

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Tuesday 29 January 2013

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Sue Anderson

Councillors:

Ann Gate
Jerry Miles

Tony Ferrari
Barry Macleod-Cullinane (VC)

Reserve Members:

1. Nana Asante
2. Varsha Parmar
3. Zarina Khalid

1. Chris Mote
2. Susan Hall

Contact: Manize Talukdar, Democratic & Electoral 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 disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Sub-Committee;
- (b) all other Members present.

3. MINUTES (Pages 1 - 8)

That the minutes of the meeting held on 6 November 2012 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. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

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

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

Report of the Divisional Director, Strategic Commissioning.

8. REVENUE AND CAPITAL MONITORING FOR QUARTER 2 AS AT 30 SEPTEMBER 2012 (Pages 27 - 48)

Report of the Corporate Director of Resources.

9. CONTRACTS AND PROCUREMENT SAVINGS - YEAR END REPORT (To Follow)

Report of the Interim Divisional Director, Commercial & Procurement.

10. DRAFT ANNUAL REPORT (To Follow)

Report of the Divisional Director, Strategic Commissioning.

11. REPORT ON PROGRESS - COUNCIL'S USE OF PERFORMANCE INFORMATION SCRUTINY REVIEW (Pages 49 - 80)

Report of the Divisional Director, Strategic Commissioning.

12. REVIEW OF PLANNING (Pages 81 - 88)

Report of the Divisional Director of Planning.

13. ANY OTHER BUSINESS

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

AGENDA - PART II - NIL

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

6 NOVEMBER 2012

Chairman: * Councillor Sue Anderson

Councillors: † Tony Ferrari * Barry Macleod-Cullinane
* Ann Gate * Jerry Miles

In attendance: Graham Henson Minute 103
(Councillors)

* Denotes Member present
† Denotes apologies received

98. Declarations of Interest

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

Agenda Item 8 – Corporate Equalities Objectives

Councillor Sue Anderson declared a disclosable pecuniary interest in part of the above item when public health matters were considered as she was employed by NHS Harrow. She left the room whilst the matter was considered and the Vice-Chairman took the Chair.

Councillor Sue Anderson declared a non pecuniary interest in that her son was not in employment, education or training (NEET). She would remain in the room whilst the matter was considered.

99. Minutes

RESOLVED: That the minutes of the meeting held on 12 September 2012 be taken as read and signed as a correct record.

100. Public Questions and Petitions

RESOLVED: To note that no public questions were put, or petitions received.

101. References from Council and Other Committees/Panels

None received.

RESOLVED ITEMS

102. Chair's Report

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

RESOLVED: That the report be noted.

103. Corporate Equalities Objectives

An officer introduced a report which updated the Sub-Committee on the development of Equalities polices in response to changes in legislation and best practice over recent years. The report advised on the progress made in addressing the underlying issues and described the next steps on embedding equalities practice. The Sub-Committee were updated on the Council's ambition to seek external accreditation against the Equality Framework for Local Government. The officer made the following comments:

- the Single Equalities Scheme (SES) had been agreed by Cabinet on 15 December 2010 and this placed certain requirements on the Council. As a part of the SES a three year action plan for six key objectives was agreed;
- a three year programme of Equality Impact Assessments (EqIAs) was developed and directorates were asked to develop annual EqIA programmes which aligned with their Service Plan. EqIAs were required for all key decisions;
- the Equality Act 2012 introduced a new Public Sector Equality Duty (PSED) which placed 2 specific requirements on public authorities. The new PSED covered 9 protected characteristics. One of the requirements of the PSED was to publish by 31 January 2012, and annually thereafter, information to demonstrate compliance with the general equality duty. The Council was commended for the document and data it provided, 'Our Harrow, Our Story'. The second requirement was to prepare and publish by 6 April 2012, and at least every 4 years

thereafter one or more equality objectives. The Council consulted on its equality objectives and 8 were adopted by Cabinet. The performance indicators for the objectives were taken from each directorates scorecard to help embed equalities within the organisation and to prevent duplication;

- the Corporate Equality Group would receive 6-monthly reports on the progress on achieving the objectives and annual reports would be submitted to the Corporate Strategy Board (CSB) and to a scrutiny committee meeting. Each of the directorates would produce quarterly progress reports against their scorecards for the Improvement Boards;
- a new performance and improvement framework for equalities, Equality Framework for Local Government (EFLG) replaced the Equality Standard for Local Government (ESLG). The Council was currently at the 'achieving' level under the EFLG and had committed to achieving the 'excellent' level;
- the EFLG had been reviewed in March 2012 and the London Equality Group had carried out some research to ascertain which authorities would be seeking external accreditation. The accreditation was only being sought by one authority. The majority of authorities were adopting the framework for use as a tool to measure improvements;
- a Cabinet decision would be required to adopt the approach of not seeking external accreditation and following the alternative option of using the framework to measure improvements. There were significant resource implications in seeking the external accreditation.

The Performance, Customer Services and Corporate Services Portfolio Holder attended the meeting and commented that the Council was doing well with regard to equalities and supported the alternative option to seeking external accreditation.

A Member asked about staff support groups and whether these were still active. The officer responded that there was a Corporate Equalities Group which was chaired by the Corporate Director for Community, Health and Well-being and that each directorate had its own task group. The support groups did still exist but not all of them were still active. A sub-group of the Corporate Equalities Group was looking at the staff survey results and the annual equalities report and asking if staff were aware of the groups, and if they were why were they not attending them. The support groups were valuable as a means of engaging with staff and receiving comments on policies.

Members then examined the progress against the performance indicators for the 8 objectives and asked questions about the 'Red, Amber, Green' (RAG) ratings. They also expressed concerns that some of the information included in the progress report was not up to date and that there were gaps in some of the data for the performance indicators. In response to Members questions, an officer made the following comments;

- the three year action plan had been replaced by an annual EqlA programme and directorates had been asked to align this with their commissioning panel and services plans. Each directorate now had an EqlA programme in place and these were not still being developed as included in the progress report;
- the data and information included in the Corporate Equality Objectives progress report was up to date until the end of quarter 1, the quarter 2 data was being received from each of the Improvement Boards;
- some of the RAG ratings had a question mark and this was because the information required was collected in either an annual or bi-annual survey. An example was the indicator for safeguarding adults from harm in Objective 6;
- an annual report would be submitted in May or June 2013 and this would allow for comparisons between the data available in March 2012 and March 2013. There were difficulties in aligning the different cycles of meetings;

The Portfolio Holder for Performance, Customer Services and Corporate Services commented that the data was collected from the Improvement Boards and if the Sub-Committee meeting had been slightly later in the month the quarter 2 data would have been available. The progress report provided a running assessment of progress at a given point in time. The Council was only required to publish an annual report and the progress report was an additional report which it had been decided to produce.

A Member asked questions about the re-offending rates for young people, the target for 2016 and the progress for this indicator in objective 6. The Member also expressed concerns that the correct data was not being included for each performance indicator and that the information from the recent inspection reports had not been included in the progress report. In response, the officer explained that the target was set on an annual basis when the service plan was reviewed. It was anticipated that the targets and indicators would be more explicit in the future. The information to compare current progress against the target for March 2013 had not been received from the scorecard.

A Member then raised concerns about the RAG rating and progress of a number of indicators relating to children and young people. The officer explained that the Chair of the Children's and Families Directorate Equalities Group had recently left and a new officer, the Divisional Director for Quality Assurance and Service Improvement, was now in place as Chair. Additional information about which community groups were disproportionately affected was required, as this would enable the objectives and actions to be more targeted. There were 11 indicators for the Children's and Families Directorate across the objectives. For those indicators where there was not currently any baseline data it was important to know the details and what required improvement as this could then be included as a target in the action plan.

At this point the Chair declared a pecuniary interest as the matters being considered related to public health. The Chair left the meeting and the Vice-Chairman took the Chair.

A Member questioned what the definition of a 'child' was in relation to the indicator for number of vulnerable children accessing sexual health services as public concern and the appropriate policy responses would necessarily differ significantly according to the age of those accessing such services. The Portfolio Holder for Performance, Customer Services and Corporate Services commented that the indicators had been selected to match with the objectives and agreed that there was a need to break down each of the indicators.

A Member asked when the targets and performance data would be included for those indicators which not need have any listed. In addition, the Member questioned how the Council was performing in comparison to neighbouring boroughs on matters such as disability awareness and sexual health. The officer advised that a comparison with neighbouring boroughs would be included in the annual report. It was explained that the data included in this progress report had been taken from the quarterly reports from the directorates.

A Member questioned who was leading on equalities from the Children's and Families Directorate. The officer advised that the new Chair of the Children's and Families Directorate Equalities Group wanted to consider different social groups and set targets for each of those. It was expected that when the service plans were reviewed it would be an opportunity to review the measures and to make them 'SMARTER'. The indicators which had been included were national ones and it was suggested that there was a need to have local indicators which would help to identify groups which were disproportionately affected.

A Member raised the issue of sexual health and public health responsibilities and the additional role which the Council would be assuming with regard to public health. The Member asked how the allocated funds for sexual health services would be protected. The officer responded that EqIAs were completed once the commissioning panel had suggested a project proposal. The EqIA would identify any potential implications and the cumulative impact of projects would be drawn up. The Portfolio Holder for Performance, Customer Services and Corporate Services commented that the grant for public health was not known yet. Any proposals and budgets were subject to an EqIA.

A Member stated that the public health responsibility would outweigh the funding available and that at present there was a budget with an allocation of £33 per head of which £22 was for sexual health services. The Member asked who would be responsible and the Portfolio Holder for Performance, Customer Services and Corporate Services responded that the Health and Wellbeing Board and the Portfolio Holder would be responsible. The officer advised that an EqIA was being completed on the transfer of responsibility for public health to the Council. The Portfolio Holder for Children's, Schools and Families and the Adult Social Care, Health and Wellbeing Portfolio Holder would be responsible.

A Member questioned the inclusion of an indicator relating to sexual health as the Council would not have any control over this matter until March 2013. The Portfolio Holder for Performance, Customer Services and Corporate Services responded that at present the Council had responsibility for vulnerable children and children in care and that the Primary Care Trust (PCT) was responsible for other children until April 2013.

A Member requested clarification regarding the progress against the indicators for access to mental health support for vulnerable children and young people through direct commissioning services. The Portfolio Holder for Performance, Customer Services and Corporate Services explained that the information was taken from the Directorate's scorecard. The officer advised that when the objectives and indicators were reviewed the targets would be made 'SMARTER'. It was explained that some of the indicators for Children's and Families had been taken from the Children and Young People plan and this was why local indicators should be included in the scorecard.

The Chair rejoined the meeting, following the conclusion of the discussion on public health and re-took the Chair.

A Member questioned why the RAG rating for NEET (Not in Employment, Education or Training) was low red and commented that one year not spent in work at an early age had significant negative impacts on a person's life chances. The Member also drew attention to the Youth Offending Team (YOT) report and commented that the percentage for young offender NEETs was not meant to exceed 20%. The Portfolio Holder for Performance, Customer Services and Corporate Services responded that the NEET figure in Harrow was low and that the percentage for young carers may appear to be high because of a low total number of young carers where one change would have a significant impact on the percentage.

The Members asked a number of specific questions and made comments including the following:

- how was the figure for 16-18 year old NEETs calculated and tracked?
- who was the owner and, therefore who was responsible for inequality issues?
- the protection of the vulnerable should be a priority;
- the role of the committee was to question performance and therefore more information was required;
- the YOT inspection report, the Ofsted report and the issues around children and young people safeguarding had shown that there were significant shortfalls in the provision for vulnerable groups.

The officer made the following comments in response:

- the information presented in the progress report had been taken from the directorate scorecards and from the information presented to the Improvement Boards;
- the Chairs of the Directorate Equality Groups would be invited to the meeting of the Committee when the annual report was considered. The Chairs would be in a better position to answer specific questions in relation to the service plans, work plans and objectives for each directorate.

A Member commented that some departments appeared to have mainstreamed equalities more than others and asked who had overall responsibility and was accountable for equality issues. The Portfolio Holder for Performance, Customer Services and Corporate Services responded that he had Cabinet responsibility and that all Portfolio Holders had responsibility for their directorate. The officer commented that 4 workshops were being held with the directorates to provide assistance in meeting their equality duties and to develop an annual EqIA programme which aligned with the Key Decision Schedule. A quality assurance group had been established. The officer advised that the annual report would give a full account of performance against the objectives.

A Member suggested that the annual report should include a column with the name of the responsible Member and officer and that this would be especially useful where there was cross-over between areas. In addition, further information was required to explain which indicators had more impact than others, as in some cases a RAG rating of low green would be worse than high red because of the time it would take to recover.

A Member asked why there were only 1,010 neighbourhood champions when the target was 2000. The officer advised that a recruitment campaign was currently underway and that the figure included was for quarter 1.

RESOLVED: That

- (1) the progress made against the Single Equalities Scheme (SES) action plan and the Corporate Equality Objectives be noted;
- (2) an annual report on progress against the Corporate Equality Objectives be received in order to quality assure and provide challenge to further improve the Council's performance in mainstreaming equalities across the organisation.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.52 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chair

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

Date of Meeting:	29 January 2013
Subject:	Chair's report
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	All areas
Exempt:	No
Enclosures:	Appendix A: Note of Chair's briefing held on 1 November 2012 Appendix B: Note of Chair's briefing held on 27 November 2012 Appendix C: Summary of issues selected for further monitoring at Q2 2012/13

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-Chairman since the last report to the meeting of the sub-committee held on 6 November 2012.

Background

1. Chair's Briefing – 1st November 2012

A briefing for the Chair and Vice-Chairman was held on 1 November covering the SAP Change & Project Programme and Payment of Invoices. A note of the briefing is available at Appendix A.

2. Chair's Briefing – 27th November 2012

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

- Matters arising from last P&F questions (In-year budget changes/virements and the use of acronyms)
- Q2 Finance update
- Homelessness Prevention
- Child Protection Plans
- Corporate Scorecard Q2 2012/13 and update on indicators identified for further monitoring
- Special P&F sub-committee meeting on 4th March 2013.

Agenda items were also agreed for the 29th January 2013 meeting.

3. Future Chair's Briefings

The next Chair's briefing will be held in late February/March 2013.

