cohesion and improved understanding of commonality and diversity.	Delivery plan in place
1.3	Work in partnership with community and faith partners to support the delivery of multi-faith events	Existing including advice and guidance for event delivery	2011 - 2012	Community Development Services (John Tucker)	No. of events, community feedback and participation; attendance numbers.	Strengthened inter-faith relations.	Second Open Faith Weekend held in Nov 10 as part of National Interfaith Week
1.4	Third Party Reporting roll out to all equality strands	Existing +LAA Reward funding (£4,000)	2011 - 2012	Community Development Services (Jasbinder Baddhan)	No. of hate crime incidents. Victim satisfaction survey Sanction detection rate	Community confidence in reporting hate crime.	Action plan agreed. The Hate Crime Working Group (with representatives from all diversity strands) is meeting monthly to take this project forward.

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.5	Community tension monitoring	Existing	2011 - 2012	Community Development services (Samia Malik)	Monthly returns	Community tensions are monitored and prompt action taken to ease tensions when they arise.	Process in place for gathering community tension responses across the Council and partner agencies.
1.6	Multi agency Prevent Panel to support individuals vulnerable to radicalisation	Existing + support from the Channel team (Met. Police)	2011 - 2012	Community Development services (Samia Malik)	Number of individuals referred and supported.	Support for local vulnerable individuals put in place on a case by case basis.	To date local support has been put in place. If a case were to require greater intervention the Channel team will need to assist in identifying appropriate support.
1.7	Establish Cricket initiative across Harrow	SNT & Partnership Unit	April 2011 - March 2012	Harrow Police (Nick Davies / Stuart Ward)	Each SNT and school to have access to a Level 1 MCC trained coach. Borough wide tournament to take place in Summer 2011	Using cricket as a medium to bring together different communities and teaching self-discipline and team working to the young people taking part.	The scheme has now been rolled into six schools. Engagement with around 240 children a week takes place across the borough. A summer programme is being designed.

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.8	Walk Your Way to Health	Coordinator's time, 30 volunteer walk leaders, a small budget	2011 - 2012	NHS Harrow, Public Health, Health and Wellbeing Coordinator (Denise Thiruchelvam)	Health Questionnaire to monitor uptake and target groups	Increased physical activity (walking) in individuals from BME communities whilst improving community cohesion	Currently 14% of walkers are from BME groups which is under representation of the community
1.9	Training on Community Cohesion in schools	EMAS & A&I staff	2011 - 2012	Achievement and Inclusion (A&I) and EMAS (Joy Collins / Zaitun Virani)	Successful Ofsted judgments in related aspects: attainment, Closing the Gap, rates of progress, working with parents and social, moral and spiritual education.	Cohesive, happy, healthy safe communities	Different schools are at different stages – from outstanding to satisfactory
1.10	Organise 'A Young Peoples Conference'	Subscriptions, donations from all faiths plus Council grant and partnership contributions	One day conference, pending on funds received in 2011	Harrow Inter Faith Council and partners (Mary Hale)	Organised individual workshops measured by young people attending	To encourage dialogue and understanding between the youth from all faiths and philosophy's in Harrow	HIFC have tried and tested this activity (in 2007). The youth enjoyed it and intimated they would attend future conferences
1.11	Projects supporting youth and raising awareness of Inter Faith Issues in cooperation with Youth Parliament and N.W. Middlesex Scouts.	Subscriptions, Donations and partnership contributions. Subscriptions for 2011 to date £595. Grant of £2,900 requested from Harrow Council.	April 2011 to April 2012	Harrow Inter Faith Council E.C. Officers and members HIFC Executive Committee, Officers and sub-committees appointed by EC.	Measured by partnership and audience attendance Measure by	To encourage all faiths to talk to and learn from each other. To share knowledge and understanding of diversity. Development of respect and	The working party partnership meet regularly to organise the activities and plan events.

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Half marathon along a route taking in important places of worship in Harrow. Joint celebrations of important religious festivals. An Arts Festival with all faith communities invited to participate. Possible fund raising activities.			to organise specific activities.	attendance and by observable cooperation and collaboration of groups from different faith groups in initiating, planning and organising activities.	friendly relationships and a spirit of cooperation and collaboration among members. Awareness of Inter faith activities and issues among the youth.	

2	Environment for a thriving third sector						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
2.1	To encourage applications from voluntary and community groups for projects that support cohesion.	Grants budget (£669,360) & staff time	March 2011 and on-going monitoring	Community Development Services (Melvyn Leach)	Number of grants awarded to projects that promote community cohesion.	Improved perceptions of community cohesion across all communities.	131 applications were received for the grants application round 2011/12. 43 applications indicated that the proposed project supported the Council's corporate priority of 'United and involved communities: a Council that listens and leads'. Final grant recommendations are pending, once finalised an analysis of funded projects will be undertaken to quantify projects that support community cohesion.
2.2	Development and delivery of Third Sector Strategy	Realignment of existing resources and external funding	2011 - 2012	Community Development Services (and the Third Sector Strategy Working Group)	Increased VCS engagement opportunities. No. of training / capacity building initiatives	Strengthened partnerships and role of VCS in delivery of public services.	A third sector strategy working group has been set up to monitor the delivery of the action plan. The

2	Environment for a thriving third sector						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
				(Kashmir Takhar)	delivered. Increased opportunities for commissioning		group has undertaken an exercise to map all council support to the VCS, it is also monitoring the impact of funding cuts on the VCS.

3	Migrants English Language skills and knowledge						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
3.1	Development of ESOL action plan	Existing	2011 - 2012	Community Development Services (Geoff Trodd)	ESOL registrations, classes, progressions	Access to English language training that meets the needs of the learner to aid integration.	There have been major changes to national ESOL funding and learner eligibility, resulting in a reduction of ESOL provision run through the FE Colleges and School clusters. An ESOL Group of providers is meeting regularly to look at planning pre-entry provision and better sign posting for 2011/12
3.2	Family Learning programmes in Numeracy, and Wider Family Learning	Skills Funding Agency Family Learning funding	2011 - 2012	Community Development Services (Geoff Trodd)	% of families from BME communities % of new learners	Increased participation in community learning.	50 families from localities of greatest need engaged in family learning and signposted to further learning/training
3.3	Basic ICT and computers with English programmes, run at Beacon Centre, Sangat Centre, KLC and SKSS	Skills Funding Agency funding	2011 - 2012	Community Development Services (Geoff Trodd)	% of families from BME communities % of new learners	Increased participation in community learning.	40 learners engaged in community-based ICT programmes

3	Migrants English Language skills and knowledge						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Temple						
3.4	To support the delivery of ESOL in schools and Children's Centres	Early Intervention Grant and via Pupil Premium	2011 - 2012	Integrated Early Years and Community Services (Wendy Beeton) and schools	Number of classes, enrolments and destination of learners.	Improved access to English language classes to ease integration of new arrivals.	Part of the Extended Schools agenda and Narrowing the Gap. Schools and Children's Centre partnership

4	Participation in regular volunteering						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
4.1	One-4-One employee volunteering scheme promoted across the Council	Existing	2011 - 2012	Community Development Services (Samia Malik)	Increase in number of staff volunteering Increase in number of volunteering opportunities registered on scheme.	Increased community involvement through volunteering in the community.	To date 63 members of staff have participated in the scheme.
4.2	Harrow's Heroes volunteer awards ceremony	Existing + LAA Reward Funding (£4,500 in 2011) and sponsorship	November 2011	Community Development Services and partners. (Samia Malik)	Number of nominations / press coverage / event feedback / increased numbers	To raise the profile of volunteering, celebrate the contribution volunteers make	Hugely successful Harrow's Heroes event delivered in 2010, with just over 100 nominations.

4	Participation in regular volunteering						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
					of volunteers.	and encourage others to volunteer.	Planning has commenced for the 2011 event.
4.3	Increase the number of volunteers helping in libraries and museum.	Existing plus resources identified by Harrow College	April 2010 - May 2011	Harrow Library Service and Harrow College (Ian McNicol)	Increase in the number of volunteers	Increased opportunities for isolated individuals to participate in local activity.	15 in libraries 2 in Housebound Service 8 at the museum
4.4	Ensure local people know how to register for the official London 2012 Volunteer Programme.	Existing	Ongoing to 2012	Cultural Services (Ian McNicol)	Numbers of volunteers participating in 2012	Active participation of local people in London 2012	The date for registration has now passed. Borough breakdowns not yet available.
4.5	Delivery of National Citizenship project	National Citizenship Service funding	2011 - 2012	Children's Services (Joy Shakespeare)	Project plan contains measures	Young people from a range of diverse backgrounds are enabled to gain work experience through volunteering and qualifications	This project builds on the previous successful V Talent project and delivers citizenship through volunteering.

5	% of people who feel they can influence decisions in their locality Civic Participation in the local area						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
5.1	Neighbourhood Champions	Existing	2011 -2012	Public Realm (Jerry Hickman)	Numbers of neighbourhood champions / Number of issues reported and dealt with Neighbourhood Champion Conference	Positive civic engagement and involvement of local community volunteers. Supporting NC's to increase links with other NC's, share ideas and successes. Develop strategies to increase intergenerational and cross community problem solving	NC scheme was official launched on 17 th March 2010. By March 2011 672 NCs were trained and 560 were awaiting training. The aim is to have a NH for every road in Harrow.
5.2	Residents Meetings	Existing	Ongoing	Public Realm (Jerry Hickman)	Feedback from residents and number of issues tackled. Supporting Safer Neighbourhood Teams – NC and Ward meetings	Giving a voice to local residents and building trust in council services.	Commissioned for operational reasons and used to give residents positive messages
5.3	Pride in Harrow (Weeks of Action / Days of Action)	Existing	2011 - 2012	Joint between Council, Police and other partners (Jerry Hickman)	On site meetings with NC's , residents, businesses Police, officers and Members	Engaging and informing residents of council services and support. Consult with local	Street opportunities to capture community interest and showcase community cohesion

5	% of people who feel they can influence decisions in their locality Civic Participation in the local area						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
					Positive impacts delivered and resident feedback.	people and partners to deliver positive outcomes	
5.4	Resident participation	Dedicated budget for HFTRA, RI budget and an additional Resident Participation Officer recruited	2011 -2012	Adults and Housing (Carol Yarde)	Update on measure: Tenant and Leaseholder satisfaction surveys undertaken at end of 2010. Various RI activities including focus groups and residents panels. Residents involved in mystery shopping. More than 100 residents new to involvement actively engaged over last 12 months. Number of new residents that become actively involved in 2011 – 2012. Survey to be undertaken bi-	53.8% of residents are satisfied that their views are being taken into account, whilst 15.8% are dissatisfied. Satisfaction with the range of opportunities available to help shape and influence Housing Services is also 58%, where 13% are dissatisfied	The 2011/12 work plan for Resident Involvement will strive to further improve resident satisfaction in this area and to increase further the number of new residents that become actively engaged

5	% of people who feel they can influence decisions in their locality Civic Participation in the local area						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
					annually (next survey: 2012)		
5.5	Better Together programme – to identify opportunities which engage residents in changing their behaviours to Improve outcomes and have a positive financial impact	To be identified	2009 – 2013	Adults and Housing (Carol Yarde)	Reputation Tracker Public health Indices	Used innovative techniques called 'Triage Day' to consult users on the replacement journey 'Your future Our future' public meeting as part of overarching Adults community engagement plan. Project went live on 23 October. All referrals for social care now going through the reablement front door.	Resident satisfaction survey shows service improvement is now being seen by residents.
5.6	Elected Youth Parliament to represent young people across Harrow	Existing	2011 - 2012	Children's Services (Joy Shakespeare)	Measures for each activity are contained within the Youth Parliament programme	Improved participation by young people in all aspects of council decision making, and raising awareness of issues such as bullying and the impact of the recession.	Youth Parliament continues to deliver improved participation and has contributed to a range of consultations and events across the council.

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
6.1	New Arrivals Task Force - currently focusing on the needs of the Afghan and Tamil communities	To be identified by partners	2011 - 2012	Community Development Services (Samia Malik)	Measures for each activity will be contained within the action plan	Improved quality of life for the Afghan and Tamil communities	Community engagement and a needs assesment will be undertaken with the Afgan and Tamil communities, following which an action plan will be developed by partners. Task Force meets quarterly to monitor progress.
6.2	Development of an action plan in line with the Harrow Equalities Centre's aims of promoting community cohesion, integration and a life free from discrimination and prejudice in Harrow.	Harrow Council Trust for London EHRC	2011 - 2012	Harrow Equalities Centre (Sami Aziz)	New body established, supporting community cohesion and participation, active participation in relevant meetings.	Increased access to advice, information and support on equality and human rights issues. Representation and championing of all equality strands	New organisation launched and active. New Director recruited and started in April 2011. An away day will be planed to discuss strategic directions and the Business Plan for the organisation
6.3	Home Library Service - to increase use of the service by a programme of talks promoting the	Existing resources –stock and staffing	2011 - 2012	Home Library Service/Harrow Library Service (Ian McNicol)	Increase in the number of residents using the Home Library Service. The target is a minimum of	Access to Library Service for vulnerable people who otherwise would not be able to do so.	120 new users of the service (2010-2011).

