



USE OF RESOURCES
SELF-ASSESSMENT 2009/10
15 MARCH 2010

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Introduction

This document sets out Harrow Council's self assessment for the 2010 Use of Resources assessment. It follows the agreed format to cover each of the KLOEs in turn, considering what has changed, and the impact this has had upon outcomes. However, as this is the first year of assessment for KLOE 3.3, Workforce, a full self assessment has been provided.

The following table sets out our self-assessed scores for each of the KLOEs and sub-KLOEs. Those scores in bold indicate where we think that we have improved our score from the previous year. Although no overall score has been self assessed as a '4', the Council considers some of its activities to be innovative and leading practice, particularly within KLOE 1.2, Understanding Costs, and KLOE 2.2, Use of Information.

Theme	KLOE	2009 score	2010 self score
Managing finances	1.1 financial planning	3	3
	1.2 understanding costs	3	3
	1.3 financial reporting	2	3
	Theme total	3	3
Governing the business	2.1 commissioning & procurement	2	2
	2.2 use of information	2	3
	2.3 governance	2	3
	2.4 risk	3	3
	Theme total	2	3
Managing resources	3.1 natural resources	2	Not assessed, b/f 2
	3.2 asset management	3	3
	3.3 workforce	Not assessed	3
	Theme total	2	3
Overall Score		2	3

Key Achievements

The Council continues to make significant improvements since the previous Use of Resources Assessment, the detail of which has been highlighted within this self assessment. However, key areas to draw attention to are:

- The Council's **Organisational Assessment score of a '3'** is the best rating the Council has had since the advent of the CPA in 2002. The judgement for Adult Services of 3* is also the highest score that the Council has ever scored for this assessment. The Council has maintained its 3* performance for Children's Services.
- The **Better Deal for Residents Programme**, which is not only aimed at transforming Council services, but also at improving the delivery of all public services to residents within the borough. The programme has five major workstreams set out below:
 - **Cross service efficiency review** – Identifying opportunities for combining processes across the Council and with partners where there are similarities in process. Using the PWC model, the Council has considered its operations across 36 core processes. From this, nine strategic business cases have been developed within this workstream
 - **Better Together** – Exploring opportunities to engage residents to change their behaviours to improve outcomes and have a positive financial impact, research has been commissioned, which included 11 resident focus groups and a 1000 resident telephone survey. Six business cases supporting resident behaviour change are currently being considered.
 - **Future Operating Model** - To look at the whether there are better ways of providing Council services and whether there is an expanded role that could be played by the voluntary sector. A key strand of this workstream is Harrow's Total Place work which has concentrated on two projects - Total Family and Re-ablement. The first stage of the re-ablement work is underway with 2 homecare re-ablement providers commissioned and staff undergoing training. On the Total Family project looking at the most resource intensive families, partners have identified relevant cases and a February workshop was used to identify opportunities for early intervention, prevention and improved co-ordination.
 - **Service Efficiency Programme** - Continuing current business process re-engineering with services and ensuring services are efficient and effective. Progress towards a Lean capability within Harrow continues and a commercial model with Capita for the delivery of Lean reviews has been agreed and work has started. The creation of an in-house Lean capability has progressed, with the identification of 15 Lean Champions through internal recruitment with each having identified a specific project to develop their skills.

- **Place Shaping and Property** - Consolidate the Council's asset footprint around a number of sites including a new civic centre. As part of this a Council and partner review of property options reported in January 2010. A high level appraisal by PricewaterhouseCoopers, reviewing options for a replacement Civic Centre, has also been considered.
- Improved robustness of the **Council's business planning arrangements**, which has provided for investment in priority services of £4.3m and at the same time efficiency savings of £7.3m, whilst enabling a 0% Council Tax increase.
- More **robust financial management** within year, which has led to the Council managing towards an underspend position whilst continuing to provide improvements in service delivery and quality.
- An **improved understanding of our costs** through the use of benchmarking data and the Cross Council Efficiency Review which mapped all Council activity against 36 processes (as part of the Better Deal for Residents Programme).
- **Enhanced reporting to the public** including improved information on the Council's environmental and social impact
- **Greater integration of commissioning** arrangements with our partners, especially within health and social care
- **Improved data quality and information security** within the Council, which is enabling joined up planning and delivery of operational services between partners and a stronger basis for decision making by the Council's executive.
- An **Ethical Governance Review** has been completed by the Audit Commission. The review provided a number of successful outcomes, which is evidence of the Council's approach and delivery of good ethical governance.
- **Strengthening partnership arrangements**, with the delivery of a partnership development plan overseen by Harrow Chief Executives. This has led to stronger governance arrangements between HCE and the Management Groups, supporting the partnership approach to the delivery of Transformation.
- The establishment of the **Place Shaping Directorate** at the start of 2009/10, with a broad remit across all groups and partners, driving greater oversight of all public sector assets and their use, ensuring that the corporate estate is fit for purpose for the public services of the future.

1. Managing Finances	Self score: 3
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1.1 Financial Planning	Self score: 3
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Integrated financial planning and medium to long term planning	
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<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
<p>The Council has continued to develop its integrated planning framework. This time the challenge panel process was significantly improved and more robust – for instance second panels were held with both Children’s and Adults to follow up on areas that were challenged at the initial meeting.</p> <p>A revamped integrated planning process was launched in July, which followed Cabinet’s consideration of the Year Ahead Statement.</p>	<p>Challenge panels received better papers and covered more ground. Impact assessments were completed earlier in the process and used at the challenge panels. Capital programme received more scrutiny. Fees and charges considered earlier in the process, and enhanced scrutiny by members (e.g. January Cabinet briefing)</p>	<p>More robust budget. Clearer understanding of the impact of proposals on performance.</p>	<p>Sample challenge panel papers Sample impact assessments Myplanbudget intranet pages</p>
<p>Cabinet received reports on the planning process for 2010-11 to 2012-13 at key stages as follows:</p> <ul style="list-style-type: none"> July 2009, Integrated Planning overview and Year Ahead Statement October 2009, Integrated Planning 		<p>Balanced, robust budget, enabling 0% Council Tax increase</p>	<p>Cabinet reports:</p> <ul style="list-style-type: none"> July October December February

<p>update</p> <ul style="list-style-type: none"> December 2009, Draft budget and capital programme alongside second quarter budget monitoring and results of Residents' Panel survey confirming same three priorities February 2010, final Corporate Plan, revenue budget, fees and charges, HRA and capital programme, alongside third quarter budget monitoring plus Treasury Management Strategy and Prudential Indicators (with the exception of the monitoring report, all subsequently approved by full council without amendment). 			
<p>The Cabinet reports included the following improvements:</p> <ul style="list-style-type: none"> Longer term outlook (7 years) Medium term view of reserves and provisions 3 year risk register Clearer links between capital projects and corporate priorities Much better reporting on fees and charges – more transparent Specific examples of impact assessments 	<p>These items were all part of the Use of Resources improvement plan and have all been delivered.</p>	<p>Better understanding of medium to long term position. More information on fees and charges, published on the Web as part of the Cabinet agenda.</p> <p>Improved consideration of medium to long term position and rationale for Better Deal for Residents Programme and case for change.</p>	<p>As above</p>

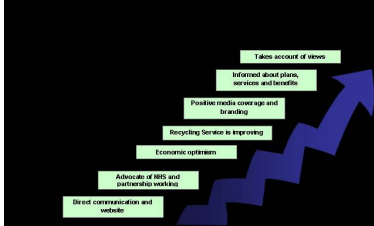
The Council continued to improve its approach to Treasury Management – agreeing new lending criteria during the year and incorporating the new CIPFA guidance in the Strategy in February.	Reduced risk of a deposit being lost. Additional scrutiny of Treasury Management activity to be provided by GARMC.	Council in more robust financial position.	As above
Reserves are now at target level (£5m-£7m)		Council in more robust financial position.	Cabinet approval of reserves policy (Cabinet 17/12/09)
The Council commenced its Better Deal for Residents Programme, establishing a strategic, long term approach. Opportunities for residents to get involved in various strands of the work, such as Total Place and Better Together, covered in detail at HSP summit in January 2010	Much better planning for medium to long term funding gaps, clear programme, strong Programme Management Office	Council looking further ahead to deal with challenges it faces, engaging residents in the process and working with partners on joint solutions.	Summary of Better Deal for Residents Programme
Engages with stakeholders			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
The Council continued to involve residents in setting its priorities (see budget reports in July, December and February).		Resources are focussed on what matters most to people. Increase in perception that people can influence decisions and are informed about the Council, evidenced in Reputation Tracker and interim Place Survey. Overall increase in satisfaction.	Residents' Panel report Reputation Tracker reports

The biggest improvement was the HSP summit on 28 January – this provided an opportunity for stakeholders to participate in medium to long term planning, on the theme of total place.		Improved engagement with local stakeholders. Engagement/awareness is rising within year. Re-ablement project confirmed as a Total Place pilot with Camden and Westminster in Total Place Phase 2	Summit agenda and papers Reputation Tracker and interim Place Survey
Improvements to Council Tax leaflet and A-Z, including mid year publication and section on fees and charges. VFM booklet to households, targeted by perception of VFM, and information on environmental and social impact		Improved information about the Council and hence transparency.	Council tax leaflet and A-Z VFM booklet (“Your Money”)
Managing spending			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
A very detailed review of the 2008-09 outturn was conducted by all Directorates to identify pressures and capacity. The findings were factored into the monitoring for 2009-10 and the budget round for 2010-11.	A better more detailed understanding of our costs and spending patterns.	Improved allocation of resources and budgeting decisions within directorates.	Outturn analysis reports produced per directorate Challenge Panel documentation
The Council continued to enhance its budget monitoring arrangements – with finance staff working closely with directorates to improve both the	The numbers of managers using SAP to manage spend, monitor and forecast has steadily increased.	More accountability at directorate level, more robust forecasts – therefore better management decisions at directorate senior	DMT reports and CSB reports.