4. Agenda items – 4th March 2013

- 'Engaging Young People' review – report on progress
- Progress on Academies – performance outcomes

5. Agenda items – 23rd April 2013

- Chair's report
- Revenue and capital monitoring
- Capita outsourcing – update
- Private Rented Sector review – report on progress
- Debt Recovery review – report on progress

The following items will be considered at a later date:

- IT issues – migration to Outlook: a briefing was held on 15 October, attended by the chair of P&F and the vice-chairman of O&S (Cllr Paul Osborn). The Portfolio Holder (Cllr Graham Henson) and Portfolio Holder's Assistant (Cllr Bill Phillips) were in attendance. A full report will be provided to the sub-committee at a future date.

Financial Implications

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

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: Guy Fiegehen, Scrutiny Officer, 020 8420 5389,
guy.fiegehen@harrow.gov.uk

Background Papers:

Strategic Performance Report for Q2 – available at:

<http://www.harrow.gov.uk/www2/mgChooseDocPack.aspx?ID=61074>

(Cabinet, 13th December: Item 13 – Appendix 1)

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APPENDIX A

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – Thursday 1 November

Members:

Councillor Sue Anderson (Chair)
Councillor Barry Macleod-Cullinane (Vice-Chairman)

Officer attendees:

Julie Alderson, Corporate Director of Resources
Susan Dixon, Service Manager – Internal Audit
Richard Hawtin, Interim Divisional Director - Commercial & Procurement
Tim Sylvester, Project Manager – Resources
Jon Turner, Divisional Director HRD & Shared Services
Guy Fiegehen, Scrutiny Officer

NOTES

1. Declaration of interests

Councillor Macleod-Cullinane said he had a non-pecuniary interest through his work with Capital Ambition on multi-borough contracts.

2. SAP Change & Project Programme: Payment of Invoices

The Chair and Vice-Chairman had requested this briefing at their May and September meetings following their concerns about the Council's performance on the Payment of Invoices and the length of time being taken for the organisation to address the issues examined in the Internal Audit report on the Application of Contract Procedure Rules (CPRs) which, it had been reported, had been due at least in part to delays in the SAP project

Officers outlined the background to the current SAP change and project programme. The SAP system had gone live in September 2006, and an assessment by CIPFA Financial Management in July 2012 had recommended improvements to Harrow's use of SAP. These are now being carried out as part of the Transformation of Financial Management Project. The work package agreed in October 2012 focuses on the SAP Supplier Relationship Management elements

- Accounts Payable
- Accounts Receivable
- Accounting and Financial reporting.

It will take place in the development window available from November 2012 to January 2013. Testing will start in March 2013 with full roll-out in 1st Quarter 2013/14.

The main changes include

- Ability to monitor forecast process compliance including accuracy and activity
- A new Monthly Budget Forecast input screen for managers
- A simplified finance 'Portal' front-end for managers
- Review of data held on the system to improve reporting capabilities.

Officers emphasised that the Council's procurement process is not changing: it remains as set out in the CPRs. The aim of the changes is to make it easier to secure compliance in

practice with those rules and, for example, to end the current option for an officer other than the budget holder to authorise purchases. Better training will also be essential to ensure compliance as well as more economical purchasing. Training had started with about 120 'super users' i.e. the council's most frequent buyers. The default option in future will be to purchase through the council's own catalogue of agreed contracts. Officers said performance to date had varied significantly by department, but insurance cases needed to be removed from the current analysis to give a fairer a comparison as these usually involve a Purchase Order being raised after the invoice date.

The Chair and Vice-Chairman re-iterated the importance of the budget holder signing off purchases but also expressed reservations about how effective these changes would be in tackling the serious problems repeatedly identified since 2006 in a succession of reports. The Chair and Vice-Chairman asked to see all these reports. There needed to be clear accountability to Member level.

The Chair and Vice-Chairman also asked about the impact the longer term timetable for renegotiating the council's major contracts with IT and other service suppliers on financial management and control. Those negotiations will inevitably involve decisions about the future use of SAP. Officers said they would advise when the likely timetable becomes clearer.

Guy Fiegehen
Scrutiny Officer
December 2012

APPENDIX B

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – Tuesday, 27th November

Members:

Councillor Sue Anderson (Chair)

Councillor Barry Macleod-Cullinane (Vice-Chairman)

Officer attendees:

Julie Alderson, Corporate Director of Resources – Finance Update (items 2 & 3)

Martin Randall, Senior Professional – Performance & Data Services

John Dalton, Service Manager – Housing Needs (item 4)

David Harrington, Service Manager (Performance Management) – Child Protection Plans (item 5)

Hasina Shah, Senior Professional – Finance Update (items 2 & 3)

Guy Fiegehen, Scrutiny Officer

NOTES

1. Welcome/introductions

The Chair and Vice-Chairman welcomed officers attending.

2. Last P&F questions and matters arising

The Corporate Director and Senior Professional presented revised tables on the budget clarifying changes that had made been in year. Two projects had now been allocated, and an unexpected income of £224,555 had been allocated to the Finance corporate budget. The Chair and Vice-Chairman said it was important that virements are clearly identified and asked that in future these are shown in separate columns. They were concerned at the total number of virements, and it is important to accountability that Performance and Finance Members are aware of virements as well as Cabinet. They asked that details of virements be presented to P&F at the year-end.

The Chair and Vice-Chairman also thanked officers for the list of acronyms used in Finance reports.

3. Q2 Finance – Update

The Corporate Director Service Manager said the full Q2 revenue report was not yet ready. The Senior Professional said £400,000 increased pressures mainly from West London Waste and homelessness would be offset to some extent by higher than expected investment income. The aim was to contain overspends within the overall existing budget e.g. through vacancy management. The Corporate Director said that the council was better placed than at the same time the year before.

The Chair and Vice-Chairman said that it is important to know about underspends as well as overspends. They expressed concern about departments' continuing ability to absorb cost pressures. The Corporate Director said she was confident that officers know where the issues are and that the council is pursuing feasible options to reduce costs e.g. through better procurement. The Senior Professional added there had been no calls on the contingency reserve so far this year.

4. Homelessness Prevention

The Service Manager said benchmarking continues to show Harrow has an effective service compared to other West London boroughs as well as below-median overall costs. He suggested this combination (effectiveness and low overall cost) is due to Harrow's relatively high spending on prevention. All eleven recommendations in the last report on the service had been implemented. The Chair and Vice-Chairman agreed that placing people in bed and breakfast (B&B) is a mark of failure. The Service Manager said the B&B numbers had been rising and are expected to rise again next year. He said that although the number of people coming into the borough seeking housing had increased he had seen no evidence that other boroughs are pushing people in Harrow's direction. After the new benefit cap Harrow will be just as affordable as Kensington & Chelsea for poorer people.

The Chair and Vice-Chairman thanked the Service Director for his report and the service for its continuing good work.

5. Child Protection Plans

The Service Manager (Performance Manager) said Harrow has had too many Child Protection Plans (CPPs) lasting for more than two years. Good practice is that a CPP should be progressed within two years or other options should be considered such as taking the child into care. A corporate priority had been set for 2011-13 to reduce this to a reasonable level involving a new protocol that requires each case to be scrutinised for the prospects of a timely completion at the statutory 15 month review. Morning Lane Associates are providing specialist support to improve practice in the social care teams.

He said the steps taken have led to significant improvements in progressing plans. CPPs lasting over two years had peaked at 30 in 2011 but reduced to 12 at the end of 2011-12. The total had risen again to 18 at the end of Q1 2011-12 and then dropped to 15 by the end of October. That temporary increase has largely been due to a group of 6 siblings whose CPPs went over two years in August 2012. This family case is complex and currently subject to review. More generally, even were there not to be a successful outcome for this family the total of CPPs lasting more than two years is expected shortly to be in single figures. An average level for a London borough like Harrow would be around eight. Outstanding authorities would have rate around four.

The Chair and Vice-Chairman said they found the report quite encouraging. They expressed concern about the need to ensure the local NHS, including GPs, are engaged in child protection issues. The Service Manager said the council was working with partner organisations to improve pathways from health and the police.

6. Corporate Scorecard Q2 2012/13 and update on indicators identified for further monitoring

The scorecard was reviewed and updates considered. Detailed comments and follow-up action are identified in the attached appendix. The Chair and Vice-Chairman said they needed to take stock at the next meeting of the number of items on the 'watch' list for further monitoring which had risen over the last few briefings.

7. P&F sub-committee meeting – 4th March 2013

A booking had been made at Wealdstone Youth Centre for the special meeting on 'Engaging Young People'. The two agenda items will be

- Progress report on the 'Engaging Young People' review
- Progress on Academies – performance outcomes.

8. P&F sub-committee meeting – 29th January 2013

The provisional agenda items were confirmed as follows:

- P&F Chair's report (Guy Fiegehen)
- Revenue and capital monitoring (Q2) (Julie Alderson)
- Contracts and procurement savings – mid-year report (Richard Hawtin)
- Household planning application performance – update (Stephen Kelly)
- Council's use or performance information – progress report (Alex Dewsnap & Martin Randall)
- Draft Annual Report (Guy Fiegehen)

Guy Fiegehen
Scrutiny Officer
January 2012

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APPENDIX C

Indicators brought forward for further monitoring at P&F Chair's briefing

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Keeping neighbourhoods clean, green and safe				
NI 32 - repeat incidents of domestic violence	Q3, 2010/11	HG	(On the matters arising from the meeting with the Borough Commander) A template for the supply of community safety data to Members is under development and will be populated by Council staff.	The apparently low level of communications (including to Members) on the local White Ribbon event to be drawn to the attention of the Communications Unit. Monitoring at Chair's briefing to continue.
- Residential burglaries - Serious acquisitive crime	Q2, 2011/12	LG HG	The most recent evaluation of Smartwater indicated that there is no evidence that it has reduced residential burglary. However, residential burglary is one of Safer Harrow's most important priorities and is the target of a number of initiatives and measures. Residential burglary has started to show substantial reductions in 2012. In the financial year to date, residential burglary has decreased by 13% compared to the same period in 2011/12.	Monitoring at Chair's briefing to continue.
NI 184 Food establishments in the area which are compliant with food hygiene law	Q2 2012/13		NEWLY IDENTIFIED THIS QUARTER	Add to list for monitoring at these meetings.
Improved street and environmental cleanliness: - NI 195a – litter - NI 195b – detritus - NI 195c – graffiti	Q2, 2011/12 (litter/ detritus); Q4, 2010/11 (graffiti)	HR HR HR	See later page	Monitoring at Chair's briefing to continue.
United and involved communities: a Council that listens and leads				
How well informed do residents feel (Involvement Tracker)	Q1, 2011/12	-	No Involvement Tracker in Q2	Report on receipt of next results.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Number of trained neighbourhood champions	Q1, 2011/12	No quarterly target	The total number of trained residents is 1,097, but 258 have subsequently resigned leaving a total of 839 active Neighbourhood Champions. A Comms campaign in September resulted in around 100 applicants so far but this does not make up for the drop-out rate. It is predicted that the target of 2000 trained Neighbourhood Champions by March 2013 is not likely to be achieved.	Outstanding information on geographical distribution of Neighbourhood Champions to be supplied.
Supporting and protecting people who are most in need - adults in contact with secondary mental health services in paid employment (same as NI 150 - name changed)	Q1 2012/13	HR	Following a problem with the data collection through CNWL for this indicator, Quarter 2 data appears to be counted correctly. With a replacement for the employment co-ordinator post being approved, CNWL are confident they can significantly improve this figure and achieve the target, which would be the 3rd best result in London when compared to 2011-12 data. Performance is being addressed through the partnership agreement.	Information requested on steps in place to assure future data quality in the context of the renewal of the agreement with CNWL.
- % of adults in contact with secondary mental health services living independently, with or without support		LR	Previously reported data quality issues have made a significant impact upon this indicator. However, to date we have still not received the final, confirmed end of year figure from the Department of Health. The data on which the target was based was miscalculated by CNWL head office leading to a short-fall that is unlikely to be met. However an action plan has been agreed and will be closely monitored by the Head of Service and the Director of Adult Social Services.	
Hospital delayed transfers of care (caused by social care) - all clients over 18 - rolling year	Q2 2012/13	None None	NEWLY IDENTIFIED THIS QUARTER	Explanation of this indicator required.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Children Looked After: - % sessions absent from school amongst school age CLA in the school year to date	Q1, 2011/12 (sessions absent);	HG	Meeting set for 28 November, to be attended by Chair and Vice-Chairman of P&F, Councillor Osborn and Children's Leads.	Review in light of meeting.
- Rate of fixed term exclusions as a % of the Harrow CLA population	Q4 2010/11 (FT exclusions)	HR		
Termly rate of permanent exclusions as % of Harrow school population	Q2, 2011/12	HR	The number of permanent exclusions has risen from 7 (0.02% of the school population) in the autumn term to 14 (0.04%) in the spring term and 15 (0.05%) in the summer term. This summer's exclusions are higher than the number of exclusions in the 2010-11 summer term (11 - 0.04%). Whilst the local authority works as closely as possible with schools, progression for this indicator largely relies on the work of Academies (8 out of 10 High Schools) in order to improve outcomes.	Monitoring at Chair's briefing to continue. Information requested on the sources of exclusions.
Termly rate of fixed term exclusions as a % of Harrow school population	Q3, 2010/11	LR	The number of fixed term exclusions decreased from the autumn term, from 368 (1.16% of the school population) to 336 (1.06%) in the spring term, and further still to 263 (0.83%) in the summer term. There has also been a significant drop since summer term 2010-11 (320 - 1.02%). The target for this indicator is currently being reviewed. The same comments as above apply in relation to dependence on Academies for improvement.	
Numbers of children with child protection plan for over two years	Q3, 2010/11	HR	David Harrington is attending the meeting to speak to this item.	Monitoring at Chair's briefing to continue. Further information requested on the sources of referrals for those children already with protection plans and the level of referrals from GPs and hospital doctors.
Initial assessments completed within 10 days	Q2 2012/13	HR	NEWLY IDENTIFIED THIS QUARTER	Add to list for monitoring and information requested on reasons for low performance.
Timing of core assessments (PAF C64) (NI 60)		HR		