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	service to sheltered housing units and to older people.				100 (during 2010-2011)		
6.4	Establish Tamil forum	SNT & Partnership unit	By July 2011	Harrow Police (Inspector Aleks Pogroszewski)	This will empower the community to provide constructive feedback to partnership so their needs can be better served.	Better engagement and cooperation with young Tamils, increased knowledge of the problems/issues they face, enabling the police and local service providers to give them a better service.	The Police have written to a number of local Tamil organisations and will now be arranging to meet with them to discuss the establishment of the Tamil forum.
6.5	LGBT forum established and operates to support the needs of the LGBT community	Community Safety & Partnership Unit	On going quarterly meetings 2011 - 2012	Harrow Police (Inspector Stuart Ward)	To support a Harrow borough LGBT forum to give members a vehicle to voice opinions, identify concerns and provide constructive criticism to service providers across the borough.	Better engagement and cooperation with LGBT community leading to greater empowerment, mutual understanding and enabling the partnership to provide a better service through a focused response.	The Harrow LGBT forum was established in January 2010, and now meets quarterly to take forward issues affecting the community. The group is supporting the Warren Lane project. The group facilitator from WLA has moved on so the group will need to become self sustaining.
6.6	Promote universal access to	Early Intervention Grant	2011 - 2012	Integrated Early Years and	Measures contained in	Universal access to children's centre	2 Health Trainers are being trained to

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Children's Centres for all Communities			Community Services (IEYCS) (Wendy Beeton)	Children's Centre Strategy	services.	support a Mental Health project using the Lets Get Moving programme.
6.7	Delivery of Young People's Services Diversity Action Plan	Existing	2011 - 2012	Children's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Reduced disproportionality within the Criminal Justice System	The action plan has been subsumed within the Divisional plan for Children's Services, but outcomes relating to disproportionality are still being monitored through Safer Harrow.
6.8	Development of Youth Crime Prevention initiatives including Triage and Early Intervention	Existing	2011 - 2012	Children's Services (Joy Shakespeare)	Measures are contained in the Youth Justice Plan and the Safer Harrow Partnership Plan.	Young people from a diverse range of backgrounds are helped to avoid offending and make a positive contribution to the community	Triage and other interventions have been successful in reducing youth first time entrants to the Criminal Justice system by 45% over the last 3 years.
6.9	Delivery of Youth Justice Plan	Youth Justice Board funding and Partner funding	2011 - 2012	Young People's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Young people from a diverse range of backgrounds are helped to avoid offending and make a positive contribution to the community.	The Youth Justice Plan 2010-11 was published as a public document in June 2010 and was monitored by the Youth Justice Board.

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
6.10	To address health inequalities in priority areas (eg. smoking cessation)	NHS Harrow Health Trainers service	2011 - 2012	Health Trainers Team Leader/Public Health (Denise Thiruchelvam)	Number of events, talks to community groups and individuals supported	Reduced health inequalities for Harrow residents	All Health Trainers continue to support the Stop Smoking service with referrals to pharmacy service, staff events and one runs a clinic in area of high prevalence. 65 people to pharmacy service for stop smoking
6.11	Promote Mental Health within BME groups	Mind in Harrow NHS Harrow Charitable Trusts Government Funds	O2011 - 2012	Mind Harrow (Mark Gillham)	Number of activities	Reduced marginalisation and increased networking and support	Local increase in BME population where mental health promotion support has been identified as a need.

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
7.1	Narrowing the Gap (NtG) in 36 schools. This programme targets Black Caribbean, Somali and White British on Free School Meals.	EMA Grant	Current to 31 st July 2011	EMAS (Ethnic Minority Achievement Service) (Joy Collins)	Each school has Raising Attainment Plan (RAP) with identified actions	Raised attainment for targeted groups.	40 schools now involved. Gap closed for BC in English at KS2 and closing for Somalis in English at KS2. Travellers included as a target group.
7.2	Rights Respecting School Awards (RRSA) involving 20 schools	Schools & LA	January 2010 – 31 st July 2011	EMAS (Joy Collins)	Reduction in number of racist incidents and bullying incidents.	Communities respect each other and themselves and children grow up to be responsible global citizens	Now 21 schools involved. 1 school achieved Award (Level 1) 5 assessments booked.
7.3	New Arrivals Project	Migration Impact Funding	September 2009 - April 2011	EMAS (Joy Collins)	10 parents/carers recruited in the first year, 10 in the following year	75% of course participants progress to paid part-time or full-time roles as parent ambassadors in Harrow schools	Update (project concluded in April 2011): 14 completed Parent Ambassador Training course. All received work experience in schools supported by a trained Mentor. 2 have been via SLA with school. Bespoke PA course now accredited and will run in September

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
							at Glebe Primary School. 1 Primary and 1 Secondary Consultant. 18 schools targeted for support for New Arrivals re assessment, policy, resources, pedagogy.
7.4	Harrow Weekend School	John Lyons Charity	January 2010 - December 2013	EMAS (Joy Collins)	Study support in English, Maths and Science for 100 children on Saturdays Partnership between mainstream schools.	Improvement in pupils motivation and attitudes to learning and pupils make 3 sub levels of progress (the average is 2 in 1 year)	44% of children made 3 sub levels of progress. 63% at least 2 sub levels of progress. 61% of children with SEN made 3 sub levels of progress. 2 sub levels is the expected progress in a year. A second weekend schools provision was established at Stag Lane Junior School. Currently applying for Big Lottery funding to sustain.
7.5	Produce Welcome to Harrow	EMA Grant	2011 - 2012	EMAS (Joy Collins)	Copy sent to all schools and	Families who are new arrivals have	Booklet + CD in 5 languages. "Abdi's

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	publication				Children's Centres	information about Harrow and the UK educational system.	Day" by Verna Wilkins a story commissioned by EMAS reflecting a Somali child growing up in a urban UK setting Welcome to Harrow Booklet sent to every school in Harrow July 2010. Somali story book launch at Gayton Library Autumn 2010. Copies including CD of Teacher resources circulated to all schools and purchased by schools and Harrow Libraries. EMAS are now contacting other authorities to sell the resource developed in Harrow (2011 – 2012).
7.6	Achievement of UNICEF Rights Respecting	Internal resource (EMA grant)	2011 - 2012	EMAS (Joy Collins)	Number of schools gaining the award	Improvement of behaviour, attendance and	Currently 21 local schools and engaged and one

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Schools Award (which promotes citizenship and community cohesion)					attainment, parental and community engagement.	has gained the award.

8	% of people who feel that they belong to their neighbourhood						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
8.1	Promotion of Credit Union	£13k 2010/2011 subordinated loan of £40k. 2011/12 £12k	March 2011 – March 2012	M4Money, with Econ Devt Harrow Council (Mark Billington)	FSA approval Launch Payroll Process in place HSP sign up	Financial inclusion Circa 100 members in Harrow	Report to Corporate Director. Credit Union Champions Group The project has met membership targets. Has conducted outreach access Harrow, housing fairs, Catalyst Housing, colleges, and been extensively promoted in Harrow People. The Credit Union will be promoted again in 2011/12
8.2	Delivery of Enterprising Harrow Action Plan	Partnership resources.	2010 - 2013	Economic Development (Mark Billington)	Measures contained within plan.	Reduced worklessness. Increased business growth and business start up. Additional support secured for workless residents, and support to district centre commenced, new commitment to	Quarterly updates managed by the Group. Ongoing

8	% of people who feel that they belong to their neighbourhood						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
						business introduced. Vacancy rates in the Town Centre declined.	
8.3	Recession Busting Group, Economic Recovery Plan	Partnership resources.	2010 - 2011	Economic Development (Mark Billington)	Measures contained within plan.	Increased access to advice and guidance, increased benefit take up, reduced worklessness, Business growth, business start up. Benefit take up increased. Over 90 parents helped into employment.	Quarterly updates managed by the Group.
8.4	Mental Health Personal Trainers	2 PT personal trainers, use of community based leisure and sport facilities	2011 - 2012	NHS Harrow, CNWLH (Denise Thiruchelvam)	Pre assessments and 3 month follow-ups.	Increased physical activity levels, increased integration within community based activities, avoiding social exclusion and isolation.	2 Health Trainers are being trained to support a Mental Health project using the Lets Get Moving programme.
8.5	Work Clubs	2 job brokers and admin support.	2011 - 2012	Victoria Isaacs Economic Development	50 people into work, 2 volunteers trained	Reduced unemployment for any Harrow resident.	As at April 2011 9 people have been assisted into work.

Appendix D

PERFORMANCE & FINANCE SCRUTINY SUB COMMITTEE

Chair's briefing meeting – Wednesday 11 May 2011

Attendees

- Councillor Sue Anderson, Chair
- Andrew Baker, Head of Climate Change
- Heather Smith, Scrutiny Officer

Sustainability Review (2009/10) – Progress report on Climate Change

Briefing

The Head of Climate Change introduced the progress report and advised that the recommendations from the Sustainability Review conducted in 2009/10 had been incorporated into the strategy. Since then, the revised action plan for the strategy had been agreed by Cabinet in October 2010 and was consulted on in January/February 2011. The progress report included the comments received and the council's response.

As the strategy was being refreshed, limited changes had been proposed as a result of consultation, other than revising the timeframe for actions to be completed. However, there are plans for a re-working of the strategy in autumn 2011 at which point input from scrutiny could be beneficial. It was hoped that the re-worked strategy would have a tighter focus on areas where it was most likely to have impact on carbon emissions. For example, decisions taken in areas such as capital expenditure would need to take heed of the impact on carbon emissions. Work with health partners and adults services on affordable warmth also meant that the link between carbon and fuel poverty was beginning to be made.

The council has committed itself to reducing carbon emissions by 4% per annum. Indicators are being developed to measure this. It was agreed that scrutiny could consider the indicators after July 2011.

Actions:

The Chair recommends that:

- The Sustainable Development and Enterprise leads consider receiving a briefing in autumn 2011 on climate change and the performance indicators associated with the strategy.
- The Health and Social Care scrutiny sub-committee be requested to consider the affordable warmth strategy as part of its work on health and housing.
- That the Overview and Scrutiny Committee consider commissioning a challenge panel on the refresh of the Climate Change Strategy in autumn 2011.

Heather Smith

Scrutiny Officer

heather.smith@harrow.gov.uk

020 8420 9203

This page is intentionally left blank

**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY SUB-
COMMITTEE**

Date of Meeting:	26 July 2011
Subject:	INFORMATION REPORT - Capital Governance and Monitoring
Responsible Officer:	Julie Alderson, Interim Director of Finance; Hugh Peart, Director of Legal and Governance Services
Scrutiny Lead Member area:	Councillor Jerry Miles, Corporate Effectiveness Policy Lead Member and Councillor Tony Ferrari, Corporate Effectiveness Performance Lead Member
Exempt:	No
Enclosures:	Appendix A - Information Report to Governance, Audit & Risk Management Committee, 28 June 2011 – Capital Governance and Implementation Plan

Section 1 – Summary and Recommendations

At the request of the Chair and Vice-Chair of the sub-committee, the report presented to the Governance, Audit and Risk Management Committee on Capital Governance has been included on the agenda.

Recommendations: That the report be noted.

Section 2 – Report

Introductory paragraph

As per the P&F Chair's report (elsewhere on this agenda), the Chair and Vice-Chair requested an item on new arrangements for capital governance.

The report to the Governance, Audit and Risk Management Committee on 28 June is therefore included on this agenda.

The Director of Finance will be in attendance to respond verbally to questions from sub-committee Members on this report.

Section 3 - Statutory Officer Clearance

Not required for the covering report.

Section 4 - Contact Details and Background Papers

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

Background Papers:

Report to Cabinet, 15 December 2010, *Capital Programme*.

Available at:

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=60259&Ver=4>

This page is intentionally left blank

**REPORT FOR: GOVERNANCE, AUDIT &
RISK MANAGEMENT
COMMITTEE**

Date of Meeting: 28 June 2011

Subject: **INFORMATION REPORT –
Capital Governance and
Implementation Plan**

Responsible Officer: Julie Alderson – Interim Director of
Finance
Hugh Peart – Director of Legal &
Governance Services

Exempt: No

Enclosures: Appendix 1 – Approved Capital
Projects/Business Cases

Appendix 2 – Capital Implementation
Plan

Section 1 - Summary

This report provides an update on capital governance and sets out the progress against the Capital Implementation Plan.

FOR INFORMATION

Section 2 - Report

Background

- 2.1 Following the investigation into the overspend in the Children's Services capital programme Cabinet received a report in December 2010 setting out issues and the outcomes of two investigations, one focussing on project management, one on financial management.
- 2.2 The investigations made a series of specific detailed recommendations, to avoid any recurrence of the issues which had affected the programme. Key staff within Finance, Children's Services and Community & Environment have been working together on implementing these recommendations and in addition on a fundamental review of process to ensure that the Council has robust and holistic arrangements in place for both the development and implementation of its capital programme. The key actions being taken to mitigate the immediate risks and develop a robust framework for the future are outlined below:-

Key Actions Implemented

- 2.3 The following key actions have been implemented to mitigate the immediate risk to the Council:

Approval Process

- 2.4 A clear and comprehensive approvals process for capital schemes has been developed and put into place for the 2011/12 Capital Programme. Approvals required include the relevant Corporate Director, the Portfolio Holder, the Finance Business Partner, any relevant consultative group, the Capital Forum and the Leader of the Council.