compliance rate and the accuracy of forecasting.		management level and CSB level. On track for a managed underspend in 2009/10.	
MDP – included module on Financial Management and Accountability	Raising of awareness and ownership by managers	Better financial management leads to better spending decisions, for instance pressures in Children’s services have been managed through better monitoring and forecasting.	
A new forecasting protocol is being introduced in tandem with refreshed financial regulations.	Managers have better understanding of their financial management role and accountability	Improved robustness of forecasting leads to better decisions around allocation of resources.	As above.
Financial governance and leadership			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Financial regulations refreshed and approved by Cabinet in January 2010.	Further embedding of good financial management skills.	Better management of resources and accountability leading to better decision making.	
Monthly monitoring reports to CSB have been instituted	Regular review of position and ability to make in-year adjustments where necessary.	As above	Example report
The scrutiny standing review of the budget has continued to investigate the more strategic components of budget processes and has made recommendations to Cabinet to this effect	Improved councillor understanding of the budget setting process and more constructive challenge to the annual budget	Improved accountability	Reports from Phase one and Phase Two of the Standing Review of the Budget

Performance and Finance scrutiny sub committee continues to provide challenge to the budgetary performance of the council	Scrutiny councillors now take an active public role in investigating and monitoring the council's financial performance	Improved accountability	Minutes of the Performance and Finance sub committee

1.2 Understanding Costs			Self score: 3
Understanding costs			
What has been done	Process outcomes	Outcomes for the service/ customer/resident	Supporting evidence (ref to document)
<p>Harrow improved the use of vfm benchmarking information in 2009-10. The detailed work on the Audit Commission vfm profile during the year provided evidence of the significant progress to date and identified areas for further action. Other benchmarking sources include</p> <ul style="list-style-type: none"> ■ CIPFA vfm benchmarking clubs (Corporate Services, Children, Benefits etc) ■ A Corporate level statistical review designed with CIPFA which provides ■ Housemark vfm benchmarking club for Housing Services 	<p>Rich source of comparative benchmarking information.</p> <p>Standardised use of cost and benchmarking data in planning and monitoring service delivery.</p>	<p>Evidence of improved value for money over time and compared with similar authorities.</p> <p>The 'Reputation Tracker' survey shows a significant improvement in perceptions of vfm from Oct 08 to Dec 09. Encouragingly nearly a third of Harrow residents (30%) think services have got better over the last 12 months</p> <p>Harrow is also working on the drivers of resident satisfaction – as represented in the diagram below. More detail is available in</p>	<p>Benchmarking summary from Audit Commission vfm profile.</p> <p>Reputation Tracker December 2009.</p> <p>Communications Plan</p>

<ul style="list-style-type: none"> ■ Building control benchmarking club ■ West London Alliance – for benchmarking of social care staffing and costs. 		<p>the Communications Plan</p>  <p>Organisational Assessment score – one of 2 London LAs to go up, whilst making efficiencies and investing in priority areas.</p>	<p>CAA OnePlace Website</p>
<ul style="list-style-type: none"> ■ PwC diagnostic to 36 standard processes including comparison to other London Boroughs where possible as a key strand of the Council's Better Deal for Residents Programme 	<p>Decision to take forward business cases with potential gross benefits of c £10m</p>		<p>CSB report 22 Dec 2009</p>
<p>VFM workshops were facilitated by CIPFA for each of the directorates during July and August of 2009. The directorates were presented with a summary of vfm strengths and weaknesses from a range of benchmarking information and challenged to identify how these linked to the most important outcomes that the directorate was striving to achieve. Directorates were then asked to begin developing actions to improve both value for money and outcomes.</p>	<p>As a result of benchmarking, workshops and VFM improvement plans are in place for each Directorate and progress is reported at each Improvement Board.</p>	<p>Children's services has achieved significant reductions in its costs of staffing by reducing use of agency staff. West London benchmarking shows that Harrow has 16% agency social workers compared with a regional average of 25%.</p> <p>Adults' services continues to improve its cost quality ratio through careful contract monitoring and support for</p>	<p>VFM action plans.</p> <p>Anonymised WLA report.</p> <p>CRILL report 2010 (see also 2.1)</p>

		<p>provider organisations to achieve improved ratings.</p> <p>Community and Environment Services have reduced agency staff spend by £80k. CES have carried out a procurement review of public realm spend and have identified £200k worth of savings in 2009-10.</p>	
<p>The Lean Review of Housing Repairs involved developing a detailed understanding of how cost was incurred through the housing repairs process and how expenditure added value for the service user. Understanding the volumes and costs of different repair jobs, and how financial controls around expenditure were inhibiting service delivery were vital to the success of the review.</p>	<p>As a result the Housing Repairs process has been redesigned from end to end and steps which did not add value for the customer have been cut out.</p> <p>The Council has now made a broader commitment to Lean, leading to six commercial Lean projects and 15 Lean champions being trained</p>	<p>Delivering faster and improved repairs to Council housing. The indicator of average time for repairs is now well above the targeted level.</p>	<p>Lean review HRR reports.</p> <p>Housing scorecard Q3</p>

Decision-making			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
<p>Most major investments are carried out under Harrow's Business Transformation Programme, with our major partner Capita. This involves detailed option appraisals with full consideration of costs over the period of the project, alongside analysis of risks and benefits.</p> <p>The largest procurement taking place during 2009-10 was the major works contract worth £150m. A full retendering exercise was carried out in line with European law and the contract was awarded to Apollo on the basis of price and quality.</p>	<p>Improved procurement and decision making on major expenditure.</p>	<p>4 year contract awarded to Apollo will build on the improvements to major works realised through the previous contract with Kier.</p>	<p>Report on outcome of tendering process</p>
<p>Value for money considerations are now embedded in the service planning process. During Autumn 2009, each Director presented their Service Plan to a Challenge Panel including the Chief Exec and relevant portfolio holders. The service plan was required to include a detailed analysis of the costs of the service and a plan for improving value for money. (see reference to Challenge Panels in 1.1)</p>	<p>Prioritisation of services and decision making is now clearly linked to an analysis of costs and value for money.</p>	<p>Improved service performance alongside reduced cost – e.g. adult services, one of the biggest areas of spend is now three star and improving, but is delivering year on year savings through improved contracts and more targeted interventions.</p> <p>Across the authority there is a significant improvement in performance indicators alongside reduced costs.</p>	<p>Service Planning guidance. Papers from Challenge Panels</p> <p>CLG Hub, PwC benchmarking</p>

<p>As a result of the success of the pilot in Housing Repairs, major Lean Reviews in partnership with Capita are now underway in</p> <ul style="list-style-type: none"> ■ Children with Disabilities ■ Looked after Children ■ Leaving Care ■ Special Needs ■ Registration Services ■ Leaseholder Services <p>In addition Lean principles are being applied in a range of in-house reviews including:</p> <ul style="list-style-type: none"> ■ Housing Applications (Locata) ■ Reducing time spent between a customer complaint and assessing land ownership ■ Centralisation of management information requests from schools ■ Booking process for the Advanced Skills Teachers Programme ■ Art Centre Bookings ■ HITS - Movers & Leavers ■ Home care invoice error removal ■ Planning applications 	<p>Improved customer and outcome focus. Harrow's approach is to work with partners while at the same time developing in-house capacity. One outcome of this is that an improved understanding of the link between costs and performance and skills in identifying efficiencies are retained within the organisation.</p>	<p>The outcome to date is the increase in in-house capability and delivery of ambitious business cases for change.</p> <p>The full outcomes of these processes are yet to be realised but the ambition is to match the success of the pilot and continue to improve services while radically reducing costs.</p>	<p>UoR Lean Projects report Feb 2010.</p>

Making efficiencies			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Harrow, like all local authorities, is required to deliver significant year on year savings. At the same time the organisation continues to improve the quality of service provision and deliver improved value for money for its residents. For 2009-10 projected savings are £5.8m, and it has been vital to continue to develop our understanding of costs and cost drivers to achieve the necessary efficiencies without adversely impacting on services. (ref to 1.1)	This is being achieved through improved planning, strong accountability, especially Improvement Boards, robust financial control and monitoring and a culture of performance improvement.	As we approach the year end, Harrow is on track to deliver these savings targets and also expects to deliver significant performance improvements across the authority. Due to success in the drive towards greater efficiency, a zero percent increase in Council Tax has been set for 2010-11, whilst still enabling investment in Council priority areas.	Latest Cabinet Finance Report with projections Q3 IB reports with performance projections.
Improving value for money is an important element of Harrow's Better Deal for Residents programme. This programme was launched during 2010 and includes a major cross council efficiency review (CCER), which involves detailed data analysis, to understand unit and transactional costs but with a focus on cross cutting functions rather than the traditional approach of reviewing individual services. The work has identified the number of people and total resources involved in different functions and tasks, and is identifying significant	This represents good progress on an ambitious programme which will deliver sustainable efficiencies across the organisation	Transformation of the council to a leaner, more efficient and customer-focused organisation is well underway. Harrow is a front runner in responding to this challenge for local authorities to transform the way they deliver services.	XCER reports to Programme Board Minutes of Programme Board 22/12/09

<p>potential efficiencies.</p> <p>Strategic business cases (SBCs) have been prepared for 9 areas of cross council working:</p> <ul style="list-style-type: none"> ■ Customer contact ■ Assess and Decide ■ Gen Admin/Business Support ■ Procurement ■ Workforce Deployment ■ Performance Management ■ Spans of Control ■ Flexible/mobile working ■ Strategy & Policy <p>The SBCs were considered at Programme Board on 22nd December and the Council has now agreed the working arrangements with its main partners PricewaterhouseCoopers and Capita for taking forward the outline business cases on specific areas.</p>			

1.3 Financial Reporting			Self score: 3
Financial monitoring and forecasting			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Improvement in MTFS planning process through Challenge Panels – information based on performance in year, full year effects and expected changes Relies upon complete and accurate reporting in year to ensure MTFS is robust going forward.	More effective decision making. Evidence based decisions. More effective allocation of scarce resources.	Robust MTFS. Transparency. Safeguarding of services.	Monitoring Reports. Improvement Board papers. MTFS.
Using fit-for-purpose financial reports to monitor performance and support strategic decision making			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Increase in compliance and robustness of monitoring and reporting. Forecasting Protocol. Better debt management	More accurate forecasting produces better management decision making at operational and strategic level	Able to allocate scarce resources more effectively, e.g. resources allocated to be carried forward for free social care from 2010 (date tbc by government)	Monitoring Reports Forecasting Protocol Revised Fin Regs.

