

Performance and Finance Scrutiny Sub-Committee AGENDA

DATE: Thursday 11 July 2013

TIME: 7.30 pm

VENUE: Committee Room 6,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chair: Councillor Tony Ferrari

Councillors:

Paul Osborn

Sue Anderson
Graham Henson

Mano Dharmarajah

Reserve Members:

1. Chris Mote
2. Amir Moshenson

1. Jerry Miles
2. Ann Gate

1. Husain Akhtar

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. APPOINTMENT OF VICE-CHAIRMAN

To appoint a Vice-Chairman for the 2013/14 Municipal Year.

4. MINUTES (Pages 1 - 18)

That the minutes of the Special meeting held on 4 March 2013 and of the meeting held on 23 April 2013 be taken as read and signed as correct records.

5. PUBLIC QUESTIONS

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

6. PETITIONS

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

7. REFERENCES FROM COUNCIL AND OTHER COMMITTEES/PANELS

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

8. CHAIR'S REPORT (Pages 19 - 42)

Report of the Divisional Director, Strategic Commissioning.

9. REVENUE AND CAPITAL OUTTURN 2012-13 (Pages 43 - 60)

Report of the Director of Finance and Assurance.

10. PROGRESS REPORT ON SCRUTINY REVIEW OF PRIVATE RENTED SECTOR HOUSING IN HARROW (Pages 61 - 76)

Report of the Divisional of Director Housing Services.

11. CHILDREN AND FAMILIES PERFORMANCE (Pages 77 - 98)

Report of the Corporate Director of Children and Families.

12. 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 (SPECIAL) MINUTES

4 MARCH 2013

Chairman: * Councillor Sue Anderson

Councillors: * Tony Ferrari † Jerry Miles
* Barry Macleod-Cullinane * Varsha Parmar (2)

In attendance: Mitzi Green Minute 119
(Councillors)

* Denotes Member present
(2) Denotes category of Reserve Members
† Denotes apologies received

117. Attendance by Reserve Members

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

Ordinary Member

Reserve Member

Councillor Ann Gate

Councillor Varsha Parmar

118. Declarations of Interest

RESOLVED: To note that the following interest was declared:

Agenda Item 3 – Progress Report: Implementing the Overview and Scrutiny Report 'Redefining Youth Engagement'

Councillor Barry Macleod-Cullinane declared a non-pecuniary interest in that his sister was a teacher at Hatch End High School. He would remain in the room whilst the matter was considered and voted upon.

RESOLVED ITEMS

119. Progress report: Implementing the Overview and Scrutiny Committee Report 'Redefining Youth Engagement'

The Chair welcomed those present to the Special meeting of the Sub-Committee, which was held at the Cedars Youth and Community Centre. She invited Watford Football Club's Head of Community to give a brief talk about the history and programme of events at the Centre. The Chair also welcomed youth representatives from the following groups:

1. Harrow Youth Parliament (HYP);
2. Shaftesbury School;
3. X16 (employment readiness and work experience scheme);
4. Looked after children (CLA);
5. Flex Girls Youth Club;
6. No Limits (after school club);
7. National Citizenship Scheme graduates (NCS);
8. Users of the Cedars Centre.

Following this, the Sub-Committee received a report of the Corporate Director of Children and Families which set out progress in taking forward the 14 recommendations arising from the 'Redefining Youth Engagement' (RYE) review, which had been considered by the Overview and Scrutiny Committee on 30 May 2012. Officers highlighted the following areas of the report:

- Cabinet had noted the RYE report and had delegated responsibility to the Corporate Director for Children and Families, in consultation with the Portfolio Holder for Children, Schools and Families to develop and implement the response to the report, whilst working in partnership with relevant stakeholders;
- the 14 recommendations made by the Scrutiny Review Group were set within the wider context of the Council's priorities and the Government's 'Positive for Youth' agenda;
- the recommendations fell into the following three broad areas: greater engagement with the HYP and young residents of Harrow, mentoring

and positive activities and employability and volunteering schemes. The Children's Services Youth Development Team were working to enhance these areas and further details of 17 youth projects currently underway in Harrow could be found in the relevant booklet;

- it would not be possible to implement all the recommendations arising from the Review in the current economic climate. However, the Review had helped to provide a framework for future development, which the Council was committed to.

The Chair invited representatives from HYP to provide an update regarding the Harrow Youth Summit which had taken place in November 2012, where 6 of the 14 Recommendations had been further explored and debated. Representative members of the HYP made the following points:

- the Youth Summit had been attended by over 200 young people and others drawn from different high schools, colleges, special schools, the Youth Offending Service, CLAs, the NCS, Youth Employment Scheme, the Tuition Service as well as some voluntary sector partners;
- action plans, social action project hubs and pilot workshops had been highlighted for prioritisation. The youth action agenda should be supported and taken forward as these projects would benefit not just young people but the community as a whole. Young people were keen to become involved in social action projects, to gain experience through volunteering and set their own terms of reference;
- all of Harrow's Children's Centres should remain open and the young people using these should be encouraged and allowed to contribute to the planning and running of these centres, which would give them a sense of ownership. Members of HYP did not have the time or resources to take the lead on this and were looking to the Council to provide additional resources for this to be achieved. The recent expansion of youth provision at the Wealdstone Centre was welcomed;
- the upgraded HYP website had received a good response from young people but there was more that could be done to it. HYP Project Group had created an action plan and was working closely with website developers. Social Media, mainly Twitter and Facebook, are already active and facilitating the implementation and delivery of the other recommendations. The Council should use social media and the internet to disseminate information and to further engage with young people;
- HYP should be invited to take part in commissioning process in order to widen participation by young people and enable them to influence policy and decision-making by making it more youth-oriented and requested a meeting with officers from the Children and Families Directorate to discuss this and the possibility of receiving training in this area;

- It was important for the Council to reach out to young people in the borough rather than expect young people to contact them and the Council should create a database of contacts to enable them to achieve this;
- it was important that the council invest in young people in the borough through schemes and initiatives specifically aimed at them. Research had shown that there were considerable long term social and economic benefits of such activities aimed at young people, for example, a reduction in youth crime and better engagement in education and learning;
- teachers worked at the grassroots level with pupils and they, rather than head teachers, should be encouraged to nominate pupils to HYP and student forums. School assemblies would also be a good way to engage with young people.

An HYP representative stated that a youth version of the Neighbourhood Champions (NC) scheme would require further consultation among young people. Young people knew their neighbourhoods well and were regular users of local amenities such as parks and libraries and there was potential for a group of young people in a neighbourhood to act as NCs in tackling issues such as litter, or inadequate street lighting etc, but it should be noted that they were generally reluctant to report crime.

The following comments were made by other young people present:

- over 200 Harrow young people on the NCS programme had taken part in pilot social action schemes on completion of their GCSEs during the summer months which had been an excellent opportunity to meet people they would not normally come into contact with. They felt they had made a positive contribution to the community and spent the summer months in a constructive way and hoped further such opportunities would continue to be available for young people;
- young people should be afforded increased opportunities to become more involved with the Council. HYP aimed to represent the views of young people to the Council and hoped to build on links and further develop this relationship;
- HYP intended to go into schools to engage with young people, however, it was equally important for both Councillors and Council officers to do the same;
- social media discussion forums were a good way of both disseminating information to, and getting the views, of young people.

Following questions and comments from youth representatives, an officer advised that the Council was able to provide resources in the form of officer time and limited financial support in helping to further develop the HYP website. Funds had been allocated by the Council for 2013/14 to deliver

some of the other recommendations. Youth participation would be widened through forging links with school councils, social action projects etc. The importance of engaging with young people who had left school was also emphasised.

The Portfolio Holder for Children, Schools and Families stated that she felt inspired by the level of attendance and engagement by members of HYP and other groups and added that:

- the Council was committed to the youth engagement agenda;

the Commissioning Panels should be launched from September 2013 and a ring-fenced fund £70k would be available from 1 April 2013. This fund mainly comprised of costed officer time;
- information relating to the funding, how it would be spent and timescales would be communicated to all relevant parties over the coming weeks.

A Member of the Sub-Committee stated that there were many free resources available online which the HYP and other youth groups could benefit from. He added that the Council owned a number of properties around the borough and might be able to provide meeting rooms free of charge to HYP and other youth groups.

RESOLVED: That

- (1) the decision of Cabinet on 19 July 2012 to delegate authority to the Corporate Director, in consultation with the Portfolio Holder for Children, Schools and Families be noted, and the programme of action set out in the Report and Appendices be endorsed;
- (2) the Sub-Committee would continue to actively enable young people to participate in the work of the Overview and Scrutiny Committee and encourage other Council groups to act similarly.

(Note: The meeting, having commenced at 6.10 pm, closed at 7.40 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chair

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PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

23 APRIL 2013

Chairman: * Councillor Sue Anderson

Councillors: * Tony Ferrari * Zarina Khalid (2)
* Ann Gate * Barry Macleod-Cullinane

In attendance: Stephen Wright Minute 127
(Councillors)

* Denotes Member present
(2) Denotes category of Reserve Members

120. Attendance by Reserve Members

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

Ordinary Member

Reserve Member

Councillor Jerry Miles

Councillor Zarina Khalid

121. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 9 – Contracts and Procurement Savings

Councillor Sue Anderson declared a non-pecuniary interest in that her son was in receipt of adult social care. She would remain in the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinan declared a non-pecuniary interest in that he had been Portfolio Holder for Adults and Housing at the time the consultation with adult social care service users was carried out. He would remain in the room whilst the matter was considered and voted upon.

Councillor Stephen Wright declared a non-pecuniary interest in that he had been part of the team that had negotiated the Highways contract. He would remain in the room whilst the matter was considered and voted upon.

122. Minutes

RESOLVED: That the minutes of the meeting held on 29 January 2013 be taken as read and signed as a correct record.

A Member stated that it had been 174 days since his initial request for information relating to the SAP system. He added that this delay did not reflect the openness and transparency required by the scrutiny function or the respect due to Members. He requested that an explanation regarding the delay in providing this information be provided to Members by relevant officers.

123. Public Questions & Petitions

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

124. References from Council and Other Committees/Panels

RESOLVED: To note that no references were received.

RESOLVED ITEMS

125. 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.

126. Revenue and Capital Monitoring - Quarter 3 - as at 31 December 2012

The Sub-Committee received a report of the Corporate Director of Resources, which had been previously considered at Cabinet on 14 February 2013. The report set out the Council's revenue and capital monitoring position for Quarter 3 as at 31 December 2012.

An officer stated that much of the data in the Quarter 3 report had been superseded by the Quarter 4 report and highlighted the following areas of the report:

- the position within the Resources Directorate had significantly improved since the previous quarter, resulting in a net favourable variance. This improvement had been mainly due to a reduction in External Audit fees, underspends on pension liabilities, release of excess commitments on expenditure service credits on the Capita IT contract and vacancy management across the Directorate;
- the Environment and Enterprise Directorate was forecasting a significant favourable variance. There was an increase in fees from improved parking enforcement;
- there was an adverse variance of just under £700k in the Children and Families Directorate. This was due mainly to unpaid PCT debts, some of which had subsequently been recovered;
- there was an improvement in investment income in Capital financing, however, some slippage was anticipated in the following year which meant reduced revenue;
- there had been a significant improvement in the Housing Revenue Account (HRA) since quarter 2;
- there were areas of significant underspends in the Capital Programme due mainly to delays in progressing projects such as the Schools Expansion Programme.

A Member stated that it would be helpful to both Councillors and members of the public if, in the future, the Revenue and Capital Monitoring reports provided a more detailed explanation of how and why budgets were revised during the year and who was responsible for these. The officer stated that the original budget figures had been set by Council and the revised figures were those subsequently set by Cabinet, taking into account any virements. The officer undertook to include this level of detail in future reports.

The Member asked how the delays in the Vaughan School expansion programme would impact on revenue and how any risks arising from these were being mitigated and managed. The officer stated that a number of temporary 'bulge' classes were being planned to deal with this and added that slippage in the Capital Programme generally impacted positively on revenue. The officer undertook to provide this information to Members of the Sub-Committee.

Referring to the Council's sundry debts, which had been written off during the third quarter, a Member asked why after school clubs and nurseries had monies owing from them. The officer advised that this was not an unusual occurrence as Harrow did not require payment up front for these services and sometimes parents defaulted on these.

The Chair stated that the report referred to the closure of Greenhill Crescent car park. However, as there was no car park in Greenhill Crescent, she sought clarification on whether this referred to the Car Park in Greenhill Way

or to the one on Greenhill Road. The officer undertook to circulate this information to Members of the Sub-Committee.

A Member asked how the work of the now disbanded Brent and Harrow Education Business Service (BHEBS), which used to be responsible for finding work experience for high school pupils, would be covered. An officer advised that the government was increasingly taking a more integrated approach to apprenticeships and youth employment schemes and the funds were being diverted to these new initiatives. The Chair requested that information regarding the costs of the BHEBS be circulated to Members.

A Member enquired about the timescales for the Harrow Card feasibility studies, which had received approval from Cabinet as part of the Transformation and Priority Initiatives Fund (TPIF). The officer undertook to circulate this information to Members of the Sub-Committee.

RESOLVED: That the report be noted.

127. Contracts and Procurement Savings

The Sub-committee received a report which set out the progress in advancing the Council's Procurement Transformation Programme since its launch in October 2010.

The Chair noted that appendix 6 of this report, which related to Adult Social Care had been marked as 'to follow', and asked why this appendix had not yet been circulated to the Sub-Committee. An officer advised that this appendix related to a block contract that had now ended as a result of savings agreed in the MTFS.

The Chair stated that this situation was unacceptable and did not demonstrate the level of due diligence expected of Council officers. She added that, in the future, Members of the Sub-Committee would expect all reports to be provided in time in order to allow Members sufficient time to read and consider them prior to meetings and any late reports should be prefaced with reasons for lateness in the future.

Terms of reference for the Strategic Procurement Board & Directorate Contracts Boards

A Member stated that he had serious concerns regarding both the current and proposed structure charts and the Terms of Reference (TOR) for the Strategic Procurement Board (SPB) and Directorate Contract Boards (DCB) as set out in the report. Both documents failed to indicate Member oversight and involvement in the governance of what was a very important area of the Council's responsibility, with potential for huge savings and costs.

The Corporate Director of Resources advised that the proposed structure chart was a reflection of recent changes in officers' roles and new appointments. He also advised that the Terms of Reference documents were for an officer level meeting and were not a full description of the role of members in overseeing third party spend. The new structures included a new

Divisional Director, Commercial Contracts and Procurement and three Commercial Business Partner roles. The recruitment and job matching process for these was underway. Officers in the Resources Directorate had been consulted regarding these proposals during the summer of 2012.

He added that, the Council spent over £160m on contracts with third parties, and better management of this activity would be achieved through the appointment of senior, high calibre officers with oversight of the entire procurement function and responsibility for further developing the service.

The Member asked how the Personalisation of Care Budgets (PBs) would impact on procurement and income streams. He added that he had asked this question at the previous meeting and was still awaiting a response from officers.

In response, officers made the following points:

- the Council had engaged in extensive consultation with service users regarding their specific needs;
- the Council would continue to have a major role in the following areas: purchase of care and services; building up the market; ensuring standards and quality of service were maintained; and that services and products were sustainable and provided value for money.

A Member who was not a member of the Sub-Committee asked that if each Directorate had a dedicated procurement manager, would that manager have authority to act on their own or would that person be answerable to the Divisional Director. He also asked whether different rules applied to major and minor contracts. He added that the structure charts and TOR did not explicitly state who had overarching responsibility for the procurement function and failed to demonstrate Members' oversight of this service. He further added that contract negotiation was a specialised area and asked whether this skill-set currently existed within Directorates.

In response, officers advised that:

- the Corporate Procurement Rules (CPRs) allowed procurement managers a degree of autonomy, however, tightening of processes and the recent implementation of the SAP SRM system would allow managers better oversight of all contracts;
- the contract procedure rules had not changed, but the amount of flexibility allowed by these had been reduced, which would ensure greater control and accountability;
- the Divisional Director would be notified of both major and minor contracts, however this would happen once the contract had been agreed. Smaller contracts amounting to less than £5k required the provision of two quotes before the SAP system would allow the officer to proceed. In addition, the waiver process required separate approval;

- all contracts were visible on the corporate contracts register. Directorate-specific contracts registers listed all current contracts over £50k. Furthermore, SAP would flag up all additional spends off-contract;
- it was envisaged that the 3 proposed Commercial Business Partners roles would have the requisite professional contract negotiation skills;
- SPB and DCB were working to engender behaviour change among officers by providing correct guidance and advice to them;
- membership of the SPB would remain the same and would be chaired by the Corporate Direction of Resources.

Members made the following comments and requests:

- SPB & DCB structure charts and TORs had omitted to define Member involvement in setting priorities for this service;
- a new document was requested to show oversight of this area by relevant Portfolio Holders, Cabinet, Council or Scrutiny Committees;
- a track changes version of the structure charts and and a new document incorporating the suggested amendments above be circulated to Sub-Committee Members.

The Corporate Director advised that the structure charts and TOR related to officer groups and were not intended as an overarching description of governance arrangements relating to third party spends. He undertook to update the structure chart and the TORs and develop a new document to reflect Member involvement and oversight and circulate these to Members.

The Chair added that the Government Audit and Risk Management Committee (GARM) would be interested in reviewing these amended documents and that these should be submitted to GARM for comment.

A Member added that, in the past, senior officers had withheld crucial information from Members and deliberately misled them regarding the spend on the Whitmore High School project, where the spend had been ten times over budget. This issue had only come light following an audit and asked what procedures were in place to prevent a repetition of the above incident. The Corporate Director stated that the investigation relating to the above overspend had made a number of recommendations which had been implemented.

Update on Leisure Contract 2013

An officer provided the following update on the Leisure Contract:

- a temporary two-year contract with Greenwich Leisure Ltd (GLL) had been put in place while officers explored other options for the provision of leisure;
- the contract had been set up as an open book trading account and was due to expire at the end of April 2013, but had been extended until the end of August 2013 due to a number of unforeseen delays;
- there had been a number of improvements at Harrow Leisure Centre (HLC), such as, an increase in visitors and membership, decline in the number of complaints received and increased user satisfaction;
- robust contract management, client monitoring and performance monitoring procedures and an annual review were in place;
- an annual management fee of £150k was payable to GLL by the Council;
- there was a possibility that income would be lower than the target set and this would be clarified once the outturn figures for 2012/13 had been finalised;
- not all of the recoverable VAT had been achieved and there had been some additional in-year issues relating to repeat repairs and maintenance;
- there had been added competition from a recently opened gym in North Harrow, which was charging very low membership fees.

A Member asked what financial risks faced the Council due to the under-performance and the what was the deadline date for signing the new contract. The officer advised that this was estimated at £174k and that the finance team were looking into this. The new contract was due to be signed at the beginning of July 2013, subject to approval by Cabinet on 9 May 2013.

A Member who was not a Member of the Sub-Committee asked why the revenue for 2012/13 was expected to be lower than in years 1 and 2. The officer advised that this was partly due to the disaggregation of funds, whereby a proportion of membership income would be passed on to the new contractor, and added that she would only have the definitive answer to this question once the figures had been finalised.

A Member asked when the un-anticipated shortfall had come to light, and whether it and the extension of the contract until August would result in a pro-rata shortfall of approximately £80k, and whether this had been factored into the budget for 2013/14. The officer advised that this slight shortfall had become apparent in quarter 3 and had been both factored into the budget and been flagged up to the Director of Finance and Assurance. She added that the January-February 2013 figures had been lower than expected, partly due to reduced use of the leisure centre during and in the lead up to Christmas. The Member asked whether reduced use of HLC during the Christmas period

had correctly been factored into the targets set. The officer stated that financial modeling was carried out on a quarterly basis, however, GLL's profile had been more generous and that officers in Finance would be analysing the figures in further detail.

Highways Construction Contract

An officer provided the following update on the Highways Construction Contract:

- the highways contract, which amounted to between £12-15m per annum, had been awarded to May Gurney following a 2-stage restricted procurement procedure process, and Cabinet approval;
- the contract had been tendered as three separate LOTS, all three of which were won by May Gurney and the LOTS were subsequently consolidated with the added bonus of a 3% cost reduction;
- risk had been managed through the use of a rigorous risk matrix overseen by enhanced contract governance procedures;
- the contract would be subject to monthly monitoring against a raft performance indicators to evaluate it and financial penalties would be imposed if these were not met;
- a system of asset management would enable funds to be channelled where they were required;
- any environmental impact would be kept to a minimum;
- the rate of response in terms of residents' feedback regarding satisfaction levels had been low.

A Member stated that the governance structure chart relating to the highways contract showed clear lines of corporate responsibility, Member oversight and involvement in the process. He praised the officer for an excellent report. He added that the new finish being used on some roads resembled the material used on some cycle paths. The officer advised that a new, more economical road surface material was being trialled on certain roads in Harrow. However, use of this material would be discontinued as the feedback from road users had not been positive.

A Member asked whether there was a minimum value attached to each of the contracts. The officer responded that the minimum value was zero and that there was no guaranteed spend specified in the contract. He added that a number of annual Key Performance Indicators had been identified and that these had only recently been finalised for year 1 of the contract.

The Brent, Ealing & Harrow Strategic Cultural Partnership's Procurement Process for Leisure & Library Services

An officer provided the following update on the Tri-borough Leisure and Library Services initiative between Harrow, Brent and Ealing Councils:

- the three boroughs had established a Strategic Cultural Partnership to jointly procure external management for leisure and library services in order to achieve efficiencies of service, delivery, clienting and management; and to assess whether additional efficiencies in other areas of shared services could be identified;
- tri-borough working groups had been set up and joint Member briefings and internal briefings with relevant Portfolio Holders had been carried out at each authority. Each authority had prepared a detailed business case, and market testing had been carried out prior to the tendering exercise. Tender specifications had been designed to be outcome-based;
- the procurement process was subject to a rigorous procurement process, where quality and pricing were established. The draft contract had been formulated to encourage membership and use of leisure and library services and reduce its decline;
- in cases of an increase in utilities costs, the contractor would be required to demonstrate that these had been properly managed;
- officers had sought actuarial advice on whether the pension fund deficit should accrue to the relevant council or to the contractor. It was agreed that any residual risk would be attributed to the council as any savings on the contract would outweigh any potential risks.

A Member stated that, in his view, the report did not detail the level of savings or service improvements anticipated. He added that it was the remit of the Sub-Committee to scrutinise the Council in terms of performance and finance and all reports being submitted to the Sub-Committee, particularly those dealing with major contracts should contain this level of detail. He asked whether officer time had been factored into the calculations and how soon the contract was expected to deliver savings.