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
<p>NI 19 Rate of proven re-offending by young offenders</p> <p>NI 111 First time entrants to Youth Justice system 10-17</p>	<p>Q2 2012/13</p>	<p>None</p> <p>None</p>	<p>NEWLY IDENTIFIED THIS QUARTER</p>	<p>Further information requested about these indicators (for which no quarterly targets have been set).</p>
<p>Homelessness:</p> <ul style="list-style-type: none"> - Total number accepted as homeless and in priority need - NI 156 - Number of households living in temporary accommodation - number of households we assist with housing in the private rented sector - Number of cases where positive action is taken to prevent homelessness 	<p>Q2, 2011/12 (as a suite)</p>	<p>HG</p> <p>LG</p> <p>HR</p> <p>HG</p>	<p>Jon Dalton is attending the meeting to speak to this item.</p>	<p>Monitoring at Chair's briefing to continue.</p>
<p>Council adaptations: average time from assessment to completion of works (weeks)</p>	<p>Q3 2011/12</p>	<p>HG</p>	<p>Major adaptations are those costed at over £1,000 and are carried out by the Adaptations & Repairs team in the Environment & Enterprise Directorate. Minor adaptations are the responsibility of the Occupational Therapy service in the Community, Health & Wellbeing Directorate. For the year 2011-12: there were 75 new referrals, 101 completions, a total spend of £639,579.39, average cost of £6,430.93 and 6 cases where work was not progressed. Average no. of weeks from assessment (received in all years) to practical completion was 39 weeks; for assessments received after April 2011 this falls to 23 weeks. For minor adaptations the comparative figures are 131 new referrals, 152 practical completions, total spend of £86,059 giving an average of £577.52. Average no. of weeks from assessment to practical completion was 18 weeks for all years and 11 weeks since April 2011.</p>	<p>Monitoring at Chair's briefing to continue.</p>
<p>ex-BV 212 Average time taken to re-let LA housing (days)</p>	<p>Q2 2012/13</p>	<p>HR</p>	<p>NEWLY IDENTIFIED THIS QUARTER</p>	<p>Significant deterioration in performance - further explanation requested.</p>

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Supporting our town centre, our local shopping centres and businesses				
Visits to leisure centre – number of physical visits	Q4, 2011/12	HG	Service management advises: "This is a relatively new performance indicator and in light of the numbers of actual visits taking place, the target figure is under active review." A proposal will go forward to CSB on November 28 to increase the target having been agreed at CHW IB on November 16.	Monitoring at Chair's briefing to continue.
Increase the percentage difference between Harrow and the rest of London in respect of JSA	Q1 2012/13	HR	Unemployment dropped in Harrow, but dropped by a greater margin in the rest of London. An analysis showed that the greatest drop was in the Olympic boroughs. This maybe a one off, however on the available data it is not possible to forecast whether this trend will continue. See also graph at foot of table.	No further monitoring required at this meeting.
Customer and corporate health				
23 % of complaints resolved to timescale	Q1, 2012/13	HR	The dip in performance relates to low response rates within Council Tax. This is being addressed through smarter scanning of complaints within Business Support and closer oversight by management team.	Monitoring at Chair's briefing to continue.
Processing of householder planning applications within 6 weeks	Q2, 2011/12	Indicator replaced		
% householder planning applications approved	Q1, 2012/13 (former measure selected Q2 2011/12)	HR	Improvement on Q1; officer training and monitoring are continuing. An update report is scheduled for P&F on 29 January 2013.	Review after consideration at Sub-Committee on 29 January 2013.
Resources perspective				

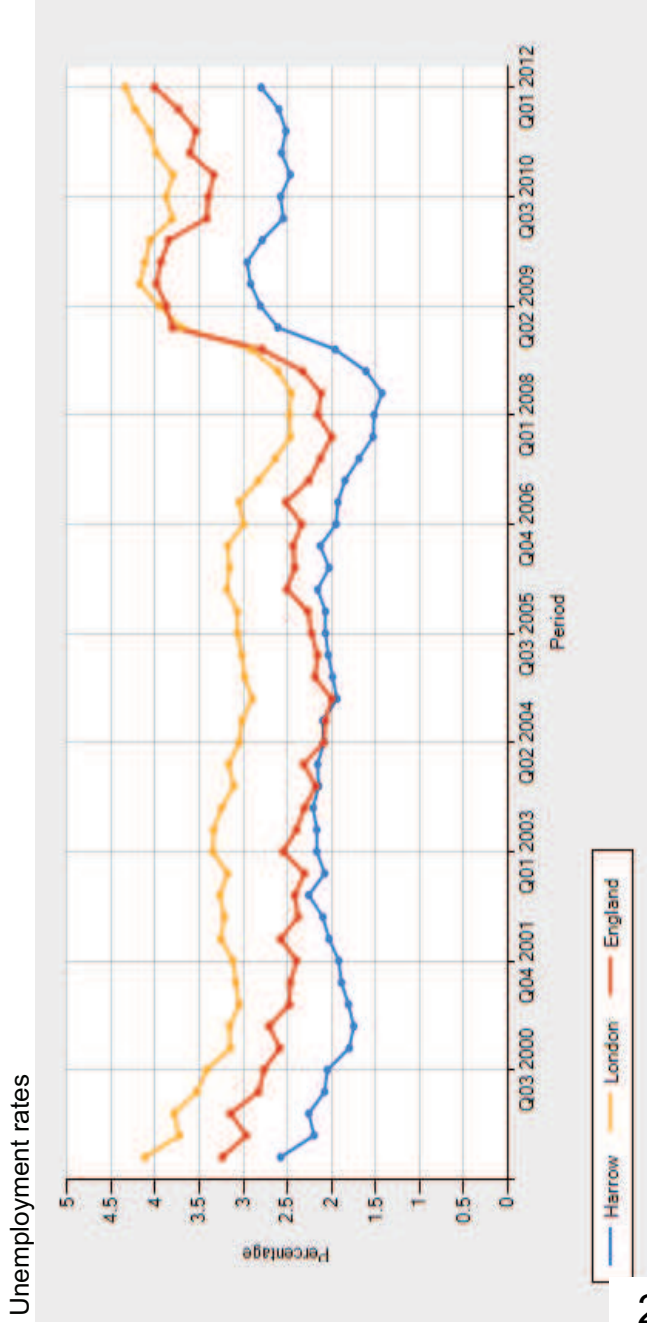
Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
Workforce with IPAD in last 12 months	Q2, 2011/12	LR	Performance continues to improve but remains below target. Directorates report that the significant amount of organisational change is impacting on the performance of this indicator. Directorates continue to be encouraged to ensure IPADs are completed as soon as possible following change.	Monitoring at Chair's briefing to continue. Breakdown of figures by Directorate requested.
Total debt collected as a % of total debt raised [YTD]	Q1, 2011/12	HR	It should be noted that 15 high value invoices totalling £4.3m account for 54% of unpaid debt, of this 12 invoices (£4.2m) are to Public Sector bodies. The Corporate Director of Resources is liaising with the Harrow PCT Finance Director for payment of one invoice (£2.5m.) The percentage excluding these invoices is 71%.	Report requested by age of debt.
% of invoices paid within 30 working days % of SAP purchase orders raised before invoice date	Q3, 2010/11	LG		No further monitoring required at this meeting.
Customer (internal) complaints	Q2, 2011/12	LG		No further monitoring required at this meeting.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
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ANNUAL MEASURES - 2011/12

Indicator				
Supporting our town centre, our local shopping centres and businesses				
NI 169 Non-principal classified roads where maintenance should be considered		LG (2011/12)	The indicator measures the percentage of the local authority's B road and C road carriageways where maintenance should be considered. The performance indicator is derived from an annual survey of the surface condition of the local authority's classified carriageway network, using survey vehicles that are accredited as conforming to the SCANNER (Surface Condition Assessment for the National Network of Roads) specification and processing software that is accredited as conforming to the UKPMS (UK Pavement Management System) standards. Results reported are a combination of (a) 100% of the B class network surveyed in both directions; and (b) 100% of the C class network surveyed in one direction.	No further monitoring required at this meeting.

Indicator	Selected for monitoring	Q2 Status	Update at Q2	Comments and action to be taken - briefing meeting 27 November 2012
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REPORT FOR: CABINET

Date:	13 December 2012
Subject:	Revenue and Capital Monitoring for Quarter 2 as at 30 September 2012
Key Decision:	Yes
Responsible Officer:	Julie Alderson, Corporate Director of Resources
Portfolio Holder:	Councillor Sachin Shah, Portfolio Holder for Finance
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 - Revenue Directorates Summary Appendix 2 - Capital Monitoring Appendix 3 - Debt Management

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital monitoring position as at 30 September 2012:

Recommendations:

1. Note the revenue and capital forecast outturn position at the end of September 2012; and
2. Approve the capital virements detailed in paragraph 36.

Reason (for recommendation)

To present the forecast financial position and actions required to be taken.

Section 2 – Report

Executive Summary

1. The Quarter 2 Revenue and Capital financial monitoring is reporting some early identified risks to the revenue outturn position which come to £0.393m as set out at Table 1 of the main report. These mostly arise in the Resources Directorate, in Community, Health and Wellbeing Directorate and Environment and Enterprise Directorate and therefore the directors in these areas are where possible developing detailed actions to combat and reduce the pressures. In addition all the directorates are working towards managing and containing the financial pressure by ensuring that any discretionary spend is only incurred if it is absolutely necessary and additional approval processes are in place in respect of recruitment.
2. A spending protocol has been issued in November 2012 to restrain all non-essential spend. The Council is now targeting a deliberate under spend where this is achievable without directly impacting on front line service delivery, to help prepare for the additional pressures and the investment in change /savings going forward.
3. The Final Revenue Budget and Medium Term Financial Strategy (MTFS) 2012-13 to 2014-15 report to the February 9th Cabinet set out the budgetary risks facing the Council and the directorates. This made clear that the Council's budget will be under threat from the effects of the recession, the increase in the number of benefit claimants, continuing demographic pressures and increasing homelessness through higher rents and the introduction of the housing benefit cap. Whilst the budget and MTFS has been increased to address these issues through growth for: demography in Adults and Children's Services; homelessness and the impact on Bed and Breakfast; the impact of landfill tax on waste disposal costs; and to reduce historic pressures on income from trade waste and parking enforcement, which have been reducing due to economic pressure, it will still be a challenge to manage and contain all of the complex issues which arise in year.
4. The opportunity was taken to address some pressures such as the new responsibilities for Public Health and summer youth projects that emerged after the Budget and MTFS was adopted, as part of the agreed outturn position presented to the June 20th Cabinet, where it was agreed to carry forward £2.7m, of which £1.2m was designated to address some of these budget pressures. However, it was not possible to fund all of the calls for carry forward and these will need to be contained within available budgets and earmarked reserves. The Transformation and Priority Initiatives Fund (TPIF) stands at £1.184m and will provide capacity for invest to save and innovation in year.
5. The format of the revenue and capital monitoring is being improved as an integral part of the Finance Transformation Plan. The main issues for the directorates in respect of budgetary and service performance are included in the main report and Appendix 1 shows the movement in the budget from the original budget agreed at Council.

Introduction

6. The total projected outturn for the Council at the end of Quarter 2 is £173.506m against the approved budget of £173.113m which represents a projected over spend of £0.393m, a 0.2% variation to budget.

Table 1 below summarises the position:

Original Budget	Directorate	Latest Budget	Forecast Outturn Qtr 2	Variation		Qtr 1	2011-12
				Quarter 2			
£000		£000	£000	£000	%	£000	£000
3,854	Assistant Chief Executive	4,237	4,289	52	1.23	213	-329
3,379	Legal and Governance	3,325	3,596	271	8.15	47	229
18,634	Corporate Finance	20,378	20,189	-189	-0.93	0	75
25,867	Sub Total Resources	27,940	28,074	134	0.48	260	-25
66,431	Community, Health and Wellbeing	75,875	76,321	446	0.59	379	-50
48,674	Environment	39,019	39,213	194	0.50	17	1,881
39,475	Children's and Families	47,526	47,507	-19	-0.04	-30	-2,545
3,547	Place Shaping	3,573	3,582	9	0.25	-15	444
183,994	Sub Total Directorate	193,933	194,697	764	0.39	611	-295
-946	Inflation and Corporate Items	789	789	0	0.00	0	-907
1,000	Contingency	1,000	1,000	0	0.00	0	-300
-8,327	Capital Financing	-8,240	-8,611	-371	4.50	-184	-1,602
-2,608	Non Specific Grant	-12,733	-12,733	0	0.00	0	0
	Carry Forwards	-1,636	-1,636	0	0.00	0	1,804
173,113	Total Budget Requirement	173,113	173,506	393	0.23	427	-1,300

Directorates' Position

Resources

7. The position within the Resources Directorate has improved from previous quarter resulting in a net pressure of £0.134m at quarter 2. This improvement has resulted from the action plan implemented by management to contain the pressures. In addition to the net pressure there is a risk (not included in the forecast) of up to £70km with regard to increased postage costs within the Post Room Service and further work is being undertaken to clarify and address this.
8. Additional procurement staffing costs due to delay in implementing new structure have been offset by an additional procurement savings from the successful outcome of a contract dispute.
9. Risk around possibility of Transport For London (TFL) requesting 2011-12 Concessionary Fares savings amounting to £0.172m be retained by them was reported at quarter 1. This was vigorously resisted by Harrow and the other 8 boroughs involved and confirmation has now been received from TFL that they will not be pursuing recovery of this funding.
10. Under the new structure, Corporate Finance is now part of Resource Directorate, however for now still using the old directorate structure.

11. The main projected variances and risks are set out below:
- a. The former Corporate Finance Directorate is projecting a net under spend of £0.189m resulting from Contributions and Levies savings (£22k), various under spends across the directorate and favourable balance on GRIR account £77k. This is offset by budget pressure on staffing costs within Benefits (£91k) as a result of the Council Tax Support scheme implementation;
 - b. The former Assistant Chief Executive's Directorate is projecting a net over spend of £52k. This includes the corporate pressure of £0.215m in relation to Learning and Development commissioning (£60k), Cross Cutting Efficiencies (£0.100m), merger of Policy and Partnership teams (£21k) and delays in implementation of Performance Management Business case (£34k). The corporate pressure is reduced by various net under spends across the directorate; and
 - c. Legal and Governance Services is projecting an over spend of £0.271m resulting from delays in establishing the shared service with Barnet (£0.100m), under recovery of income from citizenship ceremonies (£51k) and cost in relation to increase in volume of child protection cases (£0.120m).

Community Health and Wellbeing

12. The Directorate is projecting an over spend of £0.446m, which is a moderate increase from the previous quarter. The decline in position is principally due to increased pressures on the Housing Needs budget, both in respect of an increasing number of households in bed and breakfast accommodation and under achievement of net income in respect of Private Sector Leases. If this trend continues, there may need to be a call on the general contingency.