Preparation of accounts			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Improvement in completion and accuracy	No significant issues arising	Public assets are safeguarded – and properly accounted for. Money spent as intended , services safeguarded, reassurance.	Statement of Accounts Auditors Report
Publishing reports			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Improvements to Council Tax leaflet and A-Z, including mid year publication and section on fees and charges.	Stakeholders better informed and their views are invited – giving them a say in what we publish and how we do it.	Increase in transparency, understanding, ownership and satisfaction	Council Tax and A-Z Annual report
VFM booklet “Your Money” to households, targeted by perception of VFM, with information on environmental and social impact		Improved information about the Council and hence transparency.	“Your Money” booklet

2. Governing the Business	Self score: 3
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2.1 Commissioning & Procurement	Self score: 2
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Clear vision of expected outcomes			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
<p>Market intelligence work undertaken to further our understanding of clients' requirements to support the continued roll out of personalised budgets includes:</p> <ul style="list-style-type: none"> • Refresh of Joint Strategic Needs Assessment • DEMOS Project research on the needs and aspirations of individuals from BME communities • In control evaluation of Personal Budget pilot in Harrow 	<p>Updated analysis of local need to provide meaningful data to support the commissioning strategy</p>	<p>Will provide the basis for commissioning strategy to support personalised budgets</p>	
<p>Integrated Commissioning Strategy Updated (Health)</p>	<p>Action Plan published Joint Mental Health Commissioner appointed – coordination of commissioning for mental health across Council and NHS Harrow.</p>		<p>ICS Action Plan</p>

Detailed needs assessment of people with a learning disability completed	Analysis of GP Annual Health Checks (to be completed by July 2010)	Numbers of adults with a learning disability having a health check. Improved health outcomes.	NHS Harrow (to follow)
Extensive involvement in Commissioning			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Review of Section 75 Agreement with Central & North West London Foundation NHS Trust under way	Involvement of service users, carers and stakeholder in review and re-commissioning of mental health services delivered through S75 agreement.	Improved care pathways for service users.	Available April 2010
Improvement through service redesign			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Implementation of retail model for community equipment	Service users issued with prescription for simple aids to daily living (under £100) – reduced process costs	Improved choice and control for individual service users	Go-live 15 March for first teams
Total place re-ablement project	Providers have signed up to provision of re-ablement Training has been given to providers and staff	Clients receive intensive support for an initial 6 week period leading to reduced levels of support going forward	

Soft launch of Shop 4 Support with 10 providers	IT platform in place to provide access to provision for clients with personal budgets	Improved choice and control for service users	
Richards Close Project – From Sheltered Housing to supported living	Tender process to extra support care Partnership working with Harrow Churches	The outcome of this tender will meet Personalisation and Choice agenda. And will increase Customer satisfaction	
HIV – supported Housing. The Council receives a grant from Department of Health. The Council in partnership with housing association buy properties adapt them for our HIV service users to elevate the demand on housing services. A competitive tender process was planned and an open dialogue meeting was convened to encourage Registered Social Landlords (RSLs) and equivalent suppliers, to understand barriers faced by the market. It was evident that the market is very restricted and to avoid monopoly and supplier dependency the council is looking to explore alternative options such as bringing it in house.	Market analysis – open dialogue meeting with RSLs. Options Explored	Meets the personalisation and choice agenda. As properties are specifically adapted to service users needs they promote high degree of customer satisfaction.	HIV housing project brief HIV housing project presentation HIV housing project procurement presentation

Understanding the supply market			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
<p>Development of a more flexible, responsive market by Supporting People includes:</p> <ul style="list-style-type: none"> • Commissioned housing related Somali support service as a result of work of the InterAgency Taskforce • Commissioned additional generic floating support because previous commissioning around client groups did not meet the requirements of some clients • Supported lodgings service commissioned through YMCA to enhance options for young people • Commissioned preventative services for people with early onset dementia who are outside FACS criteria from Notting Hill Housing Trust • Commissioned Age Concern and Harrow Churches to undertake loft clearance to improve access to insulation via warm front grants 	<p>Ensure supply of services to meet individual needs of people who require support through a range of providers.</p> <p>Development of sustainable, varied and responsive market.</p>	<p>Services more closely matched with users' requirements</p>	

Development of Market Management Strategy	Ensure supply of services to individual choice to people who require support	Increased choice and control for personal budget holders	In Control evaluation
CRILL ¹ (homecare) (the proportion of homecare clients in good/excellent provision as assessed by CQC) We have worked with providers of block contracts to refocus on the expected outcomes (e.g. as measured by the Age Concern Satisfaction Survey).	Block contract providers both now at a good standard.	Percentage of placements in good/excellent providers has increased Improved quality of care for service users	CRILL 2009
Procurement convene open dialogue forums prior to tender process with the market to understand barriers faced and work towards mitigating them. For example the council is going through a competitive tender process procuring Occupational Therapy tender OT assessments and advisory service.	Inform supplier market of the tender processes and service brief. Define specification and barriers and reservations understood and removed.	Understand the market. Compliance with competitive principles Improved service performance to achieve high level customer satisfaction Meet council's corporate priorities	Occupational Therapy assessments and follow-ups: - project brief - presentation - tender presentation - Q&A
Meet the Buyer events -Procurement training was convened for social enterprises, voluntary organisations and small to medium organisations	Understanding the barriers and offering support to market	Better procured socially responsible services	Winning Contracts 1 presentation Meet the Buyer training presentation

¹ Capturing Regulatory Information at the Local Level

Evaluation of procurement options			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
WLA joint procurement unit Framework tender for Residential/Nursing care and Homecare	Reduced costs of provision Shift from current block contracts to a more flexible model	Placements in good/excellent providers all of which have to be at least 2* (see CRILL above)	Tender documentation Results to be known by April
Cabinet approved the new procurement strategy	Offers a strategic direction on category management and supplier chain management. Embeds sustainability.	Meets the corporate priorities and the sustainability agenda	Corporate Procurement Strategy 2009-12 Minutes, Cabinet 12 Nov 09
Cabinet approved Revised Contract procedure rules	Better compliance	Achieve value for money by complying with Contract Procedure Rules and principles of competitive tendering.	Contract Procedure Rules July 2009
Embed Shop Local	Internal communications established, e.g. through Managers' forum. Reviewed templates and posted toolkit on intranet for managers. Business Directory available on the intranet	Meet the recommendations of the Glover report Accelerating the SME Economic Engine (2008) ²	Shop Local Guide to Managers [& AN Other evidence]
The council achieved Green Procurement code Bronze medal	An audit run by independent auditors from London Mayor's Green procurement code	Meets the sustainability targets	Bronze Award certificate ---?

² As part of the 2008 Budget, Government asked Anne Glover to lead a committee to examine what the Government could do to make it easier for Small and Medium Sized Enterprises (SMEs) to supply the public sector and to examine the practicality of setting an aspirational target for SMEs to win 30% of public sector business within the next five years. The Committee's report **Accelerating the SME Economic Engine** was published in December 2008 alongside the Pre-Budget Report and contained **12 key recommendations** for Government and the wider public sector.

			Email from londonremade.com 5/11/09
Joint work with West London Alliance 6 LA shared spend data, analysed and identified saving opportunities which generated a business plan. Three work streams to be progressed 1) Joint forward plan 2) Joint Negotiations with common suppliers 3) Joint review on financial services and environment services	Spend data was collated and analysed	Value for Money and Joint partnership working. Savings identified will be released to use for other services to meet Council's corporate priorities and therefore the residents.	Report – analysis of WLA controlled exp 22 Jan 10 WLA Procurement Group 2009-12 Business Plan presentation 2009-12 WLA Procurement Group update Jan '10.
Our Corporate contracts were offered to the voluntary sector For example Office Depot.	Voluntary sector make savings by accessing corporate deals	Meeting the objectives of the Third Sector Strategy	
Reviewing service competitiveness and achieving value for money and wider objectives			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
In-sourcing of 8 residential units Brought some of provision back in house to review go out to tender in future	Reduced costs of service - £480k saving 2010/11 Facilitates transformation	Improved quality of life	MTFS
WLA Joint Procurement Unit - Common approach to annual uplift - Price equalisation project	Reduced costs Cost for use of same provider equalised across different boroughs Reduced costs of high cost	Improved price and quality	Results known post April OLM summary

- Pricing Tool	placements Efficiencies in procurement and back office costs Joint monitoring Accreditation process for providers not on the framework will allow new providers to be introduced		
Procurement have implemented the Bravo E-tendering solution	Clear audit trail, Paper less process, increase capacity and a seamless process	Increased capacity clear audit trail minimise legal costs through minimal challenges.	Scope, benefits & options - e-tendering
Identifying savings through supplier rationalising. Under Directorate supporting service departments with their supplier list	Tender Project plan in consultation with council departments reviewing their suppliers	Achieve savings - Quick Wins project – £500,000 Projected savings for 2010/11 £100,000	Procurement plan – Public Realm
Effective contract management of Temporary staff procurement has identified savings	Reviewed and renegotiated contracts and reduced supplier mark ups	Savings of £200,000 identified through corporate contracts	Presentation to CLG, internal communication
Effective contract management on our Office Depot contract to achieve soft savings and cashable savings	Through contract management – we have restricted all low value orders and introduced deliveries three times a week instead of every day. Also managed business compliance with contracted items.	Cashable savings, non cashable savings and cost avoidance.	Contract management report
Competitive Tender process followed for a contractor for major works	In compliance with the EU Regulations a restricted procedure.	The contract embedded sustainability within the contract. Meets the council priorities	Contract documentation