The officer advised that these figures were yet to be submitted to Cabinet and therefore it would not be appropriate to reveal these to the Sub-Committee. She added that it was anticipated that a saving of £600k overall would be made, £200k of which would be in 2013/14 and £400k in 2014/15. With regard to officer time, some of the work undertaken for this project was deemed to form part of officers' day-to-day responsibilities. She added that each borough had contributed £25k towards a joint procurement fund which covered aspects such as the cost of advice from actuaries and other experts. The officer undertook to provide Members with more detailed information about the cost of officer time on this project.

A Member who was not a Member of the Sub-Committee queried the £140-£160m figure which the report specified as the total value of contracts. The officer advised that this would be over a period of 5 years for libraries and 10 years for leisure. The Member queried the statement in section 4 of the report which indicated that fewer than anticipated library closures would take place under the partnership. The officer advised that no library closures were anticipated at Harrow, however, Ealing had been considering this option. The Member responded that this was misleading and should have been made clear in the report. An officer advised that components in the report had been taken from previous reports which had been submitted jointly to all three authorities, which was the reason for the reference to library closures.

The Chair reiterated her earlier request to all relevant officers that reports being submitted to the Sub-Committee should be relevant, timely and accurate. She added that if in the future Sub-Committee Members were not satisfied with the quality of reports, then they would be obliged to send them back to officers for amending.

A Member asked what measures were in place should one authority decide to withdraw from the agreement. The officer advised that the contract had been formulated so that any authority withdrawing would be liable to pay compensation. The Member asked what proportion of the £140m figure Harrow was committed to. The officer undertook to circulate this information to Members.

The Member asked for further information regarding the shortfall in the pension fund and whether the anticipated savings would offset this. The officer stated that officers had carried out detailed analyses with the Pension, Finance and Actuarial teams, who had advised that the risk of this was low. The Member emphasised that the Pension Fund was owned by Pension Fund Members and not the Council. The Member added that this situation was a similar to pension fund arrangements for the 7 Harrow schools which had converted to Academy status.

The Director of Finance and Assurance advised that all staff would be subject to Transfer of Undertakings (protection of Employment) Regulations (TUPE) and that the new body would be an Admitted Body and would continue to pay off the deficit at the current rate and the liability would not be passed on. The Member stated that Harrow Council should draw up a contract with the pension fund to set out how it would be paying the deficit. The Director stated that the pension fund would not be penalised under the arrangements. The Chair stated that this complex issue would require further discussion at the Pension Fund Investment Panel.

A Member stated that the report failed to establish in Members' minds whether or not the proposed contract was value for money for Harrow and requested that further information be provided to Members. The Chair requested that an additional briefing be provided to Scrutiny Members prior to the 9 May Cabinet meeting.

RESOLVED: That the report be noted.

128. Planning Service - IT infrastructure

The Sub-Committee received a report of the Divisional Director of Planning which set out the recent IT issues affecting the consultation processes in respect of planning applications. The Divisional Director highlighted the following aspects of the report:

- there had been concerns raised by some parties regarding website accessibility of the Civica Portal and planning documents relating to the Vaughan School consultation;
- between 24 February and 16 March 2013 access to the website had not been possible for a period of 16 hours in total. It had therefore been necessary to suspend the consultation on the Vaughan School planning application and remove the documents from the website and re-start the process. It was important to note that the Vaughan School re-consultation had run for 62 days prior to being considered by the Planning Committee at their meeting in April;
- IT colleagues had proposed a number of both short and long-term solutions. The main issues related to the software platforms, Civica and MVM, which was a back-office system. These programmes had been partially integrated with each other, however, investigations had revealed that the Civica Portal had a “memory leak,” which could only be resolved through an software upgrade;
- the Council had a choice between a lower cost, modest upgrade, which would resolve the memory leak or a more expensive solution with a longer lead-in time and more significant knock on impacts across other services using Civica. Longer lead-in times meant reduced benefits. Officers, in consultation with the relevant Portfolio Holder, were weighing up costs, timescales and potential benefit of implementing these.

A Member stated that he was disappointed to see that the option of shared services as a possible solution had not been considered. The officer advised that officers have an ongoing dialogue with other Local Authorities about alternative delivery options. Neighbouring authorities had suggested that they had little interest (or clear financial incentive) to engage in developing such options at the present time. Officers from Harrow were however continuing to consider all possibilities. Other possible options included changing to larger-volume processing service such as provided by Northgate off site or the use of an alternative planning portal using Sharepoint.

The Member stated that the report should have included values for upgrades to version 15 of Civica and for the other possible options. An officer stated that he had only recently received indicative figures regarding this from Capita, which suggested that an interim upgrade to version 15 would take between 7-8 months to complete. Officers were awaiting further information from Northgate on the scope to move away from the current Civica based process. He added that the Council’s policy had been to get maximum use

from assets for as long as possible, and that Harrow had been using an out of date system for some time. The Member asked to know the timescales for the solution to be implemented. The officer advised that this information would be available once all the relevant information had been assessed and discussions had taken place with relevant parties such as Northgate and Capita. He undertook to circulate this information to Members once available.

RESOLVED: That the report be noted.

129. Exclusion of the Press and Public

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

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

130. Contracts and Procurement Savings - Appendix 3

The Sub-Committee considered the appendix relating to Housing Asset Management: Responsive Repairs Contracts. A Member requested that information relating to savings that had been made in 2012/13 and anticipated savings in subsequent years on the four responsive repair contracts be circulated to Members.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.56 pm).

(Signed) COUNCILLOR SUE ANDERSON
Chair

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

Date of Meeting:	11 July 2013
Subject:	Chair's report
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	All areas
Exempt:	No
Enclosures:	<i>Appendix A: Note of Chair's briefing held on 17 June 2013</i> <i>Appendix B: Summary of issues selected for further monitoring at Q4 2012/13</i> <i>Appendix C – Quarterly Corporate Scorecard 2012/13</i> <i>Appendix D – Annual Corporate Scorecard 2012/13</i>

Section 1 – Summary and Recommendations

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

RECOMMENDATIONS:

The sub-committee is requested to note the report.

Section 2 – Report

Introductory paragraph

This report outlines the work of the 2012-13 Chair & Vice-Chairman and of the new 2013-14 Chairman since the last report to the meeting of the sub-committee held on 23rd April 2013.

Background

1. Chairman's Briefing – 17th June 2013

A briefing for the Chairman was held on 17th June 2013. Councillor Sue Anderson also attended as Vice-Chair Elect .

The meeting covered

- Financial information on Public Health transition from the PCT and expected running costs that the Sub-Committee had requested on 29th January 2013
- Finance update for Quarter 4 2012-13
- Corporate Scorecard for Q4 2012/13 and update on indicators identified for further monitoring
- Matters arising from last P&F questions (these were in hand).

On future P&F agenda items it was agreed to ask that two reports previously scheduled for 11th July 2013, on Capita Outsourcing (current contract) and on IT Disaster Recovery, are postponed to 30th September. It was also agreed to request that the follow-up report on Procurement go to the 30th September meeting. The other items for 11th July were agreed.

A note of the briefing is available at Appendix A.

2. Future Chairman's Briefings

The next Chairman's briefing will be held in August/September 2013.

3. Agenda items – 11th July 2013

- Appointment of Vice-Chair
- Chairman's report
- Revenue and capital monitoring 2012-13 Quarter 4
- Revenue and capital outturn 2012-13
- Children and Families: Performance Issues
- Private Rented Sector review: progress report.

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:

Quarterly Corporate Scorecard for 2012-13 Q4 and the Annual Corporate Scorecard for 2012-13 – available at:

{Manize – Normally the quarterly corporate scorecard is already published with the relevant Cabinet report, but this time it needs to be placed on the web as a separate background document as that won't be published in time. In addition, because it's the end of the year, there is also the annual corporate scorecard. Copy of scorecards attached to my covering email.

http://www.harrow.gov.uk/downloads/file/13770/strategic_performance_report_q3_oct-dec_2012]

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APPENDIX A

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – Monday, 17th June 2013

Members:

Councillor Tony Ferrari (Chairman)
Councillor Sue Anderson (Vice-Chair Elect)

Officer attendees:

Brian Jones, Public Health Business Manager (item 2)
Simon George, Director of Finance & Assurance (item 3)
Martin Randall, Senior Professional, Corporate Performance & Planning (item 4)
Guy Fiegehen, Scrutiny Officer

NOTES

1. Welcome/introductions

The Chairman and Vice-Chair Elect welcomed officers attending.

2. Matters arising from the last P&F:

- Public Health Transition and Expected Running Costs

The previous Chair and Vice-Chairman had requested further briefing on the financial information provided following the P&F meeting on 29th January 2013, especially the £17 million of 'transfer payments'. The Public Health Business Manager apologised that little explanation had been provided and elaborated on the detail in the two tables.

The Chairman and Vice-Chair Elect requested a written explanatory overview including: background and context; clarification of the funding arrangements for the service; and reasons for differences in income levels and spending patterns between Barnet and Harrow. In view of the time since Members made their request the Chairman and Vice-Chair Elect asked to see the note before the Sub-Committee's meeting on 11th July.

The Chairman and Vice-Chair Elect thanked the Public Health Business Manager for attending.

3. Q4 Finance – Update

The Director of Finance & Assurance said the Q4 update was in effect the Capital and Revenue Outturn report to Cabinet on 20th June. It had been a good year financially for the council including a £1million underspend. The spending protocol to incur discretionary spending only if absolutely necessary had had a key role. As well as setting up specific reserves for the Medium Term Financial Strategy (MTFS) implementation cost of £4.8 million and adding another £1 million to the general reserve fund officers were recommending a Business Risk Reserve of £1.7 million.

The Chairman and Vice-Chair Elect asked to see the list of disputed contracts underlying the Business Risk Reserve and that in presenting his report to P&F on 11th July the Director of Finance & Assurance explain the 50% under spend on capital.

4. Corporate Scorecard Q4 2012/13 and update on indicators identified for further monitoring

The scorecard was reviewed and updates considered: detailed comments and follow-up actions are identified in Appendix B. The Chairman and Vice-Chair Elect said they wanted the 'Watch List' for further monitoring to focus only on those items Members expect they can do something about before the next council elections in the rest of this council and asked for those that did not fit this criterion to be removed.

5. P&F sub-committee meeting – 11th July 2013

The provisional agenda items were confirmed as follows:

1. Appointment of Vice-Chair
2. P&F Chairman's report (Guy Fiegehen)
3. Revenue and capital monitoring 2012-13 Quarter 4 (Simon George)
4. Revenue and capital outturn 2012-13 (Simon George)
5. Children and Families: Performance Issues (Catherine Doran)
6. Private Rented Sector review: progress report (Lynne Pennington/Alison Pegg)

Guy Fiegehen
Scrutiny Officer
June 2013

Indicators brought forward for further monitoring at P&F Chairman's briefing (Watch List) - Updated following meeting on 17 June 2013

Indicator	Selected for monitoring	Q4 status	Update at Q4	Comments and actions to be taken from Q4 meeting	Keep on Watch List?
Keeping neighbourhoods clean, green and safe					
NI 32 - repeat incidents of domestic violence	Q3, 2010/11	HG	Communications indicate that the event received the usual level of Comms support for an event of this type and coverage was achieved in both local papers. If Members wish to discuss concerns about the approach to this particular event or more generally, it is suggested that the appropriate officer attend the next Chairman's Briefing or a separate meeting.	Remove from watch list	No
NI 184 Food establishments in the area which are compliant with food hygiene law	Q2 2012/13	HR	Service commentary: New premises added to database and not inspected this year are, by default, considered "non compliant". This interpretation is under review. In the last 3 months, over 50 new premises have registered (mainly home based). This has resulted in a lower performance than expected as traditionally Q4 is used to complete inspections that are due in that year.	Officer to be invited to next Chairman's briefing to explain the position further and comment on the risk to public health.	Yes
NI 192 Percentage of household waste set for re-use, recycling and composting	Q4 2012/13	LR	Newly listed.	Further explanation sought on why this measure is red, what remedial action is being taken and what the shortfall means in terms of Landfill Tax liability.	Yes

Indicator	Selected for monitoring	Q4 status	Update at Q4	Comments and actions to be taken from Q4 meeting	Keep on Watch List?
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	No new survey in Q4 - this represents the year-end position derived from average results across three surveys. The worst affected areas for litter were Industry & Warehousing and Other Highways. It is proposed to combine results for the 4 variants of this indicator from Q1 2013/14 onwards, and show one overall figure for street and environmental cleanliness and to distinguish those areas where the Council has control over the levels of cleanliness from those where it does not (private land). [Note - the current measures count both.]	Feed back to the service Members' view that a) combining four indicators into one may result in significant performance variations in the individual component measures being masked and b) if a reduction in the number of measures is essential, Litter and Graffiti would be the most important to continue monitoring.	Yes
United and involved communities: a Council that listens and leads					
How well informed do residents feel (Involvement Tracker)	Q1, 2011/12	-	No Tracker in Q4, next report at Q1.	Remove from watch list	No
Number of trained neighbourhood champions	Q1, 2011/12	HR	See below for Q4 position statement.	Remove from watch list	No
<p>It is likely that the numbers of Neighbourhood Champions who will be recruited will continue to decline, as has been the case since the initial launch of the scheme. This is because there is a static population from which Neighbourhood Champions can be drawn. Inevitably, not every resident in Harrow wishes to join the scheme, and the majority who would like to will have done so when the scheme first began (hence the highest numbers in 2010 and 2011). Therefore, though some new Neighbourhood Champions will be existing residents who have changed their mind with regard to the scheme (or possibly not have heard of it previously), most will have recently moved to the borough and this is a limited pool of people. Therefore, these limited numbers, combined with the inevitable resignations from residents as they move out of the borough or as their situations change, means that the initial target of 2000 Neighbourhood Champions is unlikely to be reached and so needs to be reviewed.</p> <p>There are currently 895 residents and 24 Members trained to be Neighbourhood Champions, making a total of 919. The service team have suggested provisional targets for 2013/14 that they think are realistically achievable. These figures suggest a target figure for the end of 2013/14 of 1120. This is based on the number to be recruited and trained and the number of resignations for each quarter remaining similar to Q4 2012/13.</p>					
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	LG	77 / 679 = 11.3% (target 11%)	Remove from watch list	No

Indicator	Selected for monitoring	Q4 status	Update at Q4	Comments and actions to be taken from Q4 meeting	Keep on Watch List?
- % of adults in contact with secondary mental health services living independently, with or without support		LR	539 / 679 = 79.4% (target 88%) Service commentary: This is a significant improvement on 2011/12 performance. This increase would have moved us up from 21st in London to 15th, however further improvement is expected in 2013/14.	Remove from watch list	No
Hospital delayed transfers of care (caused by social care) - all clients over 18 - financial year to date (not rolling year as previously stated)	Q2 2012/13	None (no target)	Separate note provided.	Remove from watch list	No
% of new case contact episodes completed within 24 hrs	Q4 2012/13	HR	Newly listed.	Provide an explanation of how indicator is calculated and update on performance within planned report to Sub-Committee 11 July.	Yes
% of referrals to social care from partner organisations made using CAF	Q4 2012/13	no data	Newly listed.	Provide an update on performance within planned report to Sub-Committee 11 July.	Yes
Initial assessments completed within 10 days	Q4 2012/13	HR	Newly listed.	as above	Yes
27 AF C64) Timing of Core Assessments (11 60)	Q4 2012/13	HR	Newly listed.	as above	Yes
Homelessness: - Total number accepted as homeless and in priority need	Q2, 2011/12 (as a suite)	HG			No
- NI 156 - Number of households living in temporary accommodation	HG				No
- number of households we assist with housing in the private rented sector	HR		We still cannot obtain sufficient local housing, but we were able to keep B&B numbers below original estimate.	Status update to be supplied to Members.	Yes
- Number of cases where positive action is taken to prevent homelessness	LG				No

Indicator	Selected for monitoring	Q4 status	Update at Q4	Comments and actions to be taken from Q4 meeting	Keep on Watch List?	
ex-BV 212 Average time taken to re-let LA housing (days)	Q2 2012/13	HR	(Service comments on Q4 performance) Delivering on time has been a struggle throughout 2012/13 for a number of reasons but new steps are being taken to address this. A new Voids process is being considered which will see Asset Management and Housing Needs sharing the work with Void Officers remaining in Housing Needs to oversee the re-letting, and alert managers. Comments on historic delays below (from Maggie Challoner):	Early update to be supplied to Members on how much the changes planned will reduce the relet time and whether any improvement is yet being seen. On this basis, Chairman and Vice-Chair to decide whether to request an officer's attendance at next briefing.	Yes	
<p>In response to the question the number of reasons cited are all linked to the changes made - i.e. both moving from a single contractor to 3 area based contractors and a new staffing structure - that was not fully completed until November 2012.</p>						
<p>Since the changes were made the "new" process has been evolving and there have been a number of difficulties in delivering consistently on all voids, and across all contractors. A lot of this has been down to new people learning the ropes (both contractors and staff) and getting the communication right. However work to improve things has been effective and I am now confident that the process in place is fit for purpose-and is working much more effectively.</p>						
<p>The problems experienced that are now resolved included:</p>						
<p>Inconsistent allocation of voids between contractors, making it difficult for each contractor to be appropriately staffed. For example one particular contractor went from holding 3 voids in a month to holding 16 the following month</p> <ul style="list-style-type: none"> • Lack of clarity about when to undertake internal decorations and when to issue vouchers to incoming tenant • Orders not being raised and approved within 24 hours • Delays in processing variations to original order once works started on a void • Complaints from tenants post works about both standards and actual works not completed - taking contractors off new voids to resolve problems • No details given of voids in the pipeline, and when they are likely to come through • Inaccurate info given on major works-making performance looking worse than it actually was • Poor/inconsistent communication between contractors and Council 						
<p>The only issues considered still to be a problem, and where work continues to affect further improvement are:</p>						
<ul style="list-style-type: none"> • Delays caused by utility providers • Poor property condition requiring extensive works 						
<p>Supporting our town centre, our local shopping centres and businesses</p>						
Visits to libraries - number of physical visits		Q4 2012/13	HR	Newly listed.	Information required on the new target for visits within the new contract, the rationale for that and how any increase is to be delivered.	Yes

Indicator	Selected for monitoring	Q4 status	Update at Q4	Comments and actions to be taken from Q4 meeting	Keep on Watch List?
Customer and corporate health perspective					
% of complaints resolved to timescale	Q1, 2012/13	LG	Separate note provided but performance is on target at Q4.	Remove from watch list.	No
% householder planning applications approved	Q1, 2012/13 (former measure selected Q2 2011/12)	HR	In April 2013 the householder applications approved were 85% which meets the national average.	Information requested on current performance and on appeals success rates.	Yes
Resources perspective					
Workforce with IPAD in last 12 months	Q2, 2011/12	A	Performance improved to 91% overall, broken down as follows: Resources 84% Children & Families 94% Community, Health & Wellbeing 90% Environment & Enterprise 93%	Remove from watch list.	No
Total debt collected as a % of total debt issued [YTD]	Q1, 2011/12	LG	Q4 performance 75% against a 75% target. (iii) Leasehold service charge arrears - Housing Services no longer monitor this indicator (hence the lack of data) but rather the percentage recovery. The collection year runs from October to September, rather than April to March. The percentage recovery at December 2012 was 37.86% and at 31 March 2013 was 52.25%, with a target of 80% by 30 September 2013. The amount outstanding at 31 March was £102,543. Housing report that repayment plans are in place and on track.	Considering the economic situation and welfare reform, Members wish to be kept updated on collection profiles generally (not this measure specifically).	No
% forecast variation from budget: capital expenditure	Q4 2012/13	HR	Newly listed.	Include in planned report to Sub-Committee meeting 11 July why such a large underspend has occurred.	Yes
Current rent arrears as % of rent roll	Q4 2012/13	LR	Newly listed.	Information required on the targets for the current year and what improvement actions are planned.	Yes
Overall current tenants' rent arrears (£k)	Q4 2012/13	HR	Newly listed.		Yes

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Keeping neighbourhoods clean, green and safe

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
NI 32 Repeat incidents of domestic violence	▼	30%	16%	HG	25%	14%	HG	25%	5%	HG	↑	↑
NI 40 Number of drug users recorded as being in effective treatment	▲	413	419	LG	438	432	A					
Residential burglaries	▼	1,762	2,061	HR	560	502	HG	475	600	HR	↑	
NI 15 Serious violent crime rate	▼	299	183	HG	37	36	LG	38	40	LR	↑	↓
NI 16 Serious acquisitive crime rate	▼	4,155	4,720	HR	1,143	1,129	LG	1,143	1,298	HR	↑	↓
NI 184 Food establishments in the area which are compliant with food hygiene law	▲	76%	71%	LR	76%	70%	LR	76%	68%	HR	↓	↓
NI 191 Residual household waste per household (kg)	▼	135	136	A	135			135				
NI 192 Percentage of household waste sent for reuse, recycling and composting	▲	50%	43%	LR	50%			50%	46%	LR	↑	↑
NI 195a Improved street and environmental cleanliness - Litter	▼	6%	4%	HG	6%	15%	HR	6%	9%	HR	↓	↑
NI 195b Improved street and environmental cleanliness - Detritus	▼	9%	4%	HG	9%	11%	HR	9%	14%	HR	↓	↓
NI 195c Improved street and environmental cleanliness - Graffiti.	▼	3%	7%	HR	3%	5%	HR	3%	6%	HR	↑	↓
NI 195d Improved street and environmental cleanliness - Fly posting.	▼	1%	1%	LG	1%	1%	LG	1%	2%	HR	↓	↓

United and involved communities: a Council that listens and leads

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
Response rate to residents' panel consultations	▲	55%	57%	LG	57%			57%	No survey			
% who are satisfied with the way the Council runs things (Involvement Tracker)	▲		No Tracker		60%	57%	A		No Tracker			
% who agree that the Council gives local people good VfM (Involvement Tracker)	▲		No Tracker		38%	37%	A		No Tracker			
Council takes account of residents' views when making decisions (Involvement Tracker)	▲		No Tracker		32%	31%	A		No Tracker			
% who feel that they can influence decisions affecting their local area (Involvement Tracker)	▲		No Tracker		32%	26%	HR		No Tracker			
How well informed do residents feel (Involvement Tracker)	▲		No Tracker		57%	54%	LR		No Tracker			
Number of trained neighbourhood champions	▲	1,500	1,110	HR				2,000	919	HR	↓	