13. Significant variances are highlighted below:-

- a. Adult Services are forecasting an over spend of £0.110m which is mainly due to Harrow's share of over spends on Central & North West London Foundation Trust;
- b. Community and Culture are reporting an adverse variance of £0.270m. This principally relates to a shortfall on leisure centre income (£0.212m) and under achievement of MTFs savings on libraries (£0.100m). Mitigation includes ongoing work to maximise income, vacancy management, cost management on major contracts, essential spending only and identify procurement savings;
- c. Currently, Housing Services are reporting an over spend on General Fund services of £24k. This is mainly due to increased pressures on the Housing Needs budget, both in respect of an increasing number of households in bed and breakfast accommodation and under achievement of net income in respect of Private Sector Lease; and
- d. There is a projected over spend of £42k in respect of performance support costs falling on the Department following the merger of the Adults and Housing Directorate with Community and Culture Directorate.

14. Public Health

- a. The Council is continuing to progress the transfer of Public Health services to the Council from April 2013 in line with the agreed transition plan. Costs associated with transition are expected to be in the region of

£0.356m. This will be partly funded from the carry forward of £0.114m which was approved as part of the 2011-12 outturn and partly from the allocation received from the Department of Health (£83k). This therefore indicates a potential overspend of £0.159m, although there may be scope to charge some of these costs to capital.

- b. Harrow and Barnet Councils have agreed in principle to share Public Health Services with Harrow as the host borough. This is subject to the authorities signing a legal agreement and agreeing an operating model.

Environment

15. Environment and Place Shaping Directorates are shown separately but has become one Directorate in quarter 3.
16. The directorate is forecasting an adverse variance of £0.194m. The forecast position has declined significantly since quarter 1. The main change is due to supplementary call on the levy from West London Waste Authority to reduce their budget deficit, which is offset by rebate from Pay As You Throw (PAYT) costs resulting in net additional levy of £0.290m. In addition, the income target for dry recyclables is not achievable due to volatile market price for the profit share element resulting in an adverse variance of £0.317m. This is offset by drop in adverse variance for parking enforcement income due to improvement in activity and capturing new areas of enforcement as part of partnership work with police to address crime disorder and to compliment traffic management policies.
17. In addition, Property and Infrastructure is also showing a favourable variance of £0.258m which is mainly due to additional SLA income, Depot rental income, Civic Centre parking income, Street Works income and forecast income for Major Works in respect of capital re-charges offset by £85k MTFs saving in respect of Property Repairs and Maintenance Procurement Value Chain which is not likely to materialise.
18. The directorate management is forecasting an under spend of £32k resulting from vacancy which is offset by recruitment costs.
19. Adverse variance of £0.202m in Public Realm Services mainly results from under achieving the income target for dry recyclables due to the volatile market price for the profit share element. Some of the pressure has been eliminated with the new contract from September 2012 and vacancy management.

Children's and Families

20. The directorate is forecasting a favourable net variance of £19k. Majority of the favourable variances are from vacancy management (£0.257m) and staff savings (£66k) resulting from the New Operating Model.
21. This is offset by forecast overspend of £0.304m on Targeted Services mainly due to Interim cover for Divisional Director (£64k), Placement services (£0.138m) for children looked after, leaving care and unaccompanied asylum seeker children; and Staffing budget for Children in Need and Children's Access Teams.

Place Shaping

22. The forecast outturn position indicates a minor overspend mainly resulting from Planning fee income (£0.188m) due to changes in permitted development rights and planning appeal costs (£34k). This is offset by salary savings and increase in corporate estate rental income (£0.188m).

Capital Financing

23. The forecast outturn at quarter 2 is a favourable variance of £0.371m which has improved by £0.188m since quarter 1. This has resulted from the changes in the Treasury Management lending strategy, to take advantage of higher longer term rates on loans offered by government backed banks, adopted by the Council in February 2012.

Carry Forwards

24. The Cabinet approved revenue carry forwards of £2.696m as part of the 2011-12 outturn position agreed at the 20 June Cabinet. There are also brought forward balances on the Local Authority Area (LAA) Grant and the Local Planning Development Grant (LPD) of £0.705m. As at quarter 2 £1.553m were released to the directorates which leaves a balance of £1.143m remaining to be allocated to the directorates and will be allocated as it is required, rather than in advance of need. The forecast assumes that all of the carry forwards will be allocated in year.

Housing Revenue Account (HRA)

25. The forecast outturn at quarter 2 is an over spend of £0.106m which results into forecast surplus for the year of £0.677m against a budget of £0.783m. The main variance comes from a forecast decrease in service charges income from leaseholders and overspends on repairs. This is partly offset by projected under spends on capital financing cost resulting from lower capital spend in 2011-12.

Procurement and Commercialisation Efficiency Savings

26. There are no central procurement savings but over £2m procurement savings are built into the MTFs Directorate efficiency plans in 2012-13. The procurement team is assisting the delivery of these savings through the projects detailed below:-

- a. The print contract has been awarded to the new supplier and the MTFs savings for current year of £0.100m has been achieved. In addition significant savings have been identified for the following year which is being incorporated into the 2013-14 budgets.
- b. A new contract is in place from September 2012 for dry recyclables income which will contribute to the procurement savings. However, the savings in respect of corporate property repairs and maintenance is not likely to materialise and has been reported in the forecast outturn position.
- c. Work is ongoing on leisure and library services to identify potential savings.
- d. Major projects within the Adults services which include contract management, WLA joint procurement for residential care and supporting people are on track to achieve the target savings.
- e. Children's and Families Directorate are on track to achieve majority of their procurement savings. Work is ongoing to ensure all the savings are achieved

27. The Commercialisation project is focussed on achieving the Special Needs Transport III project saving which is £0.500m in 2014-15. Additionally there is a cross cutting target of £0.100m in the 2012-13 budget to be delivered by the Directorates aided by the Commercialisation interim manager.

Transformation and Priority Initiatives Fund (TPIF)

28. The balance on the TPIF approved by the Cabinet at its meeting of 20th June as part of the outturn position was £1.184m. No bids have been agreed for the first two quarters of the year.

Contingency

29. The Contingency budget stands at £1m. There are no anticipated calls against the Contingency as at Quarter 2. However if homelessness does rise at a rate above the current budget provision, there may need to be a call on the contingency later in the year.

Debt Management

30. The latest position on Council Tax shows a potential surplus on the bad debt provision of £0.570m. The position will be monitored closely over the next quarter and any significant changes in the bad debt provision requirement will be taken into account for the budget setting process for 2013-14.
31. National Non Domestic Rates collection shows a potential overprovision of £0.371m. This position will be closely monitored. There is no direct financial impact on the Council as business rates are a call on the national non-domestic rate pool of central government.
32. The arrears on Housing Benefits show a potential increase in the Bad Debt Provision of £0.562m which will be partly funded from improved collection and additional subsidy payments. There is a potential risk of adequate funding of the provision which will be closely monitored and will be incorporated as part of quarter 3 forecast outturn position.
33. The PCT are challenging their contribution to continuing care costs for both children's and adults. Consequently the PCT debt for both totals to approximately £3.400m as at 30 September 2012. The position with the PCT debt poses a significant financial risk which has not been factored into the quarter 2 forecast outturn as the negotiations are on going.

Capital Programme

34. The approved gross Capital Programme at February 16 Council was £43m in 2012-13 and £66m in future years. £18.7m was approved in carry forwards as part of the 2011-12 outturn by the Cabinet at their 20 June meeting, increasing the overall programme to £61.7m. The projected under spend at quarter 2 is £13.8m which is an increase of £5.5m from the previous quarter. Main areas of significant under spends are detailed below:-
- a. Children's Directorate is forecasting a slippage of £9.188m resulting mainly from :-
 - i. Delays on the Schools Expansion Programme (£7.3m) for Vaughan and Marlborough Primary Schools due to extensive development and consultation phase and ongoing discussion with DfE in respect

- of bringing forward the Priority School Building (PSB) programme funding; and
- ii.* The major refurbishment programme for Weald Infant and Junior school (£1.3m) has been put on hold as a result of the schools inclusion in the DfE's PSB programme.
- b.* The DfE have confirmed an additional allocation of Basic Need Capital Grant to fund the capital cost of pupil growth totalling £2.64m. This will be applied to fund the approved primary school expansion programme thereby reducing the total funding that would have been required from the Council.
 - c.* The total under spend within the Community, Health & Wellbeing Directorate is £1.780m resulting mainly from
 - i.* Disabled Facilities and Empty/Better Homes grants (£0.398m);
 - ii.* Adults Services are projecting a slippage on Milman's Centre (£0.186m), HIV Supported Housing scheme (£0.352m) and Bentley Reablement Centre project (£0.227m); and
 - iii.* Cultural services are anticipating a slippage on both Headstone Manor (£0.300m) and Harrow Museum (£0.250m) programme as awaiting decision for lottery funding.
 - d.* The Resources directorate are forecasting a slippage on the ITO project (£0.768m) mainly resulting from changes in delivery date for Local Area Network (LAN) and Citrix application projects. Further requirements have been identified for refreshing Laptops and Windows 7 compatibility application which will run across two years (2012/13 and 2013/14). An update on the cost and funding of this will be reported at quarter 3.
 - e.* Place Shaping directorate are anticipating a slippage of £2.050m resulting mainly from projects for St Ann's & Kymberley Road (£1m), Pinner Park Farm (£0.200m), Strategic Sites Project (£0.500m) and Asset Development Projects (£0.250m).

35. The HRA programme currently estimates an under spend of £1.050m compared to the revised programme.

36. One off virements are recommended as detailed in the table below:

Description	From £000	To £000
Adult Social Care Framework I project Supported Housing (HIV)	250	250
St. Ann's Road project Strategic Sites	500	500
Total	750	750

Financial Implications

37. Financial matters are integral to the report.

Environmental Impact

38. There are none directly related to this report.

Performance Issues

39. Good financial performance is essential to achieving a balanced budget. The financial performance is integrated with the strategic performance of the Council through quarterly Improvement Boards for each Directorate where the financial position is considered at the same time as performance against key projects, service KPIs (including customer data and complaints) and workforce. Monitoring of finance and performance is reported regularly to the Corporate Strategic Board and Cabinet and is also considered by the Council's Performance and Finance Scrutiny Sub- Committee.

Risk Management Implications

40. The risks to the council and how they are being managed are clearly set out in the report:

Risks included on Directorate risk registers? Yes

Equalities Implications

41. There are no direct equalities impacts arising from the decisions within this report.

Corporate Priorities

42. This report deals with the Revenue and Capital monitoring which is key to delivering the Council's corporate priorities.

Section 3 - Statutory Officer Clearance

Name: Julie Alderson	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 22 November 2012		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 3 December 2012		

Section 4 – Performance Officer Clearance

Name: Liz Defries	<input checked="" type="checkbox"/>	on behalf of the Divisional Director Strategic Commissioning Partnership, Development and Performance
Date: 19 November 2012		

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards	<input checked="" type="checkbox"/>	Divisional Director (Environmental Services)
Date: 16 th November 2012		

Section 6 - Contact Details and Background Papers

Contact: Julie Alderson Email: julie.alderson@harrow.gov.uk

Background Papers:

<https://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=60645&Ver=4>

Call-In Waived by the Chairman of Overview and Scrutiny Committee	NOT APPLICABLE <i>[Call –in applies]</i>
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Appendix 1 – Revenue Monitoring

	Totals per	Brought	Budget	Latest	Outturn	Projected
Resources	February	Forward	Adj &	Budget	Forecast	Year end
	Cabinet	2011/12	Transfers		at Qtr 2	Variation
	£'000	£'000	£'000	£'000	£'000	£'000
Assistant Chief Executive						
Gross Expenditure	1,786	0	-109	1,677	1,735	58
Gross Income	-697	0	-54	-751	-697	54
	1,089	0	-163	926	1,038	112
Customer Services & IT Client Team						
Gross Expenditure	21,314	343	171	21,828	21,227	-601
Gross Income	-20,499	0	0	-20,499	-19,854	645
	815	343	171	1,329	1,373	44
Human Resources, Development & Shared Services						
Gross Expenditure	8,144	3	-4	8,143	8,512	369
Gross Income	-8,397	175	38	-8,184	-8,464	-280
	-253	178	34	-41	48	89
Strategic Commissioning						
Gross Expenditure	3,557	11	94	3,662	3,928	266
Gross Income	-1,430	-237	-40	-1,707	-2,012	-305
	2,127	-226	54	1,955	1,916	-39
Risk Audit & Fraud						
Gross Expenditure	4,607	-6	-78	4,523	4,882	359
Gross Income	-4,533	0	76	-4,457	-4,970	-513
	74	-6	-2	66	-88	-154
Corporate Items						
Gross Expenditure	2	0	0	2	200	198
Gross Income	0	0	0	0	-198	-198
	2	0	0	2	2	0
Legal & Governance						
Gross Expenditure	7,636	-55	86	7,667	7,889	222
Gross Income	-4,257	0	-86	-4,343	-4,293	50
	3,379	-55	0	3,324	3,596	272
Finance & Director of Finance						
Gross Expenditure	3,252	366	140	3,758	3,789	31
Gross Income	-3,026	13	0	-3,013	-3,044	-31
	226	379	140	745	745	0
Revenue Benefits & TPO						
Gross Expenditure	158,482	-6	83	158,559	158,793	234
Gross Income	-154,377	83	-83	-154,377	-154,529	-152
	4,105	77	0	4,182	4,264	82
Procurement						
Gross Expenditure	15,500	0	0	15,500	15,670	170
Gross Income	-16,104	300	0	-15,804	-15,974	-170
	-604	300	0	-304	-304	0
Finance Other						
Gross Expenditure	6,674	0	0	6,674	6,592	-82
Gross Income	-1,184	694	0	-490	-526	-36
	5,490	694	0	6,184	6,066	-118
Concessionary Fares						
Gross Expenditure	9,457	0	155	9,612	9,447	-165
Gross Income	-40	0	0	-40	-29	11
	9,417	0	155	9,572	9,418	-154
Directorate Expenditure Total						
	240,411	656	538	241,605	242,664	1,059
Directorate Income Total						
	-214,544	1,028	-149	-213,665	-214,590	-925
Directorate Total Net						
	25,867	1,684	389	27,940	28,074	134