2.2 Use of Information			Self score: 3
Produces relevant and reliable data and works with partners to secure data quality			
What has been done	Process outcomes	Outcomes for the service/ customer/resident	Supporting evidence (ref to document)
We have continued our programme of data quality activities, monitoring and formally reporting data quality indicators to Improvement Boards, working with data champions and holding data days.	Can be evidenced through improvements in data quality as reported to Improvement Boards.	The outcomes of these initiatives, evidenced in the case studies we can provide, include an improved service to the customer, safeguarding for vulnerable people and financial efficiencies. OFSTED particularly commended the regular audit of case files in Children's Services following their recent unannounced inspection.	Case studies from the Benefits service, Adults' Services, Children's Services, School Admissions
We have carried out a review of the processes for collection and collation of all Council-led National Indicators and, taking a risk based approach, worked with data and metric owners to improve their processes. A procedure for end-of-year self-assessment and validation, based on five dimensions of data quality ³ , is being implemented; details will be added to our NI "directory" and published on the intranet in March 2010.	Self assessment returns indicate good awareness of data quality issues throughout the Council	As above	Self assessment proformas

³ The sixth dimension "relevance" was not included in the self assessment as it applied to National Indicators

<p>We have undertaken validation checks with partner agencies on LAA indicators and worked with one partner to help improve their processes. Data quality issues are reported quarterly to the Harrow Chief Executives' Group⁴ performance morning. Members of the JAG⁵ have met to share and understand details of data quality and validation procedures in their organisations.</p>	<p>Greater understanding of data quality issues across the Harrow Strategic Partnership</p>	<p>As above</p>	<p>HCE performance morning report</p>
<p>Provides information which supports the decision making process</p>			
<p><i>What has been done</i></p>	<p><i>Process outcomes</i></p>	<p><i>Outcomes for the service/customer/resident</i></p>	<p><i>Supporting evidence (ref to document)</i></p>
<p>Updated planning guidance and new templates for service and budget planning were available in Summer 2009 to support a series of joint Finance and Performance Challenge Panels which were held with each Directorate in October. A range of supporting information was drawn together and made available to managers via a dedicated section "signposts" on the intranet. This included strategy</p>	<p>The number of hits on the intranet site evidences that this was well used.</p> <p>Informal feedback suggest that this was well received and a more formal evaluation will be undertaken in April 2010 prior to planning for 2011/12 – 2013/14</p>	<p>Integrated finance and performance service planning leading to better decision making.</p> <p>Investment in priority areas.</p> <p>Savings delivered with minimum impact on services and performance.</p>	<p>"Myplanbudget" and "signposts" section on intranet</p>

⁴ The Harrow Chief Executive Group is a sub group of the Harrow Strategic Partnership and consists of six chief executives from the Primary Care Trust, the North West London Hospital Trust, Harrow Police, Harrow Council, Harrow in Business and the Harrow Association of the Voluntary Sector. The Area Manager of Jobcentre Plus also attends

⁵ Joint Analysis Group – a group of data analysts from partner agencies

documentation, demographics and deprivation, customer surveys and segmentation, vfm analyses.		Reference KLOE 1.1 and 1.2	
<p>Harrow's bespoke Experian customer segmentation analysis was completed and the resulting segment profiles made available throughout the Council and to partner agencies.</p> <p>In a second phase of the analysis, additional datasets including Police and PCT datasets are being added to the model to enrich the segment profiles.</p> <p>Additional partner datasets⁶ have also been added to the updated Harrow Vitality profiles which will be published in March 2010.</p>	<p>Ways in which the segment profiles and the underlying household level datasets have been used include:</p> <ul style="list-style-type: none"> • Redesign of "Harrow People" magazine • A "How your money is spent" guide targeted to residents that report being less satisfied with Council services • A campaign on how residents can influence local decision making • Vitality Views health and well-being magazine for older residents • "That magazine" for young people • Community Connects - a year long programme of activity designed to increase community cohesion in Harrow • Service delivery plans for some Children's Centres • Location planning for customer service points • Development of the Council's Core Strategy (LDF) 	<p>Our Reputation Tracker shows steady improvement in customer satisfaction. The interim place survey shows that the number of residents who feel well informed about the Council has risen from 31% to 38%.</p> <p>Services delivered from some of our Children's Centres have been tailored to meet the preferences of the local community</p> <p>Forward planning has been carried out to understand potential of Council and partner sites for service locations. This includes, for example, walk times to various sites linked to Experian data.</p>	<p>Reputation tracker</p>

⁶ Now over 80 datasets

<p>Shared data is the starting point for decision making in the multi agency forum for tackling crime and disorder (JATCG)⁷ ASB problems that are relatively persistent or serious are also brought to the Group.</p>	<p>How data is used in the JATCG:</p> <ul style="list-style-type: none"> • Each meeting begins with an analysis of performance data; • Particular problems are presented to the meeting having been analysed previously using a wide variety of hard and soft data; • The analysis is used to inform discussion around solving or managing a problem; • After this discussion specific actions are agreed; these can range from further research to Weeks of Action; • Post event surveys are used to collect residents' views; • The effectiveness of interventions are evaluated at later meetings with further more detailed analysis of the impact of the intervention undertaken if necessary. 	<p>The outcomes of the resulting actions include:</p> <ul style="list-style-type: none"> • Improvement in residents' perceptions between the 2008 and 2009 Place Surveys in six of the seven ASB indicators Harrow has the second lowest crime of London's 33 boroughs; • Improvements in all street cleanliness indicators (NI195); • Evidence that the JATCG has played a role in solving or reducing problems (see presentation) 	<p>Case study The Use of Data in Safer Harrow</p> <p>Presentation on Joint Intelligence work presents outcomes</p>
<p>Research commissioned by the Council and undertaken by the Somali community itself led to a development programme which was awarded the Community Development Award. The judges of this award described the</p>	<p>The action plan was developed under five headings these were</p> <ul style="list-style-type: none"> • Raising awareness amongst front-line staff, challenging stereotypes and joint working; • Capacity Building; 	<p>The resulting action plan had the following outcomes:</p> <ul style="list-style-type: none"> • Service providers have a greater understanding of the Somali Community; • Increased confidence and 	<p>Community Partnership Awards 2010 submission</p>

⁷ Joint Agency Tasking and Coordination Group

<p>initiative as an “extraordinary achievement”.</p>	<ul style="list-style-type: none"> • Improving ethnicity monitoring and data collection; • Improving the quality of life for the Somali Community; • Developing services for young people 	<p>capacity within the Somali community evidenced by, for example, their representation on strategic forums;</p> <ul style="list-style-type: none"> • Improved more detailed ethnic monitoring and data collection; • Projects to Improving the quality of life for the Somali Community; • Engagement of young people in projects with the Police. 	
<p>Data sharing with partner agencies has included analyses to inform projects in the Council’s Better Deal for Residents Programme including an analysis of families with complex needs and an analysis of older people’s needs for reablement.</p>	<p>The first stage of the re-ablement work is underway with 2 homecare re-ablement providers commissioned and staff undergoing training.</p>	<p>This work is part of the Council’s Better Deal for Residents programme which is at an early stage in terms of outcomes</p>	
<p>Consultation with residents, service users and staff continues to be a strength</p>	<p>The Council has purchased and implemented Consultation Finder software to record the results of consultation exercises, make them available to the public and other services wishing to undertake consultation and help with survey design by showing data that has already been collected.</p>	<p>CSCI commended Adults’ Services’ positive engagement with clients through forums, surveys and the LINK.</p> <p>The results of consultation inform the development, design and delivery of services.</p>	

	The Council commissioned an update of the Place Survey in 2009 to ensure continuity in the interim between the mandatory two-yearly survey. The resulting data is being added to the Council's Management Information system to inform service planning. Reputation Tracker surveys were also instituted, to provide more frequent monitoring of key perceptions.		
	The Council commissioned a staff survey in 2009. The staff survey was carried out by the Work Foundation in 2009 and was compared with a 2008 survey and benchmarked against other organisations	See KLOE 3.3	
	MORI data was used to target activities for the Community Connects programme – a year-long programme of activity designed to increase the perception of community cohesion in Harrow		Action plan for Community Connects
Ensures data security and compliance with statutory requirements			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
We have continued to make good progress in raising the awareness of all staff about information security and our	All laptops, tablet PCs and memory sticks are now encrypted. Computer based training on information security	We have had only 6 reported incidents since April 2009.	

<p>campaign continues e.g. with lunchtime “spot checks”</p>	<p>is being rolled out throughout the Council and is mandatory for all employees. Information security forms part of induction training for managers.</p>		
<p>Considerable progress has been made in incorporating good practice standards in information security into policies and procedures and these are monitored regularly by the Information Governance Board. An analysis has been undertaken to ensure that the Council’s policies and guidelines reflect ISO27001 standards (where applicable and beneficial to the Council and where not already implemented as part of the code of connection).</p>	<p>The Council is compliant with the Code of Connection requirements.</p>	<p>Secure framework and systems in place to ensure safe sharing of citizen/resident data.</p>	
<p>Disaster Recovery arrangements are now in place for priority 1 (recovery in 48 hours) staff and MI systems.</p>	<p>The offsite Disaster Recovery site will accommodate 150 priority 1 staff with a further 128 staff provided with smart telephone access. Two major Business Continuity exercises have been conducted - a telephone cascade to all staff (with a success rate of 90% contact in the allotted time) and an exercise for all Corporate and Divisional Directors.</p>	<p>Confidence that the Council’s key business processes can be in place within 48 hours of a major incident.</p> <p>The prolonged bad weather over the winter was a successful test of our Business Continuity plans as Council business including the waste fleets and libraries remained in operation</p>	

Monitors performance against priorities			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
We continue to drive actions on performance and financial challenges	We continue to review and improve our Performance Management Framework. Performance is monitored through our quarterly Improvement Boards; a subsequent exception report to CSB ⁸ identifies actions around challenges that require or will be enhanced by corporate/cross Directorate working. Our balanced scorecard approach includes consideration of customer service standards, performance, finance, vfm, workforce and risk. Benchmarking data is available via our membership of the PWC benchmarking club, service specific benchmarking clubs, and from government sources (e.g. CLG Hub) and is widely used in target setting.	<p>Improved quality of services and value for money</p> <p>Access Harrow benchmarking against London shows that in January Harrow was rated top in technical knowledge, top in overall satisfaction for a number of services, and second in customer service.</p>	<p>The Council continues to demonstrate significant improvements in performance as evidenced by its CAA organisation assessment of Improving Well, and its ratings from CSCI and OFSTED of Performing Well.</p> <p>PWC benchmarking for 2008/9 shows that the Council retained its 2007/8 position of 6th best performing in London, based on the new set of national</p>