Capital Forum

- 2.5 The role of the Capital Forum has been reviewed and reinvigorated. The Chairmanship has been passed from Community and Environment to the Interim Director of Finance providing greater emphasis on financial control. All new schemes on the current Capital Programme are now required to submit a business case (using an improved standard format) which have to be agreed with the relevant Corporate Director, Portfolio Holder and Finance Business Partner before submission to the Capital Forum. A robust challenge process takes place at the Forum before business cases are approved or rejected with the challenge process and the decision being clearly minuted. At this stage the scheme is set up on SAP and the budget released and the Interim Director of Finance presents all approved business cases to the Leader for final approval. Thus a much more robust process is now in place ensuring that capital schemes are well planned, fully approved and financially viable before any money is spent. Appendix 1 provides a summary of the business cases approved by the Capital Forum so far this financial year.

Interim Capital Project Manager

- 2.6 An interim Capital Project Manager, who is an accountant with capital accounting experience, has been appointed to oversee and drive the capital monitoring process and to implement the agreed capital recommendations within Finance. This officer logs all business cases onto a spreadsheet as they are approved by the Finance Business Partners and records the Capital Forum decision to approve or reject the case. Once approved the officer is responsible for setting the scheme up on SAP and releasing the budget.

In-year and Year-end Processes

- 2.7 The Finance Business Partners have undertaken test checking on capital codes throughout the year to ensure that expenditure has been coded correctly. At year-end a through review of in-year capital additions and a review of work-in progress has been undertaken leading to the write-off of costs arising on prior year capital projects not now going ahead due to the current economic climate, in accordance with proper financial accounting practice.

Key Actions in Development

- 2.8 The following key actions are currently in development to mitigate risk to the Council in the longer-term and to establish a robust end to end process:

Capital Forum Monitoring

- 2.9 The Capital Forum will, from the end of Period 2 (to be reported to the June Capital Forum meeting), be monitoring monthly expenditure on all approved capital schemes against the agreed budgets and progress against the project plan. This will, alongside the control over the initial release of the budget described above, ensure that the level of expenditure is in line with progress made on the delivery of the project.

Capital Strategy

- 2.10 A capital strategy is being developed for 2012/13 onwards to provide an objective framework for decision making and robust arrangements for managing the overall delivery of the Council's capital programme. The development of the strategy and supporting asset management plan will be overseen by the Capital Forum with input from Cabinet Members to provide a robust framework for capital bids to be made in the quarter 3 of 2011/12 for the 2012/13 Capital Programme. The strategy and capital bids will be taken into account in the refresh of the MTFs and approved alongside the revenue budget.

Financial Regulations

- 2.11 A review of the Council's Financial Regulations is underway with the intention of providing more robust and clearer rules governing capital expenditure. These will sit alongside detailed procedure notes also

being developed/in draft covering the management and reporting of capital projects. Training will be provided to key staff across the Council who are also involved/being consulted in the review and development process to secure “ownership” of the updated governance arrangements.

Project Management

2.12 On the 18/05/11 CSB agreed:

- that a single mandatory process for project management across the council should be developed, within which a project risk evaluation process will decide to what extent it is applied;
- that the Project Management Office (PMO) will provide compulsory project management training for those managing large high risk projects;
- that the PMO will provide professional support for the initiation of new projects, and the review of in-flight projects;
- that the PMO will develop an approach with Internal Audit to support compliance;
- that the council’s approach to project management will reflect the proposals for governance and process for the Capital Programme; and
- that an informal user group will be set up to test new proposals and help with improvement.

Internal Audit

2.13 Cabinet requested that the GARM Committee monitor and report on implementation of the recommendations made in the investigation reports, supported by Internal Audit, who have been instructed to independently verify the process.

2.14 An initial report was made to GARM Committee in January 2011 outlining the recommendations and suggested action against each recommendation and an update on progress was reported to the last GARM meeting on 29th March 2011. Since then two meetings have taken place with the new Chair of GARM Committee and the previous Vice-chair to provide updates on the progress against the agreed implementation plan.

2.15 Progress against the detailed implementation plan is shown in Appendix 2. 50% of actions are reported as implemented by management and Internal Audit is in the process of reviewing evidence to support this assertion; 43% of actions are not yet due/are in progress; 3.5% of actions are incomplete and the implementation date is imminent or has been extended and 3.5% of actions are incomplete and the implementation date has passed.

2.16 Whilst significant progress has been made to implement the specific recommendations in the short term to mitigate the risks identified it is recognised that management have also been working on the longer term

objective of a developing a holistic end to end process as detailed above.

2.17 Internal audit will continue to monitor the progress of the implementation of the planned actions, seeking evidence of action taken and reviewing proposed processes as they are developed with time allocated for this being included in the 2011/12 Internal Audit Plan.

2.18 Progress of the planned actions, with particular emphasis on those that may impact on the Value for Money (VFM) assessment, and evidence obtained will be shared with the External Auditors to support their work.

Section 3 – Further Information

3.1 A further update of this work will be reported to GARM Committee as part of the Internal Audit Mid-year Report.

Section 4 - Financial Implications

4.1 The processes set out in this report can be supported within existing resources.

Risk Management Implications

5.1 As considerable progress has been made in the implementation of the recommendations the Council's risk exposure has decreased significantly.

Section 5 – Corporate Priorities

6.1 This report does not incorporate any of the specific priorities.

Name: Julie Alderson			<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 13 June 2011				
Name: Hugh Peart			<input checked="" type="checkbox"/>	Director of Legal & Governance Services
Date: 10 June 2011				

Section 6 - Contact Details and Background Papers

Contact: Susan Dixon, Service Manager Internal Audit, 020
8424 1420

Background Papers: None

Capital Programme - Approved Projects/Business Cases

Appendix 1

Project Title	2011/12 Gross Capital Value	Directorate	Capital Forum approval date	Notes
Transport Local Implementation Plan 2	3,318,000	Community & Environment	15 April 2011	
Traffic & Parking Schemes, Rolling Programme	355,000	Community & Environment	15 April 2011	
Flats Recycling	381,000	Community & Environment	15 April 2011	
Development of a Consolidated, Integrated Civic 1 Building	945,000	Place Shaping	27 May 2011	
Highways Improvement	4,340,000	Community & Environment	15 April 2011	
Flood Defence & Highway Drainage Upgrade	320,000	Community & Environment	15 April 2011	
Street Lighting Improvements	974,000	Community & Environment	15 April 2011	
HRA Capital Programme	6,360,000	Housing Revenue Account	27 May 2011	
Upgrade of EMS to One.net	31,914	Childrens Services	15 April 2011	
Leisure Centres	100,000	Community & Environment	27 April 2011	
Corporate Accommodation	250,000	Community & Environment	27 April 2011	
High Priority Planned Maintenance for Schools and Corporate Property	440,000	Community & Environment	27 April 2011	
Park High	950,000	Childrens Services	27 April 2011	Approved in principle only - £50k contingency provided for immediate/emergency works
Catering Various Projects	1,600,000	Childrens Services	27 April 2011	
Elmgrove Amalgamation	1,300,000	Childrens Services	27 April 2011	Approved - subject to 2010/11 Capital carry forwards approved by members
Grange Amalgamation	750,000	Childrens Services	27 April 2011	
Longfield Amalgamation	750,000	Childrens Services	27 April 2011	
Marlborough	1,900,000	Childrens Services	27 April 2011	
Green Grid	200,000	Place Shaping	20 May 2011	
St. Anns Road/Havelock Place	300,000	Place Shaping	20 May 2011	
Lowlands Recreation Ground	100,000	Place Shaping	20 May 2011	
Business Transformation - Streets	1,052,000	Corporate Services	n/a	
Business Transformation - Libraries RFID	1,297,000	Corporate Services	n/a	These schemes were always expected to straddle financial years. As "full business cases" have been presented to and approved by Cabinet in the latter part of 2010/11 and as there was no significant change of circumstances these schemes are not expected to require approval by Capital Forum
Business Transformation - Corporate Services	162,000	Corporate Services	n/a	
Business Transformation - CCAD	907,000	Corporate Services	n/a	
Business Transformation - Business Support	1,062,000	Corporate Services	n/a	
Neighbourhood Investment Scheme	310,000	Community & Environment		Programme allocated equally to the 21 wards (£14,760 to each ward)
	<u>30,454,914</u>			

This page is intentionally left blank

KEY	3.5% of actions incomplete and the implementation date has passed.	3.5% of actions incomplete and implementation date imminent or implementation date extended.	53% of actions reported as completed – evidence being reviewed by Internal Audit.	40% of actions not yet due/in progress.
------------	--	--	---	---

Evidence requests/queries shown in bold

CAPITAL IMPLEMENTATION PLAN

Item No	Recommendation	Priority rating	Planned action / response	Implementation date	Lead Officer	Wk stream	Current Status/Evidence/outstanding queries
Specific Project Tasks							
1. 8.1.1 RG	The Chief Executive and Director of Human Resources should determine whether any conduct investigations are warranted.	High	Evidence to be reviewed and conduct investigations instigated as necessary.	Dec 2010	JT	n/a	Conduct investigations are complete,
57 1.2 RG	Recruit an individual to take over the management of the children's services capital programme, setting up proper systems of control and management as well as identifying issues on other schemes.	High	Interim recruited from PWC	17/12/10	CD	n/a	Interim in post
3. 8.1.3 RG	Investigate whether there is any redress for the escalating costs of the temporary school.	Med	Documentation being reviewed, officers being interviewed and legal to be consulted. A report on the outcome will be prepared.	End March 2011 Revised implementation date: End of May 2011	BH/DL	n/a	Initial review has concluded that there is no redress legal advice being taken to check no scope through contract provisions – report still to be drafted.
4. 8.1.4 RG	Revisit the value for money assessments for the reviewed projects.	Low	Review the existing assessments and comment accordingly	September 2011	JA	n/a	Rescheduled implementation deadline to allow all necessary data to be collected. Timing to feed into External Audit VFM report.
5. 8.1.5	Check that the Council has complied with the grant conditions and is not carrying	Low	All grant funding to be reviewed by the Business Partner. -	Dec 2010	MB	n/a	Review complete - confirmed grant conditions complied with

Appendix 2

RG	any risk from having waived the contribution from the church schools	Financial Accounting, Treasury and Pension Fund.				and there is no risk to the Council (to be confirmed by Legal). Evidence of review to be supplied by JH/HS
Contract Management Evidence Required:						
6.2. PWC	A clear approval date should be included within the Gateway documentation.	Amendment of the commissioning form incorporated within the Gateway documentation, inclusive of Gateway 0, 1, 2 or any revisions so presented for approval within delegated authority to include the approval date.	Low	June 2011	BH/DL	Amendment actioned. To be picked up as well by wider review of process. Evidence of amendment provided by DL.
7.3. PWC	The Instructing Department should be required to authorise all project Gateways.	Currently AH signing off Gateway documentation on behalf of instructing department (Children's) but no specific place on forms. Revision to Gateway 0, 1 and 2 sign off page to include Budget Holder's signature that is to be sought in advance of submission to HoS or Director.	High	June 2011	BH/DL	Amendment actioned - a more comprehensive review of signatories is to be picked up by wider review of process. Evidence of amendment provided by DL.
8.2.8 RG	The client service department should authorise the Gateway and any other commitments being made on their behalf					
4. PWC	Any subsequent revisions to the Gateway documentation should be completed through the use of a dedicated revision form that documents the need for the revision and the cost and schedule implications	A dedicated revision form will be used which documents the reasons for the revision and details all implications relating to that revision. In addition, the workstream 3 team will consider at what point in a project revisions to the gateway documentation should take place (eg once a certain level of instructed changes to the project have taken place, or if there is a material change to the project etc).	Med	March 2011/ June 2011	BH/DL	These are currently being completed towards the end of a project rather than during the currency and this will be reconsidered as part of the wider project governance review. Management instruction issued regarding timely completion of Gateway revisions. Evidence of instruction and sample case provided by DL.
9.5. PWC	It should be ensured that appropriate contractual arrangements have been established prior to any project work actually commencing.	Process reiteration of instruction to all staff reminding the Client Representative that Pre Possession Agreements or similar contract documents	High	June 2011	BH/DL	Currently being actively managed by interim service heads. Roles & responsibilities to be picked up as part of the wider project governance

Appendix 2

									review. Management instruction issued regarding completion of all contractual agreement prior to the commencement of work. Evidence of management instruction and sample case provided by DL.
10. 7. PWC	The Gateway 2 documentation should include a provisional sum for works to be completed directly by the Council and appropriate contingency for any risks transferred to the Council.	High		June 2011	BH/DL	3		Management instruction issued and currently being actively managed by interim heads of service. To be picked up as part of the wider review of project governance (workstream 3 – project governance). Evidence of management instruction and sample case provided by DL.	
11. 9. PWC	The change order authorisation procedure should be appropriately used on all projects, including formal acceptance by the instructing party.	High		June 2011	BH/DL	3		Management instruction issued and currently being actively managed by interim heads of service. To be picked up as part of the wider review of project governance. Evidence of management instruction and sample case provided by DL.	
12. 13. PWC	It should be ensured that all change orders instructed by Schools are collated and recharged where appropriate. (6.3 In reviewing the final accounts for Park & Cannons (ii) we did not identify any evidence that the Council had actively sought to recharge the School for changes directly requested by the school)	Med		June 2011	BH/DL	3		Management instruction issued and currently being actively managed by interim heads of service. To be picked up as part of the wider review of project governance. Evidence of management instruction and sample case provided by DL.	

					held within the central budget. Authorisation by the budget holder as details in the above recommendation will ensure that the controls are in place. This will be established within the new process resulting from the project governance workstream 3 review.					provided by DL.
13. 14. PWC	An internal project completion procedure should be established which requires the authorization of the instructing department prior to Property Services formally signing off projects.	Med		June 2011	Formal project close out procedures to be considered as part of workstream 3 (project governance) and will include the relevant authorisation from the budget holder as well as consultation with the relevant stakeholders.	BH/DL	3		Management instruction issued and currently being actively managed by interim heads of service. To be picked up as part of the wider review of project governance. Evidence of management instruction and sample case provided by DL.	
14. 20. PWC	An up to date risk register should be maintained throughout all projects & schemes.	High		June 2010	Review of risk register to be carried out as part of the Core Group agenda. The contents of the risk register will be reviewed as part of the workstream 3 project governance to ensure that all possible risks are considered with appropriate contingency and mitigation measures in place.	BH/DL	3		Management instruction issued and currently being actively managed by interim heads of service. To be picked up as part of the wider review of project governance. Evidence of management instruction and sample case provided by DL.	
15. 16. PWC	Adopt a consistent project filing system for papers & electronic records in C&E	High		June 2011	Consistent approach to document handling and filing to be adopted as part of the wider review of the Property Service function within C & E. The exact procedures are to be considered by workstream 3, and will compliment the wider council project management procedures wherever practicable.	BH/DL	n/a		Wider service review commenced. On target for end of June – DL to send copy of management instruction as evidence.	
Financial Management										
16. 8.3.3 RG	Review the process for issuing codes.	High		Jan 2011	Process to be reviewed.	MB	n/a		Review complete – codes to be provided only once scheme has received appropriate approvals.	