Appendix 1 Revenue Monitoring

	Original Budget	Brought Forward 2011/12	Budget Adj & Transfers	Latest Budget	Outturn Forecast at Qtr 2	Projected Year end Variation
	£'000	£'000	£'000	£'000	£'000	£'000
Community Health and Wellbeing						
Commissioning & Partnerships						
Gross Expenditure	20,314	0	-376	19,938	19,652	-286
Gross Income	-2,024	0	0	-2,024	-1,865	159
	18,290	0	-376	17,914	17,787	-127
Long Term Care						
Gross Expenditure	36,414	0	251	36,665	36,583	-82
Gross Income	-11,055	0	-74	-11,129	-11,164	-35
	25,359		177	25,536	25,419	-117
Personalisation and Reablement						
Gross Expenditure	21,668	0	1	21,669	22,165	496
Gross Income	-2,439	0	8	-2,431	-2,457	-26
	19,229		9	19,238	19,708	470
Strategic Management						
Gross Expenditure	-1,240	0	2833	1,593	1,497	-96
Gross Income	-103	0	-2488	-2,591	-2,609	-18
	-1,343	0	345	-998	-1,112	-114
Housing Needs						
Gross Expenditure	6,044	0	-318	5,726	5,406	-320
Gross Income	-3,244	0	171	-3,073	-2,673	400
	2,800	0	-147	2,653	2,733	80
Housing Partnerships						
Gross Expenditure	823	0	-1	822	750	-72
Gross Income	-5	0	0	-5	-5	0
	818	0	-1	817	745	-72
Travellers Site						
Gross Expenditure	27	0	0	27	27	0
Gross Income	-2	0	0	-2	-2	0
	25	0	0	25	25	0
Other Housing GF Services						
Gross Expenditure	370	0	0	370	381	11
Gross Income	-20	0	0	-20	-20	0
	350	0	0	350	361	11
Resident Services - Watkins House						
Gross Expenditure	488	0	0	488	489	1
Gross Income	-27	0	0	-27	-23	4
	461	0	0	461	466	5
Community & Development						
Gross Expenditure	0	0	3,300	3,300	3,084	-216
Gross Income	0	0	-981	-981	-810	171
	0	0	2,319	2,319	2,274	-45
Cultural Services						
Gross Expenditure	0	54	4,053	4,107	4,408	301
Gross Income	0	0	-2,560	-2,560	-2,646	-86
	0	54	1,493	1,547	1,762	215
Libraries						
Gross Expenditure	0	0	6,183	6,183	6,158	-25
Gross Income	0	0	-614	-614	-489	125
	0	0	5,569	5,569	5,669	100
Transformation						
Gross Expenditure	493	0	8	501	546	45
Gross Income	-51	0	-6	-57	-62	-5
	442	0	2	444	484	40
Directorate Expenditure Total	85,401	54	15,934	101,389	101,146	-243
Directorate Income Total	-18,970	0	-6,544	-25,514	-24,825	689
Directorate Total Net	66,431	54	9,390	75,875	76,321	446

Appendix 1 Revenue Monitoring

	Original Budget	Brought Forward 2011/12	Budget Adj & Transfers	Latest Budget	Outturn Forecast at Qtr 2	Projected Year end Variation
	£'000	£'000	£'000	£'000	£'000	£'000
Environment						
Community Safety						
Gross Expenditure	8,582	0	0	8,582	8,586	4
Gross Income	-10,041	0	0	-10,041	-10,053	-12
	-1,459	0	0	-1,459	-1,467	-8
Property & Infrastructure						
Gross Expenditure	28,030		-273	27,757	31,003	3,246
Gross Income	-10,698		97	-10,601	-14,105	-3,504
	17,332		-176	17,156	16,898	-258
Public Realm Services						
Gross Expenditure	27,761		-54	27,707	27,820	113
Gross Income	-5,249		0	-5,249	-4,870	379
	22,512		-54	22,458	22,950	492
Directorate Management						
Gross Expenditure	968		-40	928	896	-32
Gross Income	-64		0	-64	-64	0
	904		-40	864	832	-32
Community and Culture						
Gross Expenditure	13,536		-13536	0	0	0
Gross Income	-4,151		4151	0	0	0
	9,385	0	-9,385	0	0	0
Directorate Exp Total	78,877		-13,903	64,974	68,305	3,331
Directorate Income Total	-30,203		4,248	-25,955	-29,092	-3,137
Directorate Total Net	48,674		-9,655	39,019	39,213	194

Appendix 1 Revenue Monitoring

	Original Budget	Brought Forward 2011/12	Budget Adj & Transfers	Latest Budget	Outturn Forecast at Qtr 2	Projected Year end Variation
	£'000	£'000	£'000	£'000	£'000	£'000
Children's & Families						
Quality Assurance, Commissioning Schools						
Gross Expenditure	12,941	217	1,559	14,717	14,697	-20
Gross Income	-8,247		-19	-8,266	-8,266	0
	4,694	217	1,540	6,451	6,431	-20
Early Intervention Service						
Gross Expenditure	14,538		-118	14,420	14,273	-147
Gross Income	-11,714		4,942	-6,772	-6,772	0
	2,824	0	4,824	7,648	7,501	-147
Targeted Services						
Gross Expenditure	17,917	79	-122	17,874	18,178	304
Gross Income	-921		20	-901	-901	0
	16,996	79	-102	16,973	17,277	304
Management						
Gross Expenditure	499	21	148	668	602	-66
Gross Income	-158		100	-58	-58	0
	341	21	248	610	544	-66
Special Needs						
Gross Expenditure	23,430	65		23,495	23,405	-90
Gross Income	-14,263		871	-13,392	-13,392	0
	9,167	65	871	10,103	10,013	-90
Schools						
Gross Expenditure	115,419		288	115,707	115,707	0
Gross Income	-109,966			-109,966	-109,966	0
	5,453	0	288	5,741	5,741	0
Directorate Expenditure Total	184,744	382	1,755	186,881	186,862	-19
Directorate Income Total	-145,269	0	5,914	-139,355	-139,355	0
Directorate Total Net	39,475	382	7,669	47,526	47,507	-19

Appendix 1 Revenue Monitoring

	Original Budget	Brought Forward 2011/12	Budget Adj & Transfers	Latest Budget	Outturn Forecast at Qtr 2	Projected Year end Variation
	£'000	£'000	£'000	£'000	£'000	£'000
Place Shaping						
Business Management						
Gross Expenditure	0		0	0	0	0
Gross Income	0		0	0	0	0
	0	0	0	0	0	0
Planning Services						
Gross Expenditure	4,625		140	4,765	4,646	-119
Gross Income	-1,916		-45	-1,961	-1,766	195
	2,709	0	95	2,804	2,880	76
Economic Development Research & Enterprise						
Gross Expenditure	1,205		0	1,205	1,198	-7
Gross Income	-8		0	-8	-9	-1
	1,197	0	0	1,197	1,189	-8
Major Development Projects						
Gross Expenditure	452		-95	357	396	39
Gross Income	-132		0	-132	-132	0
	320	0	-95	225	264	39
Corporate Estates						0
Gross Expenditure	846		26	872	862	-10
Gross Income	-1,525		0	-1,525	-1,613	-88
	-679	0	26	-653	-751	-98
Directorate Exp Total	7,128	0	71	7,199	7,102	-97
Directorate Income Total	-3,581	0	-45	-3,626	-3,520	106
Directorate Total Net	3,547	0	26	3,573	3,582	9

Appendix 2 Capital Monitoring

Consolidated

	Latest Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget (2012/13 Programme & 2011 C/fwds)	Variance (Forecast Vs Adjusted Budget)	Current Year Expenditure Monitoring		
	Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Resources	7,106,000	5,000,000	12,106,000	10,521,579	777,914	11,299,493	4,183,493	0	11,289,493	767,914	952,264	1,396,842	22%
Environment	10,665,400	17,983,000	28,648,400	12,268,307	4,535,000	16,803,307	1,659,550	0	12,324,950	56,643	547,883	3,283,376	31%
Community, Health & Wellbeing	3,961,000	4,890,000	8,851,000	4,243,924	1,608,943	5,852,867	2,212,624	(149,380)	6,024,244	1,780,320	565,905	219,197	18%
Children's Services	9,821,000	16,608,000	26,429,000	9,177,856	9,205,280	18,383,136	8,545,098	0	18,366,098	9,188,242	2,531,801	857,475	37%
Place Shaping	4,755,300	11,736,500	16,491,800	3,137,267	12,786,500	15,923,767	431,967	0	5,187,267	2,050,000	573,962	483,789	34%
Total General Fund	36,308,700	56,217,500	92,526,200	39,348,933	28,913,637	68,262,570	17,032,732	(149,380)	53,192,052	13,843,119	5,171,814	6,240,679	29%
HRA	7,697,350	15,038,000	22,735,350	8,332,970	845,000	9,177,970	1,685,647	0	9,382,997	1,050,027	2,178,809	391,981	31%
Total Capital Programme	44,006,050	71,255,500	115,261,550	47,681,903	29,758,637	77,440,540	18,718,379	(149,380)	62,575,049	14,893,146	7,350,623	6,632,660	29%

42

Resources

Description	Latest Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget	Variance	Current Year Expenditure Monitoring		
	Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Business Transformation	1,218,273	0	1,218,273	2,709,582	0	2,709,582	1,491,309	0	2,709,582	0	389,645	836,152	45%
Corporate Finance	373,457	0	373,457	1,107,484	0	1,107,484	734,027	0	1,107,484	0	37,864	471,001	46%
Local Area Agreement	0	0	0	663,157	0	663,157	663,157	0	663,157	0	121,589	89,689	32%
Information Technology	5,514,270	5,000,000	10,514,270	5,941,356	777,914	6,719,270	1,195,000	0	6,709,270	767,914	403,166	0	7%
My Harrow Services Account	0	0	0	100,000	0	100,000	100,000	0	100,000	0	0	0	0%
Per Capital Programme	7,106,000	5,000,000	12,106,000	10,521,579	777,914	11,299,493	4,183,493	0	11,289,493	767,914	952,264	1,396,842	22%

Appendix 2 - Capital Monitoring

Environment

Description	Latest Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget	Variance	Current Year Expenditure Monitoring		
	Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Tree Planting & Parks	300,000	600,000	900,000	300,000	0	300,000	0	0	300,000	0	36,647	30,000	22%
Carbon Commitment	610,000	0	610,000	614,300	0	614,300	9,630	0	619,630	5,330	7,800	514,800	85%
Neighbourhood Investment	210,000	560,000	770,000	228,648	0	228,648	18,648	0	228,648	0	14,321	1,734	7%
Public Realm Infrastructure	5,989,000	11,978,000	17,967,000	7,426,799	600,000	8,026,799	1,437,799	0	7,426,799	0	347,351	2,637,477	40%
Recycling Schemes	218,400	150,000	368,400	218,400	0	218,400	0	0	218,400	0	77,771	0	36%
Transport for London Schemes	2,223,000	3,920,000	6,143,000	2,243,937	3,920,000	6,163,937	17,250	0	2,240,250	(3,687)	17,560	21,090	2%
s106 Schemes	0	0	0	161,223	15,000	176,223	176,223	0	176,223	15,000	12,322	4,846	11%
Corporate Accommodation	400,000	775,000	1,175,000	400,000	0	400,000	0	0	400,000	0	13,692	73,429	22%
School Landlord Works	0	0	0	0	0	0	0	0	0	0	20,418	0	
Outstanding Business Cases	715,000	0	715,000	675,000	0	675,000	0	0	715,000	40,000	0	0	0%
Per Capital Programme	10,665,400	17,983,000	28,648,400	12,268,307	4,535,000	16,803,307	1,659,550	0	12,324,950	56,643	547,883	3,283,376	31%

Community, Health and Wellbeing

Community, Health & Wellbeing Description	Latest Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget	Variance	Current Year Expenditure Monitoring		
	Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Adult Services	1,087,000	300,000	1,387,000	1,351,226	879,400	2,230,626	1,181,640	(149,380)	2,119,260	768,034	126,389	126,697	19%
Housing General Fund	2,170,000	3,390,000	5,560,000	2,349,395	179,543	2,528,938	647,681	0	2,817,681	468,286	439,164	0	19%
Leisure Centre & other sites	704,000	1,200,000	1,904,000	543,303	550,000	1,093,303	383,303	0	1,087,303	544,000	352	92,500	17%
Per Capital Programme	3,961,000	4,890,000	8,851,000	4,243,924	1,608,943	5,852,867	2,212,624	(149,380)	6,024,244	1,780,320	565,905	219,197	18%

Appendix 2 - Capital Monitoring Children's Services

Children's Services	Description	Latest Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget	Variance	Current Year Expenditure Monitoring		
		Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Previous Year projects		0	0	0	0	0	0	0	0	0	0	(623,756)	5,594	
Catering in schools		0	0	0	1,272,107	0	1,272,107	1,216,938	0	1,216,938	(55,169)	1,078,760	25,849	87%
Whitmore (High School No. 1)		0	0	0	62,604	0	62,604	62,604	0	62,604	0	(2,148)	0	-3%
School Amalgamation support		0	0	0	1,128,249	0	1,128,249	1,265,045	0	1,265,045	136,796	499,656	12,110	45%
Devolved Formula Non VA schools		0	0	0	1,375,261	0	1,375,261	1,375,261	0	1,375,261	0	0	0	0%
Project fees during defects period		0	0	0	23,026	0	23,026	23,026	0	23,026	0	17,264	0	75%
Schools Expansion Programme Phase I		8,150,000	0	8,150,000	2,865,000	7,311,420	10,176,420	2,026,420	0	10,176,420	7,311,420	617,608	439,272	37%
Schools Capital Maintenance		1,350,000	0	1,350,000	1,350,000	0	1,350,000	0	0	1,350,000	0	761,178	95,200	63%
Special Educational Needs Provision		650,000	0	650,000	650,000	0	650,000	0	0	650,000	0	1,678	247,240	38%
General and Legacy		0	0	0	736,120	1,391,300	2,127,420	2,072,421	0	2,072,421	1,336,301	181,560	32,211	29%
Information Technology		167,000	0	167,000	210,666	0	210,666	0	0	167,000	(43,666)	0	0	0%
New schemes		(496,000)	16,608,000	16,112,000	(495,177)	502,560	7,383	503,383	0	7,383	502,560	0	0	0%
Per Capital Programme		9,821,000	16,608,000	26,429,000	9,177,856	9,205,280	18,383,136	8,545,098	0	18,366,098	9,188,242	2,531,801	857,475	37%

44

Place Shaping

Place Shaping	Description	Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget	Variance	Current Year Expenditure Monitoring		
		Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Place Shaping Schemes		4,755,300	11,736,500	16,491,800	3,137,267	12,786,500	15,923,767	431,967	0	5,187,267	2,050,000	573,962	483,789	34%
Per Capital Programme		4,755,300	11,736,500	16,491,800	3,137,267	12,786,500	15,923,767	431,967	0	5,187,267	2,050,000	573,962	483,789	34%

Appendix 2 - Capital Monitoring
HRA

HRA Description	Latest Approved Capital Programme (Cabinet February 2012)			Latest Forecast			C/F from 2011/12	Movements	Adjusted Budget	Variance	Current Year Expenditure Monitoring		
	Current Year	Future Years	Total	Current Year	Future Years	Total					Current Year	Current Year	Current Year
Grant funded Extensions	200,000	0	200,000	100,000	0	100,000	185,647	0	385,647	285,647	15,174	4,345	19.52%
Aids & Adaptations	600,000	0	600,000	407,380	0	407,380	0	0	600,000	192,620	180,969	105,700	70.37%
Main Housing Programme	6,897,350	15,038,000	21,935,350	7,599,210	845,000	8,444,210	1,500,000	0	8,397,350	798,140	1,982,665	281,936	29.80%
Items to be absorbed into realigned capital schemes	0	0	0	226,380	0	226,380	0	0	0	(226,380)	0	0	0.00%
Per Capital Programme	7,697,350	15,038,000	22,735,350	8,332,970	845,000	9,177,970	1,685,647	0	9,382,997	1,050,027	2,178,809	391,981	30.85%

Appendix 3 – Bad Debt Provision

Council Tax

Currently, bad debt provisions (BDP) of £3.892m exist [£4.142m- £0.250m; w/off done 01/04/12-30/09/12] for Council Tax against a potential BDP of £3.322m for debts accrued to 31 March 2012.