Supporting and protecting people who are most in need

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
Reablement - % of adult clients who do not receive ongoing social care following a reablement service	▲	70%	74.6%	HG	72%	79.3%	HG	72%	78%	HG	▲	▼
% Overall satisfaction at reablement review is 'satisfied' or better	▲		93%	HG		96%			95%		▲	▼
NI 146 % of adults with learning disabilities in paid employment	▲	18%	18.2%	LG	14.0%	13.9%	A	18.0%	18.7%	LG	▲	▲
E48 - equality of service provision		0.9-1.1	1.02%	HG	0.9-1.1	1.04	G	0.9-1.1	1.04	G		
NI 150 % of adults in contact with secondary mental health services in paid employment (same as NI 150 - name changed)	▲	12%	6.1%	HR	10.0%	6.5%	HR	11.0%	11.3%	LG	▲	▲
The proportion of clients (not carers, not MH-fer-rew) eligible for a personal budget during the year who had one (of any type).	▲		New indicator in 2012/13		89.0%	77.9%	HR	100.0%	91.8%	LR		▲
% of people with learning disabilities living in their own home or with their families	▲		New indicator in 2012/13		69.0%	65.9%	A	70.0%	68.7%	A		▲
% of adults in contact with secondary mental health services living independently, with or without support	▲		New indicator in 2012/13		88.0%	79.8%	LR	88.0%	79.4%	LR		▼
Hospital delayed transfers of care (caused by social care) - all clients over 18 - rolling year	▼		New indicator in 2012/13			4.8			4.0			▲
Carers with Services (as % of total clients in community)	▲		New indicator in 2012/13		38.0%	35.8%	LR	55.0%	69.2%	HG		▲
% of sessions absent from school amongst school age CLA, in school year to date	▼	12%	15.6%	HR	12%	7.6%	HG	12.0%	8.4%	HG	▲	▼
Children Looked After: rate of permanent exclusions as % of Harrow CLA population	▼	0.01%	0%	HG	0%	0%	HG	0%	0%	HG	▲	▲
Children Looked After: Rate of fixed term exclusions as % of Harrow CLA population	▼	5%	17.64%	HR	5%	2.7%	HG	10.0%	8.5%	HG	▲	▼
Termly rate of permanent exclusions as % of Harrow school population	▼	0.03% (2011-12 spring term)	0.04%	HR	0.02%	0.04%	HR	0.03%	0.02%	HG	▲	▲

Quarterly Corporate Scorecard Q4 2012/13

Appendix C

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
Termly rate of fixed term exclusions as % of Harrow school population	▼	0.78% (2011-12 spring term)	1.06%	HR	0.70%	0.81%	HR	0.97%	0.67%	HG	↑	↑
Termly rate of overall absence in primary schools	▼	5.6% (summer term)	5.24% (spring term)	HG	4.5%	4.96%	HR	4.50%	4.73%	LR	↑	↑
Termly rate of overall absence rate in secondary schools	▼	6.7% (summer term)	5.2% (autumn term)	HG	5.0%	5.33%	LR	5.00%	5.68%	HR	↑	↓
Secondary schools judged by Ofsted as having good or outstanding standards of behaviour	▲	100%	100%	LG	100%	90%	LR	100%	90%	LR	↓	↑
Primary schools judged by Ofsted as having good or outstanding standards of behaviour	▲	95%	100%	HG	95%	100%	HG	95%	100%	HG	↑	↑
% of new case contact episodes completed within 24 hrs	▲	60%	66%	HG	70%	63.6%	LR	70.0%	61.0%	HR	↓	↓
Numbers of children with child protection plan for over 2 years	▼	16	12	HG	10	10	LG	8	6	HG	↑	↑
Numbers of families who receive direct payments	▲	50	84	HG	105	128	HG	105	135	HG	↑	↑
% of referrals to social care from partner organisations made using CAF	▲	100%	27%	HR								
Initial assessments completed within 10 days	▲	85%	71%	HR	85%	43.2%	HR	85.0%	51.9%	HR	↓	↑
(PAF C64) Timing of Core Assessments (NI 60)	▲	83%	84%	LG	83%	63.7%	HR	83.0%	65.8%	HR	↓	↑
NI 19 Rate of proven re-offending by young offenders	▼	no target	1.22									
NI 111 First time entrants to the Youth Justice system 10-17	▼	no target	26									

Quarterly Corporate Scorecard Q4 2012/13

Appendix C

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
NI 117 16 to 18 year olds who are not in education, employment or training (NEET)	▼	3.50%			3.6%	2.0%	HG	3.6%	2.0%	HG	➔	➔
NI 155 Number of affordable homes delivered (gross)	▲	285	408	HG	230	243	HG	275	278	LG	➔	➔
Total households accepted as homeless and in priority need	▼	60	110	HR	105	84	HG	150	115	HG	➔	➔
NI 156 Number of households living in temporary accommodation	▼	420	400	LG	400	373	HG	400	360	HG	➔	➔
Number of households we assist with housing in the private rented sector	▲	250	256	LG	260	207	HR	400	248	HR	➔	➔
Number of cases where positive action is taken to prevent homelessness	▲	1,000	1,133	HG	755	833	HG	1050	1051	LG	➔	➔
Council adaptations: average time from assessment to completion of work (weeks)	▼	35	32	HG	35	21	HG	35.00	29.00	HG	➔	➔
DFGs: average time taken from assessment to DFG approval date (weeks)	▼	35	21	HG	35	10	HG	35	13	HG	➔	➔
ex-BV212 Average time taken to re-let LA housing (days)	▼	21	20.4	LG	21	35.8	HR	21	36.3	HR	➔	➔
ex-BV64 Private dwellings returned into use	▲	200	271	HG	150	166	HG	200	259	HG	➔	➔

Supporting our town centre, our local shopping centres and businesses

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
Visits to Museum - number of physical visits	▲	12,000	6,324	HR		6,120			4,963		↓	↓
Visits to Leisure Centre - number of physical visits	▲	200,000	285,495	HG	275,000	274,880	A	275,000	277,563	LG	↓	↑
Visits to Libraries - number of physical visits	▲	315,000	310,533	A	315,000	283,848	LR	315,000	277,525	HR	↓	↓
Deliver Harrow's long term spatial vision		Yes	Yes	HG	Yes	Yes	HG	Yes	Yes	HG	→	→
Hours of use of public library computers - no target	▲	No target set	22,264			14,590			11,866		↓	↓
Town centre vacancy rate	▼	6.9	8.7	HR	8.30%	7.90%	LG	8.30%	8.30%	LG	↑	↓
Percentage difference between Harrow and rest of London in respect of JSA claimants	▲		New indicator in 2012/13		1.60%	1.60%	LG	1.60%	1.60%	LG		→

Customer & corporate health perspective

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
NI 14 Percentage avoidable contact within Access Harrow	▼	20%	16%	HG	18%	19%	LR	18%	18%	LG	→	↑
Average number of calendar days to respond to Ombudsman complaints	▼	28	30	LR	28	22	HG	28	21	HG	↑	↑
% of complaints resolved to timescale	▲	85%	87%	LG	90%	61%	HR	90%	91%	LG	↑	↑
Resolution of issues at first contact - rate	▲	80%	91%	HG	90%	90%	LG	90%	90%	LG	→	↑
% of One Stop Shop customers surveyed satisfied/ very satisfied	▲	95%	96%	LG	95%	96%	LG	95%	96%	LG	→	↑
One Stop Shop average waiting time (min.sec)	▼	15:00	15:00	LG	15:00	03:20	HG	15:00	04:40	HG	↑	→
% of Contact Centre calls answered within 30 seconds	▲	90%	90%	LG	90%	91%	LG	90%	83%	LR	→	→
% of customer calls successfully answered (<5% abandoned)	▼	5%	3%	HG	5%	3%	HG	5%	5%	LG	→	→
% of emails answered in <72 hrs (Access Harrow)	▲	95%	96%	LG	95%	96%	LG	95%	96%	LG	→	↑
% of web forms answered in <24 hrs (Access Harrow)	▲	95%	99%	LG	95%	99%	LG	95%	99%	LG	→	↑
Average cost per transaction (£) (Access Harrow)	▼	0.85	0.73	HG	£1.00	£0.84	HG	£1.00	£0.82	HG	→	↑
Proportion of web forms and web visits as a percentage of overall contact	▲	60%	65%	HG	60%	61%	LG	60%	61%	LG	→	↑
Residents' satisfaction with the repairs service (%) (telephone based interviews)	▲	88%	90%	LG	95%			95%	92%	A	↑	
% of major planning applications approved	▲		New measure 2012/13		60%	75%	HG	60%	75%	HG		↑
% of householder planning applications approved	▲		New measure 2012/13		90%	73%	HR	90%	73%	HR		↑

Resources Perspective

Title of Measure	Polarity Good to be High ▲ or Low ▼?	Q4 Target 2011/12	Q4 Actual 2011/12	Q4 Status 2011/12	Q3 Target 2012/13	Q3 Actual 2012/13	Q3 Status 2012/13	Q4 Target 2012/13	Q4 Actual 2012/13	Q4 Status 2012/13	Compared to Q4 2011/12	Compared to Q3 2012/13
BV12 Proportion of working days lost due to sickness absence (includes schools)	▼	7.14	7.35	A	7.14	7.82	LR	7.14	7.80	LR	→	
Proportion of working days lost due to sickness absence (excludes schools)	▼		8.88			8.58					→	
Workforce with IPAD in last 12 months	▲	95%	85%	HR	95%	89%	LR	95%	91%	A	→	→
Total debt collected, at year to date, as a % of total debt raised	▲	75%	78%	LG	75%	67%	HR	75%	75%	LG	→	→
Average debtor days	▼	88	12	HG	60	30	HG	60	22	HG	→	→
% of invoices paid within 30 working days	▲	95%	68%	HR	75%	76%	LG	75%	72%	A	→	→
% of SAP purchase orders raised before invoice date	▲	90%	83%	LR	81%	88%	HG	81%	89%	HG	→	→
NI 181 Time taken to process housing benefit/council tax benefit new claims and change events DWP DSO (days)	▼	9	6.02	HG	9.00	8.55	HG	9.00	6.82	HG	→	→
% forecast variation from net budget		0%	-85%	R	0.00%	-1.13%	G	0%	-0.6%	G	→	→
% forecast variation from budget: capital expenditure		0%	45%	R	0%	-25.60%	R	0%	-56.2%	R	→	→
BV9 Percentage of council tax collected	▲	97.00%	97.80%	LG	85.00%	85.07%	LG	97.00%	97.70%	LG	→	→
BV10 Percentage of non-domestic rates collected	▲	96.75%	96.20%	A	86.75%	85.63%	A	97.00%	95.46%	A	→	→
% of cost centres for which SAP budget forecast completed	▲		Not available at Q4		100%	86%	HR	-	Not required			
ex-BV66a LA rent collection and arrears: proportion of rent collected	▲	98.50%	99.03%	LG	98.30%	97.79%	A	99.25%	98.39%	A	→	→
Current rent arrears as % of rent roll	▼	2.15%	1.64%	HG	1.55%	1.65%	LR	1.50%	1.58%	LR	→	→
Overall current tenants' rent arrears (£k)	▼	450	401	HG	372	433	HR	350	414	HR	→	→
Overall leasehold service charge arrears (£k)	▼	100	87	HG								
IT Service Desk availability	▲	100%	99.96%	A	100%	100%	LG	100%	100%	LG	→	→
IT critical system availability	▲	99.16%	99.76%	LG	99.16%	99.68%	LG	99.16%	99.25%	LG	→	→
IT customer (internal) complaints - average per month	▼	2	3.66	HR	2.00	7.00	HR	2.00	7.60	HR	→	→

United and involved communities: a Council that listens and leads

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	2011/12 Target	2011/12 Actual	2011/12 Status	2012/13 Target	2012/13 Actual	2012/13 Status	Compared to 2011/12
NI 8	Adult participation in sport and active recreation	▲	18.3%	18.9%	LG	18.4%	19.1%	LG	↑

Supporting and protecting people who are most in need

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	AY = academic year				AY 2010/11 Status	AY 2011/12 Status	Compared to AY 2010/11
			AY 2010/11 Target	AY 2010/11 Actual	AY 2011/12 Target	AY 2011/12 Actual			
	Number of underperforming schools at KS2	▼	0	4	0	1	HR	↑	
	Number of underperforming schools at KS4	▼	0	0	0	1	HR	↓	
	Percentage of pupils at the end of KS4 achieving the English Baccalaureate	▲	25%	23.7%	25%	21.8%	HR	↓	
NI 72	NI 72 Early Years (EYFSP) to increase achievement for all children at age 5	▲	55%	56.0%	58%	60.0%	LG	↑	
NI 73	NI 73 Key Stage 2 – to increase proportion achieving level 4+ in both English and maths	▲	79%	78%	82%	83.0%	LG	↑	
NI 75	NI 75 Key Stage 4 – to increase proportion achieving 5 A*-C grades at GCSE and equiv incl GCSE English and Maths	▲	65%	64.6%	65%	63.6%	A	↓	
NI 92	NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP and the rest	▼	37%	36.5%	34.5%	30.8%	HG	↑	
	Annual rate of Permanent Exclusions as % of Harrow school population	▼	0.15%	0.07%	0.07%	0.10%	HR	↓	
	Annual rate of Fixed Term Exclusions as % Harrow school population	▼	3.85%	3.66%	3.66%	3.06%	HG	↑	
	Annual rate of overall absence in primary schools	▼	-	5.15%	5.40%	4.57%	HG	↑	
	Annual rate of overall absence rate in secondary schools	▼	-	5.93%	6%	5.32%	HG	↑	

Supporting our town centre, our local shopping centres and businesses

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼	2011/12 Target	2011/12 Actual	2011/12 Status	2012/13 Target	2012/13 Actual	2012/13 Status	Compared to 2011/12
NI 168	Principal roads where maintenance should be considered	▼	8%	5%	HG	8%	10%	HR	↓
NI 169	Non-principal classified roads where maintenance should be considered	▼	7%	7%	LG	7%	5%	HG	↑

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REPORT FOR: CABINET

Date:	20 June 2013
Subject:	Revenue and Capital Outturn 2012-13
Key Decision:	Yes
Responsible Officer:	Simon George, Director of Finance & Assurance
Portfolio Holder:	Councillor Thaya Idaikkadar (Leader and Portfolio Holder for Business Transformation and Communications, Finance, Performance, Customer Services and Corporate Service, Property and Major Contracts)
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1 - Revenue Directorates Summary Appendix 2 - Capital Monitoring Appendix 3 – Housing Revenue Account

Section 1 – Summary and Recommendations

This report sets out the Council's revenue and capital outturn position for 2012-13

Recommendations:

1. Note the revenue and capital outturn position for 2012-13;
2. Approve the contributions to reserves outlined in paragraph 3;
3. Approve the net remaining revenue under spend of £0.996m is utilised to increase the general reserves from £7.650m to £8.646m;
4. Approve the changes in quarter 4 and carry forwards on the capital programme outlined in paragraph 26 and set out at Appendix 2; and
5. Note the timetable for accounts completion and external audit review as outlined in paragraph 29.

Reason (for recommendation)

To confirm the financial position as at 31 March 2013.

Section 2 – Report

Executive Summary

1. The outturn of the Council at the end of the year is showing a net under spend of £0.996m after transfer to various reserves, which is a very significant achievement for the Council. The Council has not only been able to deliver services within the approved budget but has also contained the pressures arising from the challenging financial environment and the risks around service demands. This also meant that there were no calls on contingency as reported at quarter 3. In addition, there were favourable variance on income budgets resulting from parking enforcement, rents from the investment property portfolio, investment returns and grant income. This was offset by, additional contribution to the insurance provision of £0.900m for Municipal Mutual Insurance liability (MMI) as detailed in paragraph 15 of the main report.
2. As reported at quarter 3 to the February 2013 Cabinet, Managers were asked to implement the spending protocol right through to the year-end to deliver a significant under spend to fund the cost of change and delivery of future year savings. This was implemented by ensuring discretionary spend was only incurred if it was absolutely necessary and through vacancy management by implementing additional approval processes in respect of recruitment.
3. It is recommended that this under spend is used to set up specific reserves for the Medium Term Financial Strategy (MTFS) implementation cost of £4.849m, Carry Forwards totalling £3.268m and a Business Risk reserve amounting to £1.691m as detailed in paragraphs 16 to 19. It is recommended that the remaining balance of £0.996m is utilised to increase General Reserves from £7.650m to £8.646m.
4. The contribution to the Provisions, General and Other reserves as mentioned above will increase the Council's capacity to deliver services in a very challenging climate resulting from demographic pressures, economy, welfare reforms and pressures on formula grant funding.

Introduction

5. The total outturn for the Council after transfer to reserves for the financial year 2012-13 is £172.117m against the approved budget of £173.113m which represents an under spend of £0.996m, a 0.6% variation to budget.

Table 1 below summarises the position:

Original Budget	Directorate	Latest Budget	Provisional Outturn	Variation		2011-12 Outturn
				Outturn	%	
£000		£000	£000	£000	£000	
3,854	Assistant Chief Executive	3,333	2,429	-904	-27.1	-329
3,379	Legal and Governance	3,230	3,325	95	2.9	229
18,634	Corporate Finance	20,809	19,526	-1,283	-6.2	75
25,867	Resources	27,372	25,280	-2,092	-7.6	-25
48,674	Environment	37,694	34,696	-2,998	-8.0	1,881
3,547	Enterprise	3,618	3,560	-58	-1.6	444
52,221	Environment & Enterprise	41,312	38,256	-3,056	-7.4	2,325
66,431	Community, Health and Wellbeing	75,880	75,712	-168	-0.2	-50
39,475	Childrens' and Families	48,096	47,850	-246	-0.5	-2,545
183,994	Sub Total Directorate	192,660	187,098	-5,562	-2.9	-295
-946	Inflation and Corporate Items	1,118	-661	-1,779	-159.1	-907
1,000	Contingency	1,000	0	-1,000	-100.0	-300
-8,327	Capital Financing	-6,494	-8,303	-1,809	-27.9	-1,602
-2,608	Non Specific Grant	-12,733	-12,766	-33	-0.3	0
	Carry Forwards 2011-12	-2,438	-3,059	-621	-25.5	1,804
173,113	Sub Total	173,113	162,309	-10,804	6.2	-1,300
	Contribution to Reserves					
	MTFS Implementation cost		4,849	4,849		
	Carry Forward Requests 12-13		3,268	3,268		
	Business Risk		1,691	1,691		
173,113	Total Budget Requirement	173,113	172,117	-996	0.6	-1,300

Directorates' Position

6. The outturn for the Directorates is a favourable variance of £5.562m against the revised budget which represents 2.9% of the net budget of £192.660m. The position for each directorate is summarised below and further details are provided in Appendix 1 to this Report.

Resources

7. The provisional outturn position for the Resources Directorate is a favourable variance of £2.092m resulting mainly from Capita contract credits (£0.476m), Copier contract (£0.493m), Concessionary fares (£0.262m), additional income, External Audit Fees (£0.240m), slippage on one off projects and vacancy management. This has been offset by pressures resulting from Cross cutting efficiencies, Learning and Development commissioning, additional procurement staffing costs, increase in Insurance Provision (£0.900m) and increase in legal cost resulting from higher volume of child protection cases.

Environment and Enterprise

8. The provisional outturn is a favourable variance of £3.056m resulting mainly from additional parking enforcement income (£0.968m), rental income (£0.315m), slippage in the delivery of highways work following the migration to a new contractor (£0.649m), delays in the Public Realm Integrated Service Model (PRISM) project (£0.156m) and vacancy and spending management (£1.2m). This was offset by additional West London Waste Authority (WLWA) charges (£0.188m), shortfall of income on dry recyclables (£0.332m) and Building control fees (£0.248m).

Community Health and Wellbeing

9. The Directorate position is a net under spend of £0.168m. The main contributing factors are under spend on Personalisation and Reablement budgets (£0.371m), Housing Needs budgets (£0.134m) and vacancy and spend management. Some of these were offset by over spends on long term care (£0.202m) and Leisure Centre income shortfall (£0.481m)

Children's and Families

10. The outturn position is an overspend of £0.162m which is offset by an under spend on the Troubled Families ring fenced grant (£0.408m) resulting in a net under spend of £0.246m. The main areas of overspend are Targeted Services (£0.790m) due to agency staff and overtime and increase in Bad Debt provision (£0.286m). This is offset by an under spend on Commissioning budgets (£0.231m), DSG funding for the nursery provision (£0.208m), Special Needs Transport (£0.120m) and vacancy management.

Inflation and Corporate items

11. The position shows a favourable variance of £1.779m which is mainly in respect of unused energy inflation, provisions and additional funding in respect of winter pressures.

Contingency

12. As previously reported there are no calls on the contingency and therefore £1m is contributing to the overall position.

Capital Financing

13. The outturn is a favourable variance of £1.809m resulting from increase in Investment returns (£0.909m) and Minimum Revenue Provision (£0.900m) due to slippage in delivery of the 2011-12 capital programme.

Provisions

14. The Council must hold adequate provisions against known events and in respect of its statutory duties as appropriate. All the provisions are reviewed on a quarterly basis and in 2012-13 additional contributions were made to Bad Debt, Employees and Litigation provisions.
15. Additionally, £0.900m contribution was made to the Insurance provision for Municipal Mutual Insurance (MMI) liability which was not budgeted for. MMI was the insurer of Harrow Council prior to ceasing its underwriting operations in September 1992 and entering into a Scheme of Arrangement in 1993. Council has been taking advice of the actuary, who has reviewed the position recently and considers it to be wholly appropriate and justifiable to provide for the £2.000m minimum future liability in relation to MMI claims. The Council made a provision of £1.100m in 2011-12 and has

made additional contribution of £0.900m in the current year, which will bring the provision for MMI liability to £2.000m.

MTFS Implementation Cost

16. The Medium Term Financial Strategy for 2013-14 identified one off implementation costs and potential redundancy costs of £5.694m to deliver the savings. These costs were not included in the MTFS and the main funding source identified was the in year (2012-13) under spends arising from the spending protocol. At the February 2013 Cabinet, as part of the MTFS the Members approved a revised policy on General Reserves as outlined below:

“The first call on any under spend at the end of the year will be to fund the one off cost to transition. A contribution to general balances will then be considered with regard to the size of the under spend, the underlying strength of the balance sheet and the need to support other priorities.”

17. At year end the redundancy costs were reviewed along with the existing provisions which resulted in reduction of the overall implementation cost by £0.845m as detailed below. In line with the strategy, part of the under spend is deployed to set up a reserve for the implementation cost.