Appendix 2

17. 8.3.5 RG	Review, clarify and communicate how contracts and capital schemes should be committed within SAP.	Med	All capital scheme managers provided with refresher training in May/June 2010 and reminded of the need to raise purchase orders in SAP in advance of any work commencing. Also covered in 1:1s with Finance Officers.	July 2011	JA (NH/KH to lead)	n/a	To be added to Capital Project Approval 2011/12 document. Final Capital Project Approval 2011/12 to be provided as evidence by JH Further training is required for both finance staff and capital managers, this includes budget managers and project managers - this will take place on a compulsory basis once wider issues have been clarified.
18. 8.3.6 RG	The monitoring system should provide for the facility: to allocate the budget across key headings, which will provide more information for budget monitoring and control purposes; to show the schemes' budget across financial years from inception, in order to have a complete overview of a scheme both approved budget and costs incurred	Low	SAP has been amended to allow the use of sub-codes for capital schemes to aid monitoring. It is possible to show scheme budgets across financial years in SAP. The cabinet report on the 2011-12 to 2015-16 capital programme will show scheme budgets across years where information is available. Monitoring reports are being altered to include pre year, current and future year spend.	April 2011 Operative from April for 11/12 programme Monitoring report changes will be in report to Cabinet Sept 2011 (quarter 1)	MB JH to lead SAP review	n/a	Complete. To review budget control to consider whether it is working/adding value.. (This is in place – but has not been required yet for new schemes) IA to be shown sub-codes on SAP by JH Cabinet Report obtained as evidence Copy of amended monitoring reports to be provided as evidence by JH
19. 8.3.7 RG	Consider the cost benefit of being able to profile the budget across quarters – this will enable the financial information to be integrated with the cash flow within the AMP and provide information for treasury management purposes.	Low	Further work is required to investigate how this process can be implemented on SAP To be undertaken in conjunction with Interim Head of Property.	September 2011	JA	n/a	More work is required to assess the benefits of profiling and how this could be achieved in SAP.
20. 8.3.10 RG	Consider putting in place some checks and balances based on such things as: Exception reports, where purchase orders are declined for insufficient budgets, so that Finance can use these at monthly monitoring meetings and alert senior managers;	Low	Reminders have already been issued to all SAP users on the importance of raising purchase orders in advance. Evidence of these to be provided.	Compliance systems to be developed during 2011-12	JA Finance BPs to liaise with Shared	n/a	Exception reports are now being issued to managers on a regular basis on purchase orders – need to ensure Shared Services and Finance are joined up. Example of reports to

Appendix 2

	Exception reports where the purchase order date is the same as or after the invoice date; Reports on blocked invoices; Reviews of transfers; and A requirement to complete a post completion report once the budget has been fully committed.	Low	Controls on expenditure to be reviewed for efficacy in controlling budgets as per 18 above. Exception reports being produced by CAP/CAR. As part of the procurement project, additional checks and controls will be put in place in relation to purchase orders.	Jan 2011	MB	LD CAP/C AR VD Procurement	managers provided by LD (as per 52). Journal controls have been enhanced. Evidence to be provided. Finance Business Partners to bring together in one response monthly to Corporate Directors. Evidence of report to be provided (as per 52) NB, Post Completion Reports are responsibility of C&E and not Finance.
21. 3.14 3 02	Where projections are not provided by budget holders, this should be escalated and be presented as "budget holder has not provided a projection".	Low	Agreed	Jan 2011	MB	n/a	Complete – FBPs are ensuring that forecasts are completed. Where they are not this will be escalated by FBPs to JH + Corporate Director on a monthly basis (not yet happened) Evidence of this be provided by JH.
22. 1. PWC	A single Master code should be established for each project with appropriate sub-codes that allow an analysis of sub-categories of costs as required.	High	To affect this the Capital Scheme must be constructed to show all relevant funding streams and there must be a transparent process to show how this has been authorised and agreed. Commissioning form to record Master and sub-codes for the	April 2011 ie in relation to 11/12 capital programme.	MB	n/a	Complete. (Relates to funding streams.) To be applied to 11/12 schemes As for 18 IA to be shown sub-codes on SAP by JH

Appendix 2

23. 19. PWC	Comprehensive and contemporaneous project finance reports should be produced for all projects which specifically detail budgeted cost, actual cost to date, committed costs and a forecast outturn. It should be ensured that such reports are actively discussed and considered at core project meetings as a matter of course.	High	<p>project. Commissioning pro-forma to be signed by Budget Holder to verify code and budget amount(s). Budget amounts to be clear on inclusive or exclusive of fees (both internal and external).</p> <p>Ensure the use of project cash flow – to be produced by the constructor that aligns with the project programme and is reviewed as part of;</p> <ol style="list-style-type: none"> 1. The project Core Group agenda 2. Presented to the Budget Holder 3. Use of SAP to monitor commitment and spend from SAP by the Budget Holder. 4. Capital Forum <p>To introduce meetings with finance, budget holders and project managers as appropriate.</p> <p>Systems for reporting being rolled out by Project Management Office. (date for implementation to be agreed)</p> <p>There is a need to introduce more effective project reporting to sit alongside finance reporting (as for transformation programme).</p> <p>Finance to make more use of spend to date information and compare this with project management reports.</p>	April 2011 On target for end of April implementation.	JA JH to lead	n/a	<p>Copy of commissioning form recording Master and sub-codes for the project to be provided as evidence by JH</p> <p>Chairmanship of the Capital Forum now passed to the Interim Director of Finance.</p> <p>Monthly meetings of the Capital Forum will now receive and monitor reports on capital projects which include Financial information and project progress. This monitoring will begin at the end of April.</p> <p>Testing of a new system to facilitate this (VERTO) has been undertaken and until this is up and running the financials and project timetable will be recorded on the attached spreadsheet.</p> <p>IA to review adequacy of this spreadsheet and VERTO in due course.</p> <p>An Interim Capital Manager has also been appointed to oversee capital reporting.</p> <p>Reports will now be made on Capital projects to CSB and Portfolio Holders monthly and Cabinet quarterly.</p>
24.	Project costs should be coded to the	High	Accountability for cost codes will	June 2011	BH/DL	3	This is currently being actively

Appendix 2

11. PWC	appropriate project code. (6.3 i) we noted that there was a different finance code utilised for the final account settlements for both schools. In both instances the code utilised was Whitmore High.)		be clearly allocated to budget holders, and they will be responsible for Purchase Orders and invoice processing. Appropriate training will be given to ensure that they understand their responsibilities and the implications of miscoding. Close working relationships between budget holders and the finance team will assist in ensuring no deviance takes place. Workstream 2 will consider the processes currently in place to ensure that any obstacles to required flexibilities to make this workable are addressed.				managed by budget holders and test checked by Finance Business Partners. Rationalisation of the input of purchase orders and better budgeting will assist to ensure the need for miscoding is removed. These will be considered as part of workstream 2 and 3 relating to the financial control of the projects. Internal Audit to check and verify.
25. 8.3.9 RG	The overall programme, coding and monitoring should be focused on schemes/projects rather than funding streams.	Med	The cabinet report on the 2011-12 to 2015-16 capital programme will show total scheme budgets, and monitoring reports will report at scheme level (already implemented).	Monitoring report changes 2010 -11 (quarter 3) shows scheme level.	MB	n/a	Complete Evidence: Cabinet report Monitoring report to be provided as evidence by JH
26. 8.3.18 + 8.3.19 RG	The capital budget monitoring to members should present the whole programme across the financial years of the approved programme, and include sufficient information to facilitate proper challenge and scrutiny.	Med	The cabinet report on the 2011-12 to 2015-16 capital programme will show total scheme budgets, and monitoring reports will be enhanced during 2011-12.	Monitoring report changes September 2011 (quarter 1) CSB from April	MB HS to lead	n/a	On target Evidence: Cabinet report Copy of CSB Monitoring report to be provided as evidence.
27. 8.3.20 RG	Review all grants schemes being developed or in the pipeline having regard to funding risks, ongoing revenue implications and grant conditions/penalties.	Medium	This will be addressed in the decision making process for business cases with the template designed to identify/quantify these issues/risks.	July 2011	CSB	2/3	Covered by Business Case template – all Business Cases reviewed by Capital Forum. Evidence: Business Case template (to be reviewed by IA) + list of BCs reviewed so far by Capital Forum.
Governance							
28. 8. PWC	The Council must ensure that a comprehensive understanding of the contractual arrangements with Kier/new	Low	This was clearly set out in Cabinet reports for procurement of both Kier and Apollo and the	June 2011	BH/DL	n/a	A better understanding the contractual arrangements now exists. This has re-enforced the

Appendix 2

8.2.1 RG	contractor is established through a review of the existing contract. This will ensure that the Council is maximising the opportunities to achieve value for money within the framework of the current contract. Assure itself that the current Partnership arrangement delivers value for money, having regard to all the costs incurred in this arrangement and the way that the Partnership is operated.		Terms and Conditions of the contract made available to staff at the time. This will be picked up through the review and restructuring of the Property Service function to meet the ongoing needs of the Council. Includes a fundamental review of the existing procurement arrangements so that the service can be redesigned to drive value for money in the delivery of construction requirements to meet the Council's need for accommodation. A desktop review of the Gardiner & Theobald sign off of the Whitmore School has been undertaken and the results are positive.			requirement to change the internal structure/review capabilities. The wider service review has commenced and will continue beyond June.
8.2.3 RG	Review the expectations from the Strategic Partnership Board and Contract Management Group, ensuring these are fit for purpose and their role clearly understood within the organisation. A more formal monitor of all projects using key indicators should be used.	Medium	This will be addressed as part of the review of corporate and project governance arrangements	June 2011	BH	Workstreams 2 & 3 established. DL to provide flowchart of how SPB, CMG & Capital Forum work together + outline of role of each.
30. 8.2.4 RG	Review the operation and performance management of the Special Projects Team, including: the application of clear and consistent procedures; formal reporting to the client on a regular basis; and ensuring that there is an overall high level schedule being reported on key aspects of each project and that this is used for exception reporting and discussion.	Medium	This will be picked up through a combination of a review and restructuring of the Property Service function to meet the ongoing needs of the Council and updated corporate and project governance through workstreams 2 and 3.	June 2011	BH/DL	The Special Projects Team has been disbanded.
31.	A clear governance structure and chart of	High	The project governance	May2011	BH/DL	Workstream 3 established –

Appendix 2

17. PWC	responsibilities should be agreed for each project managed by C&E.			processes and procedures will be reconsidered as part of the workstream 3 review. Clear roles and responsibilities will be generated as part of all processes and procedures relating to this and the other workstreams as applicable carefully considering the interfaces between project management and financial control or projects.				being actively managed by interim service heads. Template of roles & responsibilities to be provided by DL as evidence by end of June.
32. 15. PWC	A review of the existing documented procedures within C&E should be undertaken.	Med		This will be picked up through a combination of a review and restructuring of the Property Service function to meet the ongoing needs of the Council and updated corporate and project governance through workstreams 2 and 3. It should be noted that the Gateway process was subject to an Internal Audit review dated 21/07/2010 with recommendations discharged.	June 2011 Ongoing throughout 2011	BH/DL	3	Wider service review commenced and workstream 3 established. Implementation date extended.
33. HP	Review what is reported to members & CSB, and its completeness, relevance and accessibility.	High		This is being picked up by the review of corporate governance which will establish updated and appropriate arrangements for the monitoring and reporting of information in respect of capital projects across the Council.	June 2011	CSB	2	Workstreams 2 established All capital projects now go through the Capital Forum. Business cases require Portfolio Holder approval. The Leader & CSB are briefed on those projects, and decide which need consideration by Cabinet Monthly reporting to CSB from the end of April.
34. HP	Consider the future roles of Internal Audit & the Overview & Scrutiny Committee in monitoring what is reported to CSB and	Medium		Internal audit to review 33 above, involving O&S as appropriate	After June 2011	TW	n/a	IA review will take place once recommendation 33 implemented