COUNCIL TAX	Arrears as at 1 st of April	Arrears as at Qtr 2	BDP	BDP as at Qtr 2
	£000	£000	%	£000
Pre 2008-2009	834	732	100	732
2008-2009	643	557	100	557
2009-2010	816	714	75	536
2010-2011	1,264	1,113	60	668
2011-2012	2,193	1,658	50	829
Total	5,750	4,774		3,322

National Non Domestic Rates (NNDR)

Currently, bad debt provisions of £2.288m [£2.500m- £0.212m; w/off done 01/04/12 to 30/09/12] exist for business rates (NNDR) against a potential BDP of £1.917m. But as the business rates are a call on the national non-domestic rate pool of central government there is no financial affect to this Authority.

NATIONAL NON DOMESTIC RATES (NNDR)	Arrears as at 1 st of April	Arrears as at Qtr 2	BDP	BDPas at Qtr 2
	£000	£000	%	£000
Pre 2011-2012	1,237	969	100	969
2011-2012	1,608	1,265	75	948
Total	2,845	2,234		1,917

Council Tax and Business Rates Court Cost

Currently, bad debt provisions (BDP) of £0.845m exists for Court Costs against a potential BDP of £0.917m. From previous years trends, this amount of provision appears to be adequate and in line with our overall provisions policy.

Court Cost	Arrears as at 1 st of April	Arrears as at Qtr 2	BDP	BDP as at Qtr 2
	£000	£000	%	£000
Pre 2009-2010	277	235	100	235
2009-2010	163	141	85	120
2010-2011	247	205	75	154
2011-2012	450	338	60	203
2012-2013	0	410	50	205
Total	1,137	1,329		917

Appendix 3 – Bad Debt Provision

Housing Benefits

Currently, bad debt provisions of £2.024m [£2.119m - £0.095m w/off 1/4/12 to 30/09/12] exist for Housing Benefit overpayment debt against a potential BDP of £2.586m (£1.829m+£0.757m). The under provision will be partly funded from improved collection and additional subsidy payments.

Housing Benefit DEBTORS	Outstand as at 1 st of April	Outstand as at Qtr 2	BDP	BDP as at Qtr 2
	£000	£000	%	£000
Pre 2010-2011	875	736	100	736
2010-2011	520	393	100	393
2011-2012	1,253	768	50	384
2012-2013	0	1,055	30	316
Totals	2,648*	2,952		1,829

Housing Benefit LIVE CASES	Outstand as at 1 st of April	Outstand as at Qtr 2	BDP	BDP as at Qtr 2
	£000	£000	%	£000
Pre 2010-2011	264	162	100	162
2010-2011	429	261	75	196
2011-2012	1,181	702	30	210
2012-2013	0	943	20	189
Totals	1,874	2,068		757

*The arrears as at 30/9/12 were a combination of closed accounts (debtors) and live cases. However, in order to obtain a more realistic bad debt provision we have this year separated the two areas as the risk of non collection is very different for the two areas, the former being owed by clients who no longer receive benefits or have moved out of the borough, and the latter relating to clients currently residing in Harrow and claiming housing or council tax benefits. Re this category, we can attach benefits to offset against debts and obtain payment direct from the DWP which reduces non collection risk. The DPD rates applied reflect this situation.

Housing Revenue Account

This provision represents Leasehold Service Charge and Major Works, Current and Former tenants' rents and Garages and Commercial rents arrears. Within the HRA an annual contribution of £0.200m is budgeted to support any changes in the required level of provision.

Current provision of £0.409m exist, after allowing for estimated write offs amounting to £0.229m. The estimated requirement as at quarter 2 is £0.553m which suggest an increase of £0.144m.

Appendix 3 – Bad Debt Provision

Debt Summary

£'000	Rent			Leasehold		Shops & Commercial	Total Debt
	Current tenants	Former tenants	Garages	Service charges	Major Works		
Gross debt @ 01/04/2012	467	727	31	128	20	108	1,461
Debt at 30/09/2012							
Less than 30 days	180	42	0	315	0	72	609
30 to 60 days	117	9	0	0	0	0	126
60 to 90 days	38	3	36	0	0	0	77
90 to 180 days	68	16	0	0	0	25	109
181 to 365 days	37	48	0	42	2	19	148
> 365 days	6	618	0	42	11	24	701
Debt @ 30/09/2012	446	736	36	399	13	140	1770

Bad Debt Provision

Opening bad debt provision @ 01/04/2012	0	(638)	0	0	0	0	(638)
Write offs to date	0	32	0	0	0	0	32
Estimated further write offs	0	122	25	40	10	0	197
Total estimated write offs to year end	0	154	25	40	10	0	229
Current bad debt provision after write offs @ 31/03/2013	0	(484)	25	40	10	0	(409)
Bad debt provision required@31/03/2013	0	(553)	0	0	0	0	(553)
Revenue contribution to top up provision	0	(69)	(25)	(40)	(10)	0	(144)

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

Date of Meeting:	29 January 2013
Subject:	Report on progress - Council's use of performance information scrutiny review
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Councillors Jerry Miles and Tony Ferrari, Corporate Resources Scrutiny Lead Members
Exempt:	No
Enclosures:	Appendix 1 – Update on implementation of final (phase 2) recommendations Appendix 2 – Update on implementation of interim (phase 1) recommendations

Section 1 – Summary and Recommendations

This report provides an update against the implementation of the recommendations made in both the interim and final reports of the Scrutiny Review.

Recommendations:

- i) That the report be noted;
- ii) That members highlight areas where they wish to maintain oversight and updates be channelled through the Chair's briefings meetings on a six-monthly basis.

Section 2 – Report

Introduction

The Sub-Committee on 2 February 2012 received a report summarising progress against the recommendations of the interim (phase 1) review report and on 24 July 2012 a further report dealt with progress in relation to the final (phase 2) review report.

This report provides a further update against the outcomes of both phases of the Review at Appendices 1 and 2.

This is the second report on each Phase and the recommendations have substantially been implemented. In a few cases progress has been affected by other developments or available resources. If Members wish to highlight particular areas for further monitoring, it may be convenient to provide updates via the Chair's briefing meetings on a six-monthly basis.

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: Reports to Performance & Finance Sub-Committee, 2 February 2012 and 24 July 2012, available at:
<https://www.harrow.gov.uk/www2/ieListMeetings.aspx?XXR=0&Year=2012&CId=817>

Measuring up: Harrow Council's Use of Performance Information

Update on implementation of final (phase 2) recommendations – January 2013

Overall principles recommended for adoption by Cabinet

- **Performance information and data is the start of the conversation.** Both Members and officers must be active rather than passive users of information. Councillors should be more demanding of data and officers should consider what they are trying to demonstrate and how best to present it.
- **Managing performance with data rather than with too many indicators.** Given that there is less national pressure to monitor specific performance indicators the Council should shift its focus to identifying indicators that are locally useful and making better use of data to understand performance and support decision-making.
- **To make more data public.** By doing so the Council can improve transparency and accountability as well as encouraging others to share data by leading the way.
- **A positive performance management culture.** This is one that is not 'red adverse'. Improvement is much more than just measuring. The improvement cycle encompasses leading, setting priorities, planning, measuring impact, learning and revising. It is continuous and iterative – making things better step-by-step. Scrutiny has a constructive role to play in supporting such processes.

Response agreed by Cabinet

The abolition of the National Indicator Set has not resulted in the scale of reduction in central government requirements for data that was originally anticipated. However, the opportunity has been taken to revise performance measures across the Council to focus more on local priorities and this objective will continue. The recommended principles are accepted and officers will work with Executive and Scrutiny members to put them into effect in the ongoing development of the Council's performance framework and the implementation of the recommendations below. Release of more data is of course subject to any legal considerations.

Update at July 2012:

The 2011/12 Corporate Scorecard included more local performance indicators than in previous years. However a significant number of National Indicators have been retained where they have been felt to be useful and/or where Inspectorates have indicated that they still want them to be collected. The London Councils' LAPS benchmarking data also uses National Indicators (and the older BVPIs) as the definitions are widely understood by councils and this ensures a consistent approach.

The 2011/12 Corporate Scorecard has been retained into 2012/13 with only minor changes in anticipation of a more extensive review when the work to develop a greater outcomes approach has been completed.

Update at January 2013:

Work on defining the council's core outcomes has been undertaken and will be reflected in the Corporate Plan for 2013/14, due for presentation to Cabinet in February 2013. A new set of supporting measures is in development and will form the basis for both internal and public reporting on performance.

Specific recommendations

Recommendation

Initial Response

Update

BEST PRACTICE For Cabinet:

- A) We recommend that steps be taken to improve the timeliness of the performance reporting processes. By this we mean:
 - i. The speed at which Improvement Boards take place at the end of the quarter. This includes, but is not limited to, streamlining the performance approach, for example by greater or more effective use of IT or by automating processes.

Recommendation accepted in principle. There are a wide range of contributions to the management information which is presented to Improvement Boards, some of which take longer to produce than others. For Quarter 1 2011/12, the pace was forced to allow earlier meetings but some information was partial, for instance sickness absence data was missing and financial data was for two months of the quarter. The possibilities for enabling earlier meetings will be assessed in conjunction with recommendation R). This will include the potential for increased use of IT, although there could be a cost and some of the causes of delay would not be addressed by IT: for example, complex indicators that require additional processing or validation, those that rely on external sources such as partners. The aim will be a balance between speed and accuracy.

Update at July 2012

Although the aim for Quarter 1 2012/13 was to arrange all Improvement Boards

Recommendation

Initial Response

Update

for the last week in July, this has not been possible due to diary commitments and some will not take place until the end of August or early September. Improvement Boards for Quarters 2 and 3 have yet to be scheduled and will be a better test of the balance between earlier and full submission of data. The Improvement Board Guidance has been reviewed to remove unnecessary duplication and streamline the process as far as possible without further resources.

Update at January 2013

Changes have occurred in the configuration of Improvement Boards during the year, flowing from changes in the structure of Directorates. Future meeting dates are set to occur as early as achievable in each quarter but processes for production of data and the writing and clearance of reports for Improvement Boards do not appear capable of much compression in the short term. This will be kept under review as reporting arrangements are put in place for the next Corporate Plan.

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

Performance and Scrutiny staff will discuss and provide options for consideration by Executive and Scrutiny members by end January 2012.

Update at July 2012

A new process has been agreed for the issue of Corporate Scorecard information to the Chair and Vice-Chairman of Performance and Finance Sub-Committee (P&F) and Scrutiny leads as soon as practicable after Improvement Boards. The P&F briefings are now fixed so as to enable consideration of this information at the earliest opportunity and in time for any urgent comments to be fed through to Corporate Strategic Board in time to influence the Strategic Performance Report to Cabinet, where appropriate. To enable this, it has been necessary to decouple the briefing meeting from the agenda setting process for P&F in some cycles. Timetabling remains a challenge.

Update at January 2013

The amended process outlined in the July update has been successfully in

Recommendation**Initial Response****Update**

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

operation for a number of cycles.

This recommendation is regarded as achieved and will not be reported on again.

The Strategic Performance Report is published on the web in its own right as well as in the Cabinet agenda and, over the last couple of years, the aim has been to make the Report more accessible to a general readership. However, a review will be carried out of how performance information is published, taking into account the issues raised by the focus groups and referred to under K) below. This will feed into quarter 1 reporting for 2012/13.

Update at July 2012

The Local Information System (LIS) is now on line, though not yet officially launched, and we are currently exploring whether it could be used to enhance the presentation of the Corporate Scorecard online. This has therefore delayed our review of public reporting, which was originally aimed at quarter 1 reporting. With the LIS now in place, we will aim for enhanced public reporting from Q3 2012/13.

Update at January 2013

The technical difficulties with the LIS have resulted in the public launch being postponed until early 2013/14. The potential for using the LIS as part of our approach to providing performance information to the public continues to be developed, particularly in relation to the forthcoming Corporate Plan 2013/14, which will require a different approach to reporting.

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

Options for enabling this input will be examined in conjunction with Executive and Scrutiny members as per Recommendation A ii.

Update at July 2012/January 2013

See A.ii.

Recommendation**Initial Response****Update**

D) We recommend that the Council's Corporate Leadership Group¹ be renamed and charged with a stronger remit for addressing cross-departmental operational issues.

This recommendation will be addressed in the response to the proposals for the Senior Management Restructure, reported at December Cabinet.

Update at July 2012/January 2013

Two new CLG Operations Boards have been set up, first meeting in June 2012. These will look respectively at internal and external cross-cutting issues and, with membership on each Board covering each Directorate, the focus is on resolution and problem solving. The CLG itself will now meet quarterly rather than six-weekly.

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

Agreed in principle and a proposal will be developed by performance and finance staff and discussed with Scrutiny lead members by end January 2012.

Update at July 2012/January 2013

The Performance and Finance Scrutiny Sub-Committee Chair's briefing now receives both the Corporate Scorecard and finance report each quarter.

For the Overview and Scrutiny Committee

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

Update at July 2012

The Better Deal for Residents review considers how effectively the transformation projects are achieving their stated ambitions. Phase one of this review made a number of specific recommendations, which were accepted, about the establishment of accurate baseline information and measurement of outcomes.

Update at January 2013

The Better Deal for Residents review has finished.

¹ The Corporate Leadership Group is made up of the Chief Executive, Corporate Directors and Divisional Directors, and senior managers who report direct to the Corporate Directors from across the Council.