⁸ Corporate Strategic Board

			<p>indicators.</p> <p>The Council has also reached the final of the LGC's Most Improved Council of the Year award. We have also entered the MJ Best Achieving Council award, in which we were runners up last year.</p>
<p>We have improved the format of our quarterly report to Cabinet to make it more accessible as a public document. Through monitoring and support we have improved the quality of the performance section of Cabinet reports.</p>	<p>Improved communications with the public</p> <p>Better quality performance information for Cabinet decision making</p>	<p>Residents and service users more able to understand Council priorities and assess progress against priorities</p> <p>Quarterly Strategic Performance Report was reviewed positively by IDeA.</p> <p>Reputation Tracker information on how well informed residents feel about vision and priorities</p>	<p>Examples of performance sections in Cabinet reports.</p> <p>IDeA PSPSP baseline report</p> <p>Reputation Tracker reports</p>
<p>At a Directorate level, weekly and monthly performance monitoring is used routinely to drive improvement.</p>	<p>In Adults' Services a weekly monitoring report is used as the basis for a weekly performance meeting;</p> <p>In Children's Services weekly and</p>	<p>Improved ratings from CSCI and OFSTED and improvements in a range of indicators</p>	<p>A case study from Children's services shows how performance data, staff survey,</p>

	<p>monthly monitoring are prepared.</p> <p>An important feature of the processes in both these services is the close working relationship between the service providers and the performance officers.</p>		<p>staff absence data and case study audits lead are used to achieve improved safeguarding for children.</p>
<p>Innovative approaches to the use of data and analysis for driving up performance and customer satisfaction include the location of GPS technology in refuse trucks to provide real-time information to customers.</p>	<p>This initiative combined GPS, mobile working, route planning and CRM technologies to create a new end-to-end waste management system. Real-time data flows from the refuse trucks into Access Harrow to enable customer queries to be answered immediately.</p>	<p>Residents are experiencing an improved service and residents' awareness of recycling has been raised.</p>	<p>This initiative was awarded an E-Government award (joint first in the category E-governance excellence: Innovation in strategy at a local level)</p>
<p>The Council is using Lean techniques to improve its services in a number of areas and is currently training in-house Lean techniques used in Housing Repairs brought together front line staff and managers to analyse the nature of demand, capacity, flow and waste across all aspects of the Housing Response Repairs service, and so create a data-driven priority list of improvement opportunities and a first cut improvement plan.</p>	<p>Process outcomes in Housing Repairs included:</p> <ul style="list-style-type: none"> • Removing delays from responsive repairs arising from variation order process and the financial control process in general • Developing an improved model of customer satisfaction monitoring 	<p>The outcomes of the Housing Repairs project are improved:</p> <ul style="list-style-type: none"> • Customer satisfaction • Financial control and invoice management • Staff satisfaction and development • Partnership working <p>Reference KLOE 1.2</p>	<p>Summary of Housing Responsive Repairs achievements and new process design for Project Board 24.09.09 and information for the Performance and Finance Scrutiny Sub-Committee</p>

<p>A performance management cycle has been adopted by the Harrow Strategic Partnership which is aligned with that of the Council</p>	<p>The partnership performance management framework includes quarterly reporting to the Harrow Chief Executives' Group from the HSP Management Groups on performance achievements and challenges.</p>	<p>Harrow Chief Executives actively monitors performance against LAA targets, progress in addressing issues raised in the CAA report, and against the HCE's 5 priorities. Where necessary, remedial action plans and baseline reports are commissioned to ensure satisfactory progress is made.</p>	<p>HCE Performance Morning report</p>
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2.3 Good Governance			Self score: 3
Principles of good governance			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
All Member training records held centrally on the Modern.Gov software.	Allows for all information to be accessed easily and efficiently. The software also allows for reports to be generated relating to individual Members and training events.	Transparency in the training provided to Members and their attendance. Allows the Council to plan, refine and review Member training based on their attendance.	Modern.gov training records (to follow)
Gifts and Hospitality Protocol established and agreed by the Council.	Clear protocol / document to assist Members in determining whether appropriate to accept gifts or hospitality and the need to register such gifts/hospitality as appropriate.	Ensures that the Code of Conduct is adhered to. Promotes confidence in and the integrity of Members. Provides transparency in decision making made by Members and the Council generally.	Report to Standards Committee.
Revised Access to Information Protocol agreed by the Council.	Supports compliance with data protection and other legislation. Provides a clear and transparent process for Members to be provided	Ensures that information is not unduly withheld from Members in the performance of their role in acting on behalf of the public.	Report to Standards Committee

	with information.	Provides a clear and transparent protocol.	
Purpose and vision			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Comprehensive Member Induction Programme arranged for the new administration in May 2010.	Ensures that Members are aware of the statutory framework within which they operate. Provides a wide coverage of issues relevant to Members and their role including issues relating to ethics and the Code of Conduct.	Promotes confidence in and the integrity of Members. Ensures that good decisions are made by Members and promotes confidence in decision making by the Council.	Member Induction Programme (to follow)
Ethical Governance Action Plan compiled.	Ensures that ethical governance arrangements within the Council are of the highest standards in comparison with best practice and the requirements suggested by the Audit Commission.	Contributes towards promoting integrity, accountability and demonstrated by the Council.	Action Plan (To follow)
Successful Outcomes received as part of the Ethical Governance Review (<i>Please refer to section below on the Ethical Governance Review</i>).			

Ethical framework and culture			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Ethical Governance Review completed by the Audit Commission.	<p>The Ethical Governance Review contributed towards achieving the requirements in Key Line of Enquiry 2.3.</p> <p>The review provided a number of successful outcomes identified by the Audit Commission in their findings. These included:</p> <ul style="list-style-type: none"> • Members generally abided by the Code of Conduct. • There was no evidence that Council resources were used inappropriately. • Members generally listened to officer advice. • Members and officers worked towards common goals. • Members and officers generally trusted each other. • The Chief Executive and Leader were seen as role models of ethical behaviour within the Council. • The voluntary sector was positive about the Council's 	<p>Contributes towards promoting integrity, accountability and legitimacy demonstrated by the Council.</p> <p>High ethical standards are important for local authorities to develop their community leadership role and improving services to the Community.</p> <p>High ethical standards also contribute towards partnership arrangements especially where these are complex.</p>	Ethical Governance Review Project Plan.

	<p>ethical standards.</p> <ul style="list-style-type: none"> • Service users were treated fairly. • There was clarity about the role of Members and officers. • Resident complaints were handled efficiently. 		
Partnership governance			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Restructure the Strategic Partnership to provide a clearer distinction between strategic and operational decision-making	The Harrow Chief Executives' group, established in October 2008, has taken on managing performance and dealing with the consequences of high profile issues such as mitigating the impact of the recession and developing a partnership response to the deteriorating prospects for future public expenditure. At the same time, the Partnership Board has a clearer view of its role in relation to strategic direction.	There is improved performance management and a better operational response to high profile issues including: <ul style="list-style-type: none"> • Mitigating the impact of the recession • Climate Change • Public Health • Community Cohesion, and • The Better Deal for Residents programme which have been made priorities and where the Chief Executives' Group's championing of issues ensures that they are prioritised throughout partnership organisations. The strategic focus of the Partnership Board helped to secure an improved Sustainable Community Strategy.	HCE agendas/notes Performance reports Sustainable Community Strategy

<p>Responding to the new governance structure, a Partnership development programme has been approved to ensure that the best outcomes are achieved from the revised arrangements.</p>	<p>Based on research undertaken by Shared Intelligence, a development programme based around six common success factors for partnerships across the country.</p>	<p>The Partnership is taking advantage of the opportunities provided by its new structure to improve the quality of governance through improving Prioritisation; Communications; further improvement to structures, named officers overseeing performance, performance management and development days.</p>	<p>Shared Intelligence report and HCE reports September and November 2009</p>
<p>The Compact between the Partnership's Statutory agencies and the voluntary and community sector has been reviewed and refreshed.</p>	<p>Following an awarding winning scrutiny study of how to improve the relationship with the voluntary and community sector, the Compact was reviewed and refreshed through a working group comprising Council and community sector representatives, consultation with the sector and approval by the partnership Board.</p>	<p>The refresh process gave the Compact some added publicity and the new text removes areas capable of conflicting interpretation to ensure that the intentions, obligations and expectations are clear.</p> <p>Work is underway with the Commission for the Compact to publicise the Compact more successfully locally to targeted groups of officers from partners, to establish Compact Champions, establish reciprocal stage 2 dispute resolution arrangements with neighbouring partnerships and establish a dedicated Compact Organisation to own the Compact, publicise it and support it.</p>	<p>Refreshed Compact</p> <p>Scrutiny Review</p>

A review of risk management is underway	Management Groups have been engaged in reviewing risks and their arrangements for mitigating and managing them.	This is leading to increased confidence that risks associated with Partnership working are mitigated and managed.	Risk presentation to Management Groups

2.4 Risk Management			Self score: 3
Risk management			
What has been done	Process outcomes	Outcomes for the service/ customer/resident	Supporting evidence (ref to document)
The Risk Management Strategy & Policy (the Strategy) is reviewed annually and guidance/forms on the intranet. Strategic, corporate operational and directorate, partnership and project risk registers are in place, linked to Corporate Priorities and directorate objectives, and regularly updated and reported to the appropriate boards.	A Risk Management Strategy and Policy that is fit for purpose and aligns with risk management best practice.	Minimising risks of service failure and financial loss that might ultimately affect the service user or resident	(Comprehensive list available)
The Corporate Risk Steering Group (CRSG): <ul style="list-style-type: none"> • provides challenge and scrutiny of strategic and corporate operational risks. • is responsible for Council's risk management awareness training. Induction for Members, Managers, GARM⁹ and staff includes risk management information. Risk Champions are provided 1-to-1s and CRSG is used to share information.	As above	As above	