		£000
One off implementation costs		904
Potential Redundancy costs	7,363	
Less Provisions (2011-12 provision not utilised due to slippages)	<u>-2,418</u>	4,945
Less Budget provision in 2013-14 MTFS	-1,000	<u>-1,000</u>
Net requirement		4,849

Carry Forwards 2011-12 and 2012-13

18. The under spend on 2011-12 carry forwards is £0.621m which mainly represents savings and slippages on the one off projects. The 2012-13 carry forward request of £3.268m mainly relates to ring fenced grants of £0.532m, slippages on projects funded by 2011-12 carry forwards (£0.347m) and also projects that were not completed in 2012-13 which is contributing to the overall directorates under spends. The carry forward request is summarised below:-

Directorate	Council Funding	Grant Funding	Total
	£000	£000	£000
Resources	1,074	12	1,086
Environment and Enterprise	782	33	815
Community, Health and Wellbeing	235	79	314
Childrens' and Families	38	408	446
Corporate Items	260	0	260
2011-12 roll forward	347	0	347
Total	2,736	532	3,268

Business Risk

19. This is a new reserve established to contain contractual risk amounting to £1.691m. This represents additional funds required to cover potential risks around social care PCT pressure (£0.750m), Waste related costs (£0.381k) and other business risks (£0.560m).

Transformation and Priority Initiatives Fund (TPIF)

20. The total of £66k has been funded in respect of Harrow Card and Pot Holes from the TPIF fund resulting in a year end balance of £1.117m. A total of £0.584m is committed against this fund in 2013-14 in respect of Pot Holes, Harrow Card, Circles of support and Welfare Reforms which will leave an uncommitted balance of £0.533m.

General Reserves

21. After assigning the under spends to fund MTFs implementation costs, Carry Forward Requests and Business Risks, it is recommended to allocate the balance of £0.996m to General Reserves which will increase the balance from £7.650m to £8.646m as detailed below.

	General Fund
	£000
Balance b/fwd as at 01.04.2013	7,650
Contribution	996
Balance as at 31.03.2013	8,646

Housing Revenue Account (HRA)

22. The surplus is £0.383m against a budget of £0.415m. Main contributing factors are the revaluation losses of £0.490m relating to non dwellings, reduction in Service Charges income and increase in depreciation cost due to revised policy. This is offset by savings resulting from vacancy management, reduction in utility and supplies and services costs, slippage in the Customer Initiative project and repairs expenditure.

Capital

23. The total capital programme at the end of the financial year stands at £31.842m (£24.288m General Fund and £7.554m HRA). This is funded from Grants (7.389m, 23.20%), Capital Receipts (£5.157m, 16.20%), Revenue Contribution (£8.068m, 25.34%) and Borrowings (£11.228m, 35.26%).

Directorate	Revised Budget	Outturn	Total Variance	Slippage	Under spends
Resources	12,472	4,415	-8,057	-8,057	0
Environment & Enterprise	18,494	11,220	-7,274	-7,006	-268
Community Health & Wellbeing	5,912	2,035	-3,877	-2,542	-1,335
Children's Services	18,616	6,618	-11,998	-11,998	0
Total Exp General Fund	55,494	24,288	-31,206	-29,603	-1,603
Funding:					
Grant	21,575	7,329	-14,246	-14,076	-170
Section 106	469	42	-427	-427	0
RCCO	739	676	-63	-63	0
Capital Receipt	5,013	5,013	0	0	0
Borrowings	27,698	11,228	-16,470	-15,037	-1,433
Total Funding General Fund	55,494	24,288	-31,206	-29,603	-1,603
HRA	9,083	7,554	-1,529	-757	-772
Funding:					
Grant	386	60	-326	-42	-284
Section 106	0	34	34	0	34
RCCO	8,697	7,392	-1,305	-715	-590
Capital Receipt	0	68	68	0	68
Total Funding HRA	9,083	7,554	-1,529	-757	-772

24. The total variance on General Fund is £31.206m against a revised programme of £55.494m. This represents slippage of £29.603m resulting mainly from Schools expansion programme (£5.7m), Primary Schools Development programme (£2.9m), Devolved Formula Capital (£1.0m), Information Technology (IT) projects (£7.7m), Closed Circuit Television (CCTV) camera extension project (£0.5m), Highways, street lighting programme (£2.5m), Environmental Improvement schemes (£2.2m), City Farm (£0.342m), Day Centre refurbishment and remodelling (£0.9m), IT systems for social care (£0.4m) and Headstone Manor project (£0.3m). The balance of £1.603m is an under spend resulting from the Disabled Facilities Grant and various minor under spends within Environment and Enterprise directorate.

25. The HRA capital programme is showing a spend of £7.554m against the revised programme of £9.083m resulting in a variance of £1.529m which includes a slippage of £0.757m and an under spend of £0.772m.

26. The capital programme by directorate is included at Appendix 2 which provides an analysis of the changes during quarter 4 and slippage of £29.603m on GF and £0.757m on HRA. The slippage is recommended for carry forwards and will be funded from Grants £14.118m (46.50%), Borrowing £15.037m (49.53%), Capital Receipts £0.427m (1.41%) and Revenue Contribution £0.778m (2.56%).

Collection Fund

27. The actual surplus for 2012-13 is £1.124m against an estimated surplus of £1.319m resulting in a small adverse variance of £0.195m. This mainly resulted from lower billing (£0.298m) than estimated which was offset by decrease in bad debt provision requirement (£0.103) due to an improved collection rate as detailed below.

28. The in-year Council tax collection rate for 2012-13 was 97.7% which is 0.7% above target and a tremendous achievement in the current economic climate. Business rate collection was 95.46% which was below the target of 96.5%, however this was expected as the Council's predominant rate payers are Small Medium Enterprise and these businesses are most affected by the current economic climate.

Timetable for Accounts completion and external audit review

29. The draft accounts will be completed by the statutory deadline of 30th June. The audit will commence in early July. The final accounts will be considered by the Governance, Audit and Risk Management Committee (GARM) on 24 September 2013 and must be signed off by the Council and the Auditor by the end of September.

Legal Implications

30. There are none directly related to this report.

Financial Implications

31. Financial matters are integral to the report.

Performance Issues

32. Good financial monitoring is essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan. In addition, adherence to the Prudential Framework ensures capital expenditure plans remain affordable in the longer term and that capital resources are maximised.

33. 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 Key Performance Indicators (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.

Environmental Impact

34. There are none directly related to this report.

Risk Management Implications

35. 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

36. Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community. There are no direct equalities impacts arising from the decisions within this report.

Corporate Priorities

37. 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: Simon George	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 24 May 2013		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 05 June 2013		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Strategic Commissioning
Date: 24 May 2013		

Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	Head of Climate Change
Date: 24 May 2013		

Section 6 - Contact Details and Background Papers

Contact: Simon George (simon.george@harrow.gov.uk)

Background Papers:

<http://moderngov:8080/ieListDocuments.aspx?CId=249&MIId=60645&Ver=4>
<http://moderngov:8080/ieListDocuments.aspx?CId=249&MIId=61076&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

Resources	Original Budget	Budget Adj.	Latest Budget	Outturn	Variance		COMMENTS
	£'000		£'000		£'000	£'000	
	Assistant Chief Executive						
Assistant Chief Executive	1,089	-166	924	1,029	105	11.36	Balance of directorate's corporate savings not achieved during 2012-13, but contained within the total budget for the directorate.
Customer Services & IT Client Team	815	-723	92	-809	-901	-979.35	In the main the favourable variance results from savings on Capita contract £-360k and Delayed projects £-508k for which carry forward is requested.
Human Resource Dev. & Shared Services	-253	263	10	-555	-565	-5,942.1	Print contract saving £-493k and Vacancy management £-108k.
Strategic Commissioning	2,127	-76	2,052	1,884	-168	-8.16	Vacancy management
Risk Audit & Fraud	74	-12	62	702	640	1,032.26	£900k additional provision for MMI liability, Occupational Health contract saving £86k and vacancy management £134k.
Corporate Items	2	192	194	178	-16	-8.25	
Sub-Total Assistant Chief Executive	3,854	-522	3,333	2,429	-904	-27.12	
Legal & Governance	3,379	-149	3,230	3,325	95	2.94	Increased income offset by increase in cost and delayed start to set up Shared Legal service.
Corporate Finance							
Finance & Director of Finance	226	526	752	659	-93	-12.37	Delays in transformation project requested as a carry forward
Revenue Benefits & Traffic and Parking Operations	4,105	288	4,393	4,402	9	0.20	
Procurement	-604	601	-3	-85	-82	2,733.33	
Finance Other	5,490	760	6,250	5,422	-828	-13.25	Audit Fee saving £-238k, Levies £-53k, Goods Receipt Invoice Receipt (GRIR) and old debt recovery £-363k, Pension augmentation £-131k reduction in number of pension augmentation payments.
Concessionary Fares	9,417	0	9,417	9,128	-289	-3.07	Reduction in takeup of taxicard scheme following changes to trip limits and increased contribution made at the start of the year.
Sub-Total Corporate Finance	18,634	2,175	20,809	19,526	-1,283	-6.17	
Directorate Total Net	25,867	1,504	27,372	25,280	-2,092	-7.64	

Appendix 1 – Revenue Monitoring

Environment and Enterprise	Original	Budget	Latest		Variance		Comments
	Budget	Adj.	Budget	Outturn			
	£'000	£'000	£'000	£'000	£'000	%	
Environment							
Community Safety	-1,495	-172	-1,667	-3,242	-1,575	-94.48	Favourable variance mainly resulting from additional income from parking enforcement (£968K), Licensing & housing enforcement (£107k) and Car Parks (£49k). In addition underspend on budgets resulting from vacancy and spending management of £501k.
Property & Infrastructure	17,332	-1226	16,106	14,893	-1,213	-7.53	Underspend is mainly due to slippages in the delivery of highways works in the final quarter following from migration to a new contractor and various project delays. Additional income for SLAs, Depot rental, Civic Centre car parking, Street Works and Major Works. There was also salary savings in Property Services. This was offset by £85k MTFs saving in respect of Property Repairs and Maintenance Procurement Value Chain which did not materialise.
Public Realm Services	22,512	-120	22,392	22,401	9	0.04	The service has been overspending due to pressure arising from under achieving the corporate income target for dry recyclables (£332k) resulting from lower market prices for the recyclable waste & additional WLWA charges (£188k). This is contained by salary savings due to transformation programme (£209k) & spending management across the services (£146k).
Directorate Management	940	-77	863	644	-219	-25.38	Variance resulting mainly from spending protocol and salary savings.
Community and Culture	9,385	-9385	0	0	0		
Sub-Total Environment	48,674	-1,595	37,694	34,696	-2,998	-7.95	
Enterprise							
Planning Services	2,709	106	2,815	2,903	88	3.13	Overspends resulting mainly from under recovery of Building control fees (£248k) which is offset by underspent on Building Control salaries £139k.
Economic Dev. Research & Ent.	1,197	47	1,244	1,256	12	0.96	
Major Development Projects	320	-97	223	360	137	61.43	
Corporate Estates	-679	15	-664	-959	-295	-44.43	Additional £315k for rental and other income and underspend on premises related expenses. This is offset by overspend resulting from increase in various provisions (£117k).
Sub-total Enterprise	3,547	71	3,618	3,560	-58	-1.60	
Directorate Total	52,221	-1,524	41,312	38,256	-3,056	-7.40	

Appendix 1 – Revenue Monitoring

Community Health and Wellbeing	Original Budget	Budget Adj.	Latest Budget	Outturn	Variance		Comments
	£'000	£'000	£'000	£'000	£'000	%	
	Adults Services						
Commissioning & Partnerships	18,290	-493	17,797	17,710	-87	-0.49	Variance due to under spend in carers grant of £97k, contract savings on Service Level Agreement (SLA) of £92k, offset by an overspend on Consortium of North West London (CNWL) of £120k.
Long Term Care	25,359	-1256	24,103	24,275	172	0.71	The overspend is mainly due to purchasing in relation to additional continuing care cases £105k, £96k for in house residential due to agency costs to cover sickness and increased utility costs.
Personalisation and Reablement	19,229	140	19,369	18,999	-370	-1.91	The underspend in the main relates to £116k for the decommissioning of the Greenview contract and £195k in relation to reablement.
Strategic Management	- 1,343	407	-936	-1,032	-96	10.26	Under spend mainly results from implementation of spending protocol.
Sub-Total Adults Services	61,535	-1,202	60,333	59,952	-381	-0.63	
Housing General Fund							
Housing Needs	2,800	-156	2,644	2,510	-134	-5.07	Underspend due mainly to higher levels of homelessness prevention resulting in reduced requirement for Bed & Breakfast (families in B&B 70 at end of year, expected to exceed 100 in 2013-14). Help 2 Let (H2L) placed 48 families resulting in underspend, offset by lower than expected income from Private Sector Leasing (PSL) scheme.
Housing Partnerships	818	111	929	838	-91	-9.80	Favourable variance resulting from vacancy management.
Travellers Site	25	0	25	6	-19	-76.00	Reduced officer time spent
Other Housing GF Services	350	1,167	1,517	1,467	-50	-3.30	Underspend due mainly to lower than expected spend on staff training
Resident Services	461	-2	459	495	36	7.84	Agency cover for leave and suspended staff
Sub-Total Housing GF	4,454	1,120	5,574	5,316	-258	-4.63	
Community and Culture							
Community & Development	0	2,320	2,320	2,258	-62	-2.67	Underspend in relation to cancellation of the Under One Sky festival and vacant post held on the grants support unit.
Cultural Services	0	1,462	1,462	1,943	481	32.90	Overspend mainly in relation to Leisure Centre income shortfall.
Libraries	0	5,709	5,709	5,736	27	0.47	Overspend due to later than anticipated implementation of the Terms & conditions savings offset in part by a rent free period on Gayton Libraries.
Sub-Total Comm.& Culture	0	9,491	9,491	9,937	446	4.70	
Transformation	442	1	443	468	25	5.64	
Public Health	0	39	39	39	0	0.00	
Directorate Total	66,431	9,449	75,880	75,712	-168	-0.22	

Appendix 1 – Revenue Monitoring

Children's and Families	Original Budget	Budget Adj.	Latest Budget	Outturn	Variance		Comments
	£'000		£'000		£'000	£'000	
	Quality Assurance, Commissioning Schools	4,694	2,200	6,894	6,052	-842	
Early Intervention Service	2,824	4,740	7,564	7,176	-388	-5.13	The variance results from early delivery of MTFS savings in respect of Children's centres (£132k) and the Connexions contract. In addition vacancy management contributed (£270k) to the under spends and support from the Dedicated Schools grant to support areas of pressure within the nursery provision to a sum of £208k.
Targeted Services	16,996	-148	16,848	17,638	790	4.69	The adverse variance results mainly from Staffing costs due to interim cover and agency staff in respect of qualified social workers. In addition there was a net overspend on Placement budgets due to pressures around the adoption allowance and Childrens placements. These were offset by underspends on the leaving care placements and Asylum budget.
Management	340	298	638	752	114	17.87	The overspend relates mainly to procurement savings relating to the Childrens and Families Service as a whole.
Special Needs	9,167	962	10,129	10,214	85	0.84	The overspend relates to an increase in the Bad Debt provision of £286k offset by underspends on Special Needs Transport (£120k) and vacancy management.
Schools	5,454	569	6,023	6,018	-5	-0.08	
Directorate Total	39,475	8,621	48,096	47,850	-246	-0.51	

Resources	Original Budget	Changes in Q4	Revised Budget	Outturn	Total Variance	Slippage	Under Spend	Reasons for Variance
ITO Transformation	3,247	0	4,441	585	-3,856	-3,856	0	Change in delivery times of various parts of the project ie some set back and some parts brought forward - Balance of spend to be carried forward into 13-14
SAP Server Refresh	413	0	413	413	0	0	0	
Business Transformation Programme (BTP)	2,368	80	4,424	2,326	-2,098	-2,098	0	Ongoing projects
BTP - SAP Financial Ledger	0	0	250	118	-132	-132	0	Ongoing project
BTP - Mobile & Flex	1,148	0	1,148	133	-1,015	-1,015	0	Ongoing project
BTP - Cash Receipting system	701	0	701	469	-232	-232	0	Ongoing project
My Harrow Services	0	0	100	0	-100	-100	0	Implementation delayed as a result of redesign of new systems coming in due to the Welfare Reform.
Council Tax Support	200	0	200	63	-137	-137	0	Ongoing project
Local Area Agreement (LAA) Performance Reward Grant	0	10	663	344	-319	-319	0	A number of projects are mid delivery including Telehealth - The Clinical Commissioning Group (CCG) reached agreement on proceeding with the Telehealth project in March and it will be delivered by the Hospital Trust during 2013-14; the current e-caf solution is due to be user- tested by Childrens and Families with the Early Intervention Service (EIS) and refinements may be needed. The balance is unallocated LAA monies which have been set aside for consideration by the Partnership Board on how to allocate for future partnership projects.
Small Schemes (Council wide)	0	0	132	-36	-168	-168	0	The unspent monies needs to be c/fwd to fund projects in 2013/14.
Total	8,077	90	12,472	4,415	-8,057	-8,057	0	

Environment and Enterprise	Original Budget	Changes in Q4	Revised Budget	Outturn	Total Variance	Slippage	Under spends	Reasons for Variance
Highway, Drainage & Flood Defence Infrastructure	349	0	403	370	-33	-33	0	A significant part of this year's Capital programme has backed up to last quarter delivery, mainly through the introduction of the new Highways Contract, mobilisation and establishing and approving the supply chain. This does cause contractor resourcing problems and a consequence is that not all the scheduled work have been completed in the financial year.
Highway Improvement	4,340	0	5,023	4,828	-195	-206	11	
Parks, Open Spaces & Cemeteries	300	0	300	99	-201	-201	0	
Waste and Recycling	200	0	218	132	-86	-84	-2	
Harrow traffic and parking schemes	300	0	300	221	-79	-79	0	
Street Lighting Improvement	1,000	0	1,702	1,374	-328	-328	0	
Harrow Green Grid	350	0	350	118	-232	-41	-191	
Transport Local Implementation Plan 2	2,223	-123	2,247	1,019	-1,228	-1,218	-10	
CCTV and Car Parks	715	0	715	0	-715	0	-715	Due to complex procurement conclusions there has been delays on the project.
Section 106 Schemes	0	0	469	42	-427	-427	0	Contributions from the BAE site carry forward into 2013/14 requested for undertaking annual reviews of the bus route on Wood Lane in 2013/14 and 2014/15 & to install the necessary infrastructure to facilitate development with street lighting and junction improvements in Warren Lane.
Affordable Warmth	110	0	120	10	-110	-90	-20	In the absence of a capital budget in 2013/14, the roll-over of all unspent allocation is sought to continue to support this programme.
Carbon Reduction	500	217	717	754	37	-289	326	Energy saving retrofits at civic centre complex. Projects rephased to allow future of (some) buildings to be decided, following consultation on budget, and to allow additional consultation with building manager on implementation.
High Priority Planned Maintenance	300	0	300	269	-31	0	-31	
Corporate Business Office Accommodation	100	-40	60	56	-4	0	-4	
Neighbourhood Investment Scheme	210	0	229	88	-141	-140	-1	Project based on Member spending budgets
City Farm/Pinner Park Farm	350	0	350	9	-341	-342	1	Late approval of capital and lengthy procurement process Pinner Park Farm Master Planning runs to at least
Asset Development	250	0	250	0	-250	0	-250	Feasibility Studies not to be capitalised
Development of an Integrated Civic One	750	174	1,591	1,033	-558	-462	-96	£409,779 committed expenditure for works that are due to be completed by the end of May 2013.
College Road Environmental Imp scheme	100	0	25	9	-16	-16	0	This project is extensive and complex in terms of works and funding, planning has taken much longer than
Harrow Town Centre and OLF	2,722	500	2,975	789	-2,186	0	-2,186	
Civic Centre Parking	0	150	150	0	-150	-150	0	Consultation is being carried out with regards to charging for parking and will be completed in 2013/14.
Development of strategic sites	500	-500	0	0	0	0	0	
Total	15,669	378	18,494	11,220	-7,274	-7,006	-268	

Community Health and Well Being	Original Budget	Changes in Q4	Revised Budget	Outturn	Total Variance	Slippage	Under Spends	Reasons for Variance
Bentley Day Centre Remodelling and Refurbishment	657	0	1,004	94	-910	-910	0	Changes on hold awaiting outcome of strategic review in July 2013 which is likely to have capital considerations.
MOSAIC Social Care and Community Health System	180	100	530	274	-256	-256	0	Project funding agreed late in financial year, and initial release dates from Core Logic also delayed.
Upgrading the People's Network and Installing Wi-Fi	135	45	180	62	-118	-118	0	Delays by Capita, Roll out of computers will be completed in 2013/14, A decision was made to delay Wi-Fi until a decision on commissioning of service had been made. Upgrading printers delayed as is linked to Council's new print contract that is being rolled out currently.
Upgrading Library Management System	154	6	160	31	-129	-129	0	Delayed until 13/14 due to delays by Capita completing the internal IT work.
Leisure Centre Capital Infrastructure	100	-172	146	94	-52	-6	-46	
Delivering a new Harrow Museum Programme	250	0	250	0	-250	-250	0	This relates to match funding for the Heritage Lottery Fund (HLF) programme in 2012-13. The initial submission was rejected and a second submission made; the outcome will be known in July 2013 and, if successful, match funding will be required.
Headstone Manor (2011-12)	0	0	300	0	-300	-300	0	
Harrow Arts Centre & Hatch End Library	65	-39	26	26	0	0	0	
Empty Property Grants/Better Homes Grant	100	122	441	113	-328	-328	0	Delays due to planning and building control inspections and therefore will be completed in 2013-14.
Renovation Grants	70	0	70	16	-54	0	-54	
Disabled Facilities Grants (DFG)	2,000	0	2,421	1,151	-1,270	-50	-1,220	DFG additional Grant of £135k received to be carried forward for additional Hoist project.
Residential Homes (2011-12)	0	12	98	95	-3	0	-3	
Supported Housing (HIV 2011-12)	0	-112	190	0	-190	-190	0	The agreement was reached in March resulting in delays in allocation of these funds.
Misc Projects (2011-12)	0	0	67	50	-17	-5	-12	
Music Education Hub	0	25	25	25	0	0	0	
NRC PFI Lifecycle Costs	0	4	4	4	0	0	0	
Total	3,711	-9	5,912	2,035	-3,877	-2,542	-1,335	

