

Performance and Finance Scrutiny Sub-Committee **AGENDA**

DATE: Thursday 2 February 2012

TIME: 7.30 pm

VENUE: Committee Room
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chairman: Councillor Sue Anderson

Councillors:

Jerry Miles
Varsha Parmar

Tony Ferrari
Barry Macleod-Cullinane (VC)

Reserve Members:

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

1. Chris Mote
2. Susan Hall

Contact: Manize Talukdar, Democratic Services Officer
Tel: 020 8424 1323 E-mail: manize.talukdar@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. MINUTES (Pages 1 - 8)

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

4. PUBLIC QUESTIONS

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

5. PETITIONS

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

6. DEPUTATIONS

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

7. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

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

8. CHAIR'S REPORT (Pages 9 - 26)

Report of the Divisional Director Partnership Development and Performance.

REVENUE AND CAPITAL MONITORING REPORT FOR QUARTER 2

Report of the Interim Director of Finance.

In the interests of economy, the report which was circulated on the agenda for the 15 December 2011 Cabinet meeting is not being reprinted in this agenda. Members are therefore requested to bring their copy with them to the meeting.

10. ACCESS HARROW - CUSTOMER SERVICE PERFORMANCE (Pages 27 - 48)

Report of the Divisional Director for Business Transformation & Customer Service.

11. UPDATE ON REVIEW OF THE COUNCIL'S USE OF PERFORMANCE INFORMATION PHASE 1 (Pages 49 - 66)

Report of the Divisional Director for Business Transformation & Customer Service.

12. PROGRESS REPORT - RESPONSE TO RECOMMENDATIONS MADE BY THE STANDING SCRUTINY REVIEW OF THE BETTER DEAL FOR RESIDENTS PROGRAMME - INTERIM REPORT, PROJECT MANAGEMENT (Pages 67 - 80)

Report of the Divisional Director for Business Transformation & Customer Service.

13. INFORMATION REPORT - LEISURE MANAGEMENT CONTRACT PERFORMANCE MAY - DECEMBER 2011 (Pages 81 - 94)

Report of the Corporate Director Community and Environment

14. 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

22 NOVEMBER 2011

Chairman: * Councillor Sue Anderson

Councillors: * Nana Asante (1) * Barry Macleod-Cullinane
* Tony Ferrari * Jerry Miles

In attendance: Paul Osborn Minute 56, 57, 60
(Councillors)

* Denotes Member present
(1) Denote category of Reserve Members

50. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Varsha Parmar

Councillor Nana Asante

51. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 11 – Major Contracts and Procurement Savings

Councillor Tony Ferrari declared a personal interest in that he was the former Portfolio Holder with responsibility for Major Contracts and Property. He would remain in the room whilst the matter was considered and voted upon.

Councillor Paul Osborn, who was not a Member of the Sub-Committee, declared a personal interest in that he was the former Portfolio Holder with

responsibility for Performance, Communication and Corporate Services and that he had previously been in receipt of hospitality from Capita. He would remain in the room whilst the matter was considered and voted upon.

52. Minutes

RESOLVED: That the minutes of the meeting held on 26 July 2011 be taken as read and signed as a correct record.

53. Public Questions, Petitions and Deputations

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

54. References from Council and Other Committees/Panels

None received.

RESOLVED ITEMS

55. Chair's Report

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

Following a question from a Member, the Chairman reported that, with regard to the options identified by officers across Adults and Housing in relation to responsive repairs and maintenance procurement, the preferred option of contracting two or three suppliers for each function had been the option pursued.

RESOLVED: That the report be noted.

56. INFORMATION REPORT - Cabinet Decision Making Protocol

The Sub-Committee received a report which provided an explanation of the implications of the Cabinet decision making protocol and the amendments made to the Council's financial regulations.

An officer stated that the Cabinet Decision Making Protocol had been approved by Council on 3 November 2011. It brought together officer delegations and the revised key decision thresholds relating to Cabinet decision making into a single cohesive protocol. She advised that the officer delegations at section 3b of the constitution, and Portfolio Holders' terms of reference had not altered. The Protocol provided officers with guidance regarding key decisions and explained which decisions were within the remit of the Executive.

The officer reported that the financial regulations had been updated and fully reflected current legislation and that there had been some amendments to the

scheme of delegation and the processes relating to capital had been strengthened.

In response to questions from Members, the officer advised that:

- the Constitution Review Working Group would shortly be reviewing the Portfolio Holder delegations with a view to streamlining the process and that some authorities, such as Camden, permitted officers to take key decisions;
- there was no ambiguity in the guidelines regarding the taking of key decisions;
- the protocol used by Portfolio Holders made it clear that officers were not permitted to take decisions that were politically sensitive, were not in keeping with current policy or had 'unusual' features;
- Portfolio Holder decisions could still be called-in;
- contracts over the sum of £500,000 were still reserved to Cabinet.

An officer added that virement in excess of £100,000 had to be referred to Cabinet.

RESOLVED: That the report be noted.

57. Revenue and Capital Monitoring for Quarter 1 as at 30 June 2011

The Sub-Committee received a report of the Interim Director of Finance, which had been previously considered at Cabinet on 8 September 2011, and which set out the council's revenue and capital monitoring position as at 30 June 2011. In presenting the report, the Director provided updated information on the Quarter 2 position, recognising the time that had elapsed since the Quarter 1 period end.

The interim Director explained that in setting the budget for the year in March 2011, Council had been advised of a range of inherent risks within the budget estimates, and that some of these risks had indeed presented further budgetary challenge leading to forecast overspends.

The overspend at the end of quarter one was just over £1 million and this had risen by the end of quarter two, leading her to recommend a range of actions to bring net spending back into line. There was evidence that by the end of period 7 this action was having a positive impact.

The Interim Director reminded Members that this was exactly the purpose of budget monitoring and forecasting, to enable issues to be identified and appropriate action to be undertaken.

The Interim Director of Finance undertook to circulate a blank copy of the proforma used for bidding for the Transformation and Priority Initiatives Fund to

Members of the Sub-Committee and stated that she would look into the possibility of circulating copies of completed pro-forma that had been submitted.

The Interim Director responded to a range of Councillor questions on the details within the report and on the additional information with respect to the more recent period.

RESOLVED: That the report be noted.

58. Major Contracts and Procurement Savings

The Interim Head of Procurement presented a report, which had been requested by the Performance and Finance Scrutiny Sub-Committee, which provided an over arching view of how major procurement contracts in excess of £1m would be managed and provided a brief summary of Procurement savings being achieved across the Council.

He stated that a review by Pricewaterhouse Coopers (PwC) in 2009 had indicated that some £21m of savings per annum could ultimately be achieved in revenue and capital spend, including costs recharged to the HRA, schools and other bodies. Subsequently, procurement and major contracts had been included in the transformation initiative being undertaken across the council. He reported that this transformation programme targeted cost savings through securing sustainable change, a consistent approach to purchasing and increased compliance with council procurement procedures and corporate contracts. He added that currently there was a shift in the council away from large contractors to smaller local businesses, which had the ability to be more responsive and flexible and less costly and that the new strategy would require officers with new skill sets in the areas of client and contract management.

RESOLVED: That the report be noted.

59. Exclusion of the Press & Public

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item for the reason set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
11.	Major Contracts and Procurement Savings: Appendices 1, 2 and 3	Information under paragraph 3 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)).

60. Major Contracts and Procurement Savings

Following questions from Members on the content of the confidential appendices, the Interim Head of Procurement advised that:

- currently on the Highways contract with EnterpriseMouchel there were between 130-135 staff who were subject to the Transfer of Undertakings (Protection of Employment) TUPE;
- an advantage of larger contracts had been the provision of emergency cover at peak times, for example, during the heavy snow fall in 2009/10 and 2010/11;
- currently, there was enormous over-capacity in the market place which had in the past meant that the council had been willing to pay overheads that were not in proportion with the levels of service provided;
- managers needed a more extensive skill set in the area of client and contract management. He added that although these client and contract management skill sets were mentioned on the Highways risk register, these had not been included in the council-wide risk register due to an oversight; the Interim Head of Procurement undertook to rectify this;
- of the nine short listed bidders, two were local (although not strictly based in Harrow). The Interim Head of Procurement undertook to provide Members with further details of the nine short listed bidders;
- examining the savings target alone would not help to identify other less tangible benefits, for example, local service provision and greater operational flexibility on the part of contractors, neither of which were easily quantifiable;
- on the Housing and Corporate R&M procurement, value chain analysis had shown that there was the opportunity for both a significant improvement in services and 13% of savings , with an overall savings potential of 20%;
- The first work package in this procurement relating lift maintenance was indicating a saving of 25% and the Interim Head of Procurement undertook to inform Members of the total number of tenders received for this work package;
- The £21m procurement savings figure outlined in the general report included capital and revenue, but did not include the Capita contract. The savings may take up to 3 years to achieve. The £2m corporate saving quoted in the report related to the 2011/12 budget;
- there were structures outlined within Risk, Audit and Fraud department relating to the interface between software used by contractors and

those used by the council. Capita were qualified and skilled to provide advice in this area. He added that the council currently used the Bravo tendering software which enabled officers to evaluate tenders on equal terms and that tender specification documents emphasised sustainability to bidders;

- tender contracts would continue to include conditions and clauses relating to performance. Contracts would include positive and negative incentives, which would be communicated to bidders early on in the tendering process. In the past, officers had been unwilling or unable to enforce liquidated damages clauses. This had been identified as both a skills and management gap which would be addressed;
- previously contracts had been managed in terms of operation and service management and there had been no central oversight of the overall tendering process. However, centralisation of contract management meant that financial, operational and commercial teams would work together to manage individual contracts through the Strategic Procurement Board.

A Member, who was not a Member of the Committee, stated that he supported this centralised model and felt that the council should move towards a commissioning model whilst ensuring that the management of contracts was supported by officers at the appropriate strategic level, making appropriate decisions. He requested further training for Members with regard to contracts and procurement, stating that Members needed to understand the related legal and commercial framework. The Interim Head of Procurement stated that this training would be offered to Members at the February 2012 Members' Quarterly Briefing.

Following further questions from Members, the Interim Head of Procurement stated that:

- the total value of the Capita contract was £100m over 10 years. He undertook to provide Members with further information about what options were available to the council once this 10 year period had elapsed;
- a Member stated that he understood that £700,000 of saving through moving to a smaller building was written into the initial Capita justification;
- with regard to remote access fobs, the costs of these had been significantly reduced from £250 to £31 per annum under the IT outsourcing project. A Member stated that those Members not using their remote access fobs should be encouraged to return them.

The Interim Director of Finance stated that there was often reluctance on the part of Capita and other large contractors to provide detailed cost analyses. Prior to entering into the contract with Capita, the council had commissioned an independent body to evaluate Capita's pricing model. The advice from the

independent body had enabled the council to persuade Capita to reduce their quotes. Following a request from Members, the Interim Director of Finance undertook to provide further information about the mobile and flexible working initiative to a future meeting of the Sub-Committee.

A Member, who was not a Member of the Committee, commented that cloud based computing solutions and the use of smaller platforms should be investigated as these could provide the council with considerable potential savings.

The Interim Head of Procurement stated that the successful re-tendering of the leisure services contract and the recently negotiated dry recyclables contracts had been as a direct result of work undertaken by the procurement team. The relevant Service Manager, Procurement officers and Finance officers had worked together to bring these to fruition.

A Member, who was not a Member of the Committee, congratulated officers for their work on these two contracts and added that this was the kind of strategic and commercial approach required across the council.

The Chairman requested that in the future, reports to the Performance and Finance Scrutiny Sub-Committee should clarify any acronyms used.

RESOLVED: That the appendices be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.00 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chairman

This page is intentionally left blank

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

Date of Meeting:	2 February 2012
Subject:	Chair's report
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership, Development and Performance
Scrutiny Lead Member area:	All areas
Exempt:	No
Enclosures:	<i>Appendix A: Note of Chair's briefing held on 14 December 2011</i>

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 22 November 2011.

Background

1. Chair's briefing – 14 December 2011

A briefing for the Chair and Vice-Chair was held on 14 December. A note of the briefing is available at Appendix A. The meeting covered:

- Budget forecasting compliance, Period 6, 2011/12
- Payment of invoices (an update will be provided to the next Chair's briefing)
- Revenue and Capital Monitoring for Q2 as at 30 September 2011
- Update – Child protection and Children Looked After (CLA) – Performance
- Update on indicators selected for further monitoring at the previous meeting

2. Agenda items for 2 February 2012

Items were agreed as follows:

- P&F chair's report
- Revenue and capital monitoring report
- Performance of the sport and leisure contract
- Customer contact information
- Report on progress - council's use of performance information - phase 1 update
- Report on progress - Better Deal for Residents' Review

3. Children Looked After

A meeting of the Chair, Vice-Chair, Vice-Chair of O&S and the Children's Scrutiny Lead Members with the Virtual Headteacher and the Divisional Director – Safeguarding and Family Support has been arranged for 18 January 2012. The purpose of the meeting is to consider performance in this area and whether any further scrutiny activity in this area is required.

4. Future chair's briefings

The next Chair's briefing is scheduled for Monday 27 February 2012. The briefing will be followed by a meeting to review the Corporate Finance Directorate Scorecard, as per the recommendation to P&F from the scrutiny review.

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 for Q2 – available at:

<http://www.harrow.gov.uk/www2/documents/s94003/SPR%20Q2%20-%20Appendix%201.pdf>

(Cabinet, 15 December 2011)

Revenue and Capital Monitoring for Q2 (as at 30 September 2011) – available at:

<http://www.harrow.gov.uk/www2/documents/s94006/Revenue%20and%20Capital%20Monitoring%20Qtr2.pdf>

(Cabinet, 15 December 2011)

APPENDIX A

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – notes

Wednesday 14 December

Attendees:

- Councillor Sue Anderson, Chair
- Councillor Barry Macleod-Cullinane, Vice-Chair (items 3-5 [part])
- Julie Alderson, Director of Finance (items 1-3)
- Jennifer Hydari, Divisional Director, Corporate Finance and Procurement (item 1)
- David Harrington, Service Manager, Performance Management (item 4)
- Martin Randall, Senior Performance Officer (items 4-5)
- Heather Smith, Scrutiny Officer

NOTES

1. Budget forecasting compliance, Period 6, 2011/12

With regard to the revenue budget, the Divisional Director, Corporate Finance and Procurement reported that overall there had been a slight improvement in forecasting compliance by managers. There were no new areas of concern. In Children's services, finance business partners had been providing additional support to managers as a consequence of the large scale restructure of the directorate. There was a continuing need to improve the situation in the Adults' directorate, in the context of difficulties in extracting budget information from the Framework-I system. Plans were also in place to improve monitoring arrangements in the new financial year.

The Chair commented that it was important that managers had the skills to forecast properly as well as up to date information. The Divisional Director added that as there is a spending protocol in place across the council, managers would be working closely with their finance business partners to manage spend accordingly.

With regard to the capital budget, the Director of Finance advised that monitoring was also taking place on a monthly basis. Budget holders were being encouraged to declare now if particular capital projects would not now commence in-year and to re-bid for 2012/13.

The Chair requested that monitoring at the Chair's briefing continue.

2. Update – payment of invoices

The Director of Finance advised that the Internal Audit report was now complete and that she would provide an update to the next briefing.

3. Revenue and Capital Monitoring for Q2 as at 30 September 2011

The Chair and the Vice-Chair discussed the Cabinet report. The Vice-Chair asked whether monthly updates could be provided but the Director of Finance advised that these were only provided to the Leader; scrutiny would be provided with quarterly reports plus the updated position as appropriate.

The Vice-Chair indicated that he had particular concerns with regard to the position in the Adults' directorate. Regarding the underspend in Children's Services, he asked whether resources were being targeted appropriately given the red indicator for fixed term

exclusions of children looked after (CLA). The Director of Finance responded that the service had developed a prudent budget, and had targeted savings that were achievable. The directorate had also experienced the disruption of the change process. The Chair commented that the directorate had done well to achieve the savings but asked whether everything was being done that could be. The Director of Finance responded that savings were not being identified in the CLA area.

The Director of Finance advised that in period 7 measures from the spending protocol were starting to impact. Early information for period 8 was indicating that there was good control of the budget. It was important to note that in period 6 virements had been agreed by Cabinet¹, meaning that in period 7 that projected overspend had been reduced to £700k. In the Adults' directorate there was still some additional risk in relation to the projected overspend. Some measures taken were beginning to have impact, for example increasing the number of assessment panels; more can be achieved by adopting a more rigorous approach. The impact of demographic growth had been built into the budget and the position was also being managed by tightening controls.

The Vice-Chair asked how the Transformation and Priority Initiatives Fund was being used to address demographic pressures faced by the council. He felt that the council should be undertaking prevention work to address the pressure and to improve the range of services. The Director of Finance responded that reablement and personalisation were already being introduced and that participation in a West London joint procurement unit had been approved as an invest to save project.

With regard to the Transformation and Priority Initiatives Fund, the Director of Finance would provide the blank bidding form. A small number of bids have been agreed; for some of the bids further information has been requested, for example on sustainability. However, given the pressures identified at period 6, the panel has yet to be reconvened. With regard to the Adults' directorate, the service needed to demonstrate a case for additional funds from the TPIF in the context of the directorate overspend. Some other bids have been overtaken by events, for example the budget process and commissioning panels.

The Vice-Chair expressed concern that the budget report indicated that the TPIF was being used to fund severance rather than invest to save, and that the focus should be on addressing the demographic pressure. The Director of Finance responded that addressing the pressure was already built into the 2011/12 budget. The purpose of the TPIF was to fund good ideas identified in-year and it included provision for both severance costs and a range of invest to save initiatives.

