

MANAGEMENT ASSURANCE 2021/22

Date	Directorate/Manager	Any external assurance reviews of your service during 2021/22? Outcomes?	Were KPIs in place for your service during 2021/22 and were they monitored?	Did your Directorate maintain a risk register during 2021/22 that was reviewed and updated quarterly?	Did you undertake Appraisals of your staff during 2021/22?
PEOPLE					
07/11/22	Patrick O'Dwyer, Director of Education	No	<ul style="list-style-type: none"> • KPIs for SEND (Special Educational Needs) in place and monitored and discussed with DFE • Monitor standards and outcomes of inspections at schools and this is also shared with the DFE and internally with line managers and Portfolio Holder • Use DFE matrix for measuring performance throughout the year (evidenced) • Annual report on exclusions – just published for 2021/22 	Peoples Directorate Risk Register in place and updated regularly throughout 2021/22.	Yes and regular 1:1s with staff and Corporate Director.

MANAGEMENT ASSURANCE 2021/22

			<ul style="list-style-type: none"> SEND report 2021/22 due to be published before Christmas 		
10/11/22	Shaun Riley, Interim Director of Adult Social Services	No	<p>Yes</p> <p>Better Care indicators covering people coming out of hospital and not returning within 90 days + How many placements placed out of hospital into Nursing Homes or residential Homes</p> <p>Reported to Health & Wellbeing Board and NHS England</p> <p>Monitored throughout the year and reported annually</p>	Yes People's Risk Register	Some not all but every social worker and care manager had regular supervision meetings plus file audits undertaken
09/11/22	Peter Tolley, Director of Children Services	Annual Engagement Meeting with OFSTED – positive	<p>KPIs for outcomes for children (Corporate Parenting Panel)</p> <p>Reports to DoE and London Councils</p>	Yes	Yes

MANAGEMENT ASSURANCE 2021/22

08/11/22	Johanna Morgan, DD Commercial & Regeneration	No	No People Commissioning Plan in place 21/22 in development to monitor for 22/23	Peoples Directorate Risk Register in place and updated quarterly	No only one but 1:1s undertaken regularly
	PEOPLE SUMMARY	25% of services received external assurance	Local PIs in place and monitored for 75% of services	Peoples Directorate Risk Register in place and reviewed and updated every quarter	50% services undertook appraisals

MANAGEMENT ASSURANCE 2021/22

Date	Directorate/Manager	Any external assurance reviews of your service during 2021/22? Outcomes?	Were KPIs in place for your service during 2021/22 and were they monitored?	Did your Directorate maintain a risk register during 2021/22 that was reviewed and updated quarterly?	Did you undertake Appraisals of your staff during 2021/22?
RESOURCES					
08/11/22	Sharon Daniels, Head of Strategic & Technical Finance (Deputy s151)	No	No KPIs as such however: <ul style="list-style-type: none"> • Cabinet timetable for budget setting and monthly monitoring complied with. • Budget monitoring (Capital and revenue) to Cabinet quarterly. • Treasury Management annual report and out-turn report and mid-year report go to GARMS throughout the year. • Pension Committee 3/4 times a year. 	Yes ¹	No but regular 1:1s undertaken

¹ Resources Directorate Risk register is maintained by the Risk Manager

MANAGEMENT ASSURANCE 2021/22

09/11/22	Jessica Farmer, Head of Legal Practice	External review every year by LEXCEL – Compliant (JF to send)	<ul style="list-style-type: none"> • Quality Questionaries sent to clients (Hounslow & Barnet) and monitored • Plus KPIs for Hounslow and Barnet (JF to send) 	Yes	Yes – generic targets set and these were reviewed.
11/11/22	Alex Dewsnap, Director of Strategy and Partnership	No	Yes for Community Hub, performance monitored during 2021/22.	Yes	Yes 2021/22 appraised in 2022/23 with informal appraisals undertaken covering 2020/21 during 2021/22
09/11/22	Ben Goward, Director of ICT	<p>PSN compliance (for use of Government services e.g. DWP) achieved 02/07/21 for 16/08/21-16/08/22</p> <p>Compliant Data Security & Protection Toolkit published 17/06/21 for 2021/22 required</p>	<p>Yes in place and monitored.</p> <p>A standard monthly service report on the corporate Intranet (Yammer) site – see example, March 2021.</p> <p>Key support and uptime metrics are included in the</p>	Resources risk register maintained and updated quarterly and IT Specific risk register also in place and monitored quarterly during 2021/22.	Objectives were set and performance tracked for IT staff at 121s, however this was not formally or consistently recorded.