Childrens and Families	Original Budget	Changes in Q4	Revised Budget	Outturn	Total Variance	Slippage	Under Spend	Reasons for Variance
Schools Expansion Programme	7,550	-77	7,573	1,883	-5,690	-5,690	0	School places required for Sept in School Expansion Programme
Schools Capital Maintenance	1,350	-262	1,088	858	-230	-230	0	£230k commitment school roofs being repaired
Special Education Needs Provision	650	0	650	73	-577	-577	0	Required for School Expansion Scheme (on going scheme and growth)
EMS - Data Exchange	17	0	17	0	-17	-17	0	Business case completed late in financial year
IT Strategy & integration	150	0	150	0	-150	-150	0	Business case completed late in financial year
Devolved Formula Capital	0	397	1,772	724	-1,048	-1,048	0	Ring fenced 3 yr rolling programme. Bal c/f req'd for proposed classroom expansion
Short Breaks Capital	0	147	294	67	-227	-227	0	Projects part of Short Breaks Programme -c/f required for support of schemes within programme
Catering in schools (2011-12)	0	0	1,217	1,138	-79	-79	0	Required for School Expansion Programme
Whitmore School - Sports Pitch	0	0	63	-2	-65	-65	0	Delays in planning permission
Project Fees During Defect Period	0	0	23	0	-23	-23	0	Project fees
School Amalgamation (2011-12)	0	0	1,265	1,048	-217	-217	0	Part of School Expansion Programme
Primary Development - Marlborough phase 1 (2011-13)	600	0	2,500	397	-2,103	-2,103	0	Delays in project construction and planning
Primary Development - Weald School (2011-12)	0	-647	849	86	-763	-763	0	Part of School Expansion Programme
High School Development (2011-12)	0	0	340	53	-287	-287	0	Projects in construction
Capital Maintenance (2011-12)	0	-419	84	0	-84	-84	0	Support of further capital maintenance works
2 Year Old Entitlement Grant (2012-13)	0	438	438	0	-438	-438	0	Capital grant in support of 2 year old funding of revenue grant
Independent Schools Works (2011-12)	0	44	133	133	0	0	0	
Schools PFI Lifecycle Costs	0	160	160	160	0	0	0	
Misc Projects (2011-12)	0	-27	0	0	0	0	0	
Total	10,317	-246	18,616	6,618	-11,998	-11,998	0	

Appendix 3 - Housing Revenue Account (HRA)

Description	Original Budget	Revised Budget	Outturn	Variation		Explanation
	£'000	£'000	£'000	£'000	%	
Employee Costs	2,095	1,925	1,808	-117	-6.1	Variation due mainly to to various vacant posts
Supplies & Services	707	779	658	-121	-15.5	Variation includes underspends on IT equipment & development
Utility cost	551	782	630	-152	-19.4	Variation includes agreement of credits form electricy suppliers and budget
Estate & Sheltered Services	2,207	1,972	2,004	32	1.6	Unbudgeted consultancy cost for Sheltered Services restructure offset by fees received
Central Recharges	3,346	3,478	3,478	0	0.0	
Operating Expenditure	8,906	8,936	8,578	-358	-4.0	
Repairs - Voids	689	689	715	26	3.8	Variation due to completion on of small number of high value void properties
Repairs - Responsive	2,437	3,339	3,329	-10	-0.30	Variation due to lower unit costs as result of reprocurment exercise partially offset by exit costs payable to Kier
Repairs – Other	2,366	2,227	1,813	-414	-18.6	Variations relate mainly to external decorations programme and cyclical works partially offset by lower number of repairs attracting leasehold service charges
Repairs Expenditure	5,492	6,255	5,857	-398	-6.4	
Contingency	200	215	126	-89	-41.4	Utilised for Business Planning & Project Officer
Investment in Services	900	460	119	-341	-74.1	Underspend due mainly to Getting Closer to Customer initiative taking longer to implement than anticipated (restructuring).
Impairment	200	200	147	-53	-26.5	Based on preliminary review of rent arrears
HRA Subsidy	0	0	-15	-15	-100.0	Over accrual 2011-12
Charges for Capital	6,420	6,420	6,363	-57	-0.9	Variation due to slightly higher than budgetted interest rate
Impairment of fixed assets	0	0	490	490	100.0	Valuation adjustment for shops & businesses which may not be reversed to capital adjustment account under HRA Self Financing
Depreciation	5,991	5,991	6,629	638	10.6	Revised componentisation policy for Council dwellings
Other Expenditure	13,711	13,286	13,859	573	4.3	
Total Expenditure	28,109	28,477	28,294	-183	-0.6	
Rents – Dwellings	-26,206	-26,206	-26,150	56	-0.2	Variation due to void rent loss higher than expected.
Rents – Non Dwellings	-684	-343	-349	-6	1.7	Part year vacancies in commecial lets.
Service Charges -	-686	-686	-685	1	-0.1	
Service Charges – Leaseholders	-549	-549	-370	179	-32.6	Income is an initial estimate pending receipt of additional data from grounds
Facility Charges	-516	-516	-538	-22	4.3	
Interest	-4	-4	-5	-1	25.0	Comprises mortgage interest
Other Income	-83	-425	-417	8	-1.9	Inludes rents from garages & car ports
Recharge GF	-163	-163	-163	0	0.0	
Total Income	-28,891	-28,892	-28,677	215	4.0	
In Year Deficit /	-782	-415	-383	32		
BALANCE b/fwd	-2,422	-2,792	-2,792			
BALANCE c/fwd	-3,204	-3,207	-3,175			

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

Date of Meeting:	11 July 2013
Subject:	Progress Report on Scrutiny Review of Private rented sector housing in Harrow
Responsible Officer:	Lynne Pennington, Divisional Director of Housing Services
Scrutiny Lead Member area:	Councillor Chris Mote, Policy Lead Member for Community, Health and Wellbeing; Councillor Stephen Wright, Policy Lead Member for Environment and Enterprise; Councillor Nana Asante, Performance Lead Member for Community, Health and Wellbeing; Councillor Phillip O'Dell, Performance Lead Member for Environment and Enterprise
Exempt:	No
Enclosures:	Appendix 1: Progress update on Private Sector Housing Strategy action plan

Section 1 – Summary and Recommendations

This report sets out a progress update against the recommendations made in the scrutiny review of private rented sector housing in Harrow in July 2012. and which were incorporated in full in the Private Sector Housing Strategy approved by Cabinet on 11 April 2013

Recommendations:

To note progress against the Private Sector Housing Action Plan.

Section 2 – Report

Background

1. The final report from the “Private rented sector housing in Harrow” Scrutiny Review was reported to Cabinet on the 13 September 2012. It acknowledged the importance of the private rented sector in increasingly meeting the housing needs of households in the borough. It set out an important aspiration to encourage the provision of additional good quality private rented accommodation as well as improve standards and tackle poor quality where it exists.
2. Officers welcomed the opportunity to work with the Scrutiny Committee which coincided with the development of a Private Sector Housing Strategy. As a result all of the recommendations made through the scrutiny review were incorporated in the final strategy approved by Cabinet on the 11 April 2013, following a formal consultation process.
3. In view of the Council’s limited resources the Private Sector Housing Strategy concentrates on what the Council can do to encourage and facilitate the continued provision of a good quality private rented housing sector working in partnership with other boroughs, landlords, developers and private tenants whilst using available enforcement resources to tackle the worst conditions.
4. The Private Sector Housing Strategy is accompanied by a detailed action plan setting out the actions the Council is undertaking with regard to maintaining a good quality private rented housing sector in Harrow. Progress against the action plan is attached at Appendix 1. The Overview and Scrutiny actions have been cross referenced within the action plan.
5. The main areas of progress are:
 - a. An initial evaluation has recently been completed on the role the Council could play in directing and delivering new affordable housing to meet housing need and demand in order to achieve a balanced housing market in the borough. At its meeting on the 20 June 2013 Cabinet considered options for increasing the delivery of affordable housing including longer term strategic delivery options where the Council could take a more direct role in using its land assets to deliver private rented housing. Business cases are to be taken forward to enable detailed assessment;
 - b. A scheme has been launched to incentivise buy to let in Harrow and increase the number of private rented properties available for rent by households in housing need;
 - c. Research is underway into the feasibility of selective licensing of private rented sector landlords. Recommendations are due to be presented to the Licensing and General Purposes Committee in August 2013 and will consider Harrow’s local context and findings from Newham Council, which implemented mandatory licensing for all private landlords in January 2013;

- d. A lead team has been formed and is proactively indentifying HMO's. As at 16/4/13, 355 HMO's were licenced out of an estimated 1500 HMO's in the borough. This is a significant improvement in performance since 187 HMOs were licenced in 2011 and 2012;
- e. We continue to exceed targets for bringing empty homes back into use, will shortly be accessing additional grant funding from the GLA through a successful West London Housing Partnership bid and have also bid for further funding from the GLA for which we are awaiting a response;
- f. Performance of the Mandatory Disabled Facilities Grants Programme continues to be above target and average times to complete adaptation works for owner occupiers, RP and private tenants was 18 weeks in 2012/13;
- g. All properties inspected under the Housing Act 2004 are now required to supply Energy Performance Certificates (EPCs) and those that attract a Category 1 hazard as a result will be subject to an Improvement notice;
- h. The project to procure a GreenDeal/ECO provider for the borough is progressing.

Financial Implications

- 6. The actions detailed in Appendix 1 are being taken forward with existing staff resources and budgets. Bids for new proposals where there is no existing budget are made through the appropriate commissioning channels on the basis of invest to save.
- 7. The business cases being taken forward to examine the options for how the Council could take a long term and more direct role in delivering new housing, including private rented housing, will examine in detail the risks and benefits.
- 8. Bids for external funding continue to be made where appropriate, for example to the GLA Mayors Housing Covenant for additional Empty Homes funding. The availability of new resources is very limited and therefore utilising external funding opportunities and partnership working with the private sector will be key to delivering the objectives of the draft Private Sector Housing Strategy.

Performance Issues

- 9. There are a number of Performance Indicators within the Housing Scorecard relating to housing demand and supply and the role of the private rented sector within this. Some of the actions in the Private Sector Housing Strategy Action Plan will positively impact on performance in key areas, for example by minimising increase in the numbers of homeless families in Bed and Breakfast.

10. Current performance set out below reflects the pressures from rising homelessness and the difficulties in finding suitable private rented housing in Harrow. These difficulties are projected to continue. The impact of new proposals such as selective licensing will need to consider the potential impact on supply in the lower quartile private rented sector and the knock on impact this may have on homelessness demand.

11. Whilst current supply of affordable housing shows good performance, future supply can only be maintained by continuing to explore a range of new supply models.

Performance Indicator	Q4 2012/13 Performance	2012/13 Target	Red Amber Green
Average number of households in B&B	69	100	Green: Numbers were well below original estimate due to effective prevention activity.
Total no of households we housed in the Private Rented Sector (incl private sector leasing/Help2Let)	248	400	Red: We could not obtain sufficient local housing, but we were able to keep B&B numbers below original estimate.
Number of affordable homes delivered (gross)	278	275	Green: The number of new homes completed was above target in 2012/13.
Empty private dwellings returned into use	259	200	Green: Year end target exceeded. New Repair to Lease grant scheme (up to £5k) has been successful in maintaining interest from landlords

Environmental Impact

12. The outcomes from completion of the Private Sector Housing Strategy contribute to the Council's Climate Change Strategy and Delivering Warmer Homes strategy through:

- Improving energy efficiency and reducing CO2 in all housing tenures.
- New affordable homes in London being required to achieve a minimum of level 4 of the Sustainable Building Code.
- Other environmental improvements often included in new affordable housing developments or retrofitting of existing social housing include: provision of green roofs, solar thermal hot water systems to meet the target for use of renewable resources and resulting reduction in CO2 emissions, improved biodiversity as a result of increased tree planting and landscaped communal open spaces, provision of Sustainable

Urban Drainage Systems, and green travel plans to encourage use of public transport and walking.

Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? No

13. Risk assessment will be undertaken for specific projects and risk registers maintained for major projects.

Equalities implications

14. An equalities impact assessment was completed for the Private Sector Housing Strategy. None of the actions proposed discriminate either directly or indirectly under the public bodies duty of the Equality Act 2010. The majority of the actions set out within the strategy will have either a positive or neutral impact on protected groups. The equality actions are monitored and progress updates against these are included in Appendix 1.

Corporate Priorities

15. This report incorporates the following corporate priorities by working to ensure private housing in Harrow is of good quality particularly for households in high priority housing need or for those who are vulnerable by way of age or disability. It also aims to tackle poor conditions in the private housing sector:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.

Section 3 - Contact Details and Background Papers

Contact: Alison Pegg, Housing Partnerships and Strategy Manager, 020 8424 1933, email Alison.pegg@harrow.gov.uk

Background Papers:

Private Rented sector housing in Harrow, Scrutiny review report presented to Cabinet 13 September 2012
<http://www.harrow.gov.uk/www2/documents/g61071/Public%20reports%20pack%20Thursday%2013-Sep-2012%2019.30%20Cabinet.pdf?T=10>

Response to Scrutiny Review on “ Private rented sector housing in Harrow” 11 October 2012

<http://www.harrow.gov.uk/www2/documents/g61072/Public%20reports%20pack%20Thursday%2011-Oct-2012%2019.30%20Cabinet.pdf?T=10>

Cabinet report 11 April 2013 - Housing Changes Review: Approval of Housing Strategy 2013/18, Homelessness Strategy 2013/18, Private Sector Housing Strategy 2013/18, Housing Allocations Scheme 2013, and update on Housing Business Plan 2013 and draft Asset Management Strategy 2013

<http://www.harrow.gov.uk/www2/documents/g61078/Public%20reports%20pack%20Thursday%2011-Apr-2013%2019.30%20Cabinet.pdf?T=10>

Private Sector Housing Strategy (2013-2018) Action Plan: Progress Report June 2013

Strategic Aim 1: Increase the supply of privately rented accommodation within the borough

Overview Strategy & Scrutiny action no	Action	Reasons	Measurable outcome	Responsible Officers	Target	June 2013 progress update
1.1	Consider the contribution that the private rented sector can make to affordable housing models in the borough	To develop potential models to increase the level of good quality, well managed and affordable housing within the borough, including in the private rented sector	To develop potential models for delivery of affordable housing and new build private rented accommodation	Alison Pegg / Elaine Slowe	Apr-14	A report has been presented to June Cabinet for approval to take forward short- and long-term strategic models for affordable housing and which could include private rented housing development. Harrow is considering the option of procuring private rented units at LHA rates under planning policy as an alternative housing tenure where there is no opportunity to secure alternative affordable housing.
1.2	Continue to increase the number of landlords using the Help2Let service	To increase the number of economically realistic properties that are available to homeless households and those threatened with homelessness	To increase the number of properties made available through Help2Let by 15% by target date	Jon Dalton, Bail Rai	Apr-14	Harrow is currently in the process of developing a grant scheme to enable Council tenants to move into the private sector. These proposals will be taken to Cabinet in June 2013 and, if approved, is scheduled for launch in September 2013.
1.3	Work with the Planning Department to explore how the Planning Policy Framework can be used to deliver market rental properties	To identify how the number of market rental properties in the borough can be increased	To increase supply of new-build private rented properties	Alison Pegg / Matthew Patterson / Peter Barron	Apr-14	We continue to market the Help2Let service. However it is difficult to attract enough landlords with properties in Harrow to meet demand and there is competition from other boroughs, which in some cases are offering substantial incentives to encourage landlords to let properties to them.
67						(See update for Action 1.1)
1.4	Research and implement a package to incentivise buy to let in exchange for nomination rights (Buy2Lease under Help2Let brand)	To increase the supply of properties in the PRS to which Harrow Council can nominate households in housing need	Implementation of Buy2Lease scheme Up to 45 properties made available to Harrow council through the Buy2Lease scheme in 2013-2014	Jon Dalton	Apr-13 Apr-14	Research completed and scheme to launch on 1st April. Publicity is shortly due to be released.

Strategic Aim 2: Enable and enforce better housing conditions in the private sector

Overview Strategy & Scrutiny action no		Action	Reasons	Measurable outcome	Responsible Officers	Target	June 2013 progress update
2.1	D F	Promote membership to the London Landlord Accreditation scheme through local forums	To improve property standards and promote professionalism within the PRS	Hold 3 London Landlord Accreditation Scheme training sessions per year	Jon Dalton, Bai Rai	Apr-14	Harrow will also make use of other opportunities to engage with existing and potential private sector landlords. This will include communication through monthly business newsletters and at events for small/medium enterprises. A press release on landlord accreditation is scheduled for July 2013.
2.2	E F	Review approach to delivering the Sustain Tenancy grant programme following budget-setting and explore options for new private sector initiatives	To utilise grant effectively to improve the condition of properties in the PRS in order to prevent homelessness	To review and implement new approach by target date.	Jon Dalton / Elaine Stowe	May-13	Capital bid for £200k for empty properties and private sector initiatives approved by Capital Forum in April. Of this, £130k has been authorised for immediate use for empty properties and Sustain Tenancy grants and £70k has been provisionally allocated to additional private sector initiatives. One Sustain Tenancy grant application has been received and is awaiting costing. Average grant in 2012-13 was £1330. Other private sector initiatives to be explored following initial discussions. To be finalised by end of July 2013.
2.3	B F	Finalise and implement a new Private Sector Housing Enforcement Policy	To set out the approach for bringing property conditions up to HHSRS standard within the PRS, emphasising a co-operative approach with landlords wherever possible	Implementation of the Enforcement Policy by target date Monitor impact of Policy	Shankar Sivasankar, Emmanuel Mfum	Review Jun-2013 (subject to PRISM)	A draft of the PSH Enforcement Policy has been completed but the implementation of the policy will be subject to the outcome of the current PRISM project for Community Safety Services. In the meantime, a generic Environmental Health Enforcement Policy is available for use by the PRISM service.
2.4	B F	Implementation of a new fee charging structure for environmental health enforcement action	To encourage landlords to bring their properties up to HHSRS standard	Completion of a pilot of new fee structure and review impact of this on availability of PRS properties.	Shankar Sivasankar, Emmanuel Mfum	Jun-13	The new fee structure was introduced in April 2013 and is ongoing. PSH Officers serve formal notices under relevant sections of the Housing Act 2004 when they come across Category 1 hazards and landlords will be charged if they fail to comply with a notice served. The fee structure is not a revenue-generation scheme and no fees have as yet been charged as landlords have complied with the notices.
2.5	E F	Promote awareness of tenants' rights and responsibilities in relation to their property standards	To ensure that residents in Harrow understand their rights and responsibilities, and what services the Council can offer to help private rented sector tenants encountering difficulties	Production of publicity material Deliver 10 tenant information sessions per year	Jon Dalton Shankar Sivasankar	Sep-13	Information sessions take place Harrow uses "Harrow People" to advertise the service and HMO information. As part of the selective licensing research, consultation is likely through road shows.
2.6	B F	Review feasibility of additional options for improving property standards within the private sector, such as a licensing pilot and financial incentives, and make recommendations on the same	To ensure that a range of options is available to improve property conditions	Recommendations on appropriate actions and improvement of property standards across the Borough.	Shankar Sivasankar, Emmanuel Mfum	Review Jun-2013 (subject to PRISM)	A temporary Project Officer has been employed to undertake research into the feasibility of selective licensing of private rented sector landlords. Recommendations are scheduled to be published to Licensing and General Purposes Committee in August 2013 and will consider Harrow's local context and findings from Newham Council, which implemented mandatory licensing for all private landlords in January 2013. Option appraisal is a standard technical information text that will appear in a Housing Act notice. It justifies type of notice to be served e.g. Improvement or Hazard Awareness. Option appraisals are completed for each formal Housing Act notice served by a PSH officer with a view to improve privately rented housing stock within Harrow, outlining the reasons the notice has been served and the options for landlords to improve the property standards.

2.7	F	Establish procedure to outline how instances of severe overcrowding in the private rented sector should be recorded and responded to on a case-by-case basis	To ensure that issues of overcrowding are identified and services are developed in response	Implementation of procedure by target date. Review approach to dealing with overcrowding, for example by offering alternative PRS accommodation.	Shankar Sivasankar	Review Jun-2013 (subject to PRISM)	No progress to report this quarter
2.8	A	Formalise a programme to inspect Bed & Breakfast accommodation ("Setting the Standard") and other emergency accommodation in Harrow	To ensure that minimum standards adopted across London are enabled and enforced in Harrow consistently	Implementation of programme and completion of all inspections by target date.	Shankar Sivasankar, Emmanuel Mfum, Jon Dalton	Jun-13	The Setting the Standard (STS-2) programme is a revised version of an existing pan-London standard which takes into account legislative changes, such as the 2004 Housing Act. STS-2 has been launched for B&Bs and procedures have been developed by the London Housing Partnership Task Group, however Harrow is yet to adopt STS-2 standards due to a lack of resources. B&Bs will continue to be inspected by PSH enforcement officers as the need arises, although no inspections have been required this year. Housing Services also inspect all properties prior to placing a household in emergency accommodation.
2.9	F	Working with partners, investigate options to incentivise landlord accreditation, where it is consistent with encouraging and developing the PRS in Harrow.	To attract landlords to work with Harrow to become accredited and improve property standards in the Borough as appropriate increasing the number of properties complying with the London Rental Standard.	Completion of a research report and action plan as appropriate	Jon Dalton, Nadeem Din	Dec-13	The council already works with landlords to have them accredited through the Help2Let Scheme. Work is yet to commence on researching into ways of attracting more landlords to comply with the London Rental Sector.
2.10	E F	Investigate how Harrow can promote the introduction of more stable and secure tenancies, using relationships with landlords, and produce recommendations as appropriate.	To ensure Harrow makes the best use of opportunities to enhance tenancy conditions for PRS tenants, such as through longer tenancies, more transparent rent increases and longer notice periods, in order to improve perceived and real security for tenants in the sector. To reach a balance between tenancy security and landlord flexibility.	The completion of a report outlining options for consideration, and implementation of actions as appropriate.	Nadeem Din, Jon Dalton	Apr-14	Research is yet to start into options and will include engagement with Landlords to assess their interest
2.11	B F	Continue work to license HMOs within the borough	To ensure that minimum standards for HMOs are consistently enabled and enforced in Harrow	Increase the number of HMOs licensed in the borough	Shankar Sivasankar, Emmanuel Mfum	Apr-13	Work on this is progressing. A Houses in Multiple Occupation (HMO) lead team has been formed and is proactively seeking HMOs. As at 16/04/2013, 335 HMOs were licenced in out of an estimated 1500 HMOs in the borough. This marks an improvement on recent performance. 187 HMOs were licenced in 2011 and 2012.
2.12	B F	Investigate the extent of a "beds in sheds" problem in Harrow and produce recommendations as appropriate	To ensure that households are protected from sub-standard private rented accommodation	Evaluation of the extent of the "beds in sheds" problem in Harrow and recommendations for future action, where appropriate.	Shankar Sivasankar, Emmanuel Mfum	Review Jun-2013 (subject to PRISM)	There is little evidence that beds in sheds are a significant problem for Harrow. Issues are reported to the PSH enforcement team for investigation as they arise. Further investigation of this issue will be part of the scope of the selective licensing feasibility study.