Appendix 2

	Members.								
35. HP	Review the Council's governance structure to ensure that member time is focussed on priority areas.	Low	Undertake comprehensive Governance/assurance review, for consideration by CSB.	To be determined by CSB	HP	n/a	CSB initial consideration 16/03/11 CSB report & agreed action to be provided as evidence by HP All capital projects now go through the Capital Forum. Business cases require Portfolio Holder approval. The Leader & CSB are briefed on those projects, and decide which need consideration by Cabinet Monthly reporting to CSB from the end of April.		
36. 2.2 3	Review project governance structures with its Construction Partner to ensure these are concise and clear, making any necessary changes to agreed documentation as a result. This should complement the expectations within the Council's governance framework.	Medium	This is being picked up through the review of the Property Service function and the project governance workstream. Any additional requirements from the Constructor will be agreed and incorporated into the Contract where necessary.	June 2011 Ongoing throughout 2011	BH/DL	3	Wider service review commenced and workstream 3 established. Implementation date extended.		
37. 8.2.5 RG	Create an exemption process with senior management sign off for when agreed processes are not being followed due to practicalities in delivery e.g. starting on site.	Medium	To be picked up through workstreams 2 & 3 and covered in revised Financial Regulations.	June 2011	BH/DL	2/3	Workstreams 2 & 3 established. Form to be designed by end June.		
38. 8.2.6 RG	Clearly set out & reconcile with the financial regulations the authority to sign prepossession agreements, agree and sign AMP documents, and issue briefs and budget codes.	Med	To be picked up through workstreams 2 & 3 and covered in revised Financial Regulations. Scheme of delegation to be revised and reissued to capture these activities. Ensure Financial Procedures to support the end to end process	June 2011 April 2011 Revised implementation date November	BH/DL JA - JH to lead	2/3	Workstreams 2 & 3 established. Financial Regulations re-drafted and went to Constitutional Review Working Group and circulated to senior officers. However it has been agreed (by whom?) to delay the finalisation of Financial Regulations and		

Appendix 2

		are issued which support the Financial Regulations							Cabinet/Council approval as more work required to get them right. Scheme of delegation is outstanding because the pre possession activity is not due until June.
39. 8.2.7 RG	Incorporate into the Financial Regulations contract authorisation arrangements in relation to the Construction Partnership.	Med	Full review of financial regulations to be carried out – to be reported to Cabinet in May. Full Council approval required in July.	July 2011	JA JH to lead	n/a	In progress		
40. 8.3.1 RG	Clearly set out within the Council's Governance documents, the arrangements for agreeing the details of the Capital Programme at scheme and project level e.g. Cabinet, Portfolio or Director decision.	Medium	Once all work completed this will be reflected in the constitution. The 3 project streams will set out the detail of this - once agreed will be considered by the Constitutional Review Working Group for inclusion in Constitution	September 2011	HP	n/a			
41. 8.3.2 RG	Combine the scheme identification and business case processes which form part of the capital budget development with the Gateway 1 and 2 processes in order to have an integrated process that improves cost estimates, provides for feasibility studies where appropriate, avoids duplication, and ensures that there is a single view of the overall budget and funding available and that expenditure is kept in line with this.	Medium	This is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	June 2011 Ongoing throughout 2011	BH/DL	2/3	Workstream 2 & 3 established and being actively managed by interim service heads. Picked up by Capital Forum and will be on-going as governance arrangements are developed. Implementation date extended.		
42. 8.3.4 RG	Business cases should be required to include information about the complete scheme, irrespective of funding, as well as ongoing revenue implications.	High	As above this is a wide ranging requirement which is affected by project processes from conception to completion. All	June 2011	BH/DL	2/3	Workstream 2 & 3 established and being actively managed by interim service heads. Business Cases include required		

Appendix 2

	Consideration should be given to completing these prior to the Cabinet agreeing the Capital Programme in order to inform decision making.		aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	May 2011	JA NH to lead	n/a	information. IA to review Business Case template to verify.
43. 8.3.8 RG	The Capital Programme procedure notes to support the Financial Regulations need to be reviewed in the light of what has happened, to include roles and responsibilities and the approval of virements. These procedures notes should make as much use of flowcharts as possible to ensure clarity and ease of reading.	Medium	The Capital Programme procedure notes will be revised and reissued.	May 2011	JA NH to lead	n/a	Training presentation to be updated and appended to procedure notes – however this is dependent on wider changes being clarified. These have been drafted and provided to Internal Audit as evidence.
44. 8.3.11 3	Agree terms of reference for the Capital Forum if it continues to exist along with a clearly defined corporate responsibility and clarity as to the role of attendees and the Chairman.	Medium	Again this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion. A Project Mandate has been agreed by CSB and a P1D in development to come to CSB in Feb 2011.	June 2011	BH/DL	2	Capital forum continues now chaired by the Interim Director of Finance – terms of reference attendees agreed but subject to ongoing review. Updated terms of reference to be provided as evidence.
45. 8.3.12 RG	Review membership of the Forum to ensure it is appropriate having regard to the terms of reference.	Medium	As above.	June 2011	BH/DL	2	As above. Minutes of forum show evidence membership.
46.	The Capital Forum should consider	Medium	As above.	June 2011	BH/DL	2	Workstream 2 & 3 established

Appendix 2

8.3.13 RG	undertaking detailed project reviews on a cyclical risk based approach having particular regard to rephased projects. This should consider project milestones.					and being actively managed by interim service heads. This will be considered at the next Capital Forum meeting (DL).
47. 8.3.15 RG	The monitoring schedules should incorporate intelligence from the cash flow and milestones within the projects.	Low	Monitoring schedules should include comments on actual spend to date and achievement of key project milestones. More work is required to understand the resources required to support this and establish a suitable procedure. Need to decide how project management information will be collected and reported alongside financial information	April 2011 – on risk assessed projects	JA JH to lead	n/a IA to review adequacy of this spreadsheet and VERTO in due course.
48. 8.3.16 RG	There needs to be more involvement of senior management in capital monitoring, which at present appears focused on the client service representative, the Capital Forum and Cabinet. There should be reviews at both departmental and corporate management levels.	High	As above this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	June 2011	BH/DL	2 Greater involvement of senior management in capital monitoring undertaken at CSB, Capital Forum and Directorate Management Teams Copies of minutes as evidence of greater involvement senior management involvement in capital monitoring.
49. 8.3.17 RG	Finance should review the current support provided to the capital programme to ensure there is clarity of roles, expectations are clear and there is adequate strategic oversight.	Med	Roles have been clarified within Finance. This needs to align with the wider review of governance for the capital programme to ensure that all involved have a	April 2011	MB	n/a New process being developed for 2011/12 with IA input – in draft. Evidence of role clarification

Appendix 2

											with Finance to be provided + copy of finalised process by JH	An Interim Capital Manager has also been appointed to oversee capital reporting. Instructions have been issued to Directorates on Capital Monitoring to be undertaken by them. IA to be provided with a copy. Monthly reporting to Capital Forum & CSB, quarterly reporting to Cabinet.	
			clear understanding of the requirements							June 2011	BH/DL	2	Monthly monitoring of projects through the Capital Forum from P2.
			As above this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	High	Review the adequacy of the corporate reporting and monitoring of strategic, high profile projects.	High	As above	Compliance systems to be developed during 2011-12	JA Finance BPs to liaise with	n/a	2	Agreed at CSB 18/05/11 being rolled out by Project Management Office (PMO) Evidenced by CSB paper.	
50. 8.4.1 3 71			As above	High	Reinforce its expectations of project management methodology being used on capital projects.	High	As above	Reminders have already been issued to all SAP users on the importance of raising purchase orders in advance.	JA	n/a	2	Agreed at CSB 18/05/11 being rolled out by Project Management Office (PMO) Evidenced by CSB paper.	
51. 8.4.2 RG			Reminders have already been issued to all SAP users on the importance of raising purchase orders in advance.	Medium	Address purchase orders not being raised or being raised after invoices have been received. In addressing this, the Council should consider the approach to adopt, because the inclusion of commitments is only of value in monitoring and checking,	Medium	As part of the procurement	Compliance systems to be developed during 2011-12	JA	n/a	2	Agreed at CSB 18/05/11 being rolled out by Project Management Office (PMO) Evidenced by CSB paper.	
52. 8.5.1 RG			As part of the procurement	Medium	Address purchase orders not being raised or being raised after invoices have been received. In addressing this, the Council should consider the approach to adopt, because the inclusion of commitments is only of value in monitoring and checking,	Medium	As part of the procurement	Compliance systems to be developed during 2011-12	JA	n/a	2	Agreed at CSB 18/05/11 being rolled out by Project Management Office (PMO) Evidenced by CSB paper.	

	if there is clarity about timescales and deliverables. By way of illustration, a project which has a commitment showing 80% of spend, could still be overspent, if spend is expected to be evenly incurred and the commitment is only up to period 6.		project, additional checks and controls will be put in place in relation to purchase orders.		Shared Services	that covers everything goes to DMTs for discussion/action. Example of reports to managers provided by LD (as per 20).
Organisational Development						
53. 8.5.2 RG	Implement in the CS and C&E teams performance management of individuals using regular 1:1s and IPADs.	High	All mid-year reviews in P&I completed Jan 2011. 1:1 in place.	June 2011 and Ongoing	CD & BH	Action being taken in both CS and C&E to ensure that staff in the teams concerned all have up to date IPAD's and regular 1:2:1 meetings. Evidence to be provided of monitoring reports on IPAD's within CS & C&E
54. HP	Develop a shared understanding of appropriate senior officer oversight and reporting of work undertaken by junior staff.	Medium	Commission an OD project for all managers. To be picked up as part of workstream 2.	June 2011	BH/DL	Workstream 2 established. Developed via the Capital Forum. Expectations of 1:1s to be covered in DMT meetings. On target for completion by end of June.
55. HP	Consider how to support & develop management accountability	Medium	To be considered at CSB awayday, but start by agreeing action points & action owners at CSB.	Jan 2011 and ongoing	CSB	A new emphasis on compliance was agreed at the CSB awayday to be piloted as part of the procurement initiative. Evidence of this to be supplied (by HP?) e.g. CSB minutes + how this will be implemented as part of the procurement initiative.
56. 8.5.3 RG	Consider what action is needed specifically and more generally to ensure that individuals comply with controls and the responsibilities as set out eg in the Financial Regulations. This includes	Low	To be consider at the next CGG meeting early April.	July 2011	CGG	To be picked up at next CGG meeting

Appendix 2

	taking proactive action when there is evidence of issues of concern or failure to comply with the relevant systems and procedures. The overriding objective should be to promote the best interests of the Council.							
57. 6. PWC	An assessment of the quality of advice provided by G&T (cost consultants) for the school capital programme should be undertaken.	Medium	The action arises from a potential discrepancy between planned and built floor areas. Action being taken to identify the correct figures, a decision can then be taken on appropriate follow up action in terms of an assessment of the quality of the advice given.	June 2011	BH/DL	n/a	In progress	
58. 18 PWC	It should be ensured that job descriptions for all individuals across the Council are appropriate and up to date.	Medium	The roles and responsibilities resulting from the review will need to be incorporated into job descriptions as appropriate.	September 2011	BH/DL CSB	n/a	Management responsibility - HR to advise accordingly. Wider implications across the council to be considered.	
59. 73 VC	A comprehensive communication plan should be developed.	Medium	A specific action through workstreams 2 and 3 will be to devise a strategy and action plan for both communication and training across the Council on the updated arrangements for managing projects.	June 2011	BH/DL	2/3	Workstreams 2 & 3 established.	
60. 23. PWC	The Council should consider introducing a programme of independent project assurance that would provide assurance that projects are being managed in accordance with the Council's established procedures and also highlight opportunities to share best practice amongst projects and departments.	Medium	Systematic annual process to be set up for peer group review of a randomly chosen sample of projects across the Council.	June 2011	BH/DL	2/3	Workstreams 2 & 3 established.	

KEY

- MB Corporate Director Finance (now left)
- JA New Director of Finance
- BH Corporate Director Community & Environment

CD	Corporate Director Children's
HP	Director of Legal & Governance Service
TW	Assistant Chief Executive
JH	Divisional Director of Finance & Procurement
DL	Interim Head of Property (Community & Environment)
AH	Interim School Capital Programme Team Manager (Children's Services)
HS	Business Partner - Financial Accounting, Treasury and Pension Fund
KH	Finance Business Partner Community & Environment
LD	Service Manager - Pensions & Corporate Accounts Payable Receivable
VD	Service Manager - Procurement
NH	Interim Capital Project Manager (Finance)
CSB	Corporate Strategy Board
CGG	Corporate Governance Group
CAP/CAR	Corporate Accounts Payable/Receivable

**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	26 July 2011
Subject:	Progress against the Economic Development Strategy Action Plan 2010/11
Responsible Officer:	Andrew Trehern, Corporate Director, Place Shaping
Scrutiny Lead Member area:	Councillor Sue Anderson, Sustainable Development and Enterprise Performance Lead Member and Councillor Stephen Wright, Sustainable Development and Enterprise Policy Lead Member
Exempt:	No
Enclosures:	Appendix A - Enterprising Harrow Action Plan 2010/ 2011- Update

Section 1 – Summary and Recommendations

This report provides an update on progress against the Enterprising Harrow, as agreed at the meeting (November 2010) between the Scrutiny leads for Sustainable Development, the Portfolio Holder and Head of Economic Development.

Recommendations:

That progress made against the strategy be noted.

Section 2 – Report

1. Introduction

The delivery of the Enterprising Harrow strategy will help Harrow Council achieve its Corporate priorities of:

- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

When the scrutiny leads for SDE met with Portfolio Holder Keith Ferry and Head of Economic Development in November 2010, it was agreed that an update on progress would be submitted at the end of 2010/11. This report details the achievements made in 2011/12, includes as annexes the completed Action Plan for 2010/11 and agreed Action Plan for 2011/12, and outlines current direction of travel in national, regional and local policy.

The Economic Development Action Plan is the implementation plan for Harrow's Economic Development Strategy. The implementation of the Action Plan is managed by the Enterprising Harrow Steering Group. This group includes Harrow Council, Stanmore College, Harrow College, Jobcentreplus, Business Link in London, Harrow in Business, Brent and Harrow Education Business Services and West London Business.

In Quarter 3 and 4 of 2010/11 members of the Group were consulted on a revised plan for 2011/12. That plan needed to account for the changed circumstances resulting from central government funding cuts faced by partner organisations.

2. Performance Management

The Enterprising Harrow Group meet ever quarter and is chaired by the Head of Economic Development. Their work supports the Economic Development strand in Place Shaping Service Plan. The Enterprising Harrow group manage performance against the Enterprising Harrow strategy. The Head of Economic Development reports progress against the economic development element in the Place Shaping Service Plan to monthly Departmental Management Team Performance meetings. Those meetings are chaired by the Corporate Director. Directorate performance reports are provided each Quarter to the Improvement Board. The Head of Economic also provided Quarterly reports to the Harrow Chief Executives Group on progress to mitigate the recession.

The completed Economic Development Action plan for 2010/2011 and the Plan for 2011/2112 is attached.

3. Enterprising Harrow Highlights 2010/11

The following outline the delivery highlights from Harrow Council and its partners in delivering the 2010/11 Enterprising Harrow Action Plan.

- Publication of Harrow's first Local Economic Assessment, providing comprehensive analyses of the local economy.
- Harrow's first Commitment to Business produced, setting out the council's service offer to businesses.
- Xcite for Parents supported over 90 parents into work. Future Job fund supported 30 young people in employment.
- Harrow's first Meet the Buyer Events secured positive feedback from over 90% of respondents, and attendance over 100 companies at each event, with the opportunity to meet major buyers from companies operating in Harrow.
- The Credit Union has been rolled out and membership targets have been exceeded.
- Future Job Fund supported 43 young people into employment
- Gateway Asia – two events, over 100 businesses attending in total, advised on accessing trade opportunities in India
- Personal Best – 125 participants are guaranteed Olympic opportunity related interviews
- West London Sustained Employment Programme commenced, with new provision provided for Incapacity Benefit claimants by Catalyst.
- Response to Redundancy Programme supported 200 to gain new skills, and supported 60 into employment.
- Harrow College and Stanmore College supported over 1,000 learners in Vocational courses
- Harrow College developed plumbing and electrical provision for 16-18 year olds and adult learners.
- Harrow MIND developed the IAPT service to support employment retention for those with mild to moderate mental health issues
- BHEBS supported Harrow College with 13 vocational programmes with work experience
- BHEBS visited 480 employers and placed 4,200 into work experience
- Business Link supported over 4,000 Harrow companies, providing intensive business support to 123 businesses.
- HiB contractor of the year Barclays Let's Talk Business programme.
- HiB's Invest for Success (matched by Harrow Council) helped Harrow companies raise £500k in finance, over 60 clients were supported to develop business plans; 75 clients received 12 hour support.
- West London Business successfully delivered Place West. Feature articles on Harrow in 2 editions of Business West.

4. Policy context

Since the last review of Economic Development by Scrutiny, new priorities have been adopted by Harrow Council and Harrow Strategic Partnership which will support our ambitions for economic development.

- HSP priority of "Welfare and Worklessness"

Corporate priorities of

- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

At a national and regional level, provision has changed. The Future Job Fund which provided employment to workless young people aged 18-24 has ended, West London Working (the City Strategy Pathfinder) was wound up in March 2011 and the LDA funded CAP09 programme was terminated in January 2011.

However, the Council was able to extract funds to continue to deliver its Xcite employment programme in 2011/12, but this is at 50% of former capacity. Equally, on a positive note, HSP is allocating funds through a competitive process to organisations that can demonstrate their activities will reduce Worklessness.

The council is also bidding to the Outer London Fund to secure funds to revitalise Harrow Town Centre and local shopping centres, and the council has completed Expressions of Interests to help deliver the DWP/ESF programme to support Families with Multiple Problems.

The Welfare to Work landscape has also been drastically changed and will continue to be as the Coalition Government's changes to the Welfare system are implemented.

The current and future provision includes the Work Programme, Work Choice, and the DWP ESF programme to support families with multiple problems. The Economic Development Unit (EDU) has led on developing links with prime contractors and responded (with support from Children Services) to the DWP consultation on provision for families with multiple problems.

The Coalition Government's Localism Bill, the proposed revision to the Planning System and the development of the Area Action Plan for the Growth Corridor also offers the chance for Harrow to attract new office and industrial development to the Harrow Town Centre and Wealdstone area, providing new job opportunities and the potential to increase revenue to the council with increased business rates. (Subject to the outcome of the Local Government Resource Review). The Intensification Area is of central importance to the creation of new jobs in Harrow, both in respect of the type of job created and the volumes to be created. Of the council's new jobs target, the bulk (3,000) will come from the intensification area. The retail and hospitality sectors offer entry level jobs with career paths, providing opportunities for workless residents.

5. Tackling Worklessness

There are no guarantees that job creation will impact on unemployment. During the years of economic growth in London, 30% of working age residents were economically inactive. Of those 40% had dependent children. (In Harrow as of April 2011 29.8% of the working age population were workless). The barriers to employment are complex, they include housing, childcare, educational attainment, poor skills, attitude, offender status, substance abuse, discrimination and health and disability.

In order to understand the EDU approach to tackling Worklessness (outlined in the Action Plan), it is important to understand the programmes that are being put into place by the Government.

5.1 The Work Programme

The Work Programme is a mandatory programme for residents aged 25+ claiming Job Seekers Allowance (JSA) for more than 12 months, and residents aged 18-24 out of work for 9 months or more.

Three Prime Contractors in West London (the western half of London) are Ingeus, Maximus/CDG, and Reed. They have been awarded 5 year contracts, with a further 2 years to support clients entering work in Year 5 of their programme. The contracts are worth circa £20M. The providers are required to provide support to clients for up to 2 years. After a client is helped into work, he or she will be supported in work for a further 12 months. All three providers are interested in working with the local authority and NHS. Potential links that have been identified, include co-location of delivery, operational links with housing benefits as clients make the transition into employment, and working with Children's Services to support parents.

Our approach has to been to engage the Prime Contractors with the Director of Public Health, and to identify how Prime Contractors provision could reduce the call on NHS services.

5.2 DWP/ESF (European Social Fund) employment focussed provision for families with multiple problems

The DWP is commissioning ESF (European Social Fund) employment focussed provision for families with multiple problems. The DWP has identified Local Authorities as the primary route to identify families who would benefit from employment support, but delivery is likely to be through prime national providers. The aim is to move "customers closer to the labour market". This provision, provides an opportunity to knit an externally funded service into the "Team around the Family" approach. Particularly if that provision can offer sustainable support in helping someone into employment and overcome, for example, debt and substance abuse issues. Harrow Council has completed Expressions of Interest to participate in the DWP ESF programme.

6. Supporting business growth

The abolition of the Regional Development Agencies and the rationalisation of Business Link into a national web based / call centre provider will lead to a significant cut in business support available at both regional and local level.

The Mayor's submission for a London wide Local Enterprise Partnership was approved by the DCLG and BIS, but it is not clear how the LEP will be funded or how Harrow will benefit.

Supporting local businesses helps to safeguard local jobs and also to create new local jobs.

Through the Enterprising Harrow Group the council is supporting a range of initiatives to help Harrow businesses access new markets, reduce costs and access finance to help them grow. These include Gateway Asia (to access Indian and Chinese markets), Shop4support (accessing disabled shoppers and older shoppers), programmes to help businesses raise finance (Access to Finance, Mentoring 4 Success), and how to reduce cost and energy use (Smartworks).

The Commitment to Business published in February has been welcomed by businesses as an easy to use guide to council services. The second edition of the Business Directory promotes inter - business trading in Harrow and enables buyers to search suppliers of goods and services by category and geography.

In 2009, the Audit Commission identified local procurement as the most effective tool to combat recession. In October and November 2010 EDU held two Meet the Buyer events with local businesses and major buyers from several private sector companies. The feedback from local businesses was overwhelmingly positive, however there was some adverse comments from local companies on tender processes and the use of Tier One suppliers.

The EDU has been working with Procurement to support their development of Sustainable Procurement Principles. These will help to encourage a diverse local supply chain, and provide opportunities for local recruitment and new entrants to the labour market. This will be an effective tool to support local companies to develop their own capacity to compete for contracts and also to promote apprenticeships for young people.

In the last 12 months Cllr Ferry, portfolio holder for Planning, Development and Enterprise has been visiting Harrow's Large Employers to listen to their views and outline the council's offer.

Work to provide business with a strategic role in Harrow has commenced with the recruitment of a representative from business to join the Harrow Chief Executives Group of the Harrow Strategic Partnership.

7. Securing new investment and improving the infrastructure for business

Attracting and retaining investment is critical to the economic performance of an area. Through the Area Action Plan, the Council will be able to reduce risk and increase the private sector's confidence to invest in the area.

The Economic Development Unit has led on the research currently being undertaken by Land Securities to identify and develop Harrow's comparative advantage as a business location. This will help identify key growth sectors and the approaches required to maximise opportunities to develop clusters in the intensification area. The research will also set out how to create employment land offers that are attractive to potential inward investors.

Promoting retail and hospitality growth in the local shopping centres and Harrow Town Centre will generate new entry level jobs. These jobs are easiest for workless residents to access.

The Mayor and Outer London Commission have announced a new funding programme for Outer London Boroughs. This will be the Outer London Fund. The programme aims to support Outer London town and district centres that will neither benefit from Cross Rail, or the Olympics. The Programme is £50m over 3 years.

There will be a competitive process in the allocation of funds. The bidding process will support programmes that are phased over two stages. Stage One will be targeted at easily deliverable and visible non-infrastructure improvements that will boost the trading vitality of the chosen locations in time for and beyond the Christmas 2011 trading season. Stage Two will focus on spend in years 2 and 3 on projects that are more likely to be infrastructure initiatives that can demonstrate economic uplift above a well-researched baseline. In Round 1, £10m will be allocated, the maximum allocation for Round 1 will be £500k per place (not per borough). Round One applications are required by 18th July 2011. Round 2 applications are required by early September. .

Harrow Council is leading on the development of the bid, and Enterprising Harrow members (Harrow College, Jobcentreplus, Harrow in Business) are supporting the bid.

Financial Implications

There are no financial implications to the above work.

Performance Issues

Since the last review of Economic Development by Scrutiny, new priorities have been adopted by Harrow Council, the delivery of the Enterprising Harrow Strategy will support the following:

- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

Performance indicators are shown below. These are new locally set measures, a reduction in each of the above would be positive.

Town Centre vacancy rate	6.97%	April 2011
Number job seekers allowance claimants	4,116	May 2011
Empty commercial properties in the borough	500	May 2011
Vacancy rate - North Harrow (no target)	20.28%	June, 2011
Vacancy rate - Rayners Lane (no target)	7.85%	June 2011

Environmental Impact

N/A not impacting on council's climate change strategy.

Risk Management Implications

Risk included on Directorate risk register? Yes

Corporate Priorities

Please identify which corporate priority the report incorporates and how:

- Supporting and protecting people who are most in need.
- Supporting our town centre, our local shopping centres and businesses.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Mark Billington, Head of Economic Development and Research, Telephone 020 8736 6533.