Members discussed the cross-directorate impact of public health becoming a local government responsibility and the Chair stressed that it was not solely a concern for the Adults and Housing directorate. The Director of Finance commented that there was already a joint Director of Public Health and that the Shadow Health and Well-Being Board was also in place. The Chair added that how public health would be tackled was a key question going forward.

4. Update – Child Protection and Children Looked After (CLA) – Performance

A detailed briefing is attached as Appendix 1. With regard to *Numbers of children with child protection plan for over 2 years*, there were too many with plans lasting over two years, as a result of over-cautiousness and delays in decision-making regarding ending

¹ Cabinet report (15 December 2011) available at:
<http://www.harrow.gov.uk/www2/documents/s94006/Revenue%20and%20Capital%20Monitoring%20Qtr2.pdf>

plans. A strategy has been put in place including regular ‘Challenge Panels’ which is working so far.

In comparable boroughs the average is eight children with child protection plans lasting over two years; the position in Harrow was 30 children. The target is to reduce to the average level and then to move to the outstanding position. The Harrow target is to reach an average of 16 children by the end of 2011/12 and eight by 2012/13. The current position is 20 children and performance is on track to meet the target. The former National Indicator relates to the ending of plans so this will be adversely impacted because of the ending of a higher number of plans.

It was felt that the former model of part-time Virtual Head teachers for CLA had not provided sufficient support to improve attainment and attendance (this role was in addition to their role as a Head of their own school). By appointing a full-time Virtual Head this will provide a better level of support.

Under the new operating model, there was now a single service manager and a dedicated team for CLA. For education specifically the Virtual Head has also been appointed. It will still be challenging to improve educational attainment but this approach should increase the chances of improving attainment. With regard to measuring success, key indicators will be:

- In the short to medium term reduced absence and hopefully reduced fixed term exclusions by the end of the academic year.
- In the longer term (by the end of the next full academic year) improved pupil level projections for Key Stages 2 and 4.

There are less than 100 school aged CLA. The Virtual Head, Personal Education Plan co-ordinator and Education Welfare Officer for CLA will access information from schools regarding performance.

With regard to attainment, one child achieved 5 GCSEs at grade A*-C, as predicted by the school. The others did not achieve that standard, also as their school predicted.

Possible dates were identified for meeting of the Chair and Vice-Chair, the Vice-Chair of O&S and the Children’s Scrutiny Lead Members with the Virtual Head teacher and the Divisional Director – Safeguarding and Family Support.

5. Update on indicators selected for further monitoring at previous meeting

Key: HG = high green; LG = low green; A = amber; LR = low red; HR = high red

Indicator	Comments and action to be taken
NI 32 repeat incidents of domestic violence HR <i>(Selected Q3, 2010/11)</i>	Monitoring at chair’s briefing to continue. ACTION: Future updates to include the number of individuals as well as the number of repeat referrals.
NI 40 number of drug users in effective treatment LG <i>(Selected Q3, 2010/11)</i>	No further monitoring required at this stage. Performance is now on target.
Termly rate of fixed term exclusions as a % of Harrow school population [local measure]	Monitoring at Chair’s briefing to continue.

Indicator	Comments and action to be taken
HR <i>(Selected Q3, 2010/11)</i>	
BV 8 - % of undisputed invoices paid within 30 working days HR [also % of SAP purchase orders raised before invoice date LR] <i>(Selected Q3, 2010/11)</i>	Monitoring at the Chair's briefing to continue ACTION: Director of Finance to provide an update to the next Chair's briefing.
NI 195c – Improved cleanliness – graffiti HR <i>(Selected Q4, 2010/11)</i>	Monitoring at the Chair's briefing to continue.
NI 125 – Achieving independence for older people through rehabilitation G <i>(Selected Q4, 2010/11)</i>	Monitoring at the Chair's briefing to continue. This indicator is no longer on the Corporate Scorecard.
How well informed do residents feel (Involvement Tracker) NO SURVEY Q2 <i>(Selected Q1, 2011/12)</i>	Monitoring at the Chair's briefing to continue.
Number of trained neighbourhood champions HR <i>(Selected Q1, 2011/12)</i>	Monitoring at the Chair's briefing to continue.
Children Looked After: - Numbers of children with child protection plan for over two years [local measure] LG <i>(Selected Q3, 2010/11)</i> - % sessions absent from school amongst school age CLA in the school year to date A <i>(Selected Q1, 2011/12)</i> - Rate of fixed term exclusions as a % of the Harrow CLA population HR <i>(Selected Q4, 2010/11)</i>	See item 4. Monitoring at Chair's briefing to continue.
Total number accepted as homeless and in priority need HR <i>(Selected Q1, 2011/12)</i>	Monitoring at Chair's briefing to continue, along with the suite of other related homelessness indicators. See Appendix 2 for further information.
Council adaptations: average time from assessment to completion of work (weeks) HG <i>(Selected Q1, 2011/12)</i>	No further monitoring required at this stage. The Chair had requested further information: <u>Referrals received pre-April 2011 (from OT assessment to completion of works):</u> Maximum wait: 120.6 weeks (844 days) Minimum wait: 16.7 weeks (117 days)

Indicator	Comments and action to be taken
	<p>Average wait: 49 weeks</p> <p><u>Referrals received post April 2011 (from OT assessment to completion of works):</u> Maximum wait: 31 weeks (217 days) Minimum wait: 4.1 weeks (29 days) Average wait: 19 weeks</p> <p>Taken together the average wait is 42 weeks for works completed in 2011/12 (as at the end of November 2011).</p>
Housing voids: number of empty properties going over 25 days (excludes time taken for major works) HG <i>(Selected Q1, 2011/12)</i>	No further monitoring required at this stage.
Total debt collected in quarter as a % of total debt raised HR <i>(Selected Q1, 2011/12)</i>	To monitor at the next Chair's briefing. ACTION: Further information was requested on the amount of debt overdue as well as further information on what the indicator is intended to measure.
% forecast variation from net budget HR <i>(Selected Q1, 2011/12)</i>	To monitor at the next Chair's briefing. ACTION: Further information was requested on trends in forecast variation on net budget.
Rent arrears: - Current rent arrears as % of rent roll HR - Overall current tenants' rent arrears A <i>(Selected Q1, 2011/12)</i>	No further monitoring required at this stage. Further information requested at the last meeting is attached as Appendix 2.
Newly Selected indicators	
- Residential burglaries HR - Serious acquisitive crime LR <i>(Selected Q2, 2011/12)</i>	To monitor at the next Chair's briefing. ACTION: The Chair requested details of partnership plans in place to address performance in these areas.
Improved street and environmental cleanliness: - NI195a – litter LG - NI195b – detritus HR <i>(Selected Q2, 2011/12)</i>	To monitor at the next Chair's briefing.
Termly rate of permanent exclusions as % of Harrow school population HR <i>(Selected Q2, 2011/12)</i>	To monitor at the next Chair's briefing.
Homelessness: - Total number accepted as homeless and	To monitor at the next Chair's briefing as a suite of indicators.

Indicator	Comments and action to be taken
<p>in priority need HR - NI156 - Number of households living in temporary accommodation HG - Number of households we assist with housing in the private rented sector HR - Number of cases where priority action is taken to prevent homelessness HG</p> <p><i>(Selected Q2, 2011/12)</i></p>	
<p>Visits to museums – number of physical visits HR</p> <p><i>(Selected Q2, 2011/12)</i></p>	<p>To monitor at the next Chair’s briefing.</p> <p>ACTION: Further information was requested on plans in place.</p>
<p>Processing of major planning applications in accordance with statutory timescales or Planning Performance Agreements (PPAs) [local measure] HR</p> <p><i>(Selected Q2, 2011/12)</i></p>	<p>To monitor at the next Chair’s briefing.</p>
<p>Processing of householder planning applications within 6 weeks HR</p> <p><i>(Selected Q2, 2011/12)</i></p>	<p>To monitor at the next Chair’s briefing.</p>
<p>Workforce IPAD in last 12 months HR</p> <p><i>(Selected Q2, 2011/12)</i></p>	<p>To monitor at the next Chair’s briefing.</p>
<p>IT customer (internal) complaints HR</p> <p><i>(Selected Q2, 2011/12)</i></p>	<p>To monitor at the next Chair’s briefing.</p>
<p>For annual review</p>	
<p>% pupils achieving 5+ A*-C including English and maths GCSEs for White British pupils eligible for FSM (free school meals) [Annual]</p>	<p>Members requested details of the size of the cohort, which was 82 pupils.</p> <p>To monitor annually.</p>
<p>NI 101 – Looked after children achieving 5 A*-C GCSEs (or equivalent at Key Stage 4, including English and maths [Annual]</p>	<p><i>Last reviewed on Annual Scorecard 2010/11.</i></p>
<p>NI 107 - % pupils achieving L4 or above in both English and maths at Key Stage 2 for BME groups [Annual]</p>	<p><i>Last reviewed on Annual Scorecard 2010/11.</i></p>

The full update on indicators selected for further monitoring at previous meetings is available at Appendix 3.

6. Future chair's briefings

The next Chair's briefing is scheduled for Monday 27 February 2012. The briefing will be followed by a meeting to review the Corporate Finance Directorate Scorecard, as per the recommendation to P&F from the scrutiny review.

Postscript: Agenda – Performance and Finance scrutiny sub-committee – 2 February 2012

Items were agreed as follows:

- P&F chair's report
- Revenue and capital monitoring report
- Performance of the sport and leisure contract
- Customer contact information
- Report on progress - council's use of performance information - phase 1
- Report on progress - Better Deal for Residents' Review

Heather Smith
Scrutiny Officer
January 2012

Appendix 1 – Children Looked After – Performance Update

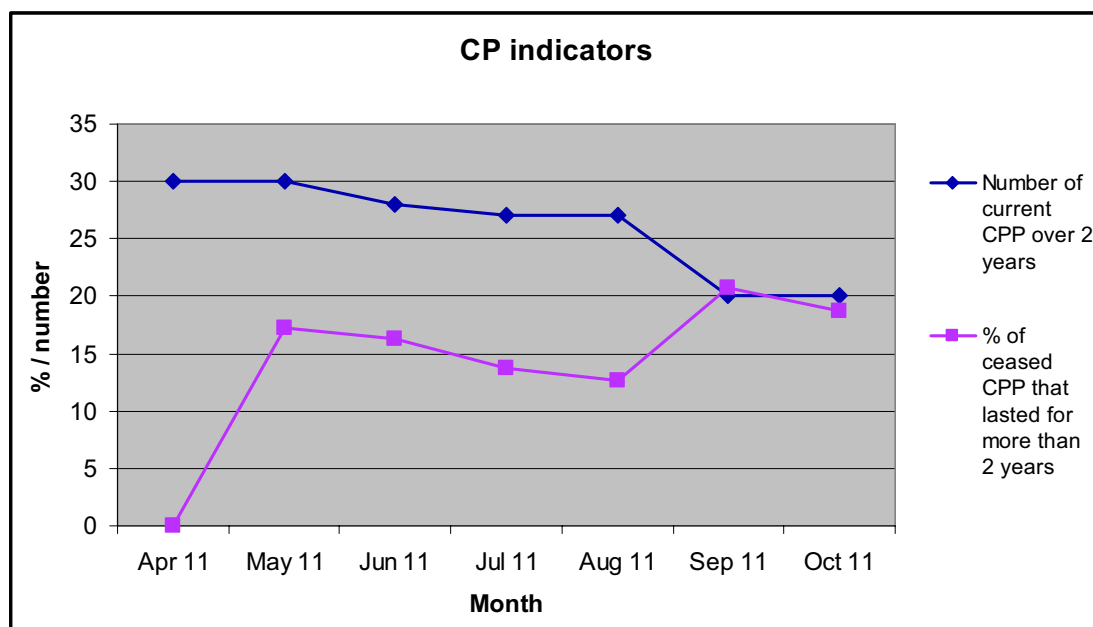
1) NI 64 - duration of child protection plans (CPP)

Children's Services is currently focusing on reducing the number of children with child protection plans which have lasted for over two years. There are 2 important indicators in this area:

National indicator (NI 64): % of children whose child protection plan is ended during the year, who have had the plan in place for more than 2 years.

Local indicator: The number of children who currently have a child protection plan and who have had the plan for more than 2 years.

Due to the related nature of the indicators, improving performance on one can cause deterioration on the other. As CPP over 2 years are ended (at the recommendation of the appropriate panel of professionals) performance on the national indicator tends to deteriorate. However, to not end child protection plans which have gone over 2 years because this 'hits' NI64 would not be good practice. In addition, it would simply postpone the problem for future years. Actual performance for 2011-12 is reflected in the monthly chart below.



There is progress in reducing the numbers of children with CPP over 2 years and the service is on track to achieve the **target of 16** by the end of 2011-12. However, the **target of 12%** for NI64 is likely to be exceeded. This reflects the action being taken by Children's Services, including Challenge Panels, improved monitoring and better decision making in Core Groups and Conferences. The cost in terms of poor performance on NI64 for 2011-12 is unavoidable if performance is to improve in the longer term.

2) Children Looked After:

- % sessions absent from school amongst school age CLA in the school year to date
- Rate of fixed term exclusions as a % of the Harrow CLA population

These are both new local indicators which have been introduced for 2011-12 to provide improved monitoring of CLA education. Improving educational outcomes for CLA was

identified as priority for improvement in last year's self assessment and is a central part of the new operating model for the Children's Services.

Absence: For the first two quarters of the year, the overall absence target of 12% was exceeded (14.5% in Q1, 12.5% in Q2). There are some data quality and time-lag issues which, when addressed, may improve the position but the priority will remain to minimise the number of school sessions missed by CLA.

Fixed terms exclusions: During quarter 2 (July -September 2011), 3 CLA received fixed term exclusions. 1 was from a Harrow Primary School, 2 from out-of-borough secondary schools (Hillingdon & Herts). This pushed the rate to 4.9%, well over the target level of 1% of school age CLA for this stage of the academic year.

In addition to following up on the individual cases, Children's Services is taking a number of actions to improve educational outcomes:

- recruitment of a full time permanent Virtual Head Teacher for CLA (due to start January 2012)
- a dedicated social work team for CLA under the new operating model
- focus on improving personal education planning and support for all CLA

David Harrington, December 2011

Appendix 2 – Housing queries from P&F Chair's briefing – 11 October 2011

1) Current rent arrears as % of rent roll (High Green at Q1), against Overall current tenants' rent arrears (Amber at Q1). Members queried why these would show different statuses when they seem closely related.

Members are quite right, this is essentially the same information, expressed firstly as a percentage and secondly in cash terms. There are slight differences though which affect the status of the performance information.

There will be fluctuations on the percentage figure as the amount of the rent roll (total rent collectable in the specified period) will vary depending on a number of factors:

- a) how many properties are vacant at the time (so no rent is due)
- b) how many brand new tenants have been housed (this excludes transferring tenants as brand new tenants go directly to target rent- which is a little higher so increasing the rent roll)
- c) whether any properties are sold- leading to a reduction in rent collectable

This means that if the overall size of the rent roll increases the arrears figure as a percentage will decrease, and if the rent roll reduces the arrears figure as a percentage will increase

The cash figure, on the other hand remains as a stand alone figure regardless of how much rent is due that quarter.

Maggie Challoner, Service Head - Resident Services

2) Total number accepted as homeless and in priority need – the Chair requested sight of plan(s) in place to address underperformance.

Homelessness Acceptances are rising due to increasing approaches from potentially homeless households and a reduction in housing solutions in the private rented sector. We are still preventing over 1000 households from being homeless each year so the increase in acceptances is a tiny proportion of households experiencing homelessness.

Sometimes we now accept a household as homeless to enforce acceptance of a particular unit of temporary accommodation.

We are developing other housing solutions such as accommodation outside London, and empowering residents to find their own housing solutions. Harrow is doing better than most West London boroughs in terms of procurement and still has the lowest acceptance rate in London.

When the Localism Bill is enacted, homeless acceptance will be of less relevance, as discharge of duty can then take place into the private rented sector.

An updated Homelessness Strategy is being developed in response to the raft of government legislative changes.

Jon Dalton, Head of Housing Needs

Performance & Finance Sub-Committee - Chair's briefing - 14 December 2011

Update on indicators selected for further monitoring at previous meeting

Ref No	Title of Measure	Polarity: Good to be High ▲ or Low ▼	Q2 Target 2010/11	Q2 Actual 2010/11	Q2 Status 2010/11	Q1 Target 2011/12	Q1 Actual 2011/12	Q1 Status 2011/12	Q2 Target 2011/12	Q2 Actual 2011/12	Q2 Status 2011/12	Year End Forecast Status 2011/12
--------	------------------	---	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	---

NI 32	Repeat incidents of domestic violence	▼	25%	27%	LR	30%	14%	HG	30%	37%	HR	LG
-------	---------------------------------------	---	-----	-----	-----------	-----	-----	-----------	-----	-----	-----------	-----------

The number of repeat referrals to the MARAC has increased in Q2. Each repeat referral of an individual client is counted separately so multiple referrals can have a significant impact on the figure. Recruitment to the Violence against Women and Girls post has taken place and the new postholder started in November.

NI 40	Number of drug users recorded as being in effective treatment	▲	427	411	A	440	386	HR	400	402	LG	
-------	---	---	-----	-----	----------	-----	-----	-----------	-----	-----	-----------	--

Now on target. The low number of users in treatment was partly caused by the discharge of 50 users in January 2011 as part of the decommissioning process. Several steps have been taken to increase numbers in treatment: permanent premises for main treatment provided in Oct 2011, increased referrals from GPs, new outreach programmes and better partnership working.