Strategic Aim 3: Bring empty properties back into use

Overview Strategy & Scrutiny action no		Action	Reasons	Measurable outcome	Responsible Officers	Target	June 2013 progress update
3.1	C D H	Maximise the number of private sector empty properties brought back into use through support, advice and empty property grants	Bring empty properties back into use in order to better address housing need in the borough	Bring 45 empty private sector properties into use per annum.	Christine Scott, Elaine Slowe, Marie O'Shea, Jon Dalton, Ball Rei	Apr-14	6 empty properties have already been brought back into use in 2013/14. This exceeds the Housing Scorecard Q1 target of 5. 8 additional grants have been approved and a further 11 cases are in the pipeline for progression to approval. On target to meet annual target of 45 within budget.
3.2	C D H	Secure funding opportunities for empty homes grants, including by working in partnership with the West London Housing Partnership, and implement programmes as appropriate.	To bring empty properties back into use and increase the number of properties available to rent	Implement empty homes grant programmes	Elaine Slowe / Christine Scott	May-2013	Internal capital funding of £130k for empty properties has now been approved, as outlined in action 2.2 above. Two landlords have applied for the grant and have commenced repair work, and another four landlords have been referred by Help2Let. Their grant applications are being progressed. West London LAs are applying for funding from the GLA and the contract is currently being signed-off by partners. The contract is currently with Brent and them will be sent to Harrow for signature. Agreement is expected to be received in Harrow shortly. In the interim, West London directors have agreed to underwrite the scheme with previously unused funding and the Empty Properties Team is now actively looking for properties for the scheme. We are presently in negotiations with a landlord of a property which has been empty for over two years to bring back 7 units into use with 5 year nomination agreements to Help2Let. Bid under Mayor's Covenant for additional funding for empty properties has been submitted to GLA and Harrow is awaiting a response.
3.3	H	Monitor the impact of changes to council tax for long-term empty properties and present recommendations to Cabinet on the same	To ensure measures introduced to remove any incentives to owners in leaving properties empty are effective, and to consequently increase the supply of properties in the borough	Complete a review and make recommendations for improvement, if appropriate	Jon Dalton / Lynn Allaker	Dec-13	A review of the impact of the changes will start in September 2013 and is on target for completion in December 2013. Changes to council tax exemptions for empty properties were introduced in April 2013. Information was sent to all those residents affected by the changes to raise awareness of how the Council could assist to bring empty properties back into use. This included information about empty property grants and the Council's Help2Let service. Staff continue to promote these services when dealing with residents, and the changes have prompted some residents to proactively approach the council for assistance. Data provided by residents suggests that the council tax changes have led to a reduction in the number of empty properties in the borough, but this will need to be verified by council tax staff. The changes may also make empty properties more difficult to identify.
3.4	D F H	Identify long-term empty properties where enforcement action under the 2004 Housing Act may be required, and take action as appropriate	To ensure that properties are brought back into use where enabling measures are not successful	Identify 10 long-term empty properties and review whether enforcement action is appropriate	Elaine Slowe / Christine Scott	Dec-13	The most suitable properties for enforcement action by Compulsory Purchase Order have been identified in consultation with colleagues from Council Tax, Environmental Health and Planning departments, following advice from Legal. Preliminary work has commenced on developing procedures.

Strategic Aim 4: Meet the needs of vulnerable households living in the private sector

June 2013 progress update

Overview & Scrutiny action no	Action	Reasons	Measurable outcome	Responsible Officers	Target
4.1	Continue to monitor uptake and outcome of floating support services to vulnerable, older and disabled households to enable them to remain in their own homes	To ensure appropriate services are available and accessible to those who need them in order to remain independent	Produce an evaluation report of levels of uptake of support across PRS and the effectiveness of this support (through consultation), and making recommendations for improvement as appropriate.	Sandie Roberts / Tim Miller	Apr-14
4.2	Evaluate the impact of Welfare Reform on vulnerable and disabled people in receipt of Local Housing Allowance and make recommendations for further action	To respond appropriately to the wider impacts of the welfare reforms on households, particularly those affected by the Shared Accommodation Rate and those who may be vulnerable or have a disability, and the potential impact on Discretionary Housing Payments	Implementation of actions to mitigate against the impact of LHA changes by target date	Jon Dalton, Jennifer Townsley	Jul-14
4.3	Continue to monitor performance of the mandatory Disabled Facilities Grant Programme and make recommendations for improvement as necessary	To ensure that the waiting times between OT referral and grant approval are minimised, thereby allowing vulnerable people the independence to remain in their own homes	Deliver DFG's within target time of 35 weeks. Evaluation of the performance of the DFG programme with recommendations for improvement as appropriate, by target date.	Mick Sheehy	Apr-13
4.4	Research options to promote private adaptation works and produce recommendations as appropriate for consideration by Cabinet	To broaden the scope of assistance available to vulnerable households who may require help in appointing contractors to carry out adaptations to their properties	Produce recommendations and action plan on private adaptation works by target date.	Mick Sheehy	Dec-13

The uptake of support across the PRS has been monitored since from April 13, and an evaluation report will be completed by the target date. Approximately 400 customers are receiving floating support at any one time and in 2012/13, 204 vulnerable people entered the service and started receiving Floating Support, with 19% of these living in the private rented sector at this time. Of those that were supported to remain in their accommodation, 88% achieved this, 90% of those supported to address mental health issues did so successfully. Supporting People is currently undertaking a review of all of its services to understand what provisions have the greatest impact on the customer. This is in order to deliver savings of 33% on current expenditure, whilst still continue to deliver effective services.

The Council is monitoring the impact of welfare reform on residents corporately and this has and will continue to feed into the private sector housing strategy action plan. The Recession Busting Group is working in partnership with other agencies, including the CAB, to monitor the impact of economic changes on Harrow's residents, and from April 2013 this will include the impact of the welfare reforms. This will be monitored quarterly.

The Council has also formed a Benefit Cap Task Group with partners to assess the impact of the forthcoming cap on welfare benefits. Contact has so far been made with 281 affected claimants and extended interviews have been completed with over 150 claimants to offer information and advice. Since the interviews commenced, 45 households contacted have moved into employment, and are therefore now exempt from the cap. All affected claimants will be interviewed before the introduction of the cap in August 2013.

Harrow is working in partnership to launch the HELP scheme to assist residents affected by the welfare reforms. This is planned to launch in late Summer. The Council also launched an Emergency Relief in April 2013 to assist residents on a pilot basis, with the results of this to be released after the end of the pilot in April 2014. A revised Discretionary Housing Payment policy has been consulted on and being considered by Cabinet in July 2013.

This is reported to Improvement Board and monitored via the corporate scorecard. Performance is above target and average times to complete adaptation works for owner occupiers, RSL and private tenants was 18 weeks in 2012-13. Continuing to monitor service and consider possible improvements

The proposal to set the HIA up as a social enterprise has been put on hold. For legal reasons the council cannot offer this service, but this will be reviewed again in October.

4.5	Increase awareness of services available to vulnerable owner occupiers, such as the handyperson service and equity release scheme	To ensure uptake of appropriate services available to older and disabled people, thereby allowing vulnerable people the independence to remain in their own home	Develop and implement a communications plan by target date. Increase number of calls to the adaptation team by 15%.	Mick Sheehy	Apr-2013 Apr-2014	Council places quarterly advertisements in "Harrow People" to raise awareness of the services available to vulnerable owner occupiers, and places advertisements in other publications as appropriate (e.g. Council Tax information leaflet). Over the last financial year, this publicity has increased handyperson referrals by approximately 25%. Harrow will continue to raise awareness of services available to owner occupiers and will review how this can be done effectively within budget.
4.6	E Complete an evaluation of good practice of floating support schemes introduced in other areas, and make recommendations for future contracts for Harrow	To ensure Harrow remains receptive to innovative models of support, giving vulnerable people the best opportunities to remain independent in their own homes	Completion of evaluation report and implementation of recommendations as appropriate.	Sandie Roberts / Tim Miller	Dec-13	The Supporting People team is currently reviewing all of its commissioned accomm based and floating support services. Any recommendations that come from the outcome of review will be reported back to steering group. The evaluation is due to be completed in July for implementation in September

Strategic Aim 5: Improve energy efficiency and reduce fuel poverty

Overview & Scrutiny Rec		Action		Reasons		Measurable outcome		Responsible Officers		Target	
June 2013 progress update											
5.1	F L	Continue to inspect HMO properties and provide energy efficiency advice to landlords as appropriate	To improve property standards in Borough	Develop appropriate literature to promote awareness of legislation and the services offered by Harrow Council.	Shankar Sivashankar, Emmanuel MFum	Apr-13	The HMO and PSH Officers provide face-to-face and telephone advice to landlords. A HMO booklet is also available and is in the process of being improved by the West London Regulatory Group, which is due for completion in Summer 2014. The webpage for PSH Enforcement on the Harrow website is currently under development by Harrow web team. The new website is due to be launched at the end of June, which has delayed progress against this action.				
5.2	F L	Provide energy efficiency advice to PRS landlords	To advise landlords of legal requirement to provide and Energy Performance Certificate (EPC) to new tenants • Landlord Energy Saving Allowance to improve thermal efficiency of their properties • Requirement to meet minimum EPC target of E by 2018	Develop appropriate literature to promote awareness of legislation and the services offered by Harrow Council.	Andrew Baker, Jon Dalton	Apr-13	Development of the literature has been delayed because of other projects to improve energy efficiency that are currently on site (e.g. Harrow Housewarmers project, the external wall insulation project at Stiven Crescent - funded by DECC, and the Fuel Poverty Fund (also DECC funded). These projects are time-limited and will shortly finish.				
5.3	F L	Adoption of minimum EPC standard for referrals to the PRS	To use the Council's 'purchasing power' to drive the market to improve the energy rating of rented homes within the borough	Establish minimum EPC rating of F where sufficient PRS accommodation is available for households in housing need. Offer energy efficiency advice where allocations are made to 'G' rated properties. Establish minimum EPC rating of E	Andrew Baker, Shankar Sivashankar, Emmanuel MFum, Jon Dalton	Apr-15	A draft of the proposed literature will be circulated by the end of June and developed over the summer with a view to launching the scheme in September.				
5.4	B F	Provision of advice to tenants as to the statutory requirements that a landlord should meet when letting a property	To make tenants aware that landlords need to show them a current Energy Performance Certificate (EPC) and a Gas Safety Certificate prior to letting. Soft furnishings should comply with Kite Mark regulations.	Develop appropriate literature to promote awareness of tenants' rights and responsibility (e.g. via website, CAB and lettings agents). Deliver 10 tenant information sessions per year	Andrew Baker, Jon Dalton, Nadeem Din	Dec-14	Inspecting officers within PSH Enforcement Team have started collecting EPC documents on subject properties since April 2013. Current estimate for EPC collected currently stand at 17 in total as of 12th June 2013 but this figure will change over time. This action is planned to take place on schedule and will ensure that Harrow works with landlords to improve the energy efficiency of private rented sector properties.				
5.5	F L	Adopt a policy to use a reported Energy Performance Certificate (EPC) rating of F or G in PRS as a trigger to provide assistance and advice to landlords. Where necessary, and where the tenant agrees, complete a full HRRSR inspection of a home to determine whether a	An EPC rating of F or G can be an indication that there is category one HHSRS hazard in the property relating to excess cold.	Publication of policy formalising inspections. If this leads to an increase in workload, review inspections. Publication of this trigger to tenants, landlords and letting agents	Shankar Sivashankar	Apr-13	Development of the literature has been delayed because of other projects to improve energy efficiency that are currently on site (e.g. Harrow Housewarmers project, the external wall insulation project at Stiven Crescent - funded by DECC, and the Fuel Poverty Fund (also DECC funded). These projects are time-limited and will shortly finish. A draft of the proposed literature will be circulated by the end of June and developed over the summer with a view to launching the scheme in September.				

5.6	F	Promote the Green Deal to owner occupiers, tenants and landlords in the PRS	Housing accounts for 66% of carbon emissions in Harrow. Reducing energy consumption in homes is therefore the single most effective measure needed to meet the carbon reduction targets in the Climate Change Act.	Establish a Green Deal provider as a partner to deliver the Green Deal in the borough and produce and implement a communication plan to publicise the Green Deal.	Andrew Baker	Jun-13	<p>The Green Deal is a very new initiative and the market is still developing. The project presents a significant opportunity for the borough to attract substantial inward investment into homes in the borough. The project also has the potential to deliver significant social benefits as well as reducing carbon emissions. The project team are working to ensure that these benefits are maximised and the local market developed as much as possible.</p> <p>Project to procure a GreenDeal/ECO provider for the borough is progressing. A supplier day for potential contractors is planned for 4 July. This will be used to develop the procurement strategy further. It is anticipated that Tenders will be returned in early September. Contract award is expected in October 2013.</p>
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Strategic Aim 6: Develop new and strengthen existing partnerships to support private sector housing

Overview & Scrutiny Strategy action no		Action		Reasons		Measurable outcome		Responsible Officers		Target	
June 2013 progress update											
6.1	F	Maintain clear strategic leadership for private sector housing within Harrow, supporting landlords to achieve improvements	To ensure effective joint working of all stakeholders who are involved in the improvement of private sector housing, and to ensure that the aims and objectives included within the Private Sector Housing Strategy are delivered	Quarterly meetings of the Private Sector Housing Strategy Steering Group	Alison Pegg, Jon Dalton, Shankar Sivashankar, Nadeem Din	Ongoing	The Private Sector Housing Steering Group will continue to meet quarterly to track progress in delivering the objectives outlined in the strategy. The group will ensure that the action plan is reviewed so that it reflects current private sector issues. The group will make links with partners and stakeholders to maximise the effectiveness of actions taken.				
6.2		Continue to work sub regionally with the West London Housing Partnership	To achieve greater efficiencies working towards shared goals within the sub region, and to ensure good practice is shared effectively across partners.	Periodic meetings with the WLHP and development of common approaches, where appropriate. Best use of grant funding opportunities.	Nadeem Din	Ongoing	Harrow meets with partners across West London on a quarterly basis in order to discuss private sector issues. Most recently, the partnership has worked together to submit a bid to the GLA to tackle empty properties (see 3.2). Formalise a programme to inspect Bed & Breakfast accommodation ('Setting the Standard') and other emergency accommodation in Harrow (see 2.8 above)				
6.3	F G	Investigate opportunities to engage private sector tenants through offering advice and support services and produce recommendations for the same.	To ensure that tenants know how to exercise their rights the PRS within the borough	Focus-groups about specific issues. Communication with tenants about rights and responsibilities	Jon Dalton, Nadeem Din	Apr-2013 and ongoing to Apr-2018	An initial meeting of a the Harrow Private Tenants' Forum was held in Summer 2012, however there was insufficient interest from private sector tenants to continue this Forum. Harrow facilitated an event to consult on the objectives of the private sector housing strategy in February 2013. Tenants emphasised the importance of engaging tenants through appropriate guidance and information, and the action plan was updated to reflect this.				
6.4	E F	Review how tenant information sessions can further improve tenants' understanding of their rights and responsibilities and implement changes as appropriate	To ensure that tenants understand their rights and responsibilities from the beginning of a tenancy and to promote an informed dialogue between tenant and private rented sector landlords. To ensure tenants understand services offered by the Council.	Deliver 10 tenant information sessions per year Investigate feasibility of widening the audience to tenant information sessions	Jon Dalton / Marie O'Shea	Apr-14	Harrow plans to feedback on progress against the strategy at the end of the financial year We're planning to introduce HMO pre-tenancy information sessions.				
6.5	D	Improve partnership working with private landlords within the borough	To improve the management and standards of PRS properties within the borough through landlord conferences and forums	Work with and offer advice and support to 100 more landlords per year	All members	Apr-14	The ECO/Green Deal (as described above) will be an important way of engaging with landlords and promoting partnership working within the borough.				
6.6		Maintain working partnership with departments across the council and publicise any new initiatives to appropriate team	To ensure working is joined-up and that customers can obtain the best value from services	At least quarterly updates to relevant teams on initiatives	All members	Ongoing	As above, the Private Sector Housing Steering Group meet quarterly to discuss progress against strategy objectives and to ensure that work is joined-up.				

Equality Impact Assessment action plan

Strategy action no	Action	Reasons	Measurable outcome	Responsible Officers	Target/	Progress
Eq1	All	Expand collection and monitoring of equality data for enforcement actions and consider actions as appropriate	Robust monitoring system implemented and service is equally accessible to all groups.	Emmanuel Mfum	Apr-13	Inspection form for PSH have recently been amended by service manager as of March 2013 with a view to capture equality impact figures.
Eq2	All	Expand collection and monitoring of equality data for grants and adaptation work and review services as appropriate	Robust monitoring system implemented and service is equally accessible to all groups.	Mick Sheehy	Apr-14	This is ongoing and is part of the supporting people monthly returns
Eq3	All	Ensure equalities data is collected as part of the grant application process and review services as appropriate	Robust monitoring system implemented and service is equally accessible to all groups.	Elaine Slowe/ Christine Scott	Apr-14	Completed. Grant application form for landlords includes an equalities monitoring form. Information from completed forms is being compiled on ongoing basis
Eq4	All	Improve communication about the services that are available to tenants and residents in the private	More accessible services and more informed residents	Jon Dalton / Shankar Sivashankar	Review Apr-2014	A draft of the proposed literature will be circulated by the end of June and developed over the summer with a view to launching the scheme in September.
Eq5	Age	Investigate and monitor the housing needs of those groups affected by welfare reform.	Potential barriers to housing overcome.	Jon Dalton / Jennifer Townslley	Jul-13	Welfare reform monitoring to be carried out quarterly although limited data is available for Housing Benefit caseload due to limitations of system to capture equalities data
Eq6	Age, Race	Introduction of affordable warmth measures will decrease the incidence of fuel poverty amongst vulnerable older households.	Potentially reduce the number of excess winter deaths	Andrew Baker	From Apr-2013 and ongoing	Alternative funding needs to be identified to enable continuation of the Affordable warmth programme.
Eq7	Disability, age	Handyperson service and equity release products to be promoted by the Home Improvement Agency (only open to households in the older age group).	To enable older persons to live independently within their own home	Mick Sheehy	Review Apr-2014	Regular advertisements in Harrow people has dramatically increased handyperson referrals, equity release being offered by caseworkers.
Eq8	Disability, age	Develop a private works service for those households who are assessed as being able to pay but not entitled to financial assistance	To enable older persons to live independently within their own home	Mick Sheehy	Apr-2014 (proposals Dec-2013)	The proposal to set the HIA up as a social enterprise has been put on hold, for legal reasons the council cannot offer this service, review again in October.

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

Date of Meeting:	11 July 2013
Subject:	Children and Families Performance
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Scrutiny Lead Member area:	Councillor Christine Bednell, Policy Lead Member for Children & Families Councillor Victoria Silver, Performance Lead Member for Children & Families
Exempt:	No
Enclosures:	Appendix 1 – Education Scorecard Appendix 2 – Children’s Services Scorecard

Section 1 – Summary and Recommendations

1.1. The Overview and Scrutiny Committee requested a report on Children and Families performance at the meeting in March 2013. It was agreed with the chair of O&S that the report should be considered by Performance and Finance Sub Committee.

1.2. Scrutiny members have also asked for information on school place planning. A brief update is provided in the schools’ section of this report. A more detailed members’ briefing session is scheduled for 2nd July and a report on school place planning goes to Cabinet on 18th July.

Recommendations:

1.3. This report is presented for the Committee’s consideration and comment

Section 2 – Report

Introduction

2.1. The Children and Families Directorate is continuing with its work to improve the service quality and outcomes for children and families. We have closed down the post-Ofsted improvement plan and embarked on the next stage of our improvement journey. Our new improvement plan arises from our self-evaluation, our quality assurance activity (including external evaluation, staff and user feedback) and service improvement priorities. It is a high-level systemic plan focusing on what we want to achieve in relation to our arrangements for the protection of children. Our improvement plan has five over-arching improvement themes which sit across child protection services in the directorate, including early help services:

- ⌘ Culture that changes things for children
- ⌘ Working together for children
- ⌘ Quality of casework and managing risk to children
- ⌘ Holding the perspective of the child (ie not just 'voice')
- ⌘ Good systems

2.2. The improvement plan is being supported by strengthened commissioning of local services. The strategic commissioning approach in C&F involves work to identify efficiencies, transform services and to be the engine of change for the whole children and families system. Re-commissioning is taking place across internal and externally-provided services, including short breaks and capital funding for children with disabilities, speech and language therapies, substance misuse services, sexual health and child & adolescent mental health services. The aim is to both meet financial challenges and improve outcomes for children and their families.

Quality Assurance Work 2012-13

2.3. The Child's Journey improvements have been informed by the strengthened Quality Assurance function in C&F. The following reviews took place over the last year:

Children with Disabilities (CwD) Team Audit	Children with Disabilities cases	April 2012
Social Work Supervision Audit	Supervision across Children in Need (CiN), CLA, Access & CwD services	April 2012
CiN1 Team Audit 1	CiN & Child Protection (CP) cases managed by CiN1	April 2012
CLA Audit	Children in Care, almost all in CLA1 or CLA2 Teams	May 2012
CiN1 Team Audit 2	CiN & CP cases managed by	June 2012

	CiN1	
LSCB Early CP Cases Audit	Early stages of child protection cases (multi-agency)	Sept 2012
LSCB Multi Agency Safeguarding Hub (MASH) Evaluation	MASH Service/Team	Sept 2012
CLA1 Team Deep Dive	Children Looked After	October 2012
Early Intervention Service Managers QA Away Day	Early Intervention Service	November 2012
Safeguarding Peer Challenge	Contact, Referral and Access Service; CiN 1 & 2; Documents	December 2012
Independent Reviewing Officer Inspection	Independent Reviewing Officers work with Looked After Children cases	December 2012
LSCB & C&F Action Plans	Response to a 'near miss' case	November 2012
Sixteen Cases as Potential Examples of Good Practice Interim Report	Factors enabling and restraining 16 high-potential cases to become 'good'	February 2013
<ul style="list-style-type: none"> § Five child protection cases re young children § Multi agency review of supervision and management oversight § Multi agency observation of CP Conferences § Parents' experience of child protection planning § Child's safeguarding journey 	Multi stranded review resulting in a single summary report	March 2013

2.4. The themes emerging from these reviews are all captured in our overarching Child's Journey improvement plan, 2013-14. Resulting changes include the revised multi-agency threshold document, daily MASH meetings, child protection panels and reduction in longer term child protection plans. Training is being provided for staff and managers in systemic thinking – with a focus on systemic input and making a difference to the lives of vulnerable children.