⁹ Governance, Audit and Risk Management Committee

<p>The Finance Portfolio Holder is the Leader of the Council and this includes risk management. The Strategy identifies specific risk management responsibilities.</p>	<p>As above</p>	<p>As above</p>	<p>a/a</p>
<p>The Corporate Governance Working Group reviews the risk management assurance testing criteria and provides an update against the Annual Governance Statement assessment criteria.</p>	<p>As above</p>	<p>As above</p>	
<p>Risk registers for Harrow Strategic Partnership are being developed for Management Groups and will be provided to Harrow Chief Executives' group in May 2010. A joint strategic HSP risk register will be developed by August 2010.</p> <p>A risk register for the new Apollo contract mobilisation period is being developed and a risk workshop is planned.</p> <p>All other strategic commercial partnerships are covered by risk registers which are regularly reviewed.</p>	<p>As above, with particular reference to key partnerships</p>	<p>As above, with particular reference to key partnerships</p>	
<p>Reputation damage is a strategic risk and communication and contingency plans are in place to respond to incidents resulting in reputation risk.</p>	<p>The Council's actions are correctly and fairly represented in the media</p>	<p>Customer confidence is maintained</p>	

A Programme Management Office is in place for the Better Deal for Residents programme to support the Programme Board and ensure robust risk management processes.	Ensures that risks relating to this programme and the far-reaching changes it may produce are properly identified and addressed.	Risks relating to future delivery of services to the public are minimised.	
A 12 borough consortium including Harrow has obtained insurance cost savings. The package includes specific risk management support to individual boroughs.		£250K insurance cost savings to Harrow alone in 2010/11.	
Standard claim/accident report forms and insurance certificates on the intranet.	Ensure robust and consistent handling of claims	Insurance figures show an overall decrease in claims and payments.	2008/09 and 2009/10 Insurance Summary Report by Policy Type.
Counter-fraud and corruption arrangements			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
The Corporate Anti Fraud Policy outlines the corporate governance framework, which underpins the Council's activities to protect against fraud and corruption. Fraud matters are reported frequently to GARM and the Corporate Anti-Fraud Team continues to work with internal and commercial partners in the event of fraud. Successful prosecutions are publicised in local/national media. Work is progressing on the development of a fraud awareness e-learning tool for its	Proactive annual programme of fraud drives on areas of the authority identifies at potential risk to fraud Assurance that Harrow has fraud threats under control and has a current robust framework in place to deal with fraud on an ongoing basis. Raising fraud awareness and education encourages 'whistleblowing' and employees to report fraud in their service areas.	Delivery of 50+ benefit fraud sanctions against customers committing fraud against the authority including 14 successful prosecutions Identified £160,000 worth of fraud and error overpayments in the NFI 2008/09 exercise Corporate Anti-Fraud Team activity on education 'address	Reviewed Corporate Fraud Policy, and new Corporate Money Laundering policy launched Website outcomes/external audit and Audit Commission monitoring.

planned implementation in Q2 2010/11.		fraud' prompted a government report on the extent of the problem and potential policy/legislation change.	Government report published 11/03/10 Corporate Induction 'tackling fraud' presentation
System of internal control			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Business continuity 37 business continuity plans are in place which represents all divisions across the council. During the year the corporate business continuity plan was completed and was approved by Cabinet in January 2010. A successful business continuity telephone cascade test was carried out in November 2009 out of hours, involving all staff. BC training is included in induction training and training for Members has been carried out. A full business continuity exercise is being carried out across divisional directorates in February 2010 which includes utilising the Council's newly secured emergency recovery location. Partners' disaster recovery plans were also tested.	Assurance that Council and partners' plans are appropriate and effective	Assurance to residents that key services will continue in the event of normal business being disrupted	(Comprehensive list available)

<p>Emergency planning The major incident plans were again reviewed and updated during the year and the council participated in numerous London-wide multi agency exercises. Key work streams during the year involved highly successful responses to swine 'flu, pan-London gritting distribution, planning for two mass demonstrations in the borough and responding to the severe weather events.</p>	<p>Prepared for prompt and appropriate responses to emergency situations, co-ordinated with partners</p>	<p>Reducing the risks to residents from swine flu epidemic. Ensuring continued gritting of major roads during severe weather (acknowledged in media) Protecting the public and property from possible effects of two mass demonstrations in the Borough.</p>	<p>Best practice guidance as a result of the demonstrations</p>
<p>Audit Committee Governance, Audit and Risk Management Committee undertook a self-assessment of their effectiveness using the CIPFA guide on Audit Committees.</p>	<p>Action plan agreed for implementation</p>	<p>More effective audit committee</p>	<p>Self-assessment + action plan</p>
<p>Internal Audit Self-assessment against the CIPFA Code of Practice for Internal Audit</p>	<p>80% full compliance, 13% partial compliance, 7% non-compliance (nothing crucial) – action plan agreed.</p>	<p>Full compliance with CIPFA Code</p>	<p>Self-assessment + action plan</p>
<p>Audits of Core Financial Systems undertaken in accordance with plan agreed with External Auditors</p>	<p>Audit reports + Action plans + undated systems notes supported via walkthrough tests + self assessments</p>	<p>Improved control as a result of implemented recommendations</p>	<p>Audit reports + Action Plans + Updated System Notes + Self – assessments</p>
<p>IA review of National Indicators in progress</p>	<p>Audit report + Action plan</p>	<p>Improved process/controls</p>	<p>Audit report + Action Plan</p>

Annual Governance review process reviewed and updated to cover ethical governance issues (raised by Audit Commission review) + relevant UoR areas	Updated evidence table	More robust annual governance process	Evidence table + AGS

3. Managing Resources	Self score: 3
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3.2 Managing Assets	Self score: 3
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Strategic approach			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Establishment of a Place Shaping Directorate with broad remit across all groups providing services in Harrow. (Not just Council activities)	Structure agreed, post holders appointed and in place.	Clarity on “joined-up” planning processes and co-ordination with more effective longer term planning and structured opportunities for consultation and influencing.	Sep 09 P.Pt structure
Development of Draft Third Sector Strategy that incorporates overview and sharing of assets (which originates from recommendations of Scrutiny review into voluntary sector)	Strategy to become policy in mid 2010 and processes in place to facilitate ongoing consultation	Greater involvement and awareness of “property issues” leading to more effective use of corporate property	Third sector strategy draft to Cabinet Dec 2009
Property Strategy-Strategic aims and objectives” taken to Leadership group for consideration on 26 January 2010	Detailed strategy to be taken to Cabinet	A more refined business methodology based on Core and non Core assets and reflecting the council’s future operating model. Delivering VFM	Overarching Property Strategy
Over the last few months as part of the Better Deal for Residents Programme we have developed a project plan and identified various Project themes with	Selection of themes to take forward	Cost gains and revenue benefits	Better Deal for Residents project plan

<p>approx 100 projects across the work stream. The Workstream objectives are:</p> <p>Place Shaping Projects: Spatial development, inward investment, customer satisfaction</p> <p>Property Projects: HSP requirements, efficiency/quality/cost gains, revenue benefits</p>			
<p>Managing assets to provide value for money</p>			
<p><i>What has been done</i></p>	<p><i>Process outcomes</i></p>	<p><i>Outcomes for the service/customer/resident</i></p>	<p><i>Supporting evidence (ref to document)</i></p>
<p>Full up to date condition surveys of all corporate properties (including schools) to ensure maintenance requirements were current and prioritised in a structured way.</p>	<p>Accurate up to date prioritised, costed maintenance requirements and stock condition analysis available</p>	<p>Severely Restricted budgets used in the most effective way.</p>	<p>AMCAS and Maintenance spreadsheets</p>
<p>Development of web-enabled data base to give accurate up to date access to condition and drawings for all schools</p>	<p>Accurate information and drawings available "on-line".</p>	<p>More efficient access to comprehensive information for schools and those who need it.</p>	<p>AMCAS summary and web link</p>
<p>Draft £68m Disposals Programme for 2010-14. with identified "Quick wins" presented to Leadership group</p>	<p>Methodology for agreeing priorities and options for disposals agreed and in place.</p>	<p>A Maximisation of assets and Capital receipt whilst reducing back log maintenance and enabling service delivery. achieving MTFS.</p>	<p>Typical business case (e.g. new Civic Centre or Buckingham Road?)</p>
<p>Contributed to CIPFA benchmarking of corporate property against other councils</p>	<p>Harrow in the upper quartile for 75% of the areas assessed and benchmarked.</p>	<p>Allowed review of areas where improvements should be possible, leading to more efficient services for residents</p>	<p>2008-2009 CIPFA benchmarking data.</p>

Partnership and community working			
<i>What has been done</i>	<i>Process outcomes</i>	<i>Outcomes for the service/ customer/resident</i>	<i>Supporting evidence (ref to document)</i>
Development of Third Sector Strategy to include structured involvement on future property use consultation and involvement.	Third sector able to contribute to and be aware of property utilisation and disposals.	Greater opportunities for enhanced community involvement in a well understood and structured way.	Draft Third sector strategy document taken to Cabinet in December 2009
Establishment of formal meeting structure to discuss shared assets with PCTs, Police etc	Forms part of the "Total Space" activity looking at all the organisations working in Harrow.	Allows improved forward planning with potential for greater efficiencies opportunities for shared services and property requirements.	Formal meeting notes.
Process for utilisation of shared assets developed and taken forward with Cedars Youth and Community Centre	Wide consultation and many partners worked together to find mutually acceptable solution with full consideration of future operational costs etc.	Evidence of wide community involvement helped access to external grant funding to allow project to proceed.	Case study on Cedars Youth and Community Centre
Development of joint use Neighbourhood Resource Centres	Three NRCs completed and operational.	Extensive joined up facilities available to residents.	NRC summary document.
Encouraged tenants to put forward options for use of buildings being considered for disposal	Council worked with local residents to help to produce a viable business plan.	Property retained for community use.	Cedars Hall case study.