Recommendation**Initial Response****Update**

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

Scrutiny of health services is well established; however more systematic consideration of financial and service performance information still needs to be developed in order to deliver more proactive scrutiny of health services.

With regard to scrutiny of the police and crime, an agreed suite of indicators will be reported to the Community Health and Well Being Leads and the Chair and Vice Chairman of the Performance and Finance sub committee on a quarterly basis and the same suite of indicators will accompany the annual community safety plan when it is considered by the Overview and Scrutiny committee.

Update at January 2013

A key focus over the last year has been the provision of crime data for consideration by scrutiny councillors. A draft reporting template has been devised in this regard. Work will also commence in the New Year to consider health performance data. Access to the Local Information System will further facilitate this.

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

- That Lead Members take a greater responsibility for escalating and sharing of information pertaining to their brief;

The scrutiny leads are timetabling meetings with relevant corporate directors, partners, portfolio holders in order to identify the key policy drivers and priorities for their respective services. This will ensure a more specific focus for scrutiny activity and ensure that the key issues are considered. The scrutiny lead areas have also been rationalised to link them more closely to the council's structure.

Update at January 2013

All Scrutiny lead members now receive both the corporate scorecard and have also considered with Corporate Directors the commissioning panel and budget proposals for their relevant areas.

Recommendation**Initial Response****Update**

- That wherever possible Scrutiny Lead Members attend committee meetings for relevant items where they are not ordinarily a Member;
- That Lead Members make use of the new Local Information System (LIS) in order to inform the scrutiny process.

This is being implemented
Update at January 2013
This continues to be implemented

This is something which could be included in a corporate member development session – scrutiny no longer runs a separate member development process. See also N below.

Update at January 2013

A briefing is proposed for a Scrutiny Leadership Group early in the New Year

CUSTOMER ENGAGEMENT**For Cabinet**

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

Agreed. An initial meeting has been held between performance and communications staff and has identified a number of possibilities. Further discussions are required with Access Harrow management to ensure alignment of customer contact strategies. A developed proposal will be made to Scrutiny leads by March 2012.

Update at July 2012

A number of technological problems have delayed the launch of the LIS; however, the delay time has been used to improve the customer experience in response to feedback from interested testers in the Council and partner agencies. The LIS is now in “soft launch” stage and available on the internet, though not yet through a link from the Council’s homepage. An action plan to promote and support the use of the LIS will include working with schools, libraries and community groups to widen access. The full launch is planned for September. Work has not yet started

Recommendation

Initial Response

Update

on how to reach residents without access to the internet. This will commence following launch of the LIS and in alignment with customer contact strategies.

Update at January 2013

As at the start of January 2013 the main technical problem with the LIS has been resolved. We now have one link that the public can access externally and staff can access internally. This delay and other minor technical issues that still need to be resolved have pushed back our external promotional plan to April 2013. We are using the period January to March 2013 to load up all the Census Key Statistics information so these can be viewed on a borough or ward basis.

On the issue of reaching residents without access to the internet, we are taking advice from the library service and Communications.

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

Approach agreed and opportunities will be explored in conjunction with Recommendation I) above.

Update at July 2012

As above, this will be explored in conjunction with Recommendation I)

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

- The Council should provide 'honest' information – not just carefully collected soundbites or what the Council wants

Agreed in principle and, in association with B) above and L), M) and N) below, the options in terms of content and method of publication will be explored to the set timetables and progress will be reported back to Scrutiny leads by January 2012.

Update at July 2012

The LIS provides the opportunity for users to “drill down” into more detailed information. Testers felt that initially there was too much information on the LIS so we have simplified the data and some of the terminology to make it more accessible. Users are invited to give their feedback on the site and we will use this

Recommendation

Initial Response

Update

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

to guide future developments. Given that we see the LIS as the long term solution to enabling this recommendation to be delivered effectively, the delay in its launch has therefore had a knock-on effect on meeting this recommendation.

Update at January 2013

See also Recommendation P.

As stated previously we see the LIS as a solution to enabling some of these recommendations. One of the overall aims of the LIS is to make Harrow information much more accessible to all so it can be used more effectively, ensuring our work adds value, given limited resources. For example, with the audience in mind and following a suggestion by a Councillor we have devised crime maps and profiles going back more than the rolling 3 months information available from the Met Police website. This will allow the audience to get an insight into the crime information to whatever level they wish to investigate. So now an enquirer can drill down to the monthly crime rates or figures by ward or borough and see this as a map or as a profile. This information is available for any of the past 12 months or can be viewed as a time trend graph for the previous 24 months. The information is in open data format as it can be downloaded in XLM, XLS or CSV format.

Recommendation**Initial Response****Update**

not too simplistic.

- The Council should consider organisational blogs and Twitter to give residents a more real-time insight into how services work and the challenges faced.
- The Council must commit to responding to residents who offer an opinion.

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

Agreed in principle and to be taken forward with Directorates, initially through the High Performing Harrow group, and progress to be reviewed by Improvement Boards as from Q1 2012/13.

Update at July 2012/January 2013

Discussions will be held with Communications and the web team to explore possibilities for how this can be presented publicly; to be considered in conjunction with M) below. The refresh of Improvement Board guidance is also encouraging directorates to consider reporting performance and service information side by side.

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

To be considered in conjunction with K) and related issues, above.

Update at July 2012/January 2013

The Council Tax leaflet 2012/13 contained information on seven key achievements and summary plans under each Corporate Priority for the next year. It is recognised that more work needs to be done and discussions will be held with Communications to explore what further information could be provided and how.

N) We recommend that further work should be undertaken to analyse the information

Agreed and will be taken forward as part of the development of the Local Information System strategy. Ward profiles developed by June 2012.

Recommendation

Initial Response

Update

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

Update at July 2012

Draft ward profiles have been loaded into the LIS based on the information which Members have previously received in static ward profiles. LIS information is updated regularly throughout the year as it becomes available. There is a need to work with Members on developing the profiles to meet their needs and Scrutiny members are asked whether they are interested in taking part in a focus group for this purpose.

Update at January 2013

During the period January to March officers will be promoting the system to Councillors so that they obtain a clearer understanding of ward information the LIS holds. This information will include the ward Census 2011 information available at the end of January/February 2013.

There is a LIS demonstration planned for the Scrutiny Leadership Group in February.

TECHNOLOGY AND DATA PRESENTATION

For Cabinet

- O) We recommend that the Harrow Local Information System (LIS) be linked into other sources – for example the London datastore² in order to increase the profile of Harrow's information.

Agreed - Officers are in contact with London Datastore to take this forward.

Update at July 2012

Officers are in contact with the London Datastore and are looking at how the LIS could be enhanced through links, with a view to implementation at quarter 3. Data from government sources (eg ONS) is included for all London Boroughs for comparison.

² <http://data.london.gov.uk/>

Recommendation

Initial Response

Update

Update at January 2013

The LIS has a number of useful links such as Public Health Observatories and NOMIS Office for National Statistics that give people an idea of the sources Harrow uses in its own research. These links are continually being updated.

The London Datastore is a great source of information and the team keep in contact and add any data and links that would be useful to Harrow.

Recommended that Cabinet adopt the principles listed, subject to the limitations of resources. The full implications of the Code of Recommended Practice are still being assessed. Meanwhile current practice aligns to these principles as below:

P) In keeping with the new *Code of Recommended Practice for Local Authorities on Data Transparency*,³ we recommend that the Council adopt the following three key principles when publishing data:

- responding to public demand;
 - releasing data in open formats available for re-use;
 - releasing data in a timely way.
- The Council's Publication Scheme is maintained to provide access to classes of information. Individual information requests are handled using dedicated software, which has the potential to add the results to the website, effectively expanding on the Publication Scheme. This facility is under development.
- Data published under transparency expectations is now provided as CSV⁴ files as well as PDF⁵. As more data is made available this convention will be maintained.
- The Council aims always to comply with Freedom of Information timescales. With other data, the Council will aim to release it as soon as practical and appropriate.

³ CLG (September 2011), *Code of Recommended Practice for Local Authorities on Data Transparency*. Available at: <http://www.communities.gov.uk/publications/localgovernment/transparencycode>

⁴ Comma Separated Variable or Comma Separated Value – a file format that is not dependent on particular software to read it, and such that the data can be imported into spreadsheet or database programs for analysis

⁵ Portable Document Format – a type of file that is not machine-dependant and for which free readers are readily available, to view or print the contents. Does not lend itself easily, however, to further analysis of data contained in the file.

Recommendation**Initial Response****Update****Update at July 2012**

No further update

Update at January 2013

The Government published a consultation paper in October 2012 around making the voluntary code mandatory and providing more detailed guidance on expectations, not all of which is yet available. The consultation closed on 20 December and news of the outcome is awaited. Performance information is one of the categories for which “greater clarity on the description of these data streams” was to be developed “during the consultation period” and therefore no detail has yet been seen.

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

We will investigate with colleagues in Access Harrow and update leads on progress by January 2012.

Update at July 2012

Work is in progress with Access Harrow on the extent and quality of reporting from the CRM system but there remains work to do on this recommendation and proposals will be developed over the next quarter.

Update at January 2013

CRM data with commentary from the Access Harrow team is now used to inform Improvement Boards and this approach is still developing. Improvements to the IT system in the new financial year are expected to make this information easier to access and more relevant.

There is a process for Access Harrow staff to report website update needs via their Team Leader or direct to the web editor.

R) We recommend that Members and officers also need to be more demanding consumers of data, asking, and if necessary insisting, that data is presented in a way that gives them as

Supported. Presentation, especially for Improvement Boards and for CSB performance meetings, has been improved over a period of time. An overhaul of documentation for Improvement Boards was carried out at quarter 1, 2010/11 and a further review will be conducted for quarter 1, 2012/13, i.e. with the benefit of two years’ experience.

Recommendation**Initial Response****Update**

complete a picture as possible, making interpretation as straightforward as possible. Information in reports and at Improvement Boards should be relevant, of high quality and presented well.

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

Update at July 2012

A review was carried out earlier this year and the Improvement Board guidance revised accordingly. Within this guidance a greater emphasis is placed on the insight drawn from the data in each Directorate.

Update at January 2013

Use is starting to be made of the charting facility within the LIS where this is helpful to illustrate performance over time.

Linked to recommendation L). We will explore how the Business Case process could incorporate this objective and report back to Scrutiny leads by January 2012.

Update at July 2012/January 2013

From Quarter 1 2012/13 the CSB performance morning will encompass performance, project and finance reporting. (This approach was piloted at Quarter 4 with performance and project reporting)

Discussions have taken place with the Business Transformation team to ensure that appropriate performance indicators are in place to monitor post-project outcomes.

For the Overview and Scrutiny Committee

T) We recommend that the Performance and Finance scrutiny sub-committee review the Corporate Finance scorecard with the Director of Finance. This was a recommendation for this review group in our phase 1 report but given the different emphasis of the phase 2 project plan we

[See comments under Best Practice above]

Update at July 2012

Meeting subsequently held with interim Corporate Director of Finance and Assistant Chief Executive.

* Complete*

Recommendation	Initial Response
Update	

did not undertake this exercise.

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

Update at July 2012
 Report provided as indicated.
 Complete

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Measuring Up: Harrow Council's Use of Performance Information
Update on implementation of interim (Phase 1) recommendations – January 2013

Recommendation	Response	Update on Action
<p>Recommendations specific to Adults' Services (now Community Health & Wellbeing)</p> <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</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</p>

Recommendation	Response	Update on Action
	service users	Performance team will continue to advise the service on the direction of national data collections.
		<p>Safeguarding A set of local safeguarding indicators has been developed jointly between Adults' Services and Performance. There are no national measures.</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 (now Children & Families)</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 attendance and exclusion for Children Looked</p>	<p>Proxy measures have been developed and are monitored for</p> <ol style="list-style-type: none"> Children Looked After attendance & exclusions. (monthly except 1 indicator) 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>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> <p>The SIMS team has demonstrated the Discover tool to schools at a recent SLA Q&A day. If schools do in-year assessments this will enable in-year tracking – which they may share with the Council – but it is dependant on individual schools' approaches.</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 opportunities for sharing resources with 	<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 over which it has limited influence e.g.</p>	<p>We are working with partner agencies. Priorities for data sharing are local health organisations, Local Safeguarding Children Board members & Academies.</p>

Recommendation	Response	Update on Action
<p>partners and schools where appropriate.</p>	<p>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>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 (now Environment & Enterprise)</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"> § The Involvement Tracker § Other surveys/consultations

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>being planned within the directorate</p> <ul style="list-style-type: none"> CRM data is now incorporated in reports to all Improvement Boards. Improvements to the CRM system in the next financial year will enable better reports and better identification of trends.
<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 are available – e.g. usage broken down between wet and dry, % occupancy on classes, number of accidents/incidents,

Recommendation	Response	Update on Action
<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>	<p>repairs reported and carried out/timeliness. These are currently reported at quarterly and annual meetings between Divisional Director, service team and leisure centre.</p> <p>The service is evaluating suitable measures for the 2013/14 scorecard.</p>
<p>Recommendations specific to Chief Executive's, Corporate Finance, Legal & Governance (now Resources)</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 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. 	<ul style="list-style-type: none"> BV12 information is currently reported quarterly to Improvement Boards and separately on trends to CSB. Other, local absence data from SAP is reported to managers on a monthly basis. There is a potential that sickness absence 	<p>For the time being BV12 will continue to be reported and benchmarked quarterly on the basis that</p> <ul style="list-style-type: none"> Organisational change requires consistent trend data Other authorities use this measure

¹ Benchmarking information is available quarterly.