2.5. Work on thresholds has already resulted in more cases going to court and an increase in numbers of looked after children. The service is continuing to increase its use of in-house foster carers to meet this increasing demand.

2.6. The Children and Families Management Team invited the Local Government Association in to do a peer review of our safeguarding arrangements. We wanted an external assessment of improvements at the end of the six-month period following the Ofsted Inspection in

May. The LGA's team undertook the safeguarding peer review in December 2012. The team identified the following improvements:

- *Harrow has shown demonstrable commitment to rapid service improvement and this was apparent at all levels of the organisation. There are some very innovative approaches to service improvement including direct work with children, consultation and direct work by Morning Lane Associates, and the approach being taken to deliver rapid improvement in the Contact Referral and Assessment service.*
- *We found good political and corporate support for the safeguarding agenda and the work of the LSCB.*
- *There is a strong focus on quality assurance led by an experienced and able team who have been able to deliver direct 'hands on' support to services and to work collaboratively with operational teams on developing a more comprehensive approach to evaluating practice. This new approach includes practice observations and interviews as well as case audit and gives a much more in depth view of the quality of work.*
- *The department and its partners work well together at strategic and operational levels. We noted the recent work on strengthening the LSCB as well as the very good evidence of inter-agency working in the case file audits and the practice observations.*
- *People that we met demonstrated a real passion and commitment to Harrow and wanting to do the best possible job for the benefit of its children and families. We saw a workforce that is resilient and keen to progress.*
- *There was some evidence on files of drift and inappropriate case closures in the past although there has been significant improvement and much more pro-activity in recent months.*

(Extract from peer review report)

- 2.7. We are not complacent about the level of the challenge or the distance to travel in terms of improving the quality of practice and securing good outcomes for children. We believe our new approach to service improvement, which focuses relentlessly on the child's journey will enable us to make rapid improvement.

Inspection Results

- 2.8. Children's services are the most inspected area of public services with tough regimes in place for schools, social care and all major areas of provision.
- 2.9. Harrow's rates of good and outstanding schools are amongst the best in England. Since the revised school inspection framework was introduced in September 2012, the number of schools nationally judged 'Outstanding' has fallen significantly.
- 2.10. Harrow schools' Ofsted Inspection judgments of their 'Overall Effectiveness' **as at May 2013** were as follows:

Overall effectiveness	Total number of providers	Outstanding	Good	Requires Improvement	Inadequate/Special Measures
Harrow schools	62	56% (34 schools)	39% (24 schools)	5% (3 schools)	2% (1 school)
London	2,455	28%	52%	17%	2%
England	21,548	21%	53%	23%	3%

Source: HSIP records for Harrow, Ofsted Dataview for comparators as at 31.12.12

2.11. Recent school inspections:

- ⊗ Pinner Park Junior School - Good
- ⊗ Whitchurch Junior School - Outstanding
- ⊗ Kenmore Park Junior School – Good
- ⊗ Camrose – Good
- ⊗ Alexandra – Outstanding
- ⊗ Stanburn – Good
- ⊗ Aylward – Inadequate, Special Measures
- ⊗ Park High - Outstanding
- ⊗ Woodlands – Outstanding
- ⊗ St John’s CofE – awaiting judgement
- ⊗ Grange Primary – awaiting judgement
- ⊗ Weald Junior – awaiting judgement

2.12. Other judgements (most recent):

- ⊗ Safeguarding and Looked After Children’s Services - Adequate
- ⊗ Fostering Services – Good
- ⊗ Adoptions Services – Good
- ⊗ Private Fostering Services – Good
- ⊗ Honeypot Lane – Good
- ⊗ The Firs - Outstanding
- ⊗ Children’s Centres – Pinner Wood Adequate, Grange Adequate, Cedars Good, Hillview Hub awaiting judgement
- ⊗ Youth Offending (HMIP led inspection) – no grading, substantial improvement required
- ⊗ Childminders – 67% good or outstanding, no inadequate providers
- ⊗ Childcare in PVI settings – 75% good or outstanding, 2 inadequate providers

Performance Challenges in Targeted Services

2.13. The focus on improving the quality of social care has involved review of thresholds to ensure that vulnerability is being identified and appropriate intervention takes place. As a result more children and families are being assessed and more child protection investigations are being carried out. The ‘front door’ is identifying a greater level of need in the local community leading to greater levels of early intervention or targeted services.

2.14. From 2011-12 to 2012-13 there was an increase of 56% in number of core assessments carried out by social workers, a 51% increase in

Section 47 investigations. The activity has been seen to increase further in the early months of 2013-14 – there were 23 and 17 new child protection plans put in place in April and May respectively compared with an average of 12 per month in 2012-13. There have also been 34 new children looked after in the first 2 months of the year compared with an average of 8 per month in 2012-13.

2.15. Comparison of monthly activity for April 2013 with the previous April highlights the increase in Harrow's activity:

Contacts			
Description	Apr-12	Apr-13	% increase
Number of contacts started (month on month)	606	809	33%

Referrals

Description	Apr-12	Apr-13	% increase
Number of referrals started (month on month)	91	231	154%

Assessments

Description	Apr-12	Apr-13	% increase
Number of Initial Assessments completed (month on month)	43	96	123%

Safeguarding workflow

Description	Apr-12	Apr-13	% increase
Number of strategy discussions held (month on month)	34	116	241%
Number of s47 enquires started (month on month)	22	82	273%

2.16. Comparison of 'front door' activity with statistical neighbours shows that Harrow's assessment activity was comparatively low in previous years. While referral rates in 2012 were similar to authorities such as Kingston and Merton, a far lower number of assessments were completed. In the context of the introduction of single assessment, it is reasonable to compare total assessment numbers. The recent increase brings Harrow close to levels in similar authorities.

Statistical Neighbours	No. of Referrals	No. of Initial Assessments	No. of Core Assessments	Total Assessments
Barnet	3,315	3,096	653	3,749
Croydon	4,177	3,414	1,725	5,139
Ealing	3,864	2,672	1,661	4,333
Enfield	2,660	2,387	1,450	3,837
Harrow (2011-12)	1,536	749	601	1,350
Harrow (2012-13 Prov)	1,460	824	937	1,761
Hillingdon	3,625	3,024	1,162	4,186

Hounslow	2,221	1,728	897	2,625
Kingston Upon Thames	1,232	1,169	746	1,915
Merton	1,527	1,143	657	1,800
Redbridge	3,691	3,435	1,608	5,043
Slough	1,871	1,736	822	2,558

2.17. The activity is resulting in increased care proceedings for the most vulnerable children, as the data below shows:

Harrow Care Proceedings			
	% increase	2012/13	2011/12
Legal Planning Meeting	17%	91	78
Pre Proceedings Meeting	18%	20	17
Stage 1: On Issue And At First Appointment	114%	45	21
Stage 2: Advocate's Meeting/Discussions & Cm Conference	100%	28	14
Stage 3: Advocates Meeting And Issues Resolution Hearing	50%	18	12
Stage 4: Hearing	50%	15	10
	43%	217	152

2.18. The rate of repeat child protection plans is down on the previous year. Focused work, early intervention and preventative work is reducing the need for repeat plans for all children in need. This, combined with the very large increase in activity levels described above, demonstrates our commitment to lowering the threshold for social care intervention over the past year. It is likely that we will continue to see sustained higher levels of assessments, child protection plans and children in care.

2.19. A weekly safeguarding meeting is chaired by the Director of Children's Services and monitors caseloads, activity and compliance levels across social care. This session focuses on improving social care, which has recently seen a number of management changes and faces significant workforce issues.

2.20. **Stability of social care workforce** – there is a high number of agency workers currently in the service. Our recruitment and retention strategy was finalised during May. We have recruited an external HR specialist who is project managing this. Our recent recruitment campaign from Feb 2013 resulted in over 70 applications for social work posts and we have appointed 12 social workers, 4 senior practitioners and one service manager. We continue to offer placements for step up to social work students and are offering 6 for

autumn 2013 with a view to those becoming members of staff in due course. We have also expressed interest in the new national graduate programme for social work – 'Frontline' - and are hoping to form a partnership approach to this with our West London Alliance colleagues. Our change proposals are being implemented to realign work flow, to reduce numbers of changes of social worker that children experience, and to enable better quality and more timely work at the front line. We are launching a further recruitment campaign shortly to address posts that were not filled - some senior practitioners and team manager posts - and to ensure ongoing recruitment of social workers. Currently all social workers in the Children Looked After Service are permanent. However, due to the levels of increased activity, and number of open cases including child protection plans we are currently operating with 12 social workers above establishment.

- 2.21. **Social Care Assessments** - Our thresholds for social care intervention were reviewed in early 2013-14 in order to ensure that all vulnerable children receive an appropriate intervention either through Targeted Services or Early Intervention. Oversight and timely completion of assessments has improved significantly for Q4 since the Service Manager Quality Assurance was seconded into this area. 78% of Initial & 81% of Core assessments were completed on time in March 2013. For 2013-14, a single assessment has been introduced in line with the Munro recommendations and the focus on quality of social work practice is being supported with simplified systems and processes. We have appointed a permanent service manager for our front line service who starts in August 2013.
- 2.22. **Stability of placements for CLA** – Both short and long term stability of placements need further focused work to be in line with our statistical neighbours. We have scrutinised reasons for this through forensic examination of individual children. The Divisional Director Targeted Services Division (DD TSD) has set up an Access to Resources Panel which scrutinises all placement moves for authorisation before they are implemented. This panel sits weekly and although it is too early to see impact yet we are confident that the required change in approach to placement moves and entry to care in a planned and purposeful way will improve.
- 2.23. **Outcomes for care leavers** - Rates of care leavers in suitable accommodation and in education, employment and training (EET) are both below expected levels. A workshop has already been held with the team and managers to develop ownership and action planning to improve our outcomes for care leavers. Care leavers EET is being supported by additional resource to track cases and support young people through the Virtual School.
- 2.24. **Educational outcomes for CLA** - Harrow School Improvement Partnership has been commissioned to support improvements in the CLA virtual school. This project, involving a range of Council and school staff began during Q4 2012-13 and aims to improve attendance, achievement and educational experience for CLA. As we

near the end of the academic year, attendance of CLA shows significant improvement on the previous year. 7 CLA have had a fixed term exclusion compared to 9 last year; these young people are a priority for the Virtual School. There have been no permanent exclusions. Two workshops so far have been held to promote and prioritise the work of the Virtual School and a robust action plan has been developed.

Youth Offending

2.25. The implementation of the improvement plan for the Youth Offending Service continues. The most recent monitoring has shown significant improvement, particularly for assessments. There is work to do to ensure that the quality of plans is good and that timely visits are carried out. The team continues to focus on improving practice and is receiving internal and external support to drive this. Most recent outcomes data shows that first time offending has dropped for Harrow. Reoffending and custody rates remain stable. Education, employment and training rates for offenders are below average – this is a priority for improvement given the high levels of EET in the general population.

Schools and SEN

2.26. Harrow sets challenging targets for education indicators and continues to perform well in comparison with similar authorities. Challenges remain on exclusions and narrowing the achievement gap. In 2013, absence rates in primary schools improved slightly during the spring term; secondary dropped slightly. One academy high school received a judgement of 'requires improvement' around behavioural standards. One primary school and one academy high school are currently below 2012 floor standards. The authority is working with both schools to improve this position.

Targeted Basic Need

2.27. The Government launched the Targeted Basic Need Programme (TBNP) on 1 March to support local authorities with the greatest pressure on school places. There is £982m funding for the two year period 2013-2015. The funding is for new schools (academies and free schools), and to permanently expand good and outstanding schools with high levels of demand in areas of pressure. The funding is in addition to the Government's Basic Need Allocation of which Harrow received £14.69million over the two years 2013/14 – 2014/15.

2.28. The Education Funding Agency (EFA) has also made £80m available to address 16-19 demographic growth in schools and colleges. Both funding streams can be used to increase provision for pupils with special education needs. 16 bids in total were submitted on 30 April. DfE announcements are expected in June.

School Place Planning in Harrow

2.29. The school population has been increasing in Harrow and there is current pressure on primary school places (which will impact on secondary schools in future) and on special school places. To address the pressure on school places:

- § Cabinet agreed the Phase 1 Primary Expansion Programme in June 2012, and as a result, 9 schools on 7 sites will be permanently expanded. In November 2012 a proposal to bring forward a second phase of expansions was agreed. This will be taken to Cabinet in July 2013
- § A consultation was undertaken on special schools and SEN placement planning framework in Autumn 2012 including options to increase capacity in Harrow.
- § For September 2013, an additional 17 reception classes will open including the 8 permanent expansions (the above plus Krishna Avanti).

Development of Phase 2 Primary Expansion Programme

2.30. The pupil population in Harrow has been increasing and is projected to continue to do so. The availability of places is also changing. For example:

- § Avanti House primary phase will not be in Harrow from September 2014 and therefore a further two forms of entry are now required.
- § It is increasingly difficult to secure agreement from schools to open bulge classes for a variety of reasons. There is a preference for permanent expansion; spaces that would have been available from the change in age of transfer have either been used for bulge classes to date or accommodation has been reconfigured to improve the learning environment, and therefore there are capital requirements to reinstate spaces.
- § Some schools that have potential for expansion are not in the right location to meet demand.
- § There may be some issues that arise in relation to expectations about school size arising from the need for schools in Harrow to become larger than has historically been the case.

2.31. In the light of the current position and the potential for funding through TBNP, it is proposed that a larger number of permanent expansions are brought forward across Harrow. A target for the second phase of 13 additional permanent reception classes, 10 community schools and 3 voluntary aided schools is being considered to be delivered by September 2015 or earlier. If these are implemented, when the Kodak primary school is opened (a further 3 forms of entry), expected to be in September 2015 or 2016, there will be 24 additional reception classes from the September 2009 baseline.

2.32. It is proposed, subject to agreement by schools, that the statutory process to permanently expand schools will commence in Autumn 2013 with an implementation date of September 2014. This will include those schools that have been included in the Priority Schools

Building Programme and those that will be funded from DfE Basic Need allocations as well as those included in the TBNP bid.

Secondary

2.33. The demand for secondary school places peaks in September 2021 with a small shortfall of places starting in September 2016. The demand for secondary school places falls outside the timescale for the TBN funding. However, 2 bids were included - one around a proposal for the Teachers Centre site, to be developed in partnership with Whitefriars and high schools.

Special Schools and Provision for Pupils with Special Educational Needs

2.34. A consultation was undertaken in autumn 2012 on the Special School and SEN Placement Planning Framework which included options to increase provision in Harrow for pupils with special educational needs. Applications will be included in line with the options in the Framework.

2.35. Options to increase capacity within Kingsley and Shaftesbury Schools are being considered. These schools are also working with Harrow and Stanmore Colleges to explore options for increasing provision for 16-25 year olds. TBNP bids were submitted to increase capacity at Kingsley, Shaftesbury and Woodlands. A bid for 16-24 provision was submitted to the Demographic Growth Fund.

2.36. The Special School and SEN Placement Planning Framework also includes options to increase resourced provision on mainstream school sites and three bids were submitted for the TBNP.

2.37. The report on the next phase of the transformation of the special needs transport service was considered by Cabinet on 11 April. The decision of Cabinet was subject to call-in. A call-in committee on 29 April upheld one of the three grounds that were presented to the committee, relating to consultation with the trades unions, the workforce and service users. A further report is due to go to Cabinet recognising the need to consult more fully.

Early Intervention

2.38. The Early Intervention Service is continuing lead on implementation of the Families First project. The service has worked with 120 high need families under this programme (which is known nationally as 'Troubled Families') during 2012-13. Measurement of outcomes against the baseline is currently taking place and the first report to DCLG is due in July 2013. Additional families are being identified for intervention during 2013-14, with a further 200 families expected to be involved.

2.39. To support improving school attendance and reducing persistent absence, EIS has piloted an Attendance Intervention Model and the use of Education Penalty Notices with a number of Harrow schools during this academic year. The project is currently being reviewed and streamlined ready for a September roll-out across the borough. Whilst

prosecution of parents is seen by EIS and schools as a last resort, pilot schools have been encouraged that this has become a genuine option, as previously legal action rarely took place.

2.40. Children's Centres continue to deliver services to Harrow's youngest children through the hub and spoke model, which sees 16 settings continue to operate to maximise the reach to Harrow's communities. Nearly 15,000 families have registered with our Children's Centres. 3,908 different Harrow families accessed Children's centre services from January - March 2013 . 45% of these families live in the most deprived areas of Harrow. 75% of children attending during Q4 were from BME groups.

2.41. From Jan - March 2013 1,475 families accessed Early learning & Play groups, 1,343 families accessed Health Visitors, 609 families accessed Midwives, 130 families accessed ESOL courses and 149 families accessed Healthy Eating courses. These are just some of the activities - many more activities are held at centres.

Additional Issues and Highlights from Performance Scorecard

2.42. Note that all social care indicators are currently provisional, submission to DfE is due before end July:

- § Year end positions on timeliness of contacts, referrals and assessments reflect the significant drop in performance earlier in the year – see above
- § Only 6 Child Protection Plans (CPP) have been in place for more than 2 years. This is a major improvement from the peak of 30 cases in 2011 and robust monitoring and action on CPP is now being demonstrated
- § Although incidences of repeat CPP are above target, the rate is significantly down on the previous year
- § Timeliness of adoptions is 100% which is an excellent result. We currently have 9 children in adoptive placements who should be formally adopted in the next year. We are also likely to place more children for adoption this year and increase our numbers of children being placed permanently with family members under a Special Guardianship Order.
- § The result on CLA reviews within timescale is disappointing compared with prior years and is a priority for improvement
- § A process for initial health assessments of CLA has been agreed with health partners but timescales are not yet being met
- § Absence of CLA – major reduction on previous year, but continued reduction in absence is a priority for the virtual school
- § 7 CLA have had a fixed term exclusion, significantly lower than this time last year but also a priority for the virtual school. There have been no permanent exclusions
- § Our numbers of children looked after who are placed more than 20 miles away has significantly reduced on previous years which is also a very positive change. We are now performing well above our statistical neighbours on this indicator. Placing children closer

to their home borough means it is easier to ensure robust care planning for their health and education arrangements, and being closer to home means they are likely to have better arrangements for contact with family.

- § From the public health scorecard, 12 week booking for maternity is below target – this has been raised with the CCG
- § Immunisations continue to be a challenge for local GP practices – work is focusing on new arrivals and hard to reach families

2.43. See attached scorecards for full details of C&F performance indicators.

Implications of the Recommendation

Financial Implications

2.44. The Children's social care budgets currently face pressure due to the 12 social workers above establishment. The service is looking to manage this pressure within the overall budget.

2.45. The school place planning financial implications are covered by grant i.e. DSG and bulge classes funding form part of the expansion programme and are supported from capital funding. The local authority is currently waiting to hear from the DfE on outcomes of some bids.

Performance Issues

2.46. Integral to the report

Environmental Impact

2.47. None

Risk Management Implications

2.48. No new implications. Risks relating to poor performance and inspections are already included in the C&F risk register and are reviewed and updated each quarter.

Equalities Implications

2.49. None

Corporate Priorities

2.50. Supporting and protecting people who are most in need

Section 3 - Statutory Officer Clearance

Name: Patricia Harvey



on behalf of the
Chief Financial Officer

Date: 28 June 2013

Name: Sarah Wilson



on behalf of the
Monitoring Officer

Date: 28 June 2013

Section 4 - Contact Details and Background Papers

Contact: David Harrington

Tel : 020 8420 9248 e-mail : david.harrington@harrow.gov.uk

Background Papers: Performance Scorecard 2012-13

Appendix 1

Ref	Indicator Description	Reported	Polarity	Harrow target 2011/12	Harrow actual 2011/12	RAG Status 2011/12	SN AVG 2012/13	England 2012/13	Harrow target 2012/13	Q3 RAG Status	Harrow actual Q4 2012/13	Direction of Travel	Q4 RAG Status	Commentary
E1	Termly rate of Permanent Exclusions as % of Harrow school population	Quarterly (Corporate Scorecard)	▶	0.03% (spring 2011-12)	0.04% / 11 (spring 2011-12)	HR (spring 2011-12)	Termly rate not published	Termly rate not published	0.03% (spring 2012-13)	HR	0.02% / 8 (spring 2012-13)	↑	HG	The number of permanent exclusions in Harrow's schools continue to fall from 12 in the autumn term to 8 (0.02% of the school population) in the spring term. Whilst the local authority works as closely as possible with local providers, progression for this indicator largely relies on the work of Academies and schools in order to improve outcomes.
E2	Termly rate of Fixed Term Exclusions as % Harrow school population	Quarterly (Corporate Scorecard)	▶	1.0% (spring 2011-12)	1.09% / 333 (spring 2011-12)	LR (spring 2011-12)	Termly rate not published	Termly rate not published	0.97% (spring 2012-13)	HG	0.61% / 197 (spring 2012-13)	↑	HG	The number of fixed term exclusions in Harrow's schools continue to fall from 260 in the autumn term to 197 (0.61% of the school population) in the spring term. Whilst the local authority works as closely as possible with local providers, progression for this indicator largely relies on the work of Academies and schools in order to improve outcomes. This outcome could, on further analysis, relate to the previous one as if the most challenging learners are permanently excluded they will not have long or frequent FT exclusions. This will be reviewed.
E3	Termly rate of overall absence in primary schools	Quarterly (Corporate Scorecard)	▶	-	4.03% autumn 2011-12)	HG (autumn 2011-12)	Termly rate not published	Termly rate not published	4.5% (spring 2012-13)	HR	4.73% (spring 2012-13)	↑	LR	A more challenging target has been set, which has resulted in a low red rag status for this indicator. The 2012-13 spring absence in primary schools is lower than the previous autumn term that has just passed. The LA is introducing a range of statutory intervention options for supporting school attendance
E4	Termly rate of overall absence rate in secondary schools	Quarterly (Corporate Scorecard)	▶	-	5.2% (autumn 2011-12)	HG (autumn 2011-12)	Termly rate not published	Termly rate not published	5.0% (spring 2012-13)	LR	5.68% (spring 2012-13)	↓	HR	A more challenging target has been set, which has resulted in a high red rag status for this indicator. The 2012-13 spring absence in secondary schools is slightly higher than the previous autumn term. The LA is introducing a range of statutory intervention options for supporting school attendance
E5	Primary schools judged by Ofsted as having good or outstanding standards of behaviour	Quarterly (Corporate Scorecard)	▲	95%	100%	HG	98.9% (up to 31st Dec 2010)	93.8%	95%	HG	100%	↔	HG	One new secondary converter academy has received the overall judgement of requires improvement
E6	Secondary schools judged by Ofsted as having good or outstanding standards of behaviour	Quarterly (Corporate Scorecard)	▲	90%	100%	HG	88.1% (up to 31st Dec 2010)	81.6%	100%	LR	90%	↔	LR	We have been successful in exceeding our target by continuing to monitor workload demands. Staffing levels have been stable and we have been in a position to offer meetings in a timely manner. Our cumulative actual for April to March is also above target at 98.2%. Service to continue to ensure proposed statements are issued on time in order to provide the service with the full eight weeks period of time for consultation.
E7	SEN-statements issued within 26wks (excl. exceptions)	Quarterly (Children's Scorecard)	▲	95%	100%	HG	95% (2010-11)	95%	95%	HG	98.5%	↓	LG	The service had some particularly difficult cases in which much liaison and discussions were required before school placement could be specified. Just under a third of the cases fitted the criteria for exceptions. This is further impacted upon by the change in schools to academies, the pressure on special school places and changes in SEN funding. Our cumulative actual for April to March is above target at 88.1%. The service worked well with parents and educational professionals to achieve conclusions to placements but due to professionals' commitments and additional meetings that had to take place we were unable to work within the 26 week period framework for all cases. The service will continue to issue proposed statements within the 18 week timescale. The managers to ensure that for complex cases, where possible, meetings are set up in advance. Officers to make telephone contact with families/schools.
E8	SEN statements issued within 26 wks (all statements)	Quarterly (Children's Scorecard)	▲	90%	90%	LG	84% (2010-11)	87%	85%	HG	88.8%	↓	LG	
E9	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Annual (Corporate Scorecard)	▲	55% (2010-11)	56% (2010-11)	LG	64% (2011-12)	64% (2011-12)	58% (2011-12)	LG	60% (2011-12)	↑	LG	
E10 - Equalities	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest of the cohort	Annual (Corporate Scorecard)	▶	37% (2010-11)	36.5% (2010-11)	LG	31.1% (2011-12)	31.3% (2011-12)	34.5% (2011-12)	HG	30.8% (2011-12)	↑	HG	
E11	Percentage of pupils achieving Level 4 or above in both English and maths in Key Stage 2 tests	Annual (Corporate Scorecard)	▲	79% (2010-11)	78% (2010-11)	A	81% (2011-12)	79% (2011-12)	82% (2011-12)	LG	83% (2011-12)	↑	LG	The DfE has stated that comparisons with previous years should be made with care as particularly significant changes have been made to the arrangements in 2012. Most notable of these is the new measure of overall attainment in English. This measure is composed of Reading test results and Writing teacher assessments; it is not comparable with any English measures published in previous years.