3.3 Workforce (full self-assessment)	Self score: 3
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Productive and skilled workforce	
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	Evidence
1. The 6 th best performing council in London, one of the fastest improving nationally and one of only ten councils nationwide to move up a rating under CAA (December 2009). The council has also been shortlisted as finalist for the ‘Most Improved Council’ in the Local Government Chronicle Awards 2010.	
2. We have adopted the Improvement & Development Agency’s Productivity model (e.g. workforce with the Right skills working in the Right way etc) in the Council’s Workforce Strategy – Strategy for People 2010 - 2012 to ensure that all activity on developing the workforce and the organisation is directed towards the council’s vision.	<ul style="list-style-type: none"> • Cabinet report 18 March 2010 • Strategy for People 2010 - 2012
<i>Performance appraisal and development</i>	
3. We simplified the Individual Performance and Development Scheme in January 2009 and require managers and employees to make an assessment of how well objectives have been achieved. Individual objectives and development plans are focussed on team and service objectives and on embedding the Council’s CREATE values. At December 2009, 81% of IPAD’s had been carried out in the period from 1 January 2009 to 31 December 2009. This percentage is consistent with the performance of other high performing London Boroughs (benchmarking data available). Random auditing is in place to improve this proportion and to identify where more focussed support is required for managers and staff.	<ul style="list-style-type: none"> • IPAD forms • Manager guide • Employee guide • FAQ’s

	Evidence
4. A Learning and Development Strategy and Planning Framework was introduced in 2009 to ensure L&D activities were aligned with and support Council priorities. The framework was used in developing Annual Directorate Learning and Development Plans which informed the development of the Council's Corporate Training programme.	<ul style="list-style-type: none"> • Learning & Development Planning Strategy • Learning & Development Planning Framework
5. The ' Modern Councillor ' member development programme, launched in September 2008, provides elected members with a range of development activities supported by e-learning resources. The programme also engages voluntary sector partners and led to the award of the Regional Employers' Member Development Charter in October 2009.	<ul style="list-style-type: none"> • Modern Councillor brochure 2008-09 • Modern Councillor programme 2009-10
6. Corporate Board Leadership development (7 members) was provided by the Leadership Centre for Local Government, which concluded in September 2009. This comprised individual and group coaching.	<ul style="list-style-type: none"> • A hard copy report is available on the outcomes of this exercise
7. Our wider Corporate Leadership Group (Chief Executive, Corporate Directors and Divisional Directors) have benefited from an individual coaching programme introduced in 2009. This was based on the outcomes of a 360 degree assessment tool which was designed around the Council's CREATE values. The Corporate Leadership Group has been extended to include senior Heads of Service and coaching is being offered to them also. The design of a 'masterclass' development programme for CLG is in hand for delivery in 2010.	<ul style="list-style-type: none"> • Behavioural Statements for 360 degree assessment tool • 360 degree appraisal and coaching evaluation summary • A hard copy report is available on the outcomes of this exercise • CLG 3 Feb 10 briefing on masterclass development programme

	Evidence
<p>8. Our Middle Management Development Foundation Programme, accredited by the Institute of Leadership and Management, was launched in October 2008. Delivered by our partner Capita, by July 2009, 220 managers (40% of whom were BAME) had been through the 7 module programme with 80% demonstrating satisfaction that it had met its objectives. We were successful at capturing £200,000 from Capital Ambition to support this capacity building. The Foundation Programme is being run again for new managers in 2010 and the next 'Practitioner' phase is currently in design also for roll out in 2010.</p>	<ul style="list-style-type: none"> • MDP Foundation prospectus • MDP Orientation • MDP Module 1-7 preparation, seminar and application and extension (1-6) materials (note that the extension activity for module 7 required managers to develop a business case – templates provided - for an improvement project) • Note that there are additional e-learning, reading and other materials accessible to managers through the intranet • Overall feedback summary
<p>9. In the Staff Survey 2009, the proportion of staff who stated that senior and middle management are effective had increased from 23% to 37%. Scores for visibility (42%), being in touch with views (34%) and confidence that senior managers are taking the right decisions for the Council's future (31%) are all above The Work Foundation benchmarks, i.e. the average scores for other public sector organisations.</p>	<ul style="list-style-type: none"> • The Work Foundation staff survey report December 2009
<p>10. Our Learning 4, NVQ based, programme was launched in 2008. At February 2010 over 400 staff have achieved their NVQ's in a wide range of disciplines. We are on track for a further 175 staff achieving their NVQ's by mid-2010. Through developing a strong partnership with local colleges, we were successful at capturing £800,000 funding from the Learning & Skills Council to support this programme. The Learning 4 programme has been extended to include development for First Line Managers, those working in Customer Service and in Community Development – the latter run in partnership with delegates from the PCT and Police.</p>	<ul style="list-style-type: none"> • Learning 4 description – MJ Awards submission, January 2009 • Learning 4 summary of progress, February 2010

	Evidence
11. In the Staff Survey 2009, 50% of staff agreed or strongly agreed with the statement that they had the opportunity for personal growth and development . This significantly exceeds The Work Foundation's benchmark for public sector organisations.	<ul style="list-style-type: none"> • See staff survey at 9
<i>Staff and management induction</i>	
12. We reviewed and relaunched our Corporate Staff Induction Programme in 2008 with satisfaction measures now averaging over 80%. The Chief Executive introduces each monthly session to provide visibility, explain his vision and to reinforce the message that staff are valued and their views are actively sought and welcomed.	<ul style="list-style-type: none"> • Corporate Course brochure • Staff Induction evaluation, September 2009 • Staff Induction evaluation, January 2010
13. We introduced a new 2 day Management Induction Programme , which all new managers are additionally required to attend. Satisfaction measures average over 90%. Again, the Chief Executive introduces each session to explain his vision and to reinforce his expectations of managers.	<ul style="list-style-type: none"> • Corporate Course brochure • Management Induction Feedback Sep 09 • Management Induction Feedback Dec 09
<i>Performance, Workforce Effectiveness and Productivity</i>	
14. The 'Absence Matters' improvement programme, launched in April 2008, has seen sickness absence fall from an average of 10.34 days per person in 2006/07 to 8.90 days in 2007/08 and to 8.73 days in 2008/09. The year to December 2009, shows an average absence per FTE of 7.97 days.	<ul style="list-style-type: none"> • Improvement Board workforce data - Q3 2009/10 • Improvement Board workforce data trend graphs at December 2009 NB: the absence graphs show absence extrapolated for the year to highlight seasonal impacts • Rolling year absence + trend line (this shows actual absence for the year to end of each quarter)

	Evidence
<p>15. Access Harrow, one of our first business transformation projects, is a 'one stop' shop and call centre for a range of services. This was established in 2006 and was recognised as Contact Centre of the Year in 2007 (Good Communication Awards) and awarded the Cabinet Office Customer Service Excellence award in 2009. We benchmark Access Harrow performance against other London Boroughs as part of the Customer Services for London Group. In January, 2010 Access Harrow outperformed other Boroughs on technical knowledge and was best for overall satisfaction. We were ranked second in customer service.</p>	<ul style="list-style-type: none"> • Customer Services for London group summary • Prime Minister letter August 09 Customer Service Excellence Award
<p>16. A new targeted skills programme for contact centre staff has recently been implemented. In the staff survey in November 2009 satisfaction scores for Access Harrow exceeded the council's mean on approximately 75% of the indicators.</p>	<ul style="list-style-type: none"> • See staff survey at 9
<p>17. Technology to improve workforce effectiveness and customer service has been introduced in the waste management service. Combining GPS, mobile working, route planning and Customer Relationship Management technologies to create an efficient 'real time' responsive service. Harrow Council achieved a first place in the E-government award for excellence: Innovation in strategy at a local level. During implementation, Drivers scored all training measures at 100% satisfaction. They also have a 100% success record (47 people) in achieving NVQ level 2 qualifications through the Learning 4 programme.</p> <p>We are finalists in the National Planning Forum for this project</p>	<ul style="list-style-type: none"> • E-government awards submission • See 10 for NVQ level 2 achievements

	Evidence
<p>18. Other uses of technology to improve workforce effectiveness include implementation of an enterprise resource planning system (SAP), creating a shared service centre for HR and Accounts and enabling deployment of an Manager Self-Service / Employee Self Service system to support managers and employees. Introduction of Electronic Data Record Management Systems (EDRMS) to support back office workflow and front line remote working, which not only improves efficiency but also facilitates more flexible working for staff. EDRMS has to-date been implemented in Housing, Revenues and Benefits and in Planning. It is currently being extended to Human Resources and Development, Major Works, Cyclical Maintenance and the Shared Service Centre.</p> <p>Newsletters to staff in each staff group are circulated periodically to update on progress.</p>	<ul style="list-style-type: none"> • HARP newsletter to staff June 08 • HARP2 HRD newsletter Dec 09
<p>19. We facilitate full-time secondments to our Business Transformation projects. This ensures that we maximise knowledge transfer from permanent members of the team as well as from our strategic business partner Capita and that the learning on implementing change is transferred back into the workplace at the conclusion of each project.</p>	
<p>20. During 2009, we piloted a Lean approach to systems improvement in the Housing Repairs service. We assembled a project team of front line staff from across 4 service areas, including the Council's property and construction partner, Kier. The team was given development and support and empowered to improve and redesign their service to better meet customer needs. They won the "Outstanding team" award at our most recent CREATE awards and we are now rolling Lean out across the Council.</p>	<ul style="list-style-type: none"> • Committee report on LEAN and progress to July 09 • LEAN CREATE nomination form including summary of project outcome