Recommendation	Response	Update on Action
<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>will increase due to the extent of organisational change</p> <ul style="list-style-type: none"> Recommended that the outcome of 2010/11 sickness absence performance is awaited before deciding to report BV12 less frequently. <p>Agreed.</p>	<p>for quarterly data exchange</p> <p>Meeting held.</p>
<p>Recommendations specific to Housing Services (now CHW)</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 (HAP3) is supported by appropriate measures in the Housing Scorecard. This approach will continue with respect to HAP4, now in development.</p>
<p>Recommendations specific to Place Shaping (now Environment & Enterprise)</p>		
<p>In order to supplement the changes to National Indicators proposed by the directorate, we:</p>		

Recommendation	Response	Update on Action
<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>Questionnaires will start to be issued from April 2013.</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. 	<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 Involvement Tracker was implemented in 2011 and will continue in 2013/14. Whilst London Councils and the LGA working with Ipsos MORI have advised on a common core of questions that participating authorities could use for a postal survey, there is no funding for such a survey.</p>
<ul style="list-style-type: none"> Recommend that there should be greater sharing and co-ordination between directorates relating to survey activity to increase awareness across the organisation of consultation being undertaken. 	<p>The Council has had a consultation portal for two years, which houses most of the Council's 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>Overall spend on survey activity has significantly reduced going into 2011/12. Therefore there was no business case for greater co-ordination of activity by merging the resource. The Better Together group receives updates on consultation in order to better co-ordinate activity and more effectively manage the Council's reputation.</p>

Recommendation	Response	Update on Action
<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 - indicators which enable sharing of best practice² • That directorates consider including measures of data quality as part of their local management information. • That directorates make better use of proxy 	<p>Agreed. The Corporate Performance Team will facilitate a review of scorecards for balance of content during Quarter 1, 2011/12.</p> <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>Agreed. This is an extension of the approach</p>	<p>All Directorates have reported positive progress against these aims.</p> <p>Some directorates report data quality measures via scorecards; in the others data quality is monitored by management teams. A report on data quality practices is scheduled for Overview and Scrutiny Committee in February 2012.</p> <p>For Adults' and Children's Services</p>

² High Performing Harrow meeting, 29 November 2010.

Recommendation	Response	Update on Action
<p>measures where measures are otherwise annual to enable proper sense of direction of travel in year.</p>	<p>already adopted in respect of the Corporate Scorecard.</p>	<p>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 sources such as MVM, Framework-I and so on – this was identified by directorates as well as being favoured by Members of the review group. 	<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>CRM data is now incorporated in reports to all Improvement Boards. Improvements to the CRM system in the next financial year will enable better reports and better identification of trends.</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>

³ Corporate services meeting, 21 January 2011

Recommendation	Response	Update on Action
<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>
<p>General recommendations – Corporate level</p>		
<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>

Recommendation	Response	Update on Action
<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>Improvements to workforce MI have continued so that analyses are available at council, corporate directorate and a level below (where directorates merged). These reports form the basis of Improvement Board reporting.</p>
<ul style="list-style-type: none"> That performance is reported in contexts within which they can be influenced and where the relevant portfolio holder and officer can be held to account.⁵ 	<p>This depends on the delivery cycle of the service and the risk around the service (ie how 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>As in previous column. Phase 2 of the Scrutiny review has recommendations 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</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</p>

⁴ Corporate services meeting, 21 January 2011.

⁵ Corporate services meeting, 21 January 2011.

⁶ High Performing Harrow meeting, 29 November 2010.

Recommendation	Response	Update on Action
	<p>underlying service plans. The Challenge Panels test the alignment between the corporate priorities and the Directorate's Service Improvement Plan.</p>	<p>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 place requirements on directorates be developed.⁷ 	<p>Agreed</p>	<p>In line with the Council's mandatory project management framework, a full benefits review is required within six months of project close.</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>Improvement Board processes were revised for 2012/13 to eliminate areas of duplicate reporting and provide more emphasis on key messages.</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>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 full.</p> <p>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.</p>

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

Date of Meeting:	29 January 2013
Subject:	Review of Planning
Responsible Officer:	Stephen Kelly Divisional Director - Planning
Scrutiny Lead Member area:	Cllr Sue Anderson – Performance Lead & Cllr Stephen Wright - Policy Lead
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the approach to continuing service improvement in the Development Management Service and reports on progress of the current LEAN programme of Process Re-engineering .

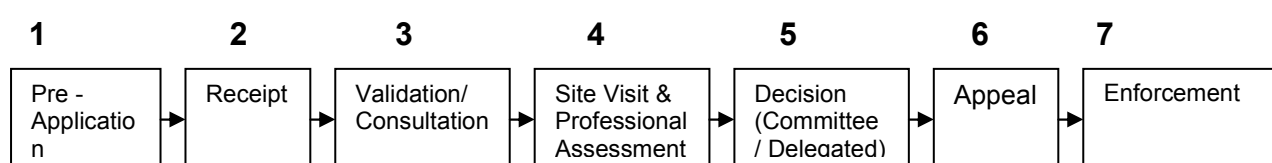
Recommendations:

Note the broad conclusions of the LEAN review to date

Section 2 – Report

Background

The Planning Service operates within a statutory framework. The development management service provides all of the functions of the “local Planning Authority” in respect of the processing of planning applications and planning enforcement. Since 2011, some £170,000 of savings have been made within this service area, resulting in a reduction in staffing from 31 to 27 front line operational staff. The service has a current budget of £1,125,437 and employs 27 staff directly. Since August 2011 the service has been provided in association with Access Harrow, who provide all administration and processing functions for the service (see diagram).



Access Harrow Involvement in Stages 2,3 and 5. Support also provided by Access Harrow for stages 1, 6 and 7

Harrow receives some 3,000 planning applications per year, down from a peak of 3900 in 2007. Of those applications, some 41% [1233 applications] are from households seeking to alter or extend their properties. A further 38 applications are for “major developments”, defined as more than 10 units, 1000 sq.m of development. In 2012, major planning applications contained development with a value in excess of £600m.

The planning service has been subject to a programme of continuous improvement and development over recent years in response to customer and member feedback. As the role of the service has moved from “control” to enablement”.

In line with the growing economic and social imperatives affecting the Borough, a suite of service improvements have been undertaken; including:

- Restructure of service from 5 development management teams to 2
- Re-writing job descriptions of all staff to enable progression and migration of staff between policy, DM and enforcement
- Introduction of trainee posts to support succession planning and address recruitment issues
- Replacement of agency staff with permanent professional resources
- Fundamental review of planning enforcement provision and approach
- Significantly progress on LDF to provide a robust policy context for decision making
- Developed a partnership with GLA on design and development management

- Introduced planning performance agreements for all strategic proposals
- Re-engineered and re-packaged the pre application advice service
- Created a regular agents forum to enable interaction with key developers and applicants
- Re-focused performance indicators around outcomes, as opposed to a singular focus on speed
- Revised the scheme of delegation to extend delegation support officer “ownership” and reduce errors.
- Significantly reduced Committee overturns through closer collaboration with Members

Planning performance

Traditionally “performance” of planning services was focused upon speed of decision making, regardless of the outcome. Considerable financial inducement, through Planning Delivery Grant was attached to the achievement of targets on speed of decision making. Performance against householder applications in Harrow since 2009 is reproduced below. This used to drive perverse behaviour aimed at making “decisions” within the target timescales. For householder planning applications the national Indicator was the determination of 80% of applications within 8 weeks. The Council has consistently exceeded this target.

Year	2009	2010	2011	2012
Householder Applications Determined	1008	1173	1303	1233
Target	80%	80%	80%	80%
Achieved	92%	92%	85%	85%

Following concerns expressed by members to the Director of Planning upon appointment in 2009, the planning service has broadened its approach to performance management to encompass a wider set of indicators, as well as changed its behaviour and engagement practices in a way that is consistent with a shift from development “control” to development “management”. This reflects the contemporary role that LPA’s now play in supporting and delivering economic prosperity, health and wellbeing and climate change agenda’s, alongside more conventional responsibilities for “regeneration” that grown in importance during the downturn.

In 2011/12 the Planning Service, as part of the annual service plan piloted a target of 6 weeks for determining householder planning applications. Recognising the consistent achievement above the national target of 80% of householder applications determined within 8 weeks, this new (non-statutory) target was introduced to test whether it was possible, with sufficient focus, to influence officer behaviour to meet a tighter target. Moreover, future year proposals within the MTFs, had identified the aspiration to introduce a “differentiated” product in future years based upon an discretionary “fast track” service (at a premium).

During the pilot itself, performance against this target fell consistently below the 60% target within the Service Plan. A review into the reasons for this under performance indicated that:

- Delays in the initial validation of planning applications left limited time for case officers to undertake their assessments.
- Applications submitted to the service display significantly high level of error (against local and statutory requirements)
- The ability of officers to make timely site visits following delays was impacting performance
- Workloads of officers were high
- The Councils pre application function was requiring considerable resources to service

Current situation

Notwithstanding that the pilot failed to meet its target “performance” the service has used the project to inform its ongoing service improvement programme. In particular a number of changes have been undertaken:

- A LEAN review, using the corporate LEAN resource is being undertaken that involves AH and Planning (see below)
- The service has Leased a “pool car” to reduce travel time and increase responsiveness
- The pre-application process has been subject of consultation with agents and is being modified to reduce the amount of input required for a response.
- The local validation requirements for planning applications are being reviewed and a revised local list developed for consultation with agents
- Officer report templates have been revised to reduce case specific officer input and reduce the time taken to prepare recommendations.
- Agency/temporary staff have been replaced with permanent officers and training provide to ensure a consistent approach and higher quality decision making.
- Investment in training and development focusing on customer need/experience as well as outcome (approvals) is being pursued through IPADS and team meetings.

Since August 2012 the service has been undertaking a review of its process using LEAN principles. This review has involved staff members representing teams across the Council. There have been representatives from the Planning team, Access Harrow (Technical Support team, Call Centre and One Stop Shop staff) and Business support. Typically these workshop sessions have been held fortnightly, initially looking at the Service as a whole, but reducing scope as the team begun to understand the areas of greatest concern.

The LEAN project dovetails with the ongoing and targeted enhancement being made within the end to end planning process. (see above) which

accords with the core principles of LEAN. A simple definition of a Lean process is;

“...a Lean process is one that delivers services (or products) that the customer wants, at a price that reflects the value that the customer is willing to pay for or deems acceptable.”

Detailed work with Access Harrow and the planning officers has focused upon the administration process surrounding the receipt and processing of planning applications through to the final planning decision being made.

The review has identified key areas of process inefficiency and also the limitations of current management and operational reporting. Particularly the reports required to recognise failures with specific process areas and also, the ability utilise this information for performance and training requirements.

The inefficiencies within the current situation arise from several sources. Over 50% of planning applications submitted are found to be invalid (unable to process) when initially received, as information or plans are either missing or incorrect or there is an issue with supporting documents or fees. This results in delays as further information has to be sought from the applicant/agent. Additionally, 35% of invalid applications will be received more than once.

These delays mean that in 35% of all calls to the planning line within Access Harrow, are residents or their agents are chasing the status of an application.

There are 31 different types of planning application, each with different requirements for information and fees. Whilst planning fees are set nationally and there is no discretion to vary them, a number of validation requirements are set by the Council. Simplification of these, including reducing the amount of information and reports required and improving supporting information on the Council's website, is being targeted to reduce these initial errors. Any change to local validation criteria will need to be consulted on, and formally approved by the Council prior to implementation.

The review has also highlighted that a great deal of information record on our systems are recorded as 'free text' and therefore we are unable to report against these. This is also being addressed by using standard entry codes which can be reported, but also giving the ability to expand explanations where required. This information can then be used to provide more specific guidance for applicants to help them **'get it right first time.'**

Areas the services are initially taking forward include;

- Improving the quality of applications received. This includes a review of the local validation criteria, where possible simplifying the requirements for information required to be submitted with the planning application, reviewing and updating the information held on the planning website, and continued work with planning agents.
- Improving the quality of our internal vetting process
 - Reducing errors through targeted training, and providing ongoing support through regular review meetings
 - Reducing the processing time. Work towards each officer within the Access Harrow team responsible for planning being able to deal

with the whole process, from initial recording of the applications, vetting against national and local validation criteria, and monitoring performance of the service against targets set within a Service Level Agreement.

- Improving the quality of information our IT systems, including limiting areas of free text, the performance monitoring data that can be drawn from and increased use of standard codes
- Providing better information to applicants to promote engagement and “management” of their proposals
- Creation of a suite of Operational reports, to facilitate monitoring and allow for improved performance management
- Standardising training and officer manuals
- Improving confidence in decisions made by staff
- Exploring behaviour change “nudges” such as agent “accreditation” to help broker better partnerships

In addition to the internal Lean review, Harrow is collaborating on a review of planning being conducted by “Red Quadrant” Service Transformation Academy.

It is planned that the Rapid Improvement Event (RIE) comprising of a series of workshops and improvements will begin on the 28th January 2013.

Rapid Improvement Events (sometimes called Kaizen Blitz) focus on a particular area of work to go through a ‘lean’ review and implementation within a few weeks. The events bring the whole “system” together – from customers to suppliers to employees – to work through problems and come up with solutions that are compatible with wider organisational objectives.

Implications of the Recommendation

The LEAN review sitting alongside the other current and planned activities is part of a package of measures aimed at driving improved customer experience, better planning outcomes and reduced cost for the Council. LEAN and the move from DC to DM especially, seeks to reduce avoidable work (refusals) and improve effectiveness of the resource deployed (through approvals and new investment).

The financial benefits arising include reducing the costs of re-work and errors (and associated delay for users). Furthermore, the streamlining of the process, together with the simplification of validation requirements, (in line with emerging government guidance), will have direct benefits to customers on terms of the amount of information and cost to them of the application process and clearer advice on how to get it right first time.

Financial Implications

Benefits arising include more efficient use of resources, not only in terms of staff time, but also

- Wider resource implications (staff, accommodation, IT etc)

Performance Issues

The service is working to a suite of evolving indicators. Government has recently consulted on measures to define quality of advice as part of a suite of intervention measures,. The current draft looks to measure outcomes as well as process performance. The Council suite of indicators may need to be modified in response to the governments final proposals.

Given the focus on outcomes, the emerging indicators, are expected to enable much more effective, and early targeted interventions – to drive up approvals of quality schemes, nudge behaviours to address failure demand and enable targeted engagement and fulfilment of customer needs.

Environmental Impact

- None

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

The review has helped to drive discussion in the service around the barriers to performance and identifies opportunities for securing efficiencies within the service. The implementation of the recommendations of the report will serve to de-risk the planning process, by eliminating errors and allow more effective monitoring and reporting. The risk to the business of not taking forward the recommendations of the review is in relation to the ability to maintain and improve performance and ensure the resilience of the service going forward.

Equalities implications

Was an Equality Impact Assessment carried out? No

The review of planning performance is not related to a protected category. The Planning service is currently in discussion with the Corporate Equalities team surrounding the capture of equalities data in order to better monitor outcomes from the planning application process.

Corporate Priorities

Please identify which corporate priority the report incorporates and how:

United and involved communities: A Council that listens and leads. Implementation of recommendations of the review will not only facilitate improved performance against targets, but will also respond to feedback from agents and customers, delivering an improved customer experience of the planning application process.

Section 3 - Statutory Officer Clearance

Name: Abiodun Kolawole	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 16.1.13		
Name: Kanta Hirani	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 16.1.13		

Section 4 - Contact Details and Background Papers

Contact: Beverley Kuchar, Head of Development Management and Building Control, 0208 736 6167

Background Papers: None