Good progress by agencies to develop drop-in clinics, drug bus for outreach services, open group, satellite clinics at Drug Intervention Programme Team and abstinence-based Clinic for GP shared care prescribing.

Continue the run up of Drug bus in every 6 weeks along side with other Public Health promotion activities.

Develop and implement the Integrated Offender Management Cohort and referral pathways.

Follow up the lease contract for Compass to secure permanent site.

	Numbers of children with child protection plan for over 2 years	▼	New measure			22	28	HR	20	20	LG	LR
--	---	---	-------------	--	--	----	----	-----------	----	----	-----------	-----------

See separate paper for update.

Ref No	Title of Measure	Polarity: Good to be High ▲ or Low ▼	Q2 Target 2010/11	Q2 Actual 2010/11	Q2 Status 2010/11	Q1 Target 2011/12	Q1 Actual 2011/12	Q1 Status 2011/12	Q2 Target 2011/12	Q2 Actual 2011/12	Q2 Status 2011/12	Year End Forecast Status 2011/12
	Termly rate of fixed term exclusions as % of Harrow school population	▼	New measure			Updated summer term data reported in Q2			0.78%	1.02%	HR	

Summer term figures are in line with the expected pattern of annual change and have not yet been discussed with schools. Annual fixed term exclusions have fluctuated over the last 5 academic years and now represent 3.62% of the school population. There has been a rise from 2010 which is disappointing but the figures are well below the peak of 2007. The reasons for this rise are complex. Good progress has been made in reducing permanent exclusions which may have contributed to the rise in fixed term rates as an alternative sanction. Detailed analysis of this data and discussion with schools will take place in order to better understand the rise.

BV 8	% of undisputed invoices paid within 30 working days	▲	95%	77%	HR	95%	81%	HR	95%	79%	HR	HR
------	--	---	-----	-----	-----------	-----	-----	-----------	-----	-----	-----------	-----------

The end of year forecast for this indicator, at 85%, is below the target of 95%. However, the report on which this indicator is based does not identify and therefore exclude 'disputed' invoices from the calculation nor does it take into consideration the elapsed time between invoice date and the date at which it is received by the Council. These will be worked on for next quarter to ensure reporting of performance is more meaningful. 94% of invoices were paid within 30 days to small suppliers.

	% of SAP purchase orders raised before invoice date	▲	New measure			90%	77%	HR	90%	84%	LR	LR
--	---	---	-------------	--	--	-----	-----	-----------	-----	-----	-----------	-----------

Improvement from last quarter. Audit report is complete and meetings have been arranged to agree on implementation of further governance measures.

NI 195c	Improved street and environmental cleanliness - Graffiti.	▼	3%	5%	HR	Reported in Q2			3%	5%	HR	G
---------	---	---	----	----	-----------	----------------	--	--	----	----	-----------	----------

The overall score for the first of the three surveys for 2011/12 was 5%. This is at the average for London Boroughs reporting their first survey of the year but red against our target of 3%. The worst performing area was "Other Highways" with a score of 8%. This data will be used in reviews of operational deployment to ensure scores improve during the year.

NI 125	Achieving independence for older people through rehabilitation	▲	Not available			Reported in Q2			70-85%	79%	G	
--------	--	---	---------------	--	--	----------------	--	--	--------	-----	----------	--

Members asked to see the results when available and the quarter 2 report (based on quarter 1 data) is within target. This indicator is no longer on the Corporate Scorecard.

Ref No	Title of Measure	Polarity: Good to be High ▲ or Low ▼	Q2 Target 2010/11	Q2 Actual 2010/11	Q2 Status 2010/11	Q1 Target 2011/12	Q1 Actual 2011/12	Q1 Status 2011/12	Q2 Target 2011/12	Q2 Actual 2011/12	Q2 Status 2011/12	Year End Forecast Status 2011/12
	% pupils achieving 5+ A*-C including English and Maths GCSEs for White British pupils eligible for FSM (free school means) - annual.	▲					2009-10 school year 32.7%			2010-11 school year 34.1%		

In 2011 there has been an improvement in the percentage of White British students entitled to FSM attaining 5 A*-C including English and mathematics. 34.1% achieved this outcome in 2011 compared to 32.7% in 2010. However, this is numerically one of the larger of the ethnic groups on FSMs and their performance remains a concern compared to many other pupils on FSM from other ethnic groups and against the performance of all pupils. Black African, Black Caribbean, White Irish and Bangladeshi students on FSM also continue to give cause for concern. The above indicator is no longer on the corporate scorecard.

	How well informed do residents feel (Involvement Tracker)	▲	New measure		57%	51%	HR	Reported in Q3 (survey bi-annual)	A
--	---	---	-------------	--	-----	-----	-----------	-----------------------------------	----------

There was no survey in Q2 and this will be brought forward in the Q3 report.

	Number of trained neighbourhood champions	▲	New measure		750	747	A	1000	849	HR	LG
--	---	---	-------------	--	-----	-----	----------	------	-----	-----------	-----------

Although current performance is below target, there are further training sessions planned for November 2011, with the target of 1,500 still reachable by March 2012. Therefore, the status for priority action 1.1 has been shown as green.

	% of sessions absent from school amongst school age CLA, in school year to date	▼	New measure		12%	14.47%	HR	12%	12.55%	A	LG
--	---	---	-------------	--	-----	--------	-----------	-----	--------	----------	-----------

See separate paper for update.

	Children Looked After: Rate of fixed term exclusions as % of Harrow CLA population	▼	New measure		5%	6.49%	HR	1%	4.91%	HR	HR
--	--	---	-------------	--	----	-------	-----------	----	-------	-----------	-----------

See separate paper for update.

Ref No	Title of Measure	Polarity: Good to be High ▲ or Low ▼	Q2 Target 2010/11	Q2 Actual 2010/11	Q2 Status 2010/11	Q1 Target 2011/12	Q1 Actual 2011/12	Q1 Status 2011/12	Q2 Target 2011/12	Q2 Actual 2011/12	Q2 Status 2011/12	Year End Forecast Status 2011/12
	Total number accepted as homeless and in priority need	▼	30	26	HG	18	23	HR	36	51	HR	HR

This indicator is increasing partly because there are more applications and partly because we are not able to offer accommodation that would prevent people being homeless. We are having to place people in temporary accommodation e.g. outside of London so they are still classed as homeless.

	Council adaptations: average time from assessment to completion of work (weeks)	▼	New measure			57	79	HR	50	45	HG	LG
--	---	---	-------------	--	--	----	----	-----------	----	----	-----------	-----------

Better than target at quarter 2. Clarified that the target of 35 weeks will be the performance being achieved at the year end, not aggregate performance for the year. Significant additional funding found in-year to clear backlog. Additional 4 temporary staff in HART team have been appointed to progress the work. Additional information supplied separately.

	Housing voids: number of empty properties going over 25 days (excludes time taken for major works)	▼	New measure			30	32	LR	30	10	HG	LG
--	--	---	-------------	--	--	----	----	-----------	----	----	-----------	-----------

This indicator - and its sister measure on time to relet void Council properties - are now well within target.

	Total debt collected in quarter as a % of total debt raised	▲	New measure			75%	70%	LR	75%	64%	HR	LG
--	---	---	-------------	--	--	-----	-----	-----------	-----	-----	-----------	-----------

This is a rolling total and not a snapshot per quarter as a rolling total calculation is more meaningful. It should be noted that, as bills are always raised at the end of the month, this distorts the overall percentage and can lead to fluctuations between month-end/quarter-end figures.

Ref No	Title of Measure	Polarity: Good to be High ▲ or Low ▼	Q2 Target 2010/11	Q2 Actual 2010/11	Q2 Status 2010/11	Q1 Target 2011/12	Q1 Actual 2011/12	Q1 Status 2011/12	Q2 Target 2011/12	Q2 Actual 2011/12	Q2 Status 2011/12	Year End Forecast Status 2011/12
	% forecast variation from net budget	▼	0.05%	0.03%	HG	0%	0.57%	HR	0%	0.88%	HR	HR

The outturn position for the Council at quarter 2 is a projected over spend of £1.566m. This reduces to £1.266m after the drawdown requested of £0.300m from an earmarked reserve for Bed & Breakfast.

The £1.566m over spend comprises £1.865m relating to the directorates with an offset of £0.299m mainly on capital financing. The £1.865m is the net directorate portion, of which £1.656m relates to Adults' and Housing Services and £0.940m relates to Community and Environment. This is mainly offset by Children's Services who are forecasting an under spend of £0.564m. The overspend on Adults and Housing will reduce by a virement requested of £0.142m and a drawdown of £0.300m from the earmarked reserve for Bed and Breakfast, as agreed as part of the 2011/12 budget process for this purpose. This will reduce the Adults and Housing overspend to £1.214m, based upon the efficiency savings included in the MTFs being delivered in year.

Corporate Strategic Board in conjunction with the Leader has agreed that a Spending Protocol is put in place, and that all preventable spend is held back for the remainder of the year. Action plans are being put in place to ensure that expenditure is contained within budget, and an under spend can be delivered to help reinforce the redundancy provision in year and for 2012/13.

26

	Current rent arrears as % of rent roll	▼	New measure	2.18%	2.07%	HG	2.17%	1.96%	HG	HG
	Overall current tenants' rent arrears (£k)	▼	New measure	490	506	A	475	478	A	LG

Although fractionally above target, this figure, combined with the other rent collection figures indicates that progress continues to be made towards reaching overall target for the year

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

Date of Meeting:	2 February 2012
Subject:	Access Harrow - Customer Service Performance
Responsible Officer:	Carol Cutler- Divisional Director for Business Transformation & Customer Service
Scrutiny Lead Member area:	All Areas
Exempt:	No
Enclosures:	Appendix 1 – Avoidable Contact Data

Section 1 – Summary and Recommendations

This report provides information on Access Harrow performance, details of popular service requests and levels of avoidable contact.

Recommendations:

The report be noted

Section 2 – Report

Introductory paragraph

As the first point of contact for the Council, Access Harrow captures a wealth of information regarding Harrow residents. The following services have joined Access Harrow since July, through the CCAD Project (Customer Care Assess and Decide)

- Place Shaping – Processing of Planning & Building Control Applications
- Registration Services – Nationality Checking, Cemeteries, Land Charges
- CAP/CAR – Accounts Payable/Accounts Receivable
- Adult Services – New and existing users, Concessionary Travel
- Harrow Helpline – Community Alarm

Access Harrow captures a wide range of data through CRM technology. This data allows us to understand our customer needs and to improve service delivery through working with individual service areas.

Access Harrow is making savings by reducing unnecessary contact, migrating customers to cheaper communication channels and by exploiting new technology

In 2008, a new national indicator was introduced (NI14) to capture levels of avoidable contact and failure demand across the Council. As the main portal for customer contact, Access Harrow took responsibility for the data and built a new field within the CRM system to capture the data against all reasons for contact.

The level of avoidable contact in Harrow was reported at 27% across 400,000 enquiries at the end of the first accounting year.

Two years later, the indicator was scrapped nationally, however following the positive outcomes attributed to collecting this data we have continued to capture, analyse and share this information with our service partners.

During this period, we had reduced the level of avoidable contact to 17%

This report highlights the level of performance sustained by Access Harrow over quarter three; the most common enquiries handled and the areas of higher avoidable contact.

Appendix 1 attached provides data on avoidable contact for December 2011.

Customer, Complaints & Performance

Qtr 3 – October to December 2011

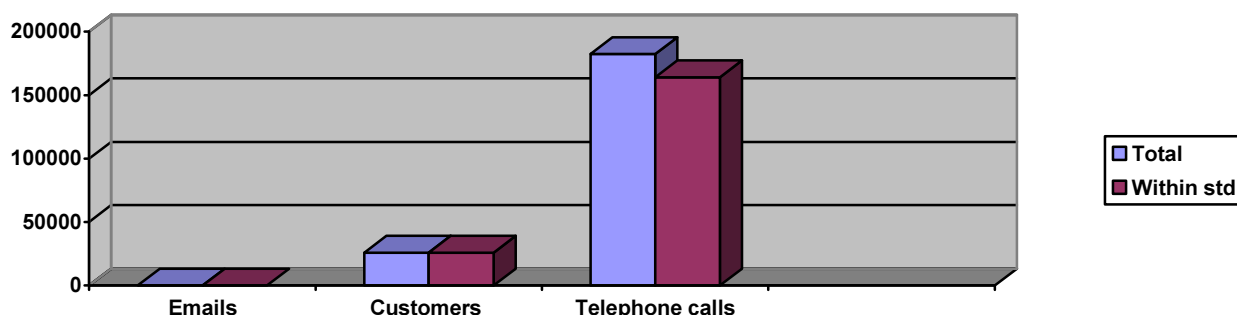
Customer Service standards

- 90% of all calls to be answered in 30 Seconds
- <5% Abandoned rate
- 15 minute average wait time in the One Stop Shop
- <72hr turnaround for emails

Telephone Calls	Calls answered to standard	Standard	Q3 Status	Q2 Status
224,391	217,659	90%	90%	90%

OSS Visitors	Customers seen to standard	Standard	Q3 Status	Q2 Status
25,755	25,755	00:15:00	00:07:51	00:09:26

No. of emails	Emails answered to standard	Standard	Q3 Status	Q2 Status
38,905 (ytd)	35,792	<72 hrs	92%	91%



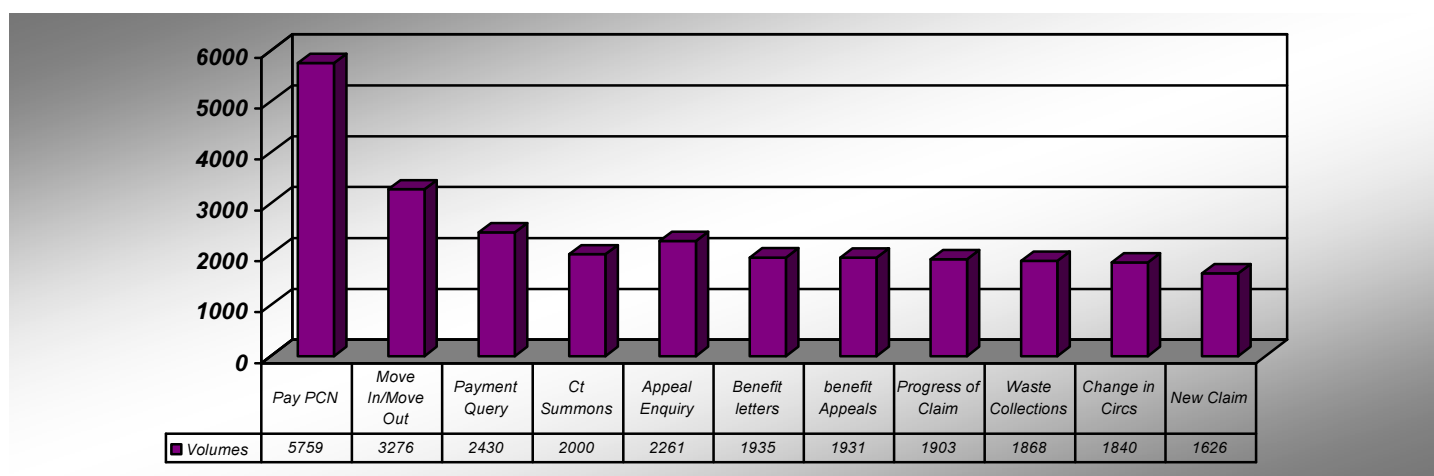
Narrative on Performance for the Quarter

As anticipated, enquiry volumes declined during quarter three in the run up to Christmas. The clement weather has also contributed to a 10% reduction in calls compared with last year when the snow created an increase in enquiries.

Wait times in the One Stop Shop have continued to fall as a result of improved resource management and the adoption of the new queuing system

Top 10 reasons for contact and volumes for the Quarter

Reasons for Contact	Service Area	Volumes
Pay PCN	Parking	5,759
Move In/Move Out	Council Tax	3,276
Payment Query	Council Tax	2,430
Appeal Enquiry	Parking	2,261
Benefits Document Received	Housing Benefit	1,935
Response to Assessor Letter	Housing Benefit	1,931
General Enquiry (Tenancy Management)	Resident Services	1,903
Household waste - collection services	Community & Environment	1,868
Changes in Circumstances	Housing Benefit	1,840
New Claim	Housing Benefit	1,626



Narrative on Ten Top Reasons for contact for the Quarter (across all services)

A change to the initial Parking message, directing customers to our automated telephone payment system, has resulted in a reduction of the number of requests to pay a parking ticket. However it remains the most popular service request in Access Harrow. Further work will continue on the contact avoidance strategy to reduce enquiries. Appeal enquiries are also high whereas only a minority have actual cause for appeal and the webform continues to be developed to outline valid reasons for an appeal.

Enquiries regarding Council Tax and Housing Benefits dominate the top ten list which is unsurprising considering they are the highest volume services.

Work is being carried out to understand the make up of General Enquiry (Tenancy Management) and further process ID codes will be set up if required to capture the cause of these contacts so that we can take action to reduce them.

Contact Centre Service Levels achieved per Service for the quarter

Services	Calls offered	Calls Answered	% Answered	Answered within 30 seconds
Gen Enquiries	62,824	56,542	98%	99%
Housing Repairs	9,428	9,239	98%	82%
Resident Services	8,596	8,424	98%	94%
Parking	7,025	6955	99%	88%
Public Realm	14,574	14,428	99%	90%
Neighbourhood Champions	168	166	99%	93%
Housing Benefits	18,945	17,998	95%	74%
Council Tax	19,041	18,089	95%	75%
Education	6,384	6,320	99%	95%
Pitch bookings & Allotments	706	699	99%	96%
Planning	8,071	7,990	99%	94%
Electoral Services	1,395	1,367	98%	86%
Adult Services	18,800	18,048	96%	86%
CAP/CAR	3,543	3,508	99%	97%
Registration Services	2,843	2,701	95%	84%

Call volumes have followed the predicted trajectory over the three month period and with no snow or heavy frost, enquiries for Public Realm and Housing Repairs have been lower than previous years.

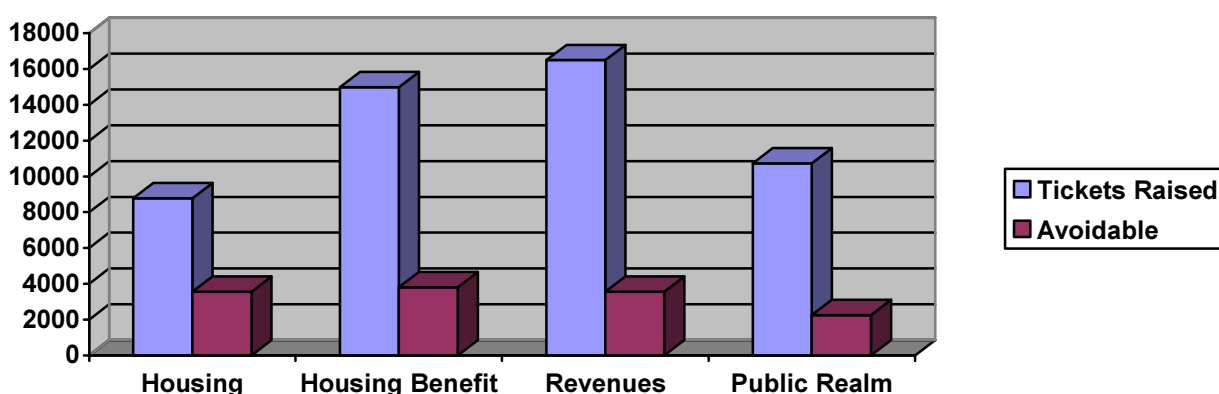
Call volumes for the new services to Access Harrow (Adults, Place Shaping, Registration Services and CAP/CAR) have been included but do not all yet have three months data. The Q4 will be the first full reporting period for these services.

From April 2012, data will include Helpline data, processing information and postal enquiries for the first time to show the full workings of Access Harrow.

Avoidable Contact NI 14 – Top Four Services with high percentage of avoidable contact

These are the 4 Services with the highest percentage of avoidable contact. The table, graph and narrative below provide additional information on the relevant services.

Service	Tickets issued	Avoidable	Percentage
Housing	8,784	3,553	40%
Housing Benefits	14,986	3,810	25%
Revenues	16,489	3,552	22%
Public Realm	10,730	2,256	21%



Narrative on Avoidable Contact

Avoidable Contact is where a customer has had to contact us unnecessarily. Some examples of avoidable contact could be:

- Customers are having to progress chase
- We have failed to deliver a service as expected
- We haven't been clear in the information we have given

Through the SAP CRM (Customer Relationship Management) system all reasons for contact are recorded by the Customer Services advisors by the selection of a process ID.

The advisors also complete the mandatory field to identify if the customer has had to contact us unnecessarily. This data is analysed on a monthly basis to identify opportunities to reduce these avoidable contacts. As part of this process, meetings are held with managers in each service area to discuss these opportunities and work together to agree solutions to reduce avoidable contact.

Examples of actions identified for the top 4 services are as follows:

Housing

- Kiers have a base within Access Harrow whereby staff can immediately address any issues with the repair
- Staff explain realistic timescales with customers in order to manage expectations.
- Kier visits are managed in four hour slots and Kier operatives call ahead to let residents

know they are on their way. This helps to alleviate unnecessary calls at the start of a four hour period.

- Access Harrow staff are involved in the tender for the new repairs contract to ensure a seamless service is in place for residents.
- Clarity requested on the Repair Policy as to what the Council can and will do
- Housing Repairs team to revisit variation procedures and Kiers to reinforce what operatives can and cannot say - to reduce unnecessary request for repairs.

Housing Benefit

- Initial data showed high volumes of avoidable contact where customers did not understand the entitlement letter sent following a new claim. A new cover letter was created explaining the basics and this resulted in a significant drop in related enquiries. We are now monitoring customers who contact us following the receipt of a letter to take further action.
- Addition of FAQ given to new claimants.
- Provide customers with clear expectations of timescales for processing applications
- Further promotion of the My Harrow Account both through Access Harrow and the service area.

Revenues

- We have added service standard timescale to webforms and civica W2 application forms so customer's expectations are managed.
- Refresher training delivered on backdating of exemption and discount requests.
- Revenues staff to notify the customer if an account is deleted.

Public Realm

- Fast track resolution process in place with back office to clarify non-collections and rectify incidents of missed bins.
- Regular meetings with back office to discuss policy updates and common reasons for non collection

Financial Implications

There are no financial implications associated with this report.

Performance Issues

This report outlines the performance of Access Harrow

Environmental Impact

None specific to this report

Risk Management Implications

None specific to this report

Equalities implications

Was an Equality Impact Assessment carried out? Yes () No ()

This report is a performance update and therefore an EqIA is not required.

Corporate Priorities

Please identify which corporate priority the report incorporates and how:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.
- Supporting our town centre, our local shopping centres and businesses.

High quality customer data is used effectively to support the Corporate Priorities.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact:

Jonathan Milbourn, Head of Customer Services, Ext: 6711

Background Papers:

Appendix 1 – Avoidable Contact Data –December 2011

Revenues Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets - (previous month)	Number of Tickets - Comparison to previous month	Number of Avoidable Contact (This month)	Number of Avoidable Contact (previous month)	Number of Avoidable Contacts - Comparison to previous month	% Avoidable
No Permission to Discuss (Revs)	54	44	↑	35	20	↑	64.8%
Chasing Reply to Correspondence/Application (Revs)	104	146	↓	67	95	↓	64.4%
Bill/Letter not received	33	34	↓	18	18	↔	54.5%
Wrong department number/Transferred Call	170	221	↓	92	125	↓	54.1%
Business Rates	86	133	↓	33	29	↑	38.4%
Council Tax	117	206	↓	40	50	↓	34.2%
Payment Query	631	880	↓	212	169	↑	33.6%
Method of Payment Query (BR)	38	34	↑	12	5	↑	31.6%
Explanation of Bill	329	237	↑	98	84	↑	29.8%
Refund	145	177	↓	43	36	↑	29.7%
Payment Outstanding	169	121		50	28	↑	29.6%
1B/Office Handoff - SPD	41	40	↑	12	14	↓	29.3%
Bailiff Query (Revs)	87	106	↓	23	31	↓	26.4%
Summons received /Cost Dispute (BR)	33	37	↓	8	3	↑	24.2%
Summons received /Cost Dispute (Revs)	383	352	↑	87	68	↑	22.7%
Reminder/2nd Reminder received (Revs)	184	320	↓	36	49	↓	19.6%
Seven Day Letter received (Revs)	67	70	↓	11	12	↓	16.4%
Exemption/Discount - Application (Revs)	524	531	↓	73	55	↑	13.9%
Method of Payment Query (Revs)	168	206	↓	18	19	↓	10.7%
Move In/Move Out	1,006	1,108	↓	64	71	↓	6.4%
Other Tickets (in Overall Total)	482			158			32.8%
Total Tickets (Top 20)	4,369			1,032			23.6%
Total number of All Revenues Tickets recorded on SAP CRM	4,851			1,190			24.5%
Channel (All Revenues Tickets in SAP)				No			
Telephone				4,098			
Face to Face				617			
Web Form				121			
Other				15			
Overall Result				4,851			

Advisors Comments

Adults & Housing Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets - (previous month)	Number of Tickets - Comparison to previous month	Number of Avoidable Contact (This month)	Number of Avoidable Contact (previous month)	Number of Avoidable Contacts - Comparison to previous month	% Avoidable	
Resident Services	Housing Benefits	51	54	↓	29	32	↓	56.9%
Resident Services - Rents (tenancy)	Notices Served / P	40	65	↓	20	10	↑	50.0%
Re-Ablement Team	General Enquiry	33	0	↑	13	0	↑	39.4%
Re-Ablement Team	Request Assessme	29	0	↑	11	0	↑	37.9%
Long-Term Team	Transferred to Ba	41	0	↑	15	0	↑	36.6%
Personalisation Team	General Enquiry	62	0	↑	18	0	↑	29.0%
Personalisation Team	Transferred to Ba	106	0	↑	29	0	↑	27.4%
Resident Services - Rents (tenancy)	Payment Methods	44	48	↓	12	13	↓	27.3%
Resident Services - Tenancy Management	ASB Complaint (Te	73	81	↓	16	11	↑	21.9%
Housing Needs - Allocations	General Enquiry (H	36	78	↓	7	21	↓	19.4%
Resident Services - Estate Services	General Enquiry (E	32	42	↓	6	4	↑	18.8%
Concessionary Travel	General Enquiry	28	0	↑	5	0	↑	17.9%
Concessionary Travel	Request Applicatio	29	0	↑	5	0	↑	17.2%
Resident Services - Tenancy Management	General Enquiry (T	601	695	↓	99	108	↓	16.5%
Resident Services	General Enquiries (143	204	↓	19	27	↓	13.3%
Resident Services - Tenancy Management	Garages & Parking	35	71	↓	4	3	↑	11.4%
Resident Services - Rents (tenancy)	Rent or service cha	303	340	↓	25	38	↓	8.3%
Access Harrow	General Enquiries	104	209	↓	7	16	↓	6.7%
Resident Services - Rents (tenancy)	General Enquiry (R	256	231	↑	13	25	↓	5.1%
Concessionary Travel	Concessionary Trav	46	0	↑	2	0	↑	4.3%
	Other Tickets (in	505			103			20.4%
	Total Tickets (Top 2	2,092			355			17.0%
	Total number of All Adults & Childrens Tickets recorded on SAP CRM	2,597			458			17.6%

Channel (All Adults & Childrens Tickets in SAP)	No
Telephone	2,487
Face to Face	54
Web Form	12
Other	44
Overall Result	2,597

Advisors Comments

Housing Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets - (previous month)	Number of Tickets - Comparison to previous month	Number of Avoidable Contact (This month)	Number of Avoidable Contact (previous month)	Number of Avoidable Contacts - Comparison to previous month	% Avoidable
Responsive Repairs (Tenant)	43	33	↑	42	31	↑	97.7%
Responsive Repairs	147	116	↑	140	110	↑	95.2%
Responsive Repairs	115	136	↓	104	121	↓	90.4%
Responsive Repairs	56	172	↓	48	147	↓	85.7%
Responsive Repairs	53	80	↑	44	69	↓	83.0%
Responsive Repairs	357	412	↓	296	318	↓	82.9%
Responsive Repairs	40	47	↓	32	36	↓	80.0%
Responsive Repairs	154	208	↓	64	83	↓	41.6%
Responsive Repairs	192	309	↓	65	124	↓	33.9%
Responsive Repairs	84	88	↓	11	14	↓	13.1%
Responsive Repairs	85	113	↓	11	13	↓	12.9%
Housing Needs	42	19	↑	4	4	↔	9.5%
Responsive Repairs	189	206	↓	14	10	↑	7.4%
Responsive Repairs	185	213	↓	13	10	↑	7.0%
Responsive Repairs	57	73	↓	4	4	↔	7.0%
Responsive Repairs (Tenant)	72	59	↑	4	6	↓	5.6%
Responsive Repairs	158	164	↓	7	8	↓	4.4%
Responsive Repairs (Tenant)	55	54	↑	1	0	↑	1.8%
Responsive Repairs	112	125	↓	2	7	↓	1.8%
Responsive Repairs	34	36	↓	0	0	↔	0.0%
Other Tickets (in Overall Total)	386			166			43.0%
Total Tickets (Top 20)	2,230			906			40.6%
Total number of All Housing Tickets recorded on SAP CRM	2,616			1,072			41.0%

Benefits Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets - (previous month)	Number of Tickets - Comparison to previous month	Number of Avoidable Contact (This month)	Number of Avoidable Contact (previous month)	Number of Avoidable Contacts - Comparison to previous month	% Avoidable
Assessment Error	38	42	↓	35	36	↓	92.1%
Explanation of Entitlement Letter	96	101	↓	78	78	↔	81.3%
Chasing Progress of Assessment/Query	313	383	↓	238	273	↓	76.0%
Explanation of Overpayment Letter	81	65	↑	54	25	↑	66.7%
No Permission to Discuss	32	33	↓	16	18	↓	50.0%
Payment Query	408	397	↑	191	128	↑	46.8%
Entitlement Query	358	523	↓	165	199	↓	46.1%
Dispute Appeal	83	78	↑	24	20	↑	28.9%
Rent Arrears - Private/HA Tenant	54	72	↓	13	23	↓	24.1%
Assessor Letter - further info	195	201	↓	43	52	↓	22.1%
Response to Assessor Letter	611	604	↑	127	109	↑	20.8%
Assessor Letter - suspension	78	76	↑	15	26	↓	19.2%
IB/Office Handoff - Change of Circumstance	255	240	↑	49	39	↑	19.2%
New Claim Callback	33	22	↑	6	5	↑	18.2%
DHP	63	59	↑	11	9	↑	17.5%
Review	59	39	↑	10	3	↑	16.9%
IB/Office Handoff - New Claim	64	72	↓	9	3	↑	14.1%
New Claim	512	555	↓	57	42	↑	11.1%
Benefits Document Received	584	684	↓	61	52	↑	10.4%
Changes in Circumstances	536	642	↓	43	55	↓	8.0%
Other Tickets (in Overall Total)	223			96			43.0%
Total Tickets (Top 20)	4,453			1,245			28.0%
Total number of All Benefits Tickets recorded on SAP CRM	4,676			1,341			28.7%
Channel (All Benefits Tickets in SAP)				No			
Telephone				2,242			
Face to Face				2,422			
Web Form							
Other				12			
Overall Result				4,676			

Advisors Comments

Children Services Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets - (previous month)		Number of Avoidable Contact (This month)	Number of Avoidable Contact (previous month)		% Avoidable
Children in Need and Looked After Service Child protection - Looked After Serv.	5	5	↔	4	4	↔	80.0%
Children's Safeguarding and Review Unit Social Services Childrens	5	8	↓	1	2	↓	20.0%
Access Harrow School - gen info(locations/contacts)	13	19	↓	2	1	↑	15.4%
Place Planning and School Admissions Service High School Transfer - Queries	10	49	↓	1	3	↓	10.0%
Strategic Services School Admissions - appeals	21	21	↔	2	4	↓	9.5%
Place Planning and School Admissions Service Secondary School Places - New Application	22	55	↓	2	1	↑	9.1%
Place Planning and School Admissions Service Waiting List Check	118	266	↓	3	2	↑	2.5%
Place Planning and School Admissions Service Rising 5 - New Application	122	142	↓	3	3	↔	2.5%
Place Planning and School Admissions Service Form Request/Admission Enquiry	145	212	↓	3	0	↑	2.1%
Place Planning and School Admissions Service Primary School Places - Queries	331	390	↓	6	11	↓	1.8%
Place Planning and School Admissions Service Secondary School Places - Queries	91	150	↓	1	1	↔	1.1%
Admissions Service Primary School Places - New Application	61	101	↓	0	0	↔	0.0%
Children's Safeguarding and Review Unit General Enquires	43	89	↓	0	1	↓	0.0%
Admissions Service Offer Letter Response handed in	30	30	↔	0	0	↔	0.0%
Place Planning and School Admissions Service Waiting list - New application	26	30	↓	0	0	↔	0.0%
Access Harrow General Enquires	19	29	↓	0	1	↓	0.0%
Childcare Development Team Nursery school places	10	20	↓	0	0	↔	0.0%
Admissions Service High School transfer - Application	4	11	↓	0	0	↔	0.0%
Access Harrow Sixth Form Education	4	5	↓	0	1	↓	0.0%
Childcare Development Team Private nurseries - nursery grants	3	2	↑	0	0	↔	0.0%
Other Tickets (in Overall Total)	21			4			19.0%
Total Tickets (Top 20)	1,083			28			2.6%
Total number of All Adults & Childrens Tickets recorded on SAP CRM	1,104			32			2.9%
Channel (All Adults & Childrens Tickets in SAP)				No			
Telephone				699			
Face to Face				361			
Web Form				6			
other				38			
Overall Result				1,104			

Advisors Comments

Parking Top 20 Reasons for Contact / Avoidable Contact - Dec2011

Process	Number of CRM Tickets (This month)	Number of Tickets - Comparison to previous month		Number of Avoidable Contact (This month)	Number of Avoidable Contacts - Comparison to previous month		% Avoidable
PCN Issued Incorrectly	29	40	↓	23	29	↓	79.3%
Appeal Status	69	89	↓	54	60	↓	78.3%
Council Parking General Inform	193	301	↓	125	143	↓	64.8%
Appeal Rejection	35	41	↓	22	32	↓	62.9%
Bailiff	87	49	↑	48	18	↑	55.2%
Payment - Amt o/s on PCN	157	173	↓	80	71	↑	51.0%
Payment Refund	37	25	↑	17	8	↑	45.9%
Calls Transferred to Other Se	47	66	↓	20	25	↓	42.6%
Statutory Declaration Process	29	37	↓	8	9	↓	27.6%
Appeal Enquiry	705	712	↑	165	111	↑	23.4%
Permit Process	42	68	↓	6	11	↓	14.3%
Appeal Form Given / Received	141	147	↓	15	9	↑	10.6%
Parking Tickets	107	92	↑	10	9	↑	9.3%
Permit - Renewal	171	155	↑	12	7	↑	7.0%
Visitor Permit	143	149	↓	10	5	↑	7.0%
Nuisance Parking - Depot	86	116	↓	6	12	↓	7.0%
Pay PCN	1848	1,732	↑	126	187	↓	6.8%
Permit Application	119	125	↓	5	7	↓	4.2%
Permits - Change of Vehicle /	88	90	↓	3	7	↓	3.4%
Parking Restrictions	40	60	↓	1	10	↓	2.5%
Other Tickets (in Overall Tot	191			76			39.8%
Total Tickets (Top 20)	4,173			756			18.1%
Total number of <u>All</u> Parking Tickets recorded on SAP CRM	4,364			832			19.1%

Channel (All Parking Tickets in SAP)	No
Telephone	1,874
Face to Face	660
Web Form	1,821
Other	9
Overall Result	4,364

Advisors Comments

Planning Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets -in previous month		Number of Avoidable Contact (This month)	Number of Avoidable Contacts - in previous month		% Avoidable
Planning	193	207	↓	4	8	↓	2.1%
General Development Management Info	192	338	↓	0	1	↓	0.0%
Speak to a Specific Officer	187	226	↓	0	0		0.0%
Building control	182	245	↓	3	2	↑	1.6%
General Building Regulations Informati	114	168	↓	1	5	↓	0.9%
Before Starting a Project	109	183	↓	2	7	↓	1.8%
Request Inspection	108	167	↓	1	1	↔	0.9%
Planning - residential	103	157	↓	1	1	↔	1.0%
Application Decision Status	62	36	↑	0	0	↔	0.0%
Applying for Planning Permission	50	80	↓	0	0	↔	0.0%
Extending & Altering Property	41	25	↑	0	0	↔	0.0%
Individual Property Searches	35	22	↑	0	0	↔	0.0%
Application Responsible Officer	31	30	↑	0	0	↔	0.0%
Enq-re Application	31	84	↓	1	3	↓	3.2%
Planning Application Form	30	29	↑	0	0	↔	0.0%
Completion Certificate	29	29	↔	0	0	↔	0.0%
View Current Application/Plan	28	54	↓	1	0	↑	3.6%
Concern about a Building	26	34	↓	1	0	↑	3.8%
View Past Application/Plan	25	37	↓	1	0	↑	4.0%
Building Regulations Fees	24	44	↓	0	0	↔	0.0%
Other Tickets (in Overall Total)	218			1			0.5%
Total Tickets (Top 20)	1,600			16			1.0%
Total number of <u>All</u> Planning Tickets recorded on SAP CRM	1,818			17			0.9%

Channel (<u>All</u> Planning Tickets in SAP)	No
Telephone	1,519
Face to Face	295
Web Form	3
Other	1
Overall Result	1,818

Advisors Comments

PR&CS Top 20 Reasons for Contact / Avoidable Contact - Dec 2011

Process	Number of CRM Tickets (This month)	Number of Tickets in previous month		Number of Avoidable Contact (This month)	Number of Avoidable Contacts - in previous month		% Avoidable
Household waste - collection services	663	617	↑	130	154	↓	19.6%
Household waste - garden waste	317	276	↑	44	78	↓	13.9%
Pest Control	316	409	↓	27	20	↑	8.5%
Household waste - Blue Bins	311	236	↑	64	60	↑	20.6%
Recycling - general information	207	155	↑	6	2	↑	2.9%
Fly Tipping	191	345	↓	15	49	↓	7.9%
Hhold waste-spl collec for large items	168	267	↓	9	19	↓	5.4%
Street Care and Maintenance	161	336	↓	8	18	↓	5.0%
Missed Collection - Domestic Waste	134	112	↑	72	70	↑	53.7%
Missed Collection - Blue Bin Waste	121	81	↑	68	38	↑	56.2%
Public Health	115	158	↓	6	11	↓	5.2%
Pollution control - noise	93	102	↓	4	5	↓	4.3%
Missed Collection - Brown Bin Waste	79	97	↓	31	55	↓	39.2%
Street Lighting	76	86	↓	3	5	↓	3.9%
Household waste - Civic ammenity site	74	93	↓	4	0	↑	5.4%
Service Enquiry	73	0	↑	16	0	↑	21.9%
Lighting - street lights	72	74	↓	14	15	↓	19.4%
Roads and highways - works	72	56	↑	6	2	↑	8.3%
Street Cleaning	71	0	↑	21	0	↑	29.6%
Horticultural stds (Street Care Maint	68	153	↓	10	32	↓	14.7%
Other Tickets (in Overall Total)	989			139			14.1%
Total Tickets (Top 20)	3,382			558			16.5%
Total number of All PR & CS Tickets recorded on SAP CRM	4,371			697			15.9%

Channel (All PR & CS Tickets in SAP)	No
Telephone	3,807
Face to Face	83
Web Form	256
Other	225
Overall Result	4,371

Advisors Comments

This page is intentionally left blank

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

Date of Meeting:	2 February 2012
Subject:	Update on Review of the Council's Use of Performance Information Phase 1
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership Development and Performance
Scrutiny Lead Member area:	Councillors Jerry Miles and Tony Ferrari, Corporate Effectiveness Scrutiny Lead Members
Exempt:	No
Enclosures:	Appendix 1 – Council's Use of Performance Information – Update on actions, December 2011

Section 1 – Summary and Recommendations

This report provides an update against the implementation of the recommendations made in phase 1 of the Scrutiny Review.

Recommendations:

That

- i) the report be noted;
- ii) that a further update be combined with the first progress report against Phase 2 of the Review, when programmed.

Section 2 – Report

Introduction

The recommendations of Phase 1 of the Review were considered at the meeting of Cabinet on 7 April 2011 and responses agreed.

In accordance with Cabinet's resolution, Directorates were asked to report on progress through Improvement Boards, which occurred in the Quarter 2 reporting cycle.

This report summarises progress on the actions set out in the response to the review. It is suggested that a further update for any outstanding issues could be combined with the first progress report for Phase 2 of the review, when that is programmed.

Financial Implications

None arising from this report.

Performance Issues

This report is concerned with performance issues.

Environmental Impact

Not applicable to this report.

Risk Management Implications

None arising from this report.

Equalities implications

Not applicable to this report.

Corporate Priorities

The review and hence this report deal with performance information about service delivery across all Council Priorities.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Martin Randall, Senior Professional, Corporate Performance and Planning, 020 8424 1815

Background Papers: Report to Cabinet, 7 April 2011, available at:
<http://www2.harlow.gov.uk/documents/g60263/Public%20reports%20pack,%20Thursday%2007-Apr-2011%2019.30,%20Cabinet.pdf?T=10> and
<http://www2.harlow.gov.uk/documents/b12665/%20Additional%20Docs%20Pack,%20Thursday%2007-Apr-2011%2019.30,%20Cabinet.pdf?T=9>

Appendix 1

Scrutiny Review recommendations – Council’s Use of Performance Information, Phase 1 – Update on actions, December 2011

Recommendation	Response	Update on Action
Recommendations specific to Adults’ Services		
<p>In order to supplement the changes to nationally–required reporting, we:</p>		
<ul style="list-style-type: none"> Recommend that the directorate develop specific local indicators for areas such as waiting time for major adaptations where the current indicator does not fully reflect service performance accurately. 	<p>A number of new indicators are being developed to support the priority areas of safeguarding, reablement and personalisation.</p> <p>New indicators have been developed to support the priority action on major adaptations. These new indicators provide a better basis for driving improvement than the old statutory measure.</p>	<p>Local indicators have been fully embedded into the corporate and directorate scorecards this year across all areas.</p>
<ul style="list-style-type: none"> Endorse the directorate’s plans to develop new indicators for new areas of activity such as personalisation and reablement. 	<p>As above – the performance scorecard for Adults’ Services is being updated to reflect the transformation of the service and the Department of Health’s emerging outcomes framework. There is an increased focus on measuring experience and outcomes for service users</p>	<p>Reablement A set of local indicators was set up at the beginning of the year. This includes client feedback and outcomes information. Very few indicators in this set are nationally-set. The Performance team will continue to advise the service on the direction of</p>

Recommendation	Response	Update on Action
		<p>national data collections.</p> <p>Safeguarding A set of local safeguarding indicators has been developed jointly between Adults' Services and Performance. There are no national measures. Further technical work is required but these should be ready for Quarter 3.</p> <p>Personalisation and Long Term Care Some local indicators have been developed to complement the national measures.</p>
<p>Recommendations specific to Children's Services</p> <p>With regard to replacing the National Indicators we:</p> <ul style="list-style-type: none"> Recommend that the directorate develop proxy indicators for a number of annual measures where in-year intelligence could enable greater transparency of current performance, particularly at the corporate level. 	<p>It should be noted that the performance framework based on the national indicators and inspection results is still in place for Children's Services and provides the basis of Ofsted's annual performance assessment. The framework is currently under review but is unlikely to change significantly for 2010-11 and possibly beyond. We are investigating proxy indicators and introducing new measures where they provide meaningful in year data.</p> <p>For example, local indicators monitoring</p>	<p>Proxy measures have been developed and are monitored for</p> <ol style="list-style-type: none"> Children Looked After attendance & exclusions. Harrow Schools attendance & exclusions. (monitored termly) <p>The above indicators are also being used to provide early warning of potential attainment problems since</p>

Recommendation	Response	Update on Action
	<p>attendance and exclusion for Children Looked After (CLA) are being developed alongside the existing indicators. In addition, a new indicator for total absence has been developed which will provide better in-year data. New social care indicators relating the important contact and referral process have also been introduced to provide early warning.</p> <p>It is more difficult to develop proxy indicators for attainment due to the variety of approaches taken by our schools in tracking their pupils' progress.</p>	<p>currently no in year attainment data is available</p>
<ul style="list-style-type: none"> Recommend that the directorate consider how schools might be encouraged to continue to make use of the data support offered via the council and to participate in tools such as APP, thereby allowing greater comparison and benchmarking opportunities. 	<p>We are currently reviewing our 'Use of Performance Data' SLA in association with the emerging "Harrow Schools Improvement Partnership" (HSIP) and Academies. We are also investigating the possible use of APP or alternative tools to track attainment more frequently, eg termly. However it should be noted that it is highly unlikely that it will be possible to collect data from all schools as assessment is a school responsibility and there are a variety of approaches used across Harrow schools.</p>	<p>Work continues as described in response</p>
<ul style="list-style-type: none"> Recommend that the directorate consider resource implications for measuring indicators that the council is not primarily responsible for delivering and explore 	<p>Measurement resource is being focused on indicators which the council is responsible for delivering. However, the authority is still held jointly accountable for a number of indicators</p>	<p>We are working with partner agencies. Priorities for data sharing are local health organisations, Local Safeguarding Children Board</p>

Recommendation	Response	Update on Action
<p>opportunities for sharing resources with partners and schools where appropriate.</p>	<p>over which it has limited influence e.g. admissions to hospital for injuries, school PE, prevalence of breastfeeding. The performance framework for Children’s Services is under review by Ofsted and DfE and we await the results. In the meantime, we are working with colleagues in other organisations to improve data sharing and co-ordination.</p> <p>The potential emergence of academies could mean a loss of data within the LA as academies are not obliged to share data. However, we are already engaged in a positive dialogue with the schools which are considering conversion. We will aim to work with academies through an SLA which will enable all parties involved to effectively pool resources.</p>	<p>members & Academies.</p> <p>Revised Children’s Services and Local Safeguarding Children Board scorecards are in place. These will continue to be updated in the light of developments including the outcomes of the Munro review.</p> <p>Data sharing protocols are in place with Academies in Harrow, who are all currently happy to share data.</p>
<p>Recommendations specific to Community & Environment Services</p>		
<p>With regard to replacing the National Indicators we:</p> <ul style="list-style-type: none"> Recommend that the directorate investigate using customer perception data to inform assessment of performance in areas such as street and environmental cleanliness. 	<p>We agree. We are awaiting feedback on the replacement Place Survey, and are also formulating plans for more consultation/survey based work.</p>	<ul style="list-style-type: none"> Further work on this topic will build upon the best practice developed from Neighbourhood Champion feedback in targeting services and take into account <ul style="list-style-type: none"> Any successor to the Place Survey (see Place Survey

Recommendation	Response	Update on Action
<ul style="list-style-type: none"> Recommend that the directorate explore opportunities to use customer relationship management (CRM) intelligence (contact data) to inform understanding of performance in this area. 	<p>We are reviewing this, and are working to develop local indicators.</p>	<p>below)</p> <ul style="list-style-type: none"> The Involvement Tracker Other surveys/consultations being planned within the directorate
<ul style="list-style-type: none"> Recommend that, in order to improve on the National Indicators, the directorate replace measures for areas such as use of cultural facilities (for example parks, libraries, museums and so on), with a suite of locally specific indicators which would enable services to measure their objectives. This would better reflect use of Harrow facilities such as the leisure centre, Headstone Manor and the Arts Centre. Where necessary these measures should be broadened to reflect developments in service delivery such as online use of library facilities. 	<p>Some of these recommendations form part of our Directorate Service Improvement Plan for 2011/12, such as:</p> <ul style="list-style-type: none"> Percentage of transactions that are self service HAC geographical spread of audience against target post codes/ segments Income generation from wedding/conference/ function areas of HAC business Number of hours recorded for use of public computers 	<ul style="list-style-type: none"> Basic CRM data was included in the Improvement Board report for Q2 2011/12. Further development is taking place to provide more sophisticated insight into customer perceptions of services in subsequent quarters.
<ul style="list-style-type: none"> Recommend that, in order to improve on the National Indicators, the directorate replace measures for areas such as use of cultural facilities (for example parks, libraries, museums and so on), with a suite of locally specific indicators which would enable services to measure their objectives. This would better reflect use of Harrow facilities such as the leisure centre, Headstone Manor and the Arts Centre. Where necessary these measures should be broadened to reflect developments in service delivery such as online use of library facilities. 	<p>Some of these recommendations form part of our Directorate Service Improvement Plan for 2011/12, such as:</p> <ul style="list-style-type: none"> Percentage of transactions that are self service HAC geographical spread of audience against target post codes/ segments Income generation from wedding/conference/ function areas of HAC business Number of hours recorded for use of public computers 	<ul style="list-style-type: none"> New suite of local indicators have been introduced, and are reported at quarterly improvement Board. These include: <ul style="list-style-type: none"> Council carbon footprint Visitor numbers (museum, Arts Centre, etc) Number of hours recorded for use of public computers Number of issues and percentage of self service transactions in libraries Harrow Arts Centre: Income generation More are being considered – e.g. number of parks with green flag status Additional leisure centre KPI's

Recommendation	Response	Update on Action
<ul style="list-style-type: none"> Recommend that the directorate add indicators relating to Licensing. 		<p>are available – e.g. usage broken down between wet and dry, % occupancy on classes, number of accidents/incidents, repairs reported and carried out/timeliness. These are currently reported at quarterly and annual meetings between Divisional Director, service team and leisure centre.</p>
<ul style="list-style-type: none"> Recommend that the directorate add indicators relating to Licensing. 	<p>We will review this with the service team.</p>	<ul style="list-style-type: none"> Under review. Will report back at Q3 2011/12
<p>Recommendations specific to Chief Executive's, Corporate Finance, Legal & Governance</p>		
<p>With regard to reviewing the Corporate Health scorecard we:</p> <ul style="list-style-type: none"> Recommend that a suite of indicators be developed for consideration at the Corporate Health improvement board regarding the performance of the IT service following its transferral to Capita. 	<p>Agreed and in hand.</p>	<p>A set of IT performance indicators are now included in the scorecard.</p>
<ul style="list-style-type: none"> Recommend that given the improvement in the area of sickness, the former BV12 	<ul style="list-style-type: none"> BV12 information is currently reported quarterly to Improvement Boards and 	<p>For the time being BV12 will continue to be reported and benchmarked</p>

Recommendation	Response	Update on Action
<p>indicator be reported corporately on an annual basis (with benchmarking¹) and that in-year monitoring be conducted on a more frequent basis using data available in SAP.</p>	<p>separately on trends to CSB. Other, local absence data from SAP is reported to managers on a monthly basis.</p> <ul style="list-style-type: none"> There is a potential that sickness absence will increase due to the extent of organisational change Recommended that the outcome of 2010/11 sickness absence performance is awaited before deciding to report BV12 less frequently. 	<p>quarterly on the basis that</p> <ul style="list-style-type: none"> Organisational change requires consistent trend data Other authorities use this measure for quarterly data exchange
<ul style="list-style-type: none"> Recommend that the indicators in the Corporate Finance scorecard be reviewed by the scrutiny review group in conjunction with the new Corporate Director of Finance as part of phase 2 of the review. 	<p>Agreed.</p>	<p>Meeting arranged for 27 February 2012 (subject to revision, dependant on progress with implementation of new directorate structure).</p>
<p>Recommendations specific to Housing Services</p>		
<p>The National Indicators relating to Housing continue to be required. With regard to the locally developed Housing Ambition Plan we:</p> <ul style="list-style-type: none"> Recommend that the directorate consider the definition of appropriate local indicators reported after achievement of the current Housing Ambition Plan. 	<p>Agreed</p>	<p>The data relating to Housing National Indicators continues to be collected.</p> <p>The current Housing Ambition Plan (HAP2) is supported by appropriate measures in the Housing Scorecard.</p>

¹ Benchmarking information is available quarterly.

Recommendation	Response	Update on Action
<p>Recommendations specific to Place Shaping</p> <p>In order to supplement the changes to National Indicators proposed by the directorate, we:</p> <ul style="list-style-type: none"> Recommend that the directorate make use of customer satisfaction information regarding household planning applications in conjunction with monitoring of approvals in order to gain a fuller understanding of the resident experience of the service. 	<p>Agreed and will be implemented in due course.</p>	<p>New customer/user engagement is planned for Spring 2012, following proposed changes to the service structure scheduled for winter 2011.</p>
<p>Place Survey</p> <p>Based on our discussions with directorates, we:</p> <ul style="list-style-type: none"> Recommend the development of a replacement for the Place Survey in order to ensure that the council has a full understanding of resident perception. Recommend that there should be greater sharing and co-ordination between 	<p>The Involvement Tracker, which will be based on the same methodology as the Reputation Tracker but with some different questions, will start in 2011/12.</p> <p>The Council has had a consultation portal for two years, which houses most of the Council's</p>	<p>The Involvement Tracker was implemented in 2011.</p> <p>At regional and national level, London Councils and the LGA have been investigating the potential for a voluntary successor to the Place Survey. The LGA has commissioned Ipsos MORI to establish a set of questions that could be used as a common core for use by all participating authorities. The outcome is expected February 2012.</p> <p>Overall spend on survey activity has significantly reduced going into</p>

Recommendation	Response	Update on Action
<p>directorates relating to survey activity to increase awareness across the organisation of consultation being undertaken.</p>	<p>electronic consultations. A project is under way to understand how much the Council is spending on survey activity and whether there is a better way to co-ordinate this activity and get greater value for money for the current resources spent.</p>	<p>2011/12. Therefore there was no business case for greater co-ordination of activity by merging the resource. However, the Better Together group receives monthly updates on consultation in order to better co-ordinate activity and more effectively manage the Council's reputation.</p>
<p>General recommendations – Directorate level</p>		
<p>In addition to the specific recommendations for each directorate we recommend:</p> <ul style="list-style-type: none"> • That directorates adopt a balanced approach to the development of future scorecards where the following are covered: <ul style="list-style-type: none"> - indicators that are required in order to ensure process/contract delivery - indicators that will measure the satisfaction of residents and their expectation from a service 	<p>Agreed. The Corporate Performance Team will facilitate a review of scorecards for balance of content during Quarter 1, 2011/12.</p>	<p>All Directorates report positive progress. In particular:</p> <ul style="list-style-type: none"> • Adults' Services have developed a performance and quality assessment framework which is feeding into the national development forum and is leading best practice. • In Children's Services, indicators are under consideration and will be developed once the Children's

Recommendation	Response	Update on Action
<ul style="list-style-type: none"> - indicators which enable sharing of best practice² 		<p>Services new operating Model is implemented in January and as the Harrow Schools Improvement Partnership is further embedded.</p>
<ul style="list-style-type: none"> • That directorates consider including measures of data quality as part of their local management information. 	<p>Agreed. An assessment will be made in each area, based on the criticality of data quality to the service and proportionality in relation to the resource required.</p>	<p>In Adults', Children's and Housing services, a number of such measures are already in place and reported in scorecards. In Place Shaping data quality checks are carried out and reported at service level.</p> <p>For Community & Environment and Corporate Health, management teams are considering activity to monitor data quality.</p>
<ul style="list-style-type: none"> • That directorates make better use of proxy measures where measures are otherwise annual to enable proper sense of direction of travel in year. 	<p>Agreed. This is an extension of the approach already adopted in respect of the Corporate Scorecard.</p>	<p>For Adults' and Children's Services and Community & Environment this has been done wherever possible</p> <p>For Housing Services and Corporate Health proxy measures are not required as all indicators are quarterly or bi-annual.</p>
<ul style="list-style-type: none"> • That directorates consider opportunities to make better use of customer relationship management (CRM) data and other data 	<p>Agreed. A new report based on CRM data is in the course of design for use at Improvement Boards and at Corporate Strategic Board.</p>	<p>Some use is already made of the limited CRM data within Children's Services and Housing. A revised form</p>

² High Performing Harrow meeting, 29 November 2010.

Recommendation	Response	Update on Action
<p>sources such as MVM, Framework-1 and so on – this was identified by directorates as well as being favoured by Members of the review group.</p>		<p>of report for CRM data was used at CSB Performance Morning for Q1 2011/12. Further work is being done to pilot the use of CRM reports by Directorates, with the aim of rolling out across the Council at Quarter 1 2012/13.</p>
<ul style="list-style-type: none"> That where targets are consistently exceeded, directorates should consider more ambitious proposals or whether performance can be maintained while directing resources to other areas of greater priority.³ Equally where targets are consistently not achieved, consideration must be given to whether they are needed, whether the targets are appropriate or whether more resources should be directed to improving performance. 	<p>Agreed and will be made an explicit point of challenge at Improvement Boards.</p>	<p>Implemented and continuing.</p>
<ul style="list-style-type: none"> That the content of scorecards is subject to regular review to enable the organisation to assure itself that the performance management process is driving and supporting improvement. 	<p>Agreed. See next item.</p>	<p>All scorecards are fully revised annually and in-year adjustments made, via Improvement Boards or CSB, as priorities and circumstances require.</p>

³ Corporate services meeting, 21 January 2011

Recommendation	Response	Update on Action
General recommendations – Corporate level		
<p>We recommend:</p> <ul style="list-style-type: none"> That the content of scorecards is subject to regular review to enable the organisation to assure itself that the performance management process is driving and supporting improvement. 	<p>Agreed.</p> <p>The main refresh of the Corporate and Directorate Scorecards is annual, following the revision of corporate priorities for the following year. Where there are changes during the year to the Corporate Scorecard, an audit trail is kept of any changes, which are reported to CSB at the quarterly performance morning.</p> <p>No central record is kept of changes to Directorate scorecards.</p>	<p>All scorecards are reviewed annually with in-year adjustments as necessary.</p>
<ul style="list-style-type: none"> That the reporting requirements for workforce indicators such as sickness be clarified in terms of whether they should be included in directorate scorecards, whether reporting within the Improvement Board papers is sufficient or whether overall performance is monitored more effectively at the corporate level.⁴ 	<p>There are a number of indicators which are probably more effectively monitored at a whole Council level than by individual Directorate - these could be optional at a Directorate level thus reducing the burden. A proposal will be made to CSB to update the corporate guidance and provide more clarity on this requirement.</p>	<p>Continual improvements are being made in the range of workforce MI available to managers.</p> <p>This question will be included in a comprehensive review of Improvement Board guidance for the next financial year, corresponding with the change in departmental structure.</p>
<ul style="list-style-type: none"> That performance is reported in contexts within which they can be influenced and 	<p>This depends on the delivery cycle of the service and the risk around the service (ie how</p>	<p>As in previous column. Phase 2 of the Scrutiny review has recommendations</p>

⁴ Corporate services meeting, 21 January 2011.

Recommendation	Response	Update on Action
<p>where the relevant portfolio holder and officer can be held to account.⁵</p>	<p>long before action is needed). There are a number of examples around the Council that align with best practice, for example, where there are weekly or monthly team performance meetings looking at operational data and planning for improvement. The overall performance over the quarter is reported at Improvement Board and potentially to CSB if there is an issue.</p>	<p>relating to timeliness of performance information which, if approved, would lead to changes in reporting processes such that both Executive and Scrutiny Members would be able to input to the discussion of performance at an earlier point.</p>
<ul style="list-style-type: none"> That operational and strategic data be better aligned – both are important at different times for different purposes and different audiences.⁶ 	<p>It is important that there is alignment between strategic objectives and monitoring of operational data. This alignment should be made clear through the link between Directorate Service Improvement Plans and underlying service plans. The Challenge Panels test the alignment between the corporate priorities and the Directorate's Service Improvement Plan.</p>	<p>The principles in the initial response still apply, Commissioning Panels having replaced Challenge Panels, with more emphasis on the future shape of services and alignment with corporate priorities. More operational data is provided to Improvement Boards and CSB, alongside strategic measures. Scorecards at different levels are continually being reviewed and improved and there is now better alignment, although we continue to review this area in order to continue making improvements.</p>
<ul style="list-style-type: none"> That greater measurement of the effectiveness of corporate projects that 	<p>Agreed</p>	<p>In line with the Council's mandatory project management framework, a full</p>

⁵ Corporate services meeting, 21 January 2011.

⁶ High Performing Harrow meeting, 29 November 2010.

Recommendation	Response	Update on Action
<p>place requirements on directorates be developed.⁷</p>		<p>benefits review is required within six months of project close. See also progress report on the Scrutiny review of Better Deal for Residents on the agenda for this meeting and the corresponding flowchart.</p>
<ul style="list-style-type: none"> That consideration is given to the maturity of the performance management culture of the organisation, with regard to whether Improvement Boards could be driven to a greater extent by exception reporting.⁸ 	<p>The current guidance for Improvement Boards does acknowledge that exception reporting is appropriate. The Executive Summary is intended to allow Corporate Directors to report to the IB on key achievements and key challenges on an exception basis.</p> <p>Underpinning the Executive Summary is the Directorate Scorecard, Finance report, Workforce report etc – these of course have to be prepared in full in order that exceptions can be identified but do not need to be discussed in detail.</p> <p>Reporting to CSB from Improvement Boards is in the form of an exception report.</p> <p>The Strategic Performance Report to Cabinet is also, in part, an exception report in that it summarises key achievements and gives an analysis of underperforming measures. However, all Priority Actions are reported in</p>	<p>Whilst acknowledging that reporting is largely driven by exception at present, there will be a review of the Improvement Board process in time for implementation at quarter 1, 2012/13, taking into account the Council's ambition to be a commissioning organisation and the new directorate structure.</p>

⁷ Place Shaping meeting, 12 January 2011.

⁸ Children's services meeting, 21 January 2011.

Recommendation	Response	Update on Action
<ul style="list-style-type: none"> That more effective performance management of projects after implementation be instituted – this means that when the project becomes ‘business as usual’ the organisation monitors whether the need continues to be met. 	<p>full. Recommended that the Transformation Board receive a proposal on how this may be implemented.</p>	<p>The Council has approved a framework for managing projects including project closure, lessons learned and benefits review. See also progress report on the Scrutiny review of Better Deal for Residents on the agenda for this meeting.</p>

This page is intentionally left blank

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

Date:	2 February 2012
Subject:	Progress Report – Response to recommendations made by the Standing Scrutiny Review of the Better Deal for Residents Programme – Interim Report, Project Management
Responsible Officer:	Carol Cutler – Director of Business Transformation and Customer Services
Scrutiny Lead Member area:	Cllr Jerry Miles, Corporate Effectiveness Policy Lead Member Cllr Tony Ferrari, Corporate Effectiveness Performance Lead Member
Exempt:	No
Enclosures:	Summary of progress Harrow Project Management Framework

Section 1 – Summary and Recommendations

This report provides a progress update against recommendations made by the Standing Scrutiny Review of the Better Deal for Residents Programme in June 2011 and responses made to Cabinet in July 2011.

Recommendations:

Councillors are recommended to:

- I. Review the progress update.
- II. Note the changing role of the Programme Management Office
- III. Make any further observations to support the Council's desire to embed project and programme management.

Section 2 – Report

Introductory paragraph

In June 2011, the Standing Scrutiny Review of the Better Deal for Residents completed a review of programme management for the Better Deal for Residents programme. The scope of the review was to:

1. “consider the content of the Better Deal for Residents programme in terms of ambition, relevance, appropriateness
2. ensure effective project management processes are in place for the programme
3. consider the impact of the programme on:
 - the Council – is it achieving the outcomes envisaged – linked to the effectiveness of project management processes
 - residents
 - what impact are the changes having and how are these being mitigated – Better Together/Big Society,
 - how far do residents understand/appreciate the need for significant change are their opinions being taken into account, are they being actively engaged/convicted in the delivery of change
 - partners – are we working more efficiently with partners to deliver change, what is the impact on their services
 - managers – how well are they being supported in delivering change whilst at the same time being subject to that change

A number of recommendations were made, and submitted to Cabinet in July 2011. A full officer response was provided to Cabinet, and agreed.

This report provides the Performance and Finance sub-committee with a progress update for the recommendations.

The changing role of the Programme Management Office (PMO)

The role of the PMO has evolved significantly since its inception in 2009. It took overall responsibility for ensuring that robust processes were in place for the Better Deal for Residents programme, direct support to the Transformation Board (CSB), as well as providing a dedicated project manager to support for each Directorate.

In addition to this, the PMO provided resources to run the communications for the programme, oversee the HR implications and to track the financial impact of the programme.

Following the findings of the Capital Investigation, and that of the Standing Scrutiny Review of Better Deal for Residents, its focus has changed significantly. The PMO has launched a mandatory framework for project management and increased its focus on providing project managers council-wide with the tools and skills necessary to manage projects. The aim will be to add value to more projects across more of the organisation. This means placing a greater emphasis on establishing and supporting the implementation of useful project management standards for the entire organisation.

For transformation, it will continue to support the programme board and other cross cutting boards, including tracking and reporting of projects and cost/benefit management. It will also contribute directly to the transformation programme by delivering Lean/Six sigma projects either in their entirety, with Capita or as an element of a larger project.

The PMO currently has the highest concentration of Prince2 trained officers at Harrow and continues with its commitment to use its knowledge and skills to improve project management across the organisation. It can be seen from the progress update, that much has been achieved in the last six months alone. Continued support from Senior Management and Members is essential for this work to pay dividends.

Financial Implications

There are no financial implications associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risks associated with this report.

Equalities implications

Was an Equality Impact Assessment carried out? Yes () No ()

This report is a progress update considering the robustness of the Council's agreed project/programme management process. No changes are proposed as a result of this report, therefore an EqIA is not required.

Corporate Priorities

Effective project and programme management will ensure that any project delivered on behalf of the Council is done so in line with one or more of its corporate priorities:

- Keeping neighbourhoods clean, green and safe
- United and involved communities: a Council that listens and leads
- Supporting and protecting people who are most in need
- Supporting our Town Centre, our local shopping centres and businesses

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact:

Lynne Margetts, Service Manager Scrutiny, 020 8420 93887
Mala Kripalani, Service Manager Programme Management Office, 020 8424 1630

Background Papers:

1. Better Deal for Residents Standing Scrutiny Review – Interim Report – Programme Management – June 2011.
2. Cabinet Paper: Response to Standing Scrutiny Review Interim Report – July 2011.

Progress Update

	Recommendation	Response (Cabinet July 2011)	Update
1	<p>There is wide recognition in the Scrutiny Review group that the council needs to be transformed to a resident centred organisation. In particular, that a culture of residents satisfaction should be at the heart of all council activities including the Better Deal for Residents programme. Their views and experiences must drive the programme. As such the council should develop a mechanism for engaging with residents at the outset of a project and their views must be clearly evidenced in all project management documentation.</p>	<p>1.1 The development of Phase 2 of the Transformation Programme includes an underpinning theme of Community Engagement. The Administration has laid out its ambitions for improved Community Engagement in the Corporate Plan. Proposals will be developed for how the Council should continue to build on its ambitions for community engagement and involvement to truly be a Council that listens and leads. This will ensure that all projects within the programme take due consideration of residents needs.</p> <p>1.2 The project management methodology will require each project to consider impact on residents through a project evaluation tool. It will also incorporate the identification of residents' needs and consultation via business case development, which will also incorporate stakeholder plans, and full equalities impact assessments.</p>	<p>1.1 The Council has developed the Lets Talk theme for consultation on the major changes corporately and in service areas.</p> <p>A first phase of Lets Talk was used to inform the setting of the Council's vision and priorities. The review of Cultural Services was undertaken as part of Lets Talk 2.</p> <p>Major consultations have also been undertaken outside of the Lets Talk brand for Children's Centres and the AAP.</p> <p>A Council Officer Group, Better Together, also meets to coordinate consultation across service areas.</p> <p>1.2 The project sizing tool has been developed and requires project managers to assess the impact of projects on residents. A high score in this area will require stronger project and stakeholder management. The business case template has been designed and includes requirements for considering residents needs, completing stakeholder plans and equalities impact assessments</p>

	Recommendation	Response (Cabinet July 2011)	Update
2	There should be a single project management process operated across the organisation. This process should be applied proportionately with advice from the PMO. Any deviation from this process must be sanctioned by the Corporate Strategy Board.	<p>2.1 The Corporate Strategic Board has approved the implementation of a single mandatory project management process. The process will include a project evaluation tool that will enable the 'sizing' of projects. This will determine the extent to which the project management methodology will apply to small, medium and large-scale projects.</p> <p>2.2 Deviations from this process will require approval from the Corporate Strategic Board, or any other nominated board as appropriate i.e. Capital Forum.</p>	<p>2.1 The mandatory project management framework has now been designed and launched (see attached framework). This includes a project sizing tool to be applied to all projects before development of a business case and project initiation document. The framework is supported by user friendly guidance, and aligns with the online project management tool Verto.</p> <p>2.2 No change.</p>
3	The council's method for managing projects (Prince 2) and the Project Management Toolkit should be mandatory for all but the smallest quality improvement projects and in particular, for those projects which will impact residents or other partners.	3.1 The Corporate Strategic Board has approved the implementation of a single mandatory project management process. The process will include a project evaluation tool that will enable the 'sizing' of projects. This will determine the extent to which the project management methodology will apply to small, medium and large-scale projects. The evaluation criteria will appropriately 'weight' the impact of projects on residents.	3.1 The mandatory project management framework has now been designed and launched. This includes a project sizing tool which requires project managers to assess the impact of projects on residents. The requirement to follow the project management approach has been built into the Council's Financial Regulations.
4	Existing project management and other transformation skills within the PMO are under-utilised. The PMO needs to re-assess the scope of its product and service offerings and 'market' its skills and capabilities through continuous dialogue and communication with directors and operations management. Ongoing support should help to boost	<p>4.1 The Programme Management Office (PMO) has reshaped its offering and reflected this within its Service Plan. There will now be a clear focus on:</p> <p>a. Subject matter expertise for specific areas of the methodology – for example, business case development, post project reviews, planning;</p>	<p>4.1</p> <p>a. Subject matter expertise continues to be developed amongst officers within the PMO.</p> <p>b. Project management training is being delivered corporately and through commissioning PRINCE2 training. Training is also being</p>

	Recommendation	Response (Cabinet July 2011)	Update
	team confidence and greater communication at director level will ensure the development of improved relationships.	<ul style="list-style-type: none"> b. Providing project management training c. Running project start up sessions d. Delivering post project reviews e. Working closely with Directorate DMT's this supported through regular dialogue and communications. 	<ul style="list-style-type: none"> delivered by the PMO for those using Verto. c. Project start-up sessions have been designed and will shortly be advertised. d. Post project reviews are currently being designed, and will be delivered as and when projects are closed e. The PMO continues to work and communicate with directorates, and has plans for further work with project managers during the development of phase 2 of the transformation programme.
5	The cost of running the PMO should be more transparent in order to demonstrate the 'value added' to its service delivery processes	<p>5.1 A cost/benefit report will be presented to the Chief Executive's management team on an annual basis with benchmarked performance and cost data. This will ensure that the PMO remains value for money and adds value through its service offering.</p> <p>5.2 The costs of the PMO will be clearly laid out in the Council's budget book.</p>	<p>5.1 There is no benchmarking club that covers PMO activities. A report will be produced each year to show the activities of the PMO and to show how costs and team set up compare to other West London Boroughs. The first report will be produced in April to review 2011/12.</p> <p>5.2 The costs of the PMO will be separately shown when the next Budget Book is published.</p>
6	As a corporate resource, the PMO should continually develop its skills knowledge	6.1 PMO staff are all Prince2 qualified, and are due to complete training in LEAN,	6.1 The PMO have received some training in the delivery of workshops, presentation

	Recommendation	Response (Cabinet July 2011)	Update
	and expertise in transformation methods and knowledge management tools.	Facilitation and Train the Trainer skills. Skills reviews are completed through the appraisal process and through regular 1:1's. The PMO is currently possesses the largest concentration of programme management qualified staff at the Council.	skills through the corporate learning and development programme, as well as specific training with regards to designing workshops. LEAN training is yet to be delivered due to resource constraints.
7	The PMO should develop formal training programmes covering sub elements of Prince 2 methodology including methods, standards, quality management, Toolkit documentation, risks/mitigations, LEAN and other new methods	<p>7.1 Training and project start up sessions will be developed in preparation for the expected implementation of phase 2 projects in September 2011.</p> <p>7.2 LEAN training is under review, pending the effective deployment of 14 staff trained to Green Belt level.</p>	<p>7.1 Project workshops have been designed, and are ready to be deployed. This is likely to take place following agreement of phase 2 of the programme. In the meantime, the PMO is taking opportunities to pilot workshop sessions.</p> <p>7.2 LEAN training will be reviewed in the new financial year. Progress is yet to be made around further deployment of council trained staff.</p>
8	<p>Changes to the Project Management Toolkit documentation are required:</p> <ul style="list-style-type: none"> • Baseline information covering the current service/s, performance, costs, resources, etc, to be included; • The impact on residents and other partners from the Better Deal for Residents projects must be considered early in the project definition. Whilst the council must improve its own practices, it must do so from the perspective of the impact on residents and be built into the project management templates; • A clear statement of objectives that act as targets for transformation; • Guidance on post implementation 	<p>8.1 The Council's Project Management Toolkit is currently under review. In its place, there will be a Project Management Strategy and a revised process, which will incorporate stronger emphasis on baseline information, impact on residents, and how to deliver post project reviews.</p> <p>8.2 Business cases will be required to focus on outcomes, with clear linkages to</p>	<p>8.1 The project management framework and supporting guidance is now in place and available for use through the Hub. This is supported by a project management strategy. Impact on residents is included within the business case, and there is specific guidance around delivering post project reviews.</p> <p>Further work is taking place to develop Verto and include specific elements around baseline information for service areas and benefit management.</p> <p>8.2 Business cases and project initiation documents require project managers to</p>

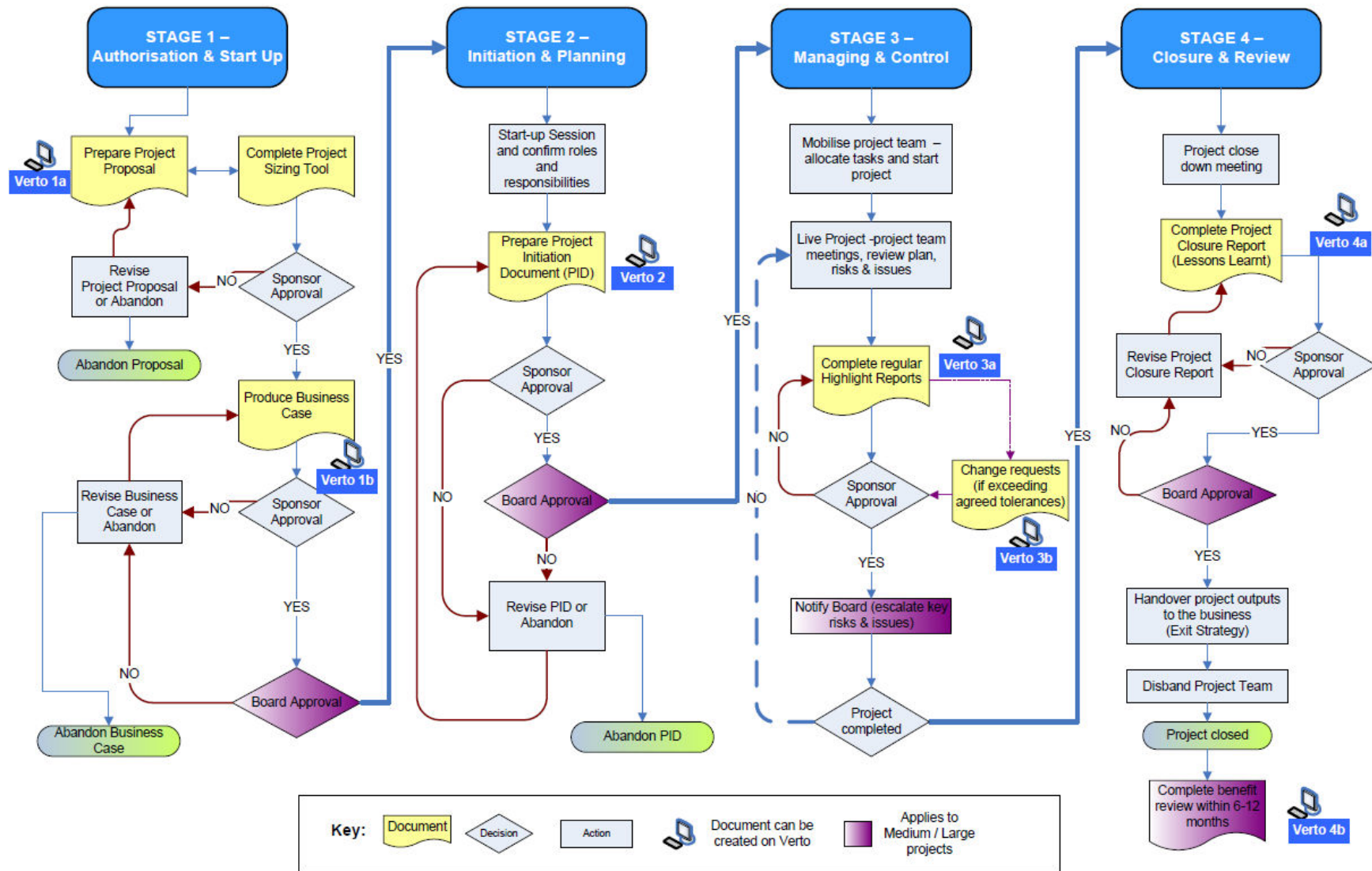
	Recommendation	Response (Cabinet July 2011)	Update
	monitoring to ensure new processes are embedded.	corporate priorities and the transformation agenda.	explain how projects are aligned to corporate priorities and state the specific outcomes desired as a result of completing projects successfully.
9	An Advisory Board should be set up under the chairmanship of the Leader to provide political oversight of the BDfR and provide cross party Member advice to Cabinet.	<p>9.1 This would be a duplication of existing arrangements. Transformation projects that are outside of the Council's policy framework will be presented to Cabinet. Regular reports on the Council's approach to business transformation will be made to Cabinet.</p> <p>9.2 There will be continued support for Scrutiny to review the programme and provide recommendations, which will provide the required level of checks and balances.</p>	<p>9.1 No change.</p> <p>9.2 No change.</p>
10	Additional points of political oversight, reporting and challenge should be built into the inception, implementation, sign-off and review of projects.	<p>10.1 Decisions to implement major business transformation projects will be made through Cabinet, along with those that are outside of the Council's policy framework.</p> <p>10.2 All transformation projects will continue to report to Cabinet in accordance with current arrangements.</p>	<p>10.1 No change.</p> <p>10.2 No change.</p>
11	Non-BDfR projects should have corporate scrutiny and be managed through the corporate process. Many Directorate projects have little or no visibility and therefore escape proper executive scrutiny. The council needs to decide how it should manage Directorate projects that are non-BDfR or Capita-led	11.1 The single mandatory process for managing projects will apply to all projects, including those outside of the transformation programme. The recent implementation of project management technology will serve well to improve visibility. Progress is being made to use this technology for developing the Capital	11.1 The project management framework and supporting guidance is now in place and available for use through the Hub. A communications plan is in place to promote its availability. Work is ongoing to develop the Capital Programme and implement the new approach in April 2012.

	Recommendation	Response (Cabinet July 2011)	Update
	to ensure consistency of standards, delivery and outcomes,	Programme and the Section 106 programme.	
12	The criteria to identify Better Deal for Residents projects should be clearly defined and agreed.	<p>12.1 The project evaluation matrix will be designed to identify transformation projects. New projects will be formally incorporated into the programme based on clear criteria.</p> <p>12.2 Business cases will be expected for all transformation projects with sign off through the Corporate Strategy Board.</p> <p>12.3 Transformation projects that are outside of the Council's policy framework will be presented to Cabinet.</p>	<p>12.1 The project sizing tool is in place, a review of transformation criteria is currently taking place, with a view to build this into the tool by the end of Feb 2012.</p> <p>12.2 No change.</p> <p>12.3 No change.</p>
13	The direction whereby Directorates seek to develop their own project management skills should be resisted. This will result in a duplication of skills, added costs and potential for diversity in project management standards and controls (the 'silo' effect).	13.1 The mandatory policy has been approved CSB, and processes will be in place to monitor and audit compliance. No Directorate has the reserved power to develop an alternative approach.	13.1 Mandatory framework has been launched, ongoing communications for the next 6 months to promote its use. Further work needed to monitor compliance, through discussions with Internal Audit.
14	<p>Whilst the current remit of the PMO does not include management of individual projects, their project management skills should be more effectively deployed to provide Directorates with assistance with the following (we acknowledge that many of these activities are already undertaken by PMO staff):</p> <p>-Project identification, definition, scoping and objectives;</p> <p>-Sizing, complexity, risk (i.e. is it a Capita, Directorate or department project);</p>	14.1 The PMO is now moving towards a wider offering of support for projects and expects to provide detailed advice and guidance to inexperienced project managers.	<p>14.1 The PMO has designed a number of workshops covering:</p> <ul style="list-style-type: none"> • PM Framework • Business case viability • Risk Management • Benefit Management • Planning • Scope Creep • Managing stakeholders • Supporting change • Using Verto

	Recommendation	Response (Cabinet July 2011)	Update
	<p>-Categorisation of BDfR projects;</p> <p>-Confirm project mandate – Member / Officer authorisation path;</p> <p>-Plan project and resourcing (activities, leadership, skills, knowledge requirements);</p> <p>-Agree appropriate documentation (BC/PID) proportionate to the size and complexity of the project. For BDfR projects ensure impact on residents and other partner groups are fully identified and articulated;</p> <p>-Provide support and guidance for the delivery of a single standard project management process, (ensure appropriate PRINCE2 project management standards are required and maintained for all projects except those defined as small, low risk, quality improvement changes. (Clarification on the definition of projects by size, risk and impact is necessary);</p> <p>-Influence and support the cultural shift of the organisation;</p> <p>-Deliver Project Management and skills training, i.e. PRINCE2 methodology;</p> <p>-Coordinate cross-Directorate projects within the programme to ensure they are delivered in full cognisance of each other with risks and opportunities fully visible;</p> <p>-Monitor the progress of individual projects against stated milestones and objectives;</p> <p>-Manage the effective delivery of the</p>	<p>14.2 The mandatory project management methodology will provide the tools and guidance necessary to deliver projects, including the appropriate ‘sizing’ of projects. The PMO will be available to advise project managers on any aspect of the methodology.</p> <p>14.3 The introduction of project management technology will improve visibility of projects, and enable the PMO to provide appropriate management information at both project and programme level. This will include risks and issue management, milestone management, benefit realisation, identification of key interdependencies.</p> <p>14.4 Developing subject matter expertise within the team will enable a wider coverage of support across directorates. This will help to ensure that project documentation is robust, plans are realistic and reviews are completed as appropriate.</p> <p>14.5 Capacity to provide direct project management support will be a challenge, but will be monitored closely and adjusted to ensure that resource is targeted appropriately. The PMO will be mobilising other parts of the organisation to support them:</p>	<p>14.2 The project management framework and supporting guidance is now in place and available for use through the Hub. A communications plan is in place to promote its availability and the support available from the PMO.</p> <p>14.3 The PMO continues to work closely with Verto developers (TMI Systems) to ensure that management reports reflect the needs of the organisation. It is envisaged that key reports will be developed before the end of this financial year.</p> <p>14.4 Subject matter expertise is available from officers within the PMO, covering the framework, Verto, Business Cases & PID’s, risk and issue management. Pocket guides are also being designed for distribution at workshop sessions, and made available on the Hub.</p> <p>14.5</p> <ul style="list-style-type: none"> • Work with Audit is yet to commence, resource constraints have delayed this action. • Project Management is now included on the Corporate L&D Plan, sessions are underway, having had full consultation with the trainers (OPM)

	Recommendation	Response (Cabinet July 2011)	Update
	<p>overall programme;</p> <p>-Support the project boards to deliver effective governance;</p> <p>-In some circumstances, provide direct project management support.</p>	<p>Audit – to develop an audit process for project management compliance.</p> <p>HR – through the development of the workforce strategy, make proposals for :</p> <ul style="list-style-type: none"> • Project management to be an integral part of the Management Development Programme. • The development of clear project management career paths • The implementation of formal project management training (i.e. Prince2) • The development of professional networks / leadership skills 	<ul style="list-style-type: none"> • Career paths are yet to be considered. • Formal project management training (PRINCE2) is offered on an annual basis, 2 courses have recently been held. • Professional networks continue to be developed through the Project and Programme Management Forum. • Harrow will be hosting a Verto Cloud event on 8th February to showcase how we use Verto, how we have mobilised the PMO for the transformation programme and develop networks.
15	<p>Recommend that greater ‘challenge’ to the programme by Scrutiny would assist the council in ensuring residents’ interests are central to proposals and that the right decisions are being taken.</p>	<p>15.1 The recommendation is noted. There will be continued support for the Standing Scrutiny Review to provide recommendations for improvement</p>	<p>15.1 No change.</p>
16	<p>Further improvement in the corporate culture for customer satisfaction and resident involvement has been identified. Greater clarity on the council’s ambition for customer satisfaction is required in identifiable and measurable terms so that any improvement can be monitored and proven.</p>	<p>16.1 The development of phase 2 will include the prioritisation of resident focused projects. All projects will be required to assess the impact of projects on residents through the project evaluation tool to help decision making on the level of governance of such projects.</p> <p>16.2 The programme definition document will establish baseline critical success factors/KPI’s for resident satisfaction, in order to enable measurement of success following the implementation of projects.</p>	<p>16.1 The project sizing tool is in place, a review of transformation criteria is currently taking place, with a view to build this into the tool by the end of Feb 2012 so that the development of the next phase of the programme takes resident impact into full account.</p> <p>16.2 The programme definition document will be produced following development of the next phase of the programme. The project management framework requires baseline information to be provided for all project benefits.</p>

Harrow Project Management Framework



Further information can be found in the resources section on the Hub.

This page is intentionally left blank

REPORT FOR:

**PERFORMANCE AND
FINANCE SCRUTINY SUB-
COMMITTEE**

Date of Meeting:

2 February 2012

Subject:

**INFORMATION REPORT – Leisure
Management Contract Performance
May – December 2011**

Responsible Officer:

Brendon Hills - Corporate Director
Community & Environment

**Scrutiny Lead
Member area:**

Councillors Nana Asante and Chris Mote -
Safer and Stronger Communities Scrutiny
Lead Members

Exempt:

No

Enclosures:

Appendix 1: Staff training and Development
Appendix 2: Programme Improvements

Section 1 – Summary

This report sets out information for Members on the performance of the new leisure management contract for the period May 2011 – December 2011.