	Evidence
<i>Recruitment initiatives</i>	
21. The Council has supported the introduction of the new DCSF Schools Recruitment Service in partnership with Tribal for online recruitment. This service reduces the administrative burden associated with recruitment by automating the response handling elements and allowing shortlisted candidates to book interview times online. The system also enables schools to access a national talent pool when they recruit.	<ul style="list-style-type: none"> • Summary of DCSF service • Letter to schools Sep 09 • FAQ's
22. The Council used the Kickstart recruitment initiative for recruiting 10 trainee Benefits Officers for the Revenues and Benefits department. Training Synergy worked in partnership with the department to attract, assess, select and induct suitable candidates. (Case Study)	<ul style="list-style-type: none"> • Case study
23. The Council has entered into a Local Employment Partnership with JobCentrePlus. A Job Brokerage scheme has been established led by HRD and the Regeneration Unit to co-ordinate recruitment to posts.	<ul style="list-style-type: none"> • See 48 below
24. The Council brokered the development of a Voluntary Sector on-line advertising service with Jobsgopublic and Harrow Association for Voluntary Services. This enabled the 200+ voluntary sector organisations within Harrow to post their vacancies on a bespoke website. On the Council's own job vacancy pages on our website, there is now a clear link for candidates to view vacancies within the voluntary sector.	<ul style="list-style-type: none"> • Website front page
25. The Council established Slivers of Time, an on-line, workforce resource, service .	<ul style="list-style-type: none"> • See 34 below

Workforce Planning

	Evidence
26. The Strategy for People 2006–2009 has been successfully delivered.	<ul style="list-style-type: none"> • Strategy for People 2006-2009
27. Directorate Workforce Strategies and Action Plans were introduced in 2008. The Council's Workforce Strategy and Action Plan - Strategy for People 2010–2012 – was developed to address the issues identified from the Directorate Workforce Strategies as well as from the 2009 Staff Survey and the Council's Better Deal for Residents transformational programme. This Strategy for People was adopted by Cabinet in March 2010. A programme is in place to deliver this with key projects being monitored monthly through the current and next phases of the Council Improvement Programme.	<ul style="list-style-type: none"> • Directorate Workforce Strategies and Action Plans for all 7 Directorates • Council Strategy for People – see 2.
28. In Children's Services we have improved performance through a range of initiatives to reduce our previously high reliance on Social Care agency staff (up to 70% of the workforce) through the creation of a modern pay structure, the introduction of Senior Practitioner posts and effective learning and development programmes. This approach resulted in minimal reliance on agency workers and stabilised the workforce.	<ul style="list-style-type: none"> • Case study
29. The Council's ' Children's Trust ' has created a multi-agency integrated workforce strategy group whose first task was to develop multi-agency seminars to ensure all staff in all agencies are aware of safeguarding and available resource in the borough. There is now a common induction programme in place across partner organisations.	<ul style="list-style-type: none"> • Children's Services Learning & Development programme 2009/10
30. The Adult Services Workforce Strategy 2009-2012 was instrumental in their success in achieving a 3 star rating for the first time ever in 2009 after 8 years as 1 star.	<ul style="list-style-type: none"> • See 27.

	Evidence
31. In 2009, workforce planning features in the Service and Budget Planning process and key workforce issues are reflected in Directorate Service Plans and in Directorate and Corporate risk registers.	<ul style="list-style-type: none"> • Service planning and budgeting guidance, 2010-2013 • Template and Guidance
32. Workforce data on key workforce issues is provided to Directorate Management Teams and to Improvement Boards on a quarterly basis (e.g. agency costs, numbers of employees, sickness absence levels, proportion of IPAD's carried out, number of capability cases). The outcomes are reviewed by the Corporate Strategy Board at quarterly Performance Boards.	<ul style="list-style-type: none"> • See 14.
33. Our staff turnover figures for permanent staff are good and currently stands at a council average of 9.5%. This demonstrates that we have no general recruitment and retention issues. The average has ranged from between 9.0% and 10.3% since June 2009.	<ul style="list-style-type: none"> • See 14.
34. The Council led a project in partnership with the PCT and Pertemps to implement 'Slivers of Time' a flexible, on-line, workforce resourcing service which enables managers to access temporary support. This was launched to the local business community in April 2009.	<ul style="list-style-type: none"> • Slivers booklet
35. Council Improvement Programme people projects which were launched in June 2008 have been successfully delivered. These included Reducing Sickness Absence; Use of Agency Workers; Performance Management; Member, Senior Management, Middle Management and Staff Development, establishing a culture change programme and enhancing staff well-being and welfare.	<ul style="list-style-type: none"> • Council Improvement People Projects - milestones
36. In Access Harrow, the Council worked in partnership with a local college and the IRRV to develop an innovative ' apprenticeship ' scheme that provides a sustainable resourcing solution and reduced reliance on Agency workers. (Case Study)	<ul style="list-style-type: none"> • Case study

Organisational Change

	Evidence
37. The response rate to the staff survey in November 2009 improved from 50% (in 2008) to 57%. This compares favourably with the typical response rates for other organisations of around 40% and demonstrates an increasing level of engagement in the workforce.	<ul style="list-style-type: none"> • See staff survey at 9
38. 84% of the Staff Survey 2009 indicators have improved since 2008, 31% of them significantly.	<ul style="list-style-type: none"> • See staff survey at 9
39. We significantly exceed The Work Foundation's benchmark for public sector organisations in nine Staff Survey measures including perceptions of how change is managed. These measures are: how well informed staff feel about the council; that reward and recognition is fair; that staff receive fair pay for the work they do; confidence that their team is meeting the needs of it's customers; the opportunity for personal growth and development; the opportunity to make a difference / do something worthwhile for the local community; recognition for the work they do; as a council, we are good at managing change; good physical working environment / accommodation.	<ul style="list-style-type: none"> • See staff survey at 9
40. The Council has well established and effective arrangements for consulting and negotiating with recognised trade unions including Directorate Joint Committees, a Corporate Joint Committee and an Employee Consultative Forum (where Members, Officers and the Trade Unions meet). The Council has agreed with trade unions a Protocol for Managing Organisational Change which sets out the process to be followed, and the support arrangements for staff, during organisational change. The support arrangements include access to an Employee Assistance Programme, which offers a confidential telephone and face to face counselling service and self-referral to our Occupational Health Service for any issue of concern to them.	<ul style="list-style-type: none"> • Constitutions for DJC, CJC and ECF • Protocol for Managing Organisational Change

	Evidence
<p>41. For major change programmes, additional facility time is provided so that union representatives can focus on the change and its impact on the workforce and work with us to achieve solutions.</p>	
<p>42. In July 2009, our Better Deal for Residents programme was launched. This programme includes a fundamental review of how the council can deliver more integrated services to local taxpayers across all the public sector partners in the borough. It focuses on how the council can better align services with residents' needs, whilst being more cost effective. The programme's specific objectives are to deliver the Harrow Strategic Partnership vision for Harrow; deliver a balanced budget in the medium term and make a significant contribution to the 2010/11 budget; enable continuous improvement and manage the increasing expectations of residents.</p> <p>A Change Strategy is being developed in consultation with all stakeholders, including the unions, to ensure that the council manages the change process well. We already exceed The Work Foundation's benchmark for other public sector organisations on how well council staff perceive change is managed. However, our intention is to continue to improve our management of change and therefore improve staff perception.</p> <p>A Managing Change Toolkit has been developed, currently under consultation with the unions, which has the objective of providing managers with a step-by-step process and best practice guidance on reorganisation, redundancy and TUPE exercises. The Management Development Practitioners Programme, currently in design, also has modules on how to lead and manage change processes.</p>	<ul style="list-style-type: none"> • Better Deal for Residents Programme narrative March 2010 • Better Deal for Residents Communication Strategy and Plan Dec 09 • A Draft Change Strategy is available but this has not yet been agreed by the Corporate Strategy Board • Further details of the draft Managing Change toolkit and MDP Practitioners programme can be provided
<p>43. For the Better Deal for Residents programme, the Council has provided funding from 2009 for a Joint Secretary for UNISON and GMB to allow a full-time focus on the programme for the unions. A management / trade union partnership forum meets monthly and an agreed statement of the discussion is shared with the workforce.</p>	<ul style="list-style-type: none"> • ECF report 28 October 09

	Evidence
44. In addition to the formal consultation and negotiation framework, Trade Union officers have regular informal meetings with the Chief Executive and Divisional Director of Human Resources & Development.	
45. Business Transformation Projects are delivered through joint Council and Capita project teams and key to the success of these is full-time secondment of Council staff to the project to allow focus; knowledge transfer between Capita and Council project officers; use of PRINCE2 project management methodology; development and implementation of Change and Communication Plans to ensure delivery and stakeholder engagement.	
46. Staff are kept informed of key issues through the intranet site, monthly Chief Executive's e-newsletters and our in-house magazine, the <i>arrow</i> .	<ul style="list-style-type: none"> • CE's e-newsletter Jan 2010 • <i>Arrow</i> Dec 09
47. Staff focus groups have been held in order to seek staff views on key initiatives or change. Workshops for example, were held in November / December 2009 to gain staff input into potential options in the Better Deal for Residents programme.	
48. A job brokerage scheme was introduced in partnership between the Economic Regeneration Unit and HRD in 2009 to maximise opportunities for redeploying staff at risk of redundancy and to seek employment for those suffering worklessness – this acts as a clearing house for vacancies before they are advertised. The advertisement is distributed to redeployees, JobCentrePlus through the Local Employment Partnership and to the Xcite Project in the Economic Regeneration Unit. So far the scheme has submitted 31 candidates for roles and has had 6 appointments made, 2 of whom were long-term unemployed and 2 who were otherwise at risk of redundancy.	<ul style="list-style-type: none"> • Local Employment Partnership and Job Brokerage scheme • Guide for managers

Diversity and good people management

	Evidence
49. The Council has a long-standing Equal Opportunities policy and a Comprehensive Equalities Scheme to address all six diversity strands. The Council is successful in recruiting employees from BAME communities and has made significant progress in terms of representation of BAME staff in the workforce (31.5%).	<ul style="list-style-type: none"> • Equal Opportunities Policy • Comprehensive Equalities Scheme
50. There is an established Corporate Equalities Group with Member, senior management, Black Workers Group, Disabled Workers Group, Trade Unions and community group representation. The group meets quarterly to consider key equalities issues.	<ul style="list-style-type: none"> • Corporate Equalