
REPORT FOR: CABINET

Date of Meeting:	12 September 2019
Subject:	Strategic Performance Report – Quarter 1, 2019/20
Key Decision:	No
Responsible Officer:	Sean Harriss, Chief Executive
Portfolio Holder:	Councillor Adam Swersky, Portfolio Holder for Finance and Resources
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards
Enclosures:	Appendix 1 – Harrow Ambition Plan – wording adjustments Appendix 2 – Strategic Performance Report

Section 1 – Summary and Recommendations

This report sets out changes in corporate performance reporting; recommended adjustments in reporting against the Harrow Ambition Plan; and key Council and service performance for Quarter 1.

Recommendations:

- Cabinet is requested to:
 1. Note the changes in corporate performance reporting processes;
 2. Note and agree the suggested adjustments in wording for the purpose of reporting against the Harrow Ambition Plan, for

- consideration by full Council (Appendix 1);
3. Approve Corporate Scorecard measures, and Portfolio Holders to continue working with officers to achieve improvement against identified key challenges (Appendix 2).

Reason: (For recommendations)

1. To enable Cabinet to be informed of changes in how Members will be briefed on performance each quarter;
2. To permit clearer reporting of progress against the Council's priorities;
3. To enable Cabinet to be informed of performance against key measures and to identify and assign corrective action where necessary.

Section 2 – Report

Introductory paragraph

Cabinet sits in the role of Performance Board on a quarterly basis to receive the Strategic Performance Report. The report helps members to monitor progress against the Council's vision and Corporate Priorities and identify corrective action where necessary.

This quarter's report includes also proposed changes in the way performance is reported each cycle.

Options considered

Cabinet's terms of reference in the Constitution include overseeing strategic performance issues on a quarterly basis and as such an option of not delivering this report has not been considered.

Performance reporting process

In order to provide a sharper focus on performance and drive improvement, without compromising accountability and good governance, and after consultations with key Members, a revised quarterly performance reporting cycle is being developed and this has run in pilot mode for Quarter 1.

In the new model, a quarterly briefing meeting is proposed to be held for each Directorate, attended by the Leader, Portfolio Holder for Finance and Resources, Chief Executive, Corporate Director and Director of Strategy and focussing on the delivery of Harrow Ambition Plan objectives and key performance indicators, together with matters highlighted by the Corporate Director. Service Portfolio Holders are separately briefed by the Corporate Director.

Following these meetings, an informal joint meeting of Corporate Strategic Board (CSB) and Cabinet Members would precede the formal submission of the Strategic Performance Report to Cabinet.

Other than minor consequential adjustments, no changes are proposed for the provision of performance information to Scrutiny members.

Reporting against the Harrow Ambition Plan

To permit clearer and more focussed reporting of performance, it is proposed to expand on and clarify the wording of objectives within the Harrow Ambition Plan 2019 to be used when reporting to Members on progress. The plan has been approved by Council, so once Cabinet is content with the adjustments, the revised plan can be put before the November Council meeting for approval. A schedule including proposed amendments is at Appendix 1 for Members' consideration. The additions are largely to reflect the latest situation in the areas of Regeneration and Economic Development.

Target setting for 2019/20

There are some measures where targets have not been achieved in a number of years. A few targets need to be reviewed to ensure they reflect current priorities and capacity. Plans will also be developed in 2020/21 to bring performance up to the revised targets.

It is therefore recognised that while the targets for these measures in 2019/20 remain at the levels of previous years, performance reporting will more than likely show them as red throughout the remainder of this financial year.

Performance report for Quarter 1

In view of the changes described above, the Quarter 1 report at Appendix 2 excludes the usual narratives on progress against actions and initiatives. This will be resumed when Council have approved the proposed changes. If Members are inclined to recommend the revised plan to Council, some consequential adjustments in performance measures may be appropriate, which will be reflected in the subsequent periods.

Ward Councillors' comments

Not applicable.

Performance Issues

The report deals in detail with performance issues.

Environmental Implications

There are no direct environmental implications arising from this report. However, each of the projects referred to in the report will have some environmental impact and this should be assessed to ensure that any decisions, taken in response to this report, do not have a negative impact on

the environment and, where possible, positively contribute towards the Council's climate change strategy.

Risk Management Implications

The risks arising from the Performance Report will be measured through the Council's Corporate Risk Register.

Procurement Implications

None specific to this report.

Legal Implications

None specific to this report.

Financial Implications

There are no Financial Implications arising from this report.

Equalities implications / Public Sector Equality Duty

Any decisions driven by the actions taken in response to this report will need to be assessed through an Equalities Impact Assessment.

Council Priorities

This report deals with progress against each of the Council Priorities, as shown in Appendix 2.

Section 3 - Statutory Officer Clearance

Name:	Sharon Daniels	<input type="checkbox"/>	on behalf of the * Chief Financial Officer
Date:	30 August 2019		
Name:	Hugh Peart	<input type="checkbox"/>	Monitoring Officer
Date:	3 September 2019		

Name: Nimesh Mehta Head of Procurement

Date: 29 August 2019

Name: Charlie Stewart Corporate Director

Date: 3 September 2019

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: NO
EqIA cleared by: This report contains no recommendations for changes in service.

Section 4 - Contact Details and Background Papers

Contact: Martin Randall, Business Intelligence Partner (Corporate), Strategy, 020 8424 1815, martin.randall@harrow.gov.uk

Background Papers: [Harrow Ambition Plan 2019](#)

Call-In Waived by the Chair of Overview and Scrutiny Committee YES/ NO / NOT APPLICABLE*

* Delete as appropriate

*(for completion by Democratic
Services staff only)*

*If Yes, set out why the decision is
urgent with reference to 4b - Rule
47 of the Constitution.*