Ref	Indicator Description	Reported	Polarity	Harrow target 2011/12	Harrow actual 2011/12	RAG Status 2011/12	SN AVG 2012/13	England 2012/13	Harrow target 2012/13	Q3 RAG Status	Harrow actual Q4 2012/13	Direction of Travel	Q4 RAG Status	Commentary
E12	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	Annual (Children's Scorecard)	▲	90% (2010-11)	87% (2010-11)	A	91% (2011-12)	89% (2011-12)	90% (2011-12)	LG	91% (2011-12)	↑	LG	The DfE has stated that comparisons with previous years should be made with care as particularly significant changes have been made to the arrangements in 2012. Most notable of these is the new measure of overall attainment in English. This measure is composed of Reading test results and Writing teacher assessments; it is not comparable with any English measures published in previous years.
E13	Progression by 2 levels in mathematics between Key Stage 1 and Key Stage 2	Annual (Children's Scorecard)	▲	87% (2010-11)	86% (2010-11)	A	88% (2011-12)	87% (2011-12)	88% (2011-12)	LG	90% (2011-12)	↑	LG	One primary school fell below the 2012 KS2 Standard. Although this is not a consistent pattern the LA has been working with the school, through the HSIP, to ensure progress.
E14	Number of primary schools not reaching the KS2 floor standard and therefore underperforming A school is below the primary school floor standard if (i) less than 60 per cent of pupils achieve level 4 or above in both English and mathematics; (ii) less than the median percentage make expected progress in English (2012 national median = 92%), and (iii) less than the median percentage make expected progress in mathematics (2012 national median = 90%).	Annual (Corporate Scorecard)	▼	0	4 (2010-11)	HR	1% (2011-12)	4% (2011-12)	0 (2011-12)	HR	1 (2011-12)	↑	HR	Progress on the target in this year is very significant. We are ambitious for our vulnerable groups. The 15% target fell between Fischer Family Trust estimates A and B. Estimate D, bearing in mind our previous performance, would have been a challenging and probably unrealistic target to achieve in one year
E15	Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving level 4 or above in both English and mathematics at Key Stage 2	Annual (Children's Scorecard)	▼	26% (2010-11)	20% (2010/11)	HG	15% (2011-12)	17% (2011-12)	15% (2011-12)	LR	16% (2011-12)	↑	LR	Progress on the target in this year is very significant. We are ambitious for our vulnerable groups. The 40.5% target fell between Fischer Family Trust estimates A and B. Estimate D, bearing in mind our previous performance, would have been a challenging and probably unrealistic target to achieve in one year
E16	Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in both English and mathematics at Key Stage 2	Annual (Children's Scorecard)	▼	No target	47.8% (2010-11)	-	46% (2011-12)	49% (2011-12)	40.5% (2011-12)	LR	44% (2011-12)	↓	LR	Progress on the target in this year is very significant. We are ambitious for our vulnerable groups. The 40.5% target fell between Fischer Family Trust estimates A and B. Estimate D, bearing in mind our previous performance, would have been a challenging and probably unrealistic target to achieve in one year
E17	% Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	Annual	▲	73% (2010-11)	63% (2010-11)	HR	Not published	Not published	75.9% (2011-12)	A	74.9% (2011-12)	↑	A	Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority and will be delivered by the Harrow School Improvement Partnership (HSIP). The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
E18	% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	Annual	▲	76% (2010-11)	70% (2010-11)	LR	Not published	Not published	80.8% (2011-12)	HR	64.1% (2011-12)	↓	HR	
E19	% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	Annual	▲	70% (2010-11)	78% (2010-11)	HG	Not published	Not published	76% (2011-12)	A	73.5% (2011-12)	↓	A	
E20	% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	Annual	▲	70% (2010-11)	67% (2010-11)	A	Not published	Not published	79% (2011-12)	HG	84.6% (2011-12)	↑	HG	
E21	Percentage of pupils at the end of KS4 achieving 5+ A*-C inc. English & mathematics GCSEs at GCSE or equivalent	Annual (Corporate Scorecard)	▲	65% (2010-11)	64.6% (2010-11)	A	62.5% (2011-12)	58.4% (2011-12)	65% (2011-12)	A	63.6% (2011-12)	↓	A	
E22	Expected progression in English between Key Stage 2 and Key Stage 4	Annual (Children's Scorecard)	▲	91% (2010-11)	79.3% (2010-11)	HR	74.9% (2011-12)	67.7% (2011-12)	82% (2011-12)	A	81.2% (2011-12)	↑	A	
E23	Expected progression in maths between Key Stage 2 and Key Stage 4	Annual (Children's Scorecard)	▲	89% (2010-11)	78.5% (2010-11)	HR	76.6% (2011-12)	68.5% (2011-12)	79% (2011-12)	LG	79.4% (2011-12)	↑	LG	One high academy school fell below the 2012 KS4 Standard. This is not a consistent pattern and the academy is not far below the threshold. The LA has engaged with the academy and is working out a support package with a range of providers. DfE Open Academies Performance department is also engaged with the school.
E24	Number of secondary schools not reaching the KS4 floor standard and therefore underperforming a school would be seen as "underperforming" if its Key Stage 4 results are: • fewer than 40% of pupils at the end of Key Stage 4 (KS4) achieving 5 or more GCSEs A*-C (or equivalents) including English and maths GCSE; and • below average % of pupils at the end of KS4 making expected progress in English (national median for 2012 = 70%); and • below average % of pupils at the end of KS4 making expected progress in maths (national median for 2012 = 70%).	Annual (Corporate Scorecard)	▼	0 (2010-11)	0 (2010-11)	HG	2.7% (2011-12)	6.6% (2011-12)	0 (2011-12)	HR	1 (2011-12)	↓	HR	
E25	Percentage of pupils at the end of KS4 achieving the English Baccalaureate (GCSEs/GCSE at grades A*-C in English, mathematics, sciences, a language and a humanities subject.)	Annual (Corporate Scorecard)	▲	No target	23.7% (2010-11)	-	21.8% (2011-12)	16.1% (2011-12)	25% (2011-12)	HR	21.8% (2011-12)	↓	HR	Harrow performs relatively well (25th) on this measure nationally. The direction of travel relates to a very high starting point. As the 16-19 Programme of Study develops this measure will become more significant nationally.

Ref	Indicator Description	Reported	Polarity	Harrow target 2011/12	Harrow actual 2011/12	RAG Status 2011/12	SN AVG 2012/13	England 2012/13	Harrow target 2012/13	Q3 RAG Status	Harrow actual Q4 2012/13	Direction of Travel	Q4 RAG Status	Commentary
E26	Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and mathematics GCSEs	Annual	▶	25% (2010-11)	26.7% (2010-11)	LR	21.9% (2011-12)	26.4% (2011-12)	21% (2011-12)	HR	28.8% (2011-12)	↓	HR	Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
E27	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A* - C GCSE inc. English and Maths GCSEs	Annual	▶	No target	51% (2010-11)	-	45.1% (2011-12)	47.0% (2011-12)	45% (2011-12)	A	46.3% (2011-12)	↑	A	Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
E28	% Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	Annual	▲	73% (2010-11)	48.2% (2010-11)	HR	Not published	Not published	59% (2011-12)	LR	53.4% (2011-12) Provisional	↑	LR	Harrow needs to give greater attention to this target. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
E29	% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	Annual	▲	76% (2010-11)	55.6% (2010-11)	HR	Not published	Not published	63% (2011-12)	HR	49.6% (2011-12) Provisional	↓	HR	Harrow needs to give greater attention to this target. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
E30	% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	Annual	▲	70% (2010-11)	57.4% (2010-11)	HR	Not published	Not published	53% (2011-12)	HR	44.7% (2011-12) Provisional	↓	HR	Harrow needs to give greater attention to this target. The EPT and ESSO are working closely on a data based rationale for commissioning to address this aspect.
E31	% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics GCSEs at Key Stage 4	Annual	▲	62% (2010-11)	55.1% (2010-11)	HR	Not published	Not published	68% (2011-12)	HR	57.8% (2011-12) Provisional	↓	HR	Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing. Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority. Harrow needs to give greater attention to this target.
E32	Annual rate of Permanent Exclusions as % of Harrow school population	Annual (Corporate Scorecard)	▶	0.15% (2010-11)	0.07% / 23 (2010-11)	LG	0.07% (2010-11)	0.07% (2010-11)	Below 2011-12 Actual	HR	0.10% / 33 (2011-12)	↓	HR	Permanent exclusions increased in 2011-12 to 0.10% (33) from 0.07% (23) in 2010-11.
E33	Annual rate of Fixed Term Exclusions as % Harrow school population	Annual (Corporate Scorecard)	▶	3.85% (2010-11)	3.66%/11 43 (2010-11)	HG	3.74% (2010-11)	4.34% (2010-11)	Below 2011-12 Actual	HG	3.06% / 969 (2011-12)	↑	HG	Fixed term exclusions (969 - 3.06%) are the lowest they have been in the last 5 years.
E34	Annual rate of overall absence in primary schools	Annual (Corporate Scorecard)	▶	-	5.15% (2010-11)	-	-	-	5.4% (2011-12)	HG	4.57% (2011-12)	↑	HG	
E35	Annual rate of overall absence rate in secondary schools	Annual (Corporate Scorecard)	▶	-	5.93% (2010-11)	-	-	-	6% (2011-12)	HG	5.32% (2011-12)	↑	HG	

Direction of travel: This is a judgement on the actual data in each quarter.

↑	performance has
↓	performance has
↔	performance remains the

RAG STATUS	
HR	Needs prompt attention
LR	Poor
A	Adequate
LG	Good
HG	Excellent

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2012-13 Q4 Improvement Board - Children's Social Care Scorecard

Ref No	Prev NI Ref:	Indicator Description	Reported	Polarity	Harrow actual Q4 2011/12	RAG Status Q4	Harrow Target	Harrow actual Q3 2012/13	Harrow actual Q4 2012/13 (Prov)	RAG status Q3	RAG status Q4	Direction of Travel	Commentary Q4
TS 1		% of New Case Contact episodes completed within 24 hrs	Quarterly (Corporate Scorecard)	▲	66%	HG	70%	63.6	61.60%	HR	HR	↓	Significant staffing issues resulted in a drop in performance. Performance for this indicator has been around 65%, target being reviewed for 2013-14 Action: Review of Children's Access Team complete. Seconded service manager has achieved improvements in recent months
TS 2		Initial assessments completed within 10 days	Quarterly	▲	71%	HR	85	43.2	51.9	HR	HR	↑	Assessment timeliness dropped earlier in the year due to staffing issues. The number of Initial & Core Assessments completed on time increased in the last quarter of the year, 78% of Initial & 81% of Core assessments were completed on time in March. We have moved to a Single Assessment from 1st April in line with the revised Working Together guidance Action: Review of Children's Access Team complete and change proposals have been put forward. Seconded service manager has achieved significant performance improvement in recent months. Recruitment of new social workers underway and a number of internal transfers have been made to strengthen the team.
TS 3	60	(PAF C64) Timing of Core Assessments (NI 60)	Quarterly	▲	84%	LG	83	63.7	65.8	HR	HR	↑	Activity for this indicator is mainly carried out by the assessment team and issues with the team have impacted on this indicator. Late conference of a sibling group of 7 has impacted on this indicator this quarter. Action: Review of Children's Access Team complete and change proposals have been put forward.
TS 4		Percentage of children with an Initial CP conference within 15 working days of strategy discussion	Quarterly	▲	88.24%	A	90	83.50	79.20	HR	HR	↓	Major improvement from peak of 30 cases in 2011. CP teams are now carefully managing plans to ensure progress within reasonable timescale.
TS 5		Numbers of children with Child Protection plans (CPP) for over 2 years	Quarterly (Corporate Scorecard)	▼	12	HG	14 (Q1) 12 (Q2) 10 (Q3) 8 (Q4)	10	6	LG	HG	↑	All reviews held on time
TS 6	67	(BV 162 PAF C20) Reviews of Child Protection cases	Quarterly	▲	100%	LG	100%	100.0	100.0	LG	LG	↔	
TS 7	64	(PAF C21) Duration on the Child Protection Register	Quarterly	↔	18%	HR	12	12.3	11.2	LG	HG	↑	

2012-13 Q4 Improvement Board - Children's Social Care Scorecard

Ref No	Prev NI Ref:	Indicator Description	Reported	Polarity	Harrow actual Q4 2011/12	RAG Status Q4	Harrow Target	Harrow actual Q3 2012/13	Harrow actual Q4 2012/13 (Prov)	RAG status Q3	RAG status Q4	Direction of Travel	Commentary Q4
TS 8	65	(PAF A3) Repeat Child Protection Plans (CPP)	Quarterly	↔	14%	HR	10	10.2	11.7	LG	HR	↓	Slightly above target however an improvement from 2011-12, 17 out of 145 children with a new CPP this year previously had a CPP
TS 9	66	(PAF C68) Timeliness of Reviews of Looked After Children	Quarterly	▲	99%	A	100%	95.5	91.3	A	LR	↓	A small number of reviews were late in Q3 but the target is for all to be on time. 146 out of 160 children reviewed had all their reviews completed within timescale YTD. There are a number of incomplete reviews that need to be completed to accurately measure this indicator. Data cleaning & Management action is being taken. The indicator will be recalculated once these have been completed
TS 10		PAF C63 Participation of CLA in Reviews	Quarterly	▲	92.44%	A	95	95	92.8	LG	A	↓	Engagement with care leavers and improving accommodation and employment/training opportunities for care leavers is a priority for Children's Services
TS 11	147	Care leavers in suitable accommodation (5037SC)	Quarterly	▲	73%	HR	88	63.2	75.0	HR	HR	↑	24 of 32 relevant young people are in suitable accommodation. 7 are not in contact with the service (3 are deported), Of those 25 that we are in contact with, 24 are in suitable accommodation and 1 YP is in custody. Managers are working closely with housing & leading on work to identify risks and improve transition support for care leavers
TS 12	148	Care leavers in employment, education or training	Quarterly	▲	32%	HR	75	47.4	43.8	HR	HR	↓	As above - 14 of 32 relevant young people are in education, employment or training. Of the 18 NEET, 7 are not in contact with the service (3 deported), 9 are NEET, 1 is a full time mum and 1 in custody. There are many initiatives in conjunction with Early Intervention Services to help young people into Education, Employment & Training such as the X-16 programme, My Bank training - a accredited course, mentoring schemes, National Citizenship scheme and life skills programme, all these help to skill up young people. Young people who did not achieve A* to C GCSE's also have access to Youth Contact scheme. The Leaving Care team is working to improve the position - including work with the careers advisor advises NEET young people on options available
TS 13		The Health of Children Looked After (PAF C19)	Quarterly	▲	92%	A	95	82.3	92.6	HR	A	↑	CLA service and NHS Harrow have established improved partnership working and monitoring of CLA health assessments with the CLA Nurse. A new protocol has been circulated and disseminated to all staff regarding purpose and process in respect of IHAs. There are significant recording issues which are being followed up
TS 14		Initial Health Assessment Plan started within 5 days of children becoming looked after			New		tbc		32.3		HR		The CLA Nurse is available one day a week to support and advise staff. Progress to date has been poor, the CLA Nurse will continue to challenge outstanding health assessments, In Q4, the process for 10 out of 31 children had been started within 5 days of becoming looked after. 8 out of 31 new children looked after had a health assessment within 28 days
TS 15		Initial Health Assessment Plans completed within 28 days of children becoming looked after			New		tbc		25.8		HR		

2012-13 Q4 Improvement Board - Children's Social Care Scorecard

Ref No	Prev NI Ref:	Indicator Description	Reported	Polarity	Harrow actual Q4 2011/12	RAG Status Q4	Harrow Target	Harrow actual Q3 2012/13	Harrow actual Q4 2012/13 (Prov)	RAG status Q3	RAG status Q4	Direction of Travel	Commentary Q4
TS 16		% of children looked after in residential accommodation	Quarterly	▶	21%	A	20	15.3	15.9	HG	HG	↑	
TS 17		BV 163 PAF C23 Adoptions of Children Looked After	Quarterly	↔	10%	HR	3.5 (Q1) 7(Q2) 10.5 (Q3) 14 (Q4)	8.4	8.2	HR	HR	↔	6 children are in adoptive placements, 8 children were adopted and 2 SGO's granted in 2012-13, delays through court proceedings meant some anticipated adoptions were not finalised in 2012-13
TS 18	61	Timeliness of CLA adoption following an agency decision	Quarterly	▲	83%	HG	100%	100.0	100.0	HG	HG	↔	All adoptions took place within timescales.
TS 19		PAF C24 Children Looked After (1 year+)missing School for more than 25 days	Quarterly		19%	HR	0% (Q2) 4% (Q3) 8% (Q4) 12% (Q1) targets in line with academic yr	5.5	10.6	HR	HR	↓	Though this appears to show a significant downward trend, this is due to the cumulative effect over an academic year. There are some excellent levels of attendance amongst year groups although absence is higher in years 10 and 11. In these two groups 9/23 young people present complex attendance issues - Virtual School direct intervention has led to an improving situation in four of these cases, and there is continued involvement with the remaining . 5 children have missed more than 25 days of school. New project in place with HSIP to improve virtual school and educational outcomes for CLA
TS 20		Percentage of sessions absent from school amongst school age CLA, in school year to date	Quarterly (Corporate Scorecard)	▶	15.6%	HR	12	7.6	8.4	HG	HG	↓	
TS 21		Percentage of Children Looked After with permanent exclusions amongst school age Children Looked After, in quarter	Quarterly (Corporate Scorecard)	▶	0%	LG	0	0.0	0.0	HG	HG	↔	
TS 22		Percentage of CLA with fixed term exclusions amongst school age CLA,	Quarterly (Corporate Scorecard)	▶	17.64%	HR	15% (Q1) 1% (Q2) 5% (Q3) 10%(Q4) targets in line with academic yr	2.7	8.5	HG	HR	↓	Drop in performance but a huge improvement from previous year 3 children had a fixed term exclusion for the first time this academic year which had led to a drop in performance. YTD 7 out of 82 school age CLA have had atleast one fixed term exclusion. New project in place with HSIP to improve virtual school and educational outcomes for CLA

2012-13 Q4 Improvement Board - Children's Social Care Scorecard

Ref No	Prev NI Ref:	Indicator Description	Reported	Polarity	Harrow actual Q4 2011/12	RAG Status Q4	Harrow Target	Harrow actual Q3 2012/13	Harrow actual Q4 2012/13 (Prov)	RAG status Q3	RAG status Q4	Direction of Travel	Commentary Q4
TS 23	62	(BV49) PAF A1 Stability of Placements of CLA	Quarterly	▼	16.23%	HR	2 (Q1) 4(Q2) 6 (Q3) 11 (Q4)	9.8	12.4	HR	HR	↓	21 of 170 CLA had had 3 or more placements by the end of the year. This is a provisional figure which may change through year end data cleaning. Action is being taken to improve both short and long term placement stability - currently scrutinising reasons for changes through forensic examination of individual children. The DD TSD has set up a Panel and will be chairing to scrutinise all placement moves for authorisation before they are implemented.
TS 24	63	PAF D78 Long term stability of CLA (2.5 years) (NI 63)	Quarterly	▲	71%	HG	71%	60.0	58.8	HR	HR	↓	Performance has dropped due to a change in the cohort, this is a small cohort and small changes can have a big impact. 10 out of 17 children who have been looked after for 2.5 years and have been in the same placement for 2 years. A sibling group of 3 entered this cohort in Q2 who had a placement move as there was a CP investigation in the placement which identified serious concerns and warranted removing the children. This current foster placement has been matched at the Adoption and Permanency Panel as their long term placement. They therefore will not be having any further moves. See above - focusing on providing improved placement options and improved support / early intervention. The Access Resource team has developed support packages to prevent placement breakdown . Access to Resource Panel gatekeeping all possible moves
TS 25		Numbers of families who receive direct payments	Quarterly (Corporate Scorecard)	▲	84	HG	105	128		HG		↑	

Direction of travel: This is a judgement on the actual data in

performance has improved

performance has deteriorated

performance remains the same

RAG STATUS

Needs prompt attention

Poor

Adequate

Good

Excellent