Background Papers:

Enterprising Harrow Action Plan 2010/2011
Enterprising Harrow Action Plan 2011/2012

ENTERPRISING HARROW STRATEGY Action Plan 2010/2011 Update

Key to Leads: HC – Harrow Council; ED – Harrow Economic Development team; HIB – Harrow in Business; HCI – College; WLB – West London Business

Work Stream A		Securing Inward Investment and keeping current businesses within Harrow to ensure that the local business base remains buoyant Co-ordinators Harrow Council Economic Development team and West London Business	
Key Activity and sub-activities		Progress – Lead	
Promote Harrow		HC/ED & Communications WLB	
<ul style="list-style-type: none"> Harrow level – further improve web site to provide profile for businesses Developing evidence base through development of Economic Assessment 	<p>Web site update ongoing</p> <p>ED Monthly Business Newsletter to all local companies with email on Harrow's Business Directory as well as business contacts</p> <p>Completion of LEA.</p> <p>Development of first Investment profile for North Harrow.</p> <p>WLB 2 articles in Business West promoting Harrow</p>		
Seek opportunities for international investment, markets and development		HC/ED; Think London;	
		<p>Gateway Asia: Gateway Asia – Workshop Trade and Financial Instruments Harrow Civic 1 29th June – 30 participating businesses.</p> <p>Scoping exercise on development Action Plan with Gateway Asia for an inward investment from India.</p> <p>29 March Business Support event; Doing Business with India hosted at Harrow Council, advice on tax, markets, legal issues, finance instruments from Chantrey Vellacourt, Tata Consultancy Services, Fox Mandel Little and the DTI. Over 50 businesses attended.</p> <p>Next event 14th April</p>	
Pro active Business Retention		WLB	
		<p>Place West Oct 2010: very successful considering economic climate – very good speakers including Sir Simon Milton.</p> <p>MIPIM delegation coordinated – 5 out of 6 boroughs contributed to a W London stand and brochure</p>	
		HC/ED/WLB	
		<p>Hardship Rate Relief Fund promoted through Business A to Z.</p> <p>3 applications received £17k aid distributed</p> <p>Round of engagement with large employers commenced.</p> <p>Quarterly meetings Chamber.</p>	

		Relaxation development controls to promote retention. WLB
Work Stream B1	Tackling Skills shortages & Employability Issues <i>(Taken forward via Skills and Employment Framework) Lead Victoria Isaacs</i>	
Key Activity and sub-activities		Progress – Lead
Skills Shortages		<p>HCouncil 10 Apprentices – construction, 40 jobs from Xcite construction – at Harrow Council 42 Future Job Funded placements offering work experience and training provision for young people were eventually achieved throughout Harrow. West London Interim Skills Strategy completed. 20 Work experience placements</p> <p>Harrow College 1. The College is likely put on a repeat of programmes run under the six month offer covering basic and intermediate IT. Currently, the College has JSA claimants on the following full level 2 and full level 3 programmes and will continue to accept on to these courses next year.</p> <ul style="list-style-type: none"> • Access to Nursing, • Access to Humanities and Social Science • Access to Education (primary) • ESOL – Entry 1-3 • Business Studies level 2 • AAT level 2 and 3 • PTTLs • CELTA • Electrical level 1 and 2 • Construction level 1 • Plumbing level 1 and 2 • Hairdressing level 1 and 2 NVQ • Beauty level 2 NVQ and ITEC • Cache Entry Level Award in Caring for Children • Children's Care Learning & Development Level 2 • Preparation for Working with Children and Adults • Health and social care level 2 and 3

<ul style="list-style-type: none"> • BTEC Level 1 Diploma for IT Users <p>2. The College is looking at a broader offer from August onwards to include short intensive employability programmes with literacy. The College is preparing a Routes into Work programme (pre-apprenticeship) to start in September for 16-18 year olds so could be opened to JCP claimants who are 18.</p> <p>3. The College, along with Stanmore, had an LSIS bid approved to look at shared services across a range of back office functions. The project has just started.</p> <p>4. A new post Head of Development, Enterprise and Innovation has been recruited to. Part of the responsibilities will cover meeting local needs to broaden what HCI currently offers and look at this across the curriculum. This will include improving how HCI work with JCP.</p> <p>The Careers section has been reorganised to Careers and Employability to provide information and support to learners as well offer a work club. Specific areas targeted to develop in line with information from reports on West London are hospitality (front end services) and apprenticeships in IT, Business Admin, Care, Health, Customer Service. Reworking the ESOL provision which supports a significant number of Harrow residents in order to maintain the level of provision but ensure it can lead to Foundation Learning and first level 2 qualifications.</p> <p>However, HCL still committed to offering (though smaller proportion) of ESOL at entry 1 and 2, but this is only going to be co-funded and will require people paying fees and these are currently under review.</p> <p>Harrow College submission Learning Skills bid for pre Apprenticeship training was successful. The project will provide Vocational taster courses, Employability skills training (using Workskills or Employability skills awards), Mentoring, a short internship or work experience with a local employer</p> <p>Stanmore College Stanmore College is running work focused training programmes in the following areas :IT Networking, Security, Finance, Retail, Hospitality and Management, to meet local business vacancies. In addition Stanmore College runs vocational training through T2G programmes in Spectator Safety, Business and Admin, Customer Service, Advice and Guidance, Team Leading and Management, Health and Social Care, Waste Management and Childcare. Adult Apprenticeship programme being run in Business and Admin and Team Leading. Further places available.</p> <p>Mill Farm – construction training opportunities agreed with Genesis - Trainee Administrator / RLO, Trainee Ground Worker, Catering and IT training delivered. Harrow PCT developing apprenticeship model. Quarterly chamber liaison in place.</p>	<p>Establish employer needs</p>
--	--

<p>Feedback from agencies working with employers Skills Workshop with employers</p>	<p>2011 Business Sentiment survey being developed by West London Business. Local Economic Assessment provides basis for identifying employment trends and qualification levels. Stanmore College – Framework for Excellence employer survey sent out annually.</p>
<p>Work based curriculum Deliver apprenticeship and T2G training.</p>	<p>HCI See above re apprenticeships. Harrow College has successfully developed its plumbing and electrical provision for 16-18 year olds and adult learners. It has also now begun to offer CPD courses for electricians and will expand for other trade areas. The College also offers a Foundation Degree in Business Management for people in junior or higher position as well as a successful FD in Counselling and a range of teacher training programmes. Through its Parents into employability pathways project the college has developed work shadowing routes for adult learners and specific programmes for ESOL learners developing their employability skills. Stanmore College – see above entry in skills shortages</p>
<p>College/LSC Programme Maintain and develop up skilling programmes</p> <ul style="list-style-type: none"> ▪ Bid for provider training opportunities 	<p>Stanmore College – delivery response to Redundancy programme Harrow College – In 2009/10 the College has supported nearly a 1000 funded learners across levels 2, 3, 4 and 5. The College has worked with over 200 learners to reskill in areas such as business administration, management and health & social care and has supported over 150 learners progress and upskill from level 2 to 3. Where necessary the College has supported learners to improve their literacy in order for them to progress to the next level.</p>
<p>Remove barriers to work Xcite Programme</p> <p>Job Centre</p> <ul style="list-style-type: none"> • Work Clubs 	<p>Stanmore College is bidding for the DWP Work Programme – element training and upskilling. Xcite - employment support (pre work and in work) 290 clients. 90 Jobs, not all eligible for the funded programme It closed in March 2011. Xcite (X3) Work Clubs have now been established as a legacy project from funding originally generated from the LDA ESF funding stream and will continue to provide employment support to residents from the Civic Centre, The Beacon and Savoy Court Community Centre. The first Work Club held in Civic Centre had 90 attendees. Utilising ESF Transnational NPWWL (New Pathways to Work in West London) - <i>Bringing mental health and employment support services closer together</i>, Developing new and improved pathways into employment for the most disadvantaged communities in West London. Job Centre Plus Work Clubs delivered by :- HASVO Catalyst Housing</p>

	<p>Xcite</p> <p>Partnership working:</p> <ul style="list-style-type: none"> - JCP Manager given support to PCT/IAPT lead for Harrow; - JCP Attends New Arrivals Task Force - working with Harrow Association of Somali Voluntary Organisations - Participates in various Partnership Boards run by Harrow Council - Manager works with various voluntary organisations <p>Harrow College is now running an LDA project supporting parents into employability pathways working with JCP and has 57 learners currently signed up. Parents are sign-posted to JCP and xcite Programme.</p> <p>Harrow College continues to provide successful ESOL into Work programmes which also offer work experience.</p> <p>Stanmore College has bid as a partner (Harrow Council lead) for the Integration of Third Country Nationals fund from the European Commission.</p> <p>REACH Programme delivered support to 79 clients with 4 job starts.</p> <p>Credit Union – over 100 members.</p>
Work Stream B2	Employment Enabling
Key Activity and sub-activities	Progress – Lead
Slivers of Time	Promoted for social care through PCT.
Harrow Provider Group	Provider Group role to be extended.
<ul style="list-style-type: none"> ● Establish Harrow wide practitioner group ● Lead by example 	<p>HC/HR and Job Centre Plus</p> <p>Framework being completed.</p> <p>Job brokerage model well established, advertising vacancies through JCP before going external, 2 recruited Q1.</p>
Work Experience/ Volunteering	<p>Harrow College - Parents into Employability Pathways programme provides opportunities for work experience.</p> <p>BHEBS supporting Harrow College with the LSIS pre apprenticeship programme.</p> <p>Visits being carried out to employers to obtain work experience placements which are approved for</p>

	<p>KS 4 and Post 16 students and to promote the Pre apprenticeship programme and to gage what is the current status for employment. One student in July 2010 did so well on KS 4 work experience that he is being offered an apprenticeship with a local company. Major work carried out with students with LDD to help provide them with tailored work experience and will be working to assist 6 Harrow High schools to send out 1200 students in July.</p>																				
<p>Identify opportunities to train to work on environmental initiatives</p> <p>Work Stream B3 <i>Direct Delivery – Co-ordinator Victoria Isaacs</i></p> <p>Key Activity and sub-activities</p>	<p>Retrofit Employment Programme bid submitted to LDA (December 09) Programme successful, initial meeting with LB Ealing, to look at outreach through Harrow's CTI.</p>																				
<p>Jobcentreplus</p> <p>JCP</p> <p>Top 10 Notified Vacancies by occupation</p>	<p>Progress – Lead</p> <table border="1"> <tr><td>1</td><td>7121: Collector salespersons and credit agents</td></tr> <tr><td>2</td><td>3542: Sales representative</td></tr> <tr><td>3</td><td>6115 : Care assistants and home carers</td></tr> <tr><td>4</td><td>9241: Security guards and related occupations</td></tr> <tr><td>5</td><td>7111 : Sales and retail assistants</td></tr> <tr><td>6</td><td>4216: Receptionists</td></tr> <tr><td>7</td><td>4122: Accounts and wages clerks, book-keepers, other financial clerks</td></tr> <tr><td>8</td><td>2312: Further education teaching professionals</td></tr> <tr><td>9</td><td>7113: Telephone salespersons.</td></tr> <tr><td>10</td><td>9129: Labourers in other construction trades n.e.c.</td></tr> </table>	1	7121: Collector salespersons and credit agents	2	3542: Sales representative	3	6115 : Care assistants and home carers	4	9241: Security guards and related occupations	5	7111 : Sales and retail assistants	6	4216: Receptionists	7	4122: Accounts and wages clerks, book-keepers, other financial clerks	8	2312: Further education teaching professionals	9	7113: Telephone salespersons.	10	9129: Labourers in other construction trades n.e.c.
1	7121: Collector salespersons and credit agents																				
2	3542: Sales representative																				
3	6115 : Care assistants and home carers																				
4	9241: Security guards and related occupations																				
5	7111 : Sales and retail assistants																				
6	4216: Receptionists																				
7	4122: Accounts and wages clerks, book-keepers, other financial clerks																				
8	2312: Further education teaching professionals																				
9	7113: Telephone salespersons.																				
10	9129: Labourers in other construction trades n.e.c.																				
<p>Mainstream programmes</p>	<p>From Day 1 includes</p> <ul style="list-style-type: none"> • Support for professional & executives (until March 2011) • Support for newly unemployed – JCP Support Contract • Additional support for people with disabilities through DEA & Work Choice – this includes people to find work or to remain in work. • Access to the New Deal for lone parents and partners. • Work Focused Support for Carers • Employability Skills and Basic Skills Programme (until Feb 2011) • Progress2Work (stabilised drug misuse) • Voluntary Drug Treatment referrals • Work Clubs • Work Together • Next Step • ESF Programme 																				

	<ul style="list-style-type: none"> • Apprenticeships (18-24) <p>From 3 Months includes</p> <ul style="list-style-type: none"> • Additional adviser interviews • Self employment support & credit <p>From 6 Months includes</p> <p>Access to a range of training is available:</p> <ul style="list-style-type: none"> • Jobcentre Plus Support Contract • Work Focused Training (until Feb 2011) • Future Jobs Fund opportunities (until March 2011) • Routes into Work (until Feb 2011) • New Deal for Young People – intensive adviser support followed by requirement to take up one of four options. (last referral 31.03.11) • In Work Training Grant (50+) • Work Trials – Trial period in an actual job. Customer remains on benefit. Maximum duration: 30 days over no more than 6 weeks • Graduate Internships (until March 2011) <p>From 18 Months includes New Deal 25+ - Intensive adviser support followed by requirement to take up an option (last referrals 31.03.11) New Deal 25 plus – (until June 2011)</p> <p>-</p> <ul style="list-style-type: none"> - Wilkinsons Store - Open Days attended by 13000 people know outcomes to date 130, 70% of which are permanent posts. - Manpower Harrow- Recruited for Mail Workers. 250 interviewed 137 still employed. <p>-Park Royal Workforce – JCP works closely with Park Royal workforce on average JCP receive between 100-125 vacancies per month from the Retail Park.</p> <p>Future Job Fund 42 Young People provided with employment.</p>
<p>Other Activity</p>	<p>Supporting the development of enterprise skills and acumen so that local entrepreneurs become local businesses and existing SMEs sustain and grow</p> <p>Lead Harrow in Business</p>
<p>Work Stream</p> <p>Key Activity and sub-activities</p> <p>Business Support</p> <p>Start Up</p> <p>Survival</p> <p>Growth</p>	<p>Progress – Lead</p> <p>ED</p> <p>Also at Recession Busting Group – bi-monthly</p> <p>HIB</p> <p>The Business London Contract finished on the 31st December 2010, HiB were the only contractor in</p>

the Business London West Consortium to complete and exceed all their targets. The target for Businesses Created (1 year trading) was 12 and HiB achieved 32 thus exceeding the target by 20. They reached the target for Businesses started (28 for the year); the target for Businesses Supported (up to 3 hours) was 23 - HiB achieved 135 thus exceeding this target by 112; target for Learning Opportunity (6 hours plus) was 8 and HiB achieved 32, therefore plus 24.