FOR INFORMATION

Section 2 – Report

2.1 Introductory paragraph

Performance & Finance Scrutiny Sub-Committee requested an update on the performance of the leisure management contract with Greenwich Leisure Ltd which began in May 2011. This report updates the Committee on performance from May – December 2011

2.2 Background

In March 2011, Cabinet approved a two year contract, from 1 May 2011 to 30 April 2013, with Greenwich Leisure Ltd. (GLL) for the management of its leisure facilities pending a review of longer term arrangements. The contract covers the management and delivery of operations at the following Council facilities:

- Harrow Leisure Centre
- Hatch End Pool
- Bannister's Stadium

There are two major changes from the previous contract:

- *Fixed fee basis with an 'open book' trading account.* The Council pays a fixed annual management fee and takes all the benefits of any surpluses on the trading account but also takes any risks such as a downturn in the leisure market or unexpected major costs.
- *Maintenance responsibilities.* Whereas under the previous contract, maintenance responsibilities were shared between the contractor and the Council, on the current contract GLL undertakes all maintenance on an agency basis on behalf of the Council.

2.3 Contract Performance May - December 2011

2.3.1 Handover and mobilisation

An effective handover was achieved between the outgoing and incoming contractor with no loss of service to the public and with minimal disruption to staff, services and operations. During the initial period, GLL staff from other centres were brought in to support the handover. Staff were TUPED between the contractors and permanent staff become full members of the GLL social enterprise. Initial problems with the transfer to new ICT systems caused some complaints but are now resolved. Handover included a buildings survey which identified issues with the levels of maintenance and presentation of the facilities and a programme of 'quick wins' was developed. GLL therefore concentrated in the first ten weeks on bringing about improvements to the buildings in order to bring them up to an acceptable standard

2.3.2 Monitoring the contract

The Council has adopted a strong partnership working relationship with the new contractor but officers have also put in place a robust monitoring regime to ensure delivery of performance and swift identification/resolution of any issues. In the initial phase of mobilisation frequent meetings up to 3 times per week took place with the contractor. GLL provide timely reporting on a suite of indicators including participation, complaints, Health & Safety, financial reporting etc. GLL have also installed new leisure management software to run the day-day business and provide management reports. The following monitoring regime is now in place:

- Weekly ad hoc visits and inspections by the Council client monitoring officer
- Fortnightly meetings with the GLL Partnership Manager
- Monthly maintenance meetings with the GLL General Manager
- Monthly submission of key performance indicators by GLL and quarterly to the Improvement Board
- Quarterly formal meetings with Lead Members, the Divisional Director and senior GLL staff at which a formal report on performance to date is tabled
- An annual review meeting with Lead Members and the Corporate Director.

2.3.3 Increasing use of Harrow's leisure facilities

Visits and membership May – December 2010 and May – December 2011

i) Comparison of visits:

Leisure comparison - visitors			
	2010	2011	Variance
May	51377	82554	60.68%
June	52869	88852	68.06%
July	51994	89315	71.78%
August	73672	74765	1.48%
September	83562	93030	11.33%
October	71143	86861	22.09%
November	75058	79351	5.72%
December	64802	75793	16.96%
Total	524477	670521	27.85%

ii) Pre-paid membership:

Pre-paid memberships grew from 3074 in May 2011 to a high of 3416 in October 2011 (11% growth). It should be noted that the main period for membership sales is January – March of each year in the Health & Fitness Industry. It is therefore envisaged that with the improved service provision (machines and air conditioning in the fitness centre working) the membership level will increase considerably in 2012. The following graph demonstrates the membership levels for 2011.

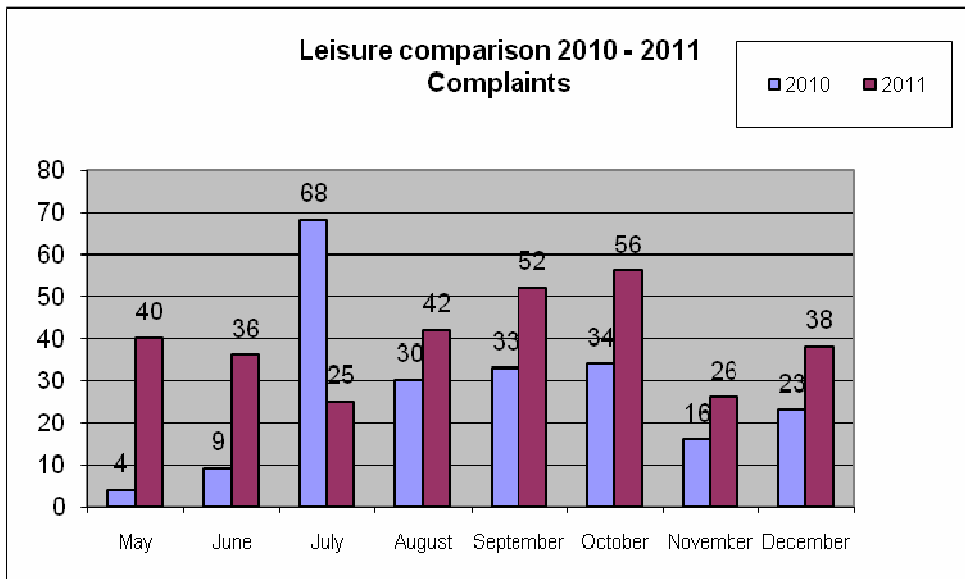


The figures chart a turnaround in performance to a service that is being used increasing numbers. It can be put down to the following factors:

- Physical improvements to the buildings
- Significant investment in staff training
- Strong marketing
- Improvements to the programmes on offer

2.3.4 Customer comments/feedback

The chart below shows a 45% increase in complaints compared with the same period in 2010.



Much of this increase can be attributed the fact that GLL adopted a wider range of ways of seeking customer feedback as a key way to improving services such as customer comments systems, a customer forum etc. In addition, dissatisfaction at the presentation of the buildings features highly in analysis of the complaints. Issues such as the air conditioning not functioning in the Fitness Centre have been dealt with and the complaints have tailed back in November and December to reflect the remedial work that has taken place.

2.3.5 Community Engagement and Customer Satisfaction

GLL actively seeks comments and complaints through different channels including 'Meet the Manager' forums at all three facilities. GLL has worked to build collaborative relationships with key stakeholders such as Harrow & Wealdstone Swimming Club, Harrow Athletics Club etc. and is also an active member of the Community Sports and Physical Activity Network.

GLL has conducted an Annual User Survey Report which produced the following topline results:

- 84.8% of surveyed users rated Harrow Leisure facilities overall experience satisfactory or above
- 100% of users rated Bannister Sports Centre overall experience satisfactory or above
- 88% of users rated Hatch End Pool overall experience satisfactory or above
- 80% of users rated Harrow Leisure Centre overall experience satisfactory or above

- 86.3% of people rated the overall activity experience satisfactory or above in the Partnership
- 91.4% of users said that the service with the Partnership had improved or stayed the same

Positive comments received via the Leisure Centres

- August 2011 – Kind and friendly reception staff. Security staff dealing with poor behaviour very professionally.
- September 2011 – Pool temperature very good.
- November 2011 – Receptionist is extremely helpful
- November 2011 – Receptionist is always so happy and friendly.

Positive comments from Customer Forums

- Fitness facilities greatly improved
- Air conditioning working in the gym is a great improvement
- Dance studio has improved greatly with new music system, painting and flooring
- Increase in Changing Room cleanliness
- Staff friendliness at reception
- Improvements in the gym overall, equipment working

In addition GLL has worked in a proactive way with local residents who have expressed concerns about the impact of major events in the Byron Hall by inviting them to forums to discuss the problems. This has resulted in issues being resolved before they become problems. As part of this process all Members (but particularly local Ward Councillors) were invited to meet GLL's new management team at an Open Weekend in July.

GLL have worked with the Police and Licensing to ensure that Harrow Leisure Centre is operating to desirable standards in terms of taking reasonable steps to reduce criminal activity and to operate events to the required standard. The Leisure Centre submits a "696" form to the police for each event held and advice is then taken with regards to the operation of the event.

2.3.6 Staff Training and Welfare

Integral to any successful operation is an investment in staff training and development. On taking over in Harrow GLL introduced a number of initiatives to support and train staff. These included introducing improved terms and conditions for staff. In addition GLL has introduced a comprehensive training package (see Appendix 1) . This programme has proved successful in inspiring and motivating staff.

2.3.7 Programme Improvements

GLL has reviewed the programme and launched the following initiatives (see Appendix 2):

- A community open weekend in July with a range of free taster sessions
- An active role in Under One Sky
- Work with the PCT on exercise referral programmes and programmes targeting families of overweight children
- Re-opened Adventure World for small children
- New netball and basketball programmes in partnership with Sports Development
- Earlier opening for swimming and fitness at the Leisure Centre
- Targeted programmes for young people and over 55's
- Closer liaison with Licensing and the police on events management
- Liaison with local residents and ward councillors
- New children's holiday programmes
- Online booking including exercise classes and swim schools

2.3.8 Health and Safety

GLL ensure that all those employed within the partnership and any other contractors working in the centres comply with the Health and Safety at Work Act 1974 and other supplementary legislation or guidance including the Health and Safety (First Aid Regulations 1981). A number of Health & Safety training modules have been delivered for staff as above and improved accident and incident reporting has been put in place.

Section 3 – Financial Implications

3.1 Whilst there has been a significant turnaround in the performance on this contract two major issues have impacted on the financial performance. These are:

Dilapidations works to restore buildings -	£115k
Unforeseen water/gas expenditure -	£100k

3.2 As the Council benefits from all surpluses on the contract the predicted additional income could be reduced by about £215,000 to account for the above issues. However, the current financial performance of the contract shows that the Council is likely to save a minimum of £330,000 in the current financial year, compared to last year, and there is a strong likelihood that this will be even higher as the January - March quarter is one of the highest performing in the leisure industry.

- 3.3 As both these issues have now been dealt with the Council can look forward to a strong financial performance in 2012/13. This forecast does not allow for any increase in participation following the Olympic Games. Unlike the first year where the first three months were taken up in rectifying problems with the buildings (and training staff), GLL will have a full year in which to maximise usage.
- 3.4 GLL is currently working on a Business Plan for the May 2012 – April 2013 year of operation which will be presented at the next formal quarterly meeting.

Section 4 – Equalities Implications

The new and planned programmes being introduced by GLL have increased usage at the sites and have encouraged wider take-up of healthy activity including amongst older people and young people and for parents/carers. A review of current pricing structures is intended to further assist in widening participation. Future monitoring will include an equalities analysis to ensure that the contract fulfils our continuing duty under the Equalities Act.

Section 5 – Corporate Priorities

The new leisure management contract meets the following corporate priorities through the delivery of an enhanced, inclusive programme of events and activities :

United and involved communities: full customer and stakeholder engagement programme to help deliver local programmes

Supporting people most in need: delivering targeted programmes at reasonable process in liaison with the PCT and local sports clubs

Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 20 January 2011		

Section 6 - Contact Details and Background Papers

Contact: Marianne Locke Divisional Director Community & Culture

Background Papers:

Cabinet report: Leisure Facilities Management Contract 17th March 2011

Appendix 1: Staff training schedules

- National Pool Lifeguard Qualification: 2 hour monthly training for lifeguards, an audit is completed every 6 months, in May upon entering the Partnership Harrow LC scored 56% and Hatch End Pool 71%. In November, 7 months after GLL entered the Partnership Harrow LC scored 71.9% and Hatch End Pool 93%.
- Life Changing Event Training: DVD on serious poolside incidents, lifeguards complete with a test: All lifeguards complete this as part of their training programme.
- Wellness Sales Training: training for staff to provide them with skills to improve selling techniques
- Fire & Evacuation: Occurs once per quarter for the centre teams, previously staff were not undertaking (legally required)
- Disability Awareness: 2 hour training session held to promote disability awareness
- Customer Service Training: 2 hour training session held to improve the skills of the customer service advisors
- NOP/EAP & Swim Safety: Normal Operating procedure & Emergency action plan training & Swim Safety: each member of staff must undergo a test once a year and before they commence employment with GLL.
- Fitness Instructor Training: Training provided to the fitness team, to promote customer engagement, programme writing and retention skills
- Equality and Diversity: Educating team members on equal opportunities and the associated laws
- Safeguarding Children Training: Educating and making the team aware of their responsibilities with regards to child related issues and associated laws
- Asbestos Awareness: Duty Managers, Service Managers and the General Manager have completed this training to make them aware of the dangers associated with asbestos, associated laws and their responsibilities with duty of care for staff and the public.
- Diploma in Coaching & Mentoring Course: Partnership Manager has undertaken a diploma in coaching & mentoring, this is developing succession management amongst the team and in turn keep the team motivated. General Manager to undertake the introductory level in 2012.

- Level 2 Fitness Instructors Course: Several lifeguards have undertaken the fitness instructor course to enable cross departmental working and increase the skill set of the team.
- Security & Revenue Protection: Training course undertaken annually to make staff aware of security & revenue issues and expectations
- GLL Green: Energy & Environment training focusing on ways to reduce utility spends and the carbon foot print of the centres
- Legend delegate training: IT training given to a selected number of delegates at the facilities to enable reports to be produced and prices to be amended.
- Budget Training: Training given to the budget holders to enable effective use and writing of centre budgets.
- Swim Teacher Conference: Annual teacher conference discussing changes to the ASA swimming plan and others teachers the chance to form discussion and gain CPD points.
- Rolling Programme Training: This training has been given to the centre teams to up skill them on the new swim courses booking system, which includes an option for annuals and direct debits.

Appendix 2: Programme Improvements

Sports Foundation: GLL funded talent initiative which opened for applications in December 2011. Talented young sports men and women across Harrow have a unique opportunity to access some of the £400,000 funding from the GLL Sport Foundation; established to support and develop athletes in order to help them achieve their Olympic and Paralympic dreams at London 2012, Rio 2016 and beyond.

MEND – In September 2011, GLL working in partnership with the Harrow and Brent PCT agreed to deliver 3 MEND 10 week sessions. MEND is a project directed at obese children and their families, where the family is encouraged to attend the centre twice per week to take part in theory and practical fitness and health activity. The first group of 12 families completed in November, with the second and third groups due to start toward the end of January. GLL team members have been trained to deliver this project.

Opening Hours at Harrow Leisure Centre – In September 2011 the decision was made to extend the opening hours of Harrow Leisure Centre. The pool and fitness centre now open at 6.30am Monday – Friday, previously the centre opened at 7am. This has enabled the centre to cater for commuter trade who will provide additional business for the facility.

Exercise on Referral – In May 2011, GLL agreed with the Harrow and Brent PCT to deliver the ERS scheme to 160 referrals by April 2012. The sessions are taken by a Level 3 Exercise on Referral fitness instructor and comprise one pre assessment, 8 practical sessions and a post assessment. Currently GLL have delivered or are delivering the scheme to 110 people and will achieve the required participants by March. All participants of the scheme are offered a discounted fitness membership as an exit route into long term fitness.

GP referral Swimming sessions have been added to the pool programme at Hatch End Pool twice per week with good attendance.

Cardiac phase 4 sessions are currently being operated by the PCT in the fitness suite at Harrow Leisure Centre.

Online – GLL introduced online bookings for group exercise classes, badminton, squash and in December 2011 introduced online bookings for London Swim School. The result of introducing online bookings is a reduction in queuing times and this also provides another way by which customers can purchase products at the Leisure Centres.

London Swim school – From January 2012 the GLL London Swim school has been implemented at Harrow Leisure Centre and Hatch End Pool. This will offer local residents the chance to pay for their swimming lesson by direct debit, annually or in 10 week blocks. We hope this will lower the queuing time for rebooking swimming lessons. The programme is also a rolling programme, giving students more flexibility and the opportunity to move levels during term time.

Adventure World – The adventure world has been brought back into use after being closed for the past 5 years. Repairs were made to the structure to enable children to use the area again.

Sportsmakers – GLL, working in Partnership with Harrow Council and Sportsmakers will be holding this convention January 16th 2012. The sportsmaker convention is aimed at people who need assistance to form clubs and activities or people who wish to find out where they can undertake certain sports or leisure activities.

Central Basketball League – The league began throughout GLL facilities in October 2011. The aim is to provide a youth basketball league throughout London. There are 47 events being held between October 2011 & May 2012 with 5 confirmed at Harrow Leisure Centre. In total 521 games will be held in the league. By holding the events in Harrow we have provided an opportunity for local youth Basketball players which previously did not exist previously (opportunity to join a Basketball Team).

Current Working agendas

Bannister Sports Centre opening hours – GLL are currently working with local schools which use the Bannister Sport Centre to ascertain if we can work together to streamline the operating hours of the facility. It is envisaged that by working with local schools on their curriculum timetables for 2012 / 2013 that a more efficient operation will follow.

Racketball - is to be introduced to the centre in February/March 2012. A training session is being run at the end of January. GLL hope to that this will mean higher utilisation of the 8 squash courts available.

Kool Krew – Holiday play schemes are currently outsourced with poor attendance averaging 20 children per day. GLL believe that by bringing this in house they will be able to deliver an all day programme for children 5 years and over, averaging up to 50 heads per day.

Basketball – GLL will be delivering basketball sessions in co-ordination with Reach & Teach Basketball by April 2012. This will offer local children the opportunity to develop skills and also provide a pathway to the Central Basketball League.

Netball – In partnership with Harrow Sports Development netball lines have been laid in Arena 3. Harrow Sports Development are working with a local Netball Club to make HLC their home centre.