MANAGEMENT ASSURANCE 2021/22

		<p>for connecting to HSCN for accessing NHS services</p> <p>Successfully renewed compliance of the Payment Card Industry Data Security Standard (PCI DSS) via a compliant self-assessment process on 16/09/21 for 2021/22</p>	<p>corporate performance reporting to Cllrs from April 2022.</p>		
08/11/22	<p>Kathryn Cook, Head of OD Akhil Wilson, Head of Resourcing Natalie Powers, Senior HR Business Partner</p>	No	<p>Not for OD Range of KPIs in place for the recruitment of both temporary and permanent staff reported</p>	Yes	<p>Yes in OD, not in HR (Pulse survey results on 1:1s)</p>
	RESOURCES SUMMARY	40% of services received external assurance	Local PIs in place and monitored for 90% of services	Yes a Resources Directorate risk register was maintained throughout 2021/22 that was reviewed and updated quarterly.	50% services undertook appraisals

MANAGEMENT ASSURANCE 2021/22

Date	Directorate/Manager	Any external assurance reviews of your service during 2021/22? Outcomes?	Were KPIs in place for your service during 2021/22 and were they monitored?	Did your Directorate maintain a risk register during 2021/22 that was reviewed and updated quarterly?	Did you undertake Appraisals of your staff during 2021/22?
PLACE					
11/11/22	Mark Billington, Head of Economic Development	Self-assessment on Learn-Harrow Evaluation of Learner feedback, visitors feedback	<p>Yes – including number of learners, achievement rates against national baseline, residents into employment, businesses supported and business growth (increased turnover/employee).</p> <p>Regularly monitored and reported to GLA (Education & Regeneration Programme-square meters of Public Realm improved and Business start-up) DWP & West</p>	Yes in place but not reviewed every quarter	Yes using the shortened version of the appraisal form

MANAGEMENT ASSURANCE 2021/22

			<p>London Alliance (People in work Targets in place for number of visitors to Leisure Centre, Libraries, Art Centre and Museum and targets for physical issue of books and downloads.</p> <p>Reported to Portfolio Holder throughout the year.</p>		
07/11/22	David Hughes, Planning Policy Manager	No for Planning or Building Control.	Yes in place and monitored either quarterly or yearly	Yes in place not involved therefore unaware of how frequently updated	Some but not all - not 100% coverage.
09/11/22	Tony Galloway, Interim Director Environmental Services	No	KPIs in some areas in place and monitored – CE messaging that KPIs not to be monitored during pandemic and no corporate monitoring took place. Monitoring restarted 2022/23	Not involved in the Directorate Risk Register	No
08/11/22	Andrew Campion, Head of Asset Management, Housing + Nesan	<ul style="list-style-type: none"> Estates Services Review – June 2021. Action Plan 	<p>Yes</p> <ul style="list-style-type: none"> Housing Services 	Yes	No - weekly 1:1s

MANAGEMENT ASSURANCE 2021/22

	Thevanesan, Interim Head of Housing Resident Services	<p>produced and being monitored covering 30 recommendations</p> <ul style="list-style-type: none"> • Monthly Housemark Pulse survey (15 strands) 	<p>Customer Feedback Report 2021/22 (annual report)</p> <ul style="list-style-type: none"> • Resident Engagement Strategy 2021/24 used as a measure • Smarter Housing Plan 021/22 		
07/11/22	Matthew Adams, Assistant Director Climate Change and Natural Reserves	No	<ul style="list-style-type: none"> • Service level agreements in place with schools for supply of energy that includes service standards. • Deliver projects using Grant funding under the Public Sector Decarbonisation Scheme – performance measures included in this and monitoring (delivery of carbon savings) 	Place Risk Register in place plus input quarterly to Corporate Risk Register – risk re Climate change	Yes for direct report, but did not personally have one (as on secondment)

MANAGEMENT ASSURANCE 2021/22

			<ul style="list-style-type: none"> • Delivery of Action Plan for the Reducing Consumption Emission client programme (Harrow Lead Borough) • Delivery of the Lower Carbon Procurement Charter Policy and Tool Kit 		
	PLACE SUMMARY	20% of services received external assurance	Local PIs in place and monitored for 80% of services	Place Directorate Risk Register in place but not reviewed and updated every quarter	50% services undertook appraisals