DWP also completed in December 2010 and HiB reached all its targets and had two clients chosen as case studies for Let's Talk Business – Barclays Sponsored events. The target for the year was also exceeded and we had to ask for extra outputs which were agreed. These targets were also achieved. HiB was also awarded contractor of the year by the NFEA and Barclays:

“The ceremony also included an award for the Barclay’s Let’s Talk programme - business start up seminars run by NFEA Members across the country. The **Barclay’s Let’s Talk Contractor of the Year** was announced as Harrow Enterprise Agency for its exceptional delivery of the programme over the contracted targets and for thorough administration throughout the year.”

HiB has also been running the Investing for Success programme and has achieved excellent results - to date supported clients to raise £570,000. There have been 57 clients with 1-1 mentoring support to build their business plans, which in turn has helped them to start their business or safeguard it. Which in turn has created/safeguarded jobs.

Client numbers have not reduced so far, even though the startup programmes funded through the LDA have ceased. Still getting a high level of attendance at the FREE events, however some of the chargeable workshops are not as highly attended. Introduced a new workshop called Social Media & Facebook and this one seems to be the most popular at the moment. Currently looking at updating the programme of training to give it a further boost.

- 3 Be your Boss events - average attendance 15
- 3 Business Planning – average attendance 17
- 7 Business skills training events – average attendance 6 (there is a need for smaller numbers in these workshops as they are more targeted)
- Start up levels are increasing due to HiB work through the Investing for Success (ERDF/LBH funded project).

All HiB training event details have now been transposed onto Business Link national website. HiB has always been advertising in the Harrow People and has now been advertising in the Middlesex Journal. The website is currently in the middle of a complete overhaul and will be completed by mid April - looking at ways to increase hits on the website i.e. reciprocal links with suitable

	<p>partners</p> <p>DWP contract ceased 31st December 2010 – The details of the selected Primes has now been released for the Work Programme, however HiB was not involved in any of the bids with these particular primes. However HiB will be looking to bid as a sub contractor with the selected Primes. HiB is looking to create new partnerships by working with groups that help the vulnerable: meetings are to be arranged.</p> <p>HiB still works closely with Capital Enterprise and the NFEA</p>
<p>Lobbying</p>	<p>Management information on Business Link in London’s KPIs and referrals for the period ending December 2010 (to March available mid-April).</p>
<p>Business Link</p> <p>Business Link in London key performance statistics for Harrow</p>	<ul style="list-style-type: none"> • The Business Link in London key performance stats for the 12 months to end of December 2010 <ul style="list-style-type: none"> ○ 4248 business supported market penetration ○ 123 businesses supported intensively ○ 456 businesses supported under the ‘Customer Activity’ measure
<p>The Customer Activity Count</p>	<p>The Customer Activity count includes all those who attend Business Link events, request and receive information packs or who are brokered or referred to other services. It does not include those who receive intensive support (i.e. Business Reviews). The CA data has been provided as a spreadsheet so you can manipulate and analyse the data.</p> <ul style="list-style-type: none"> • A report on cases of brokerage and referral from April to December 2010 <ul style="list-style-type: none"> ○ 334 instances of referral
<p>BIS business development plans</p>	<p>The Department of Business Innovation and Skills recently published a paper outlining its plans for developing business support for small firms over the next two years. The paper can be found on the BIS website at BIGGER, BETTER BUSINESS - Jan 2011 . The paper indicates that the regional Business Links will cease to provide services by the end of November 2011.</p>
<p>BLL Service for SME’s</p>	<p>BL are currently awaiting news from the LDA on our budget and priorities for the period from April 2011. Current services to SMEs in London:</p> <ul style="list-style-type: none"> • Business Link in London continues to support all sizes and stages of business but with an increased proportion of 5 and 10 plus employee companies • Business Link Advisers will provide business reviews and action plans for businesses

	<p>identified with the potential to grow</p> <ul style="list-style-type: none"> • Business Link is providing a series of Ready to Grow workshops that focus on helping entrepreneurs who want to develop growth plans for their business - see attached brochure for details or follow the link to the web page Business Link in London Ready to Grow Workshops • Business Link in London will continue to deliver the first two Starting a Business workshops – “Is it for Me” and “Getting the Basics Right” – details on the Business Link website at Business Link in London Startup Workshops • Brokerage remains key to the service and we are keen to work with you to ensure we have captured all local business support. Attached is the service template we ask local service providers to complete. • The Forum – www.businesslinkgateway.co.uk continues to be a useful information source and we encourage partners to use it to promote their events, services and news. Events can be easily uploaded from the Forum to the national Business Link website. Your support with this would also be welcomed.
<p>Tailored Business Support</p>	<p>Shop4Support launched opening up new markets to businesses supporting disabled people and older people. Promoted at business events and via Newsletter. Smart Works providing energy efficiency advice to SME’s. Gateway Asia – supporting businesses wishing to enter Asian markets, workshop delivered on doing Business with India..</p>
<p>Work Stream C2</p>	<p>Social Enterprise – Lead Victoria Isaacs</p>
<p>Key Activity and sub-activities Credit union Earth Project Harrow Healthy Living Centre</p>	<p>Progress – Lead Developed and rolled out M4Money Credit Union in Harrow. Facilitated transfer of Earth Project to the Shaw Trust Provision of ongoing cash flow support to HHLIC and enabling the merger with HAD, thereby ensuring its continued presence in the High Street.</p>
<p>Work Stream D</p>	<p>Helping local businesses by providing them technical support, supply chain development and market information Lead – Bali Rai</p>
<p>Key Activity and sub-activities Local procurement</p> <ul style="list-style-type: none"> ▪ Training and capacity building for SMEs and the voluntary and community sector 	<p>Progress – Lead ED/Supply London Supporting businesses to register on 2012 CompeteFor website and Contract Finder which replaces Supply2Gov. Championing Harrow event held 15th February. Promoting use of business on Harrow directory for procurement opportunities</p>

<p>Change procurement guidance to encourage more local procurement</p> <ul style="list-style-type: none"> ▪ New Buyer's guide ▪ Shop Local ▪ Community benefit clause for high end contracts ▪ Monitor progress of new guidance 	<p>ED/Procurement</p> <p>Launched extensively amongst Council buyers and continually promoted as part of Shop Local campaign.</p> <p>ED has worked with Procurement and Social Care to target local businesses for low level contracts e.g. procurement of white goods for children's Centre.</p> <p>Also promoting supply chain development via engagement with Procurement and development of a new Procurement Operating Model.</p>
<p>Improve access to information</p> <p>Improve procurement web page to ensure visibility for all tenders</p>	<p>Templates are in place</p> <p>Ongoing</p>
<p>Develop an on line Pre Qualification Questionnaire</p>	<p>Currently being developed.</p>
<p>Business Directory</p> <ul style="list-style-type: none"> ▪ Distribute ▪ Market internally and externally ▪ Develop second edition 	<p>ED/Burrows</p> <p>Ongoing promotion of business directory - currently targeting and supporting more businesses to register. Distributed to banks.</p> <p>Begun second edition of business directory – publication April 2011</p>
<p>Meet the Buyer</p> <ul style="list-style-type: none"> ▪ Participate as Harrow Council ▪ Organise event with Supply London 	<p>ED/Supply London</p> <p>Understanding Public Procurement Event</p> <p>A MTB pre-event was held on 29 September focussing on how to bid for public sector contracts. 163 people from 116 Harrow businesses came together to find out how to win new contracts for their companies.</p> <p>20th October: Harrow hosted its first MTB event organised in conjunction with Supply London and Business to Business. Very successful turnout and well supported by buyers. 126 people attended, representing 107 Harrow companies.</p> <p>100% of buyers said they had achieved their main purpose of attending; 93% of suppliers said they felt they had a chance of getting resulting business from the event; 93% said they found it useful and would attend again.</p>
<p>Ensure support provided for volunteer sector as well as SMEs</p>	<p>Represented at both events above.</p>
<p>Work Stream E</p>	<p><i>Making sure businesses have access to the land and premises they need</i></p>

Key Activity and sub-activities	Progress – Lead
Have proactive policy in place Complete review of retail survey	Completed
Complete review of employment land study	HC/LDF Final version received December 2010
Develop proactive policy in LDF core strategy preferred option	HC/LDF Harrow and Wealdstone Intensification Area - Area Action Plan: Presentation and Consideration of Strategic Options considered by Major Developments Panel 6/1/2011
Identify opportunities working with strategic properties & WLB to promote available sites	HC/ED To be reviewed following changes at WLB.
Investigate opportunities to work with owners and agents to reduce empty office space	HC/ED Pop-up shops being investigated to reduce number of empty premises in Harrow Harrow not eligible for Government empty shops initiative funding (In London only Hackney is). Ongoing discussions with Uni of Westminster to identify uses for vacant shops. No progress due to unwillingness of freehold owners to allow temporary uses because of insurance/lease and other cost implications North Harrow profile developed and circulated to local agents to promote district centre to potential occupiers.
Incubation Space Pursue as market improves <ul style="list-style-type: none"> ▪ Identify alternative ways forward and pursue + longer term take forward at Honeypot Lane 	ED/HIB/HC Specification for operator at Honeypot Lane and expression of interest for Operator agreed for Honeypot Lane
Work Stream F	Providing a supportive Regulatory Framework
Key Activity and sub-activities	Lead – Bali Rai
Improve business engagement Host series of business events	Progress – Lead Ongoing events held as part of Championing Harrow. See also Gateway Asia and Meet the Buyer. Organised a Sustainability workshop Friday 17 th September 2010 10am 12.30pm, Civic Centre; to be run by Bovis lend Lease. Championing Harrow event held 15 th February at Avanta in conjunction with London Business Network to focus on upcoming contracts.
Ensure Access Harrow and Council department	Ongoing promotion of this (Harrow people, website, Business Newsletter)

regularly briefed on small business rate relief etc	
Recession Issues Ensure regulators – are helping businesses where possible	RBG Action updates
Business Charter Develop Harrow Version of Business Charter <ul style="list-style-type: none"> Gain buy in across the Council and negotiate standards 	Commitment to Business adopted as Flagship Action. CSB briefed. Commitment produced February 2011.
Work Stream G	Promoting use of local businesses and facilities
Key Activity and sub-activities	Progress – Lead
Business Improvement Districts <ul style="list-style-type: none"> Maintain regular meetings of Board Process of implementing vote is being planned Further funding to be identified Identify new members to strengthen BID Board	ED/Shadow Bid Board Harrow Council Review decided to progress BID vote. Agreed to employ dedicated person on part time basis through the BID Company to engage with businesses in 6 months up to BID vote. Section 106 money identified as potential source. To be agreed through Town Centre Forum and Shadow Bid Board.
Shop Local Support promotion	Promotion district centres in Harrow People. Proposal to establish district centre partnerships accepted.
Harrow Town Centre Development Complete Town centre Design SPD	Central Area Growth Study and Area Action Plan. This will provide a Planning and design strategy for the whole Wealdstone/Town Centre area. Timeframe: Masterplan completed January 2011 Area Action Plan to be produced Spring 2011 – see Work Stream E
Develop contacts with commercial agents	Exploring viability of an art in empty shop windows project. Following direct contact with a number of agents, the cost vs benefits to landlords is not considered sufficient to proceed with the project.
Lobbying for Investment in Regions Ensure the Outer London Commission supports metropolitan town centres	Council endorsed West London Alliance and London Council's submission. Ongoing direct discussions with GLA on revised London Plan. Harrow OLC response Mayor announces £50m Outer London Fund for the renewal of town centres

<p>District Centres Sustainability Traders Association Support</p>	<p>Assess viability of district centres through LEA process. Project Initiation Document drafted and to be agreed by Portfolio Holder November 2010 North Harrow agreed as first District centre to be supported. Questionnaire circulated to businesses in North Harrow December 2010 Two meetings held with local businesses and councillors (17th January and 21st February) to decide way forward. Business only meeting held on 28th March to agree draft action plan. Proposals of North Harrow Shopping Partnership currently being developed.</p>
<p>Work Stream H <i>Promotion of Tourism</i></p>	
<p>Key Activity and sub-activities</p>	
<p>New Tourism Strategy</p>	
<p>Implement Action Plan</p>	
<ul style="list-style-type: none"> ▪ Supporting business in the recession Create closer links between the private, the voluntary and third sector with regard to the conference, meetings and events sector 	<p>The West House and Heath Robinson Museum Trust opened.</p> <p>The complex was opened with a highly successful ceremony, witnessed by close on 1000 spectators on the 20th. June.</p> <p>The Cafe, Daisys in the Park, had already opened 3 weeks earlier. This facility has been very well patronised, and during the last two week-ends, upto 12 staff have been employed to meet the demand.</p> <p>These represent 12 jobs, albeit not all full time.</p> <p>March 2011 Harrow events and venues promoted to Visit London for inclusion in Cultural Events Diary for 2012</p> <p>Stanmore College is based at the Civic Centre One Stop Shop on a weekly basis, providing advice and information on vocational training and Skills for Life programmes to Harrow residents</p>
<p>Skills development</p>	
<p>2012 Volunteering: Develop volunteering opportunities in the tourism sector as part of 2012 activities</p>	
<p>2012 Championing Harrow develop opportunities for Harrow businesses to benefit from the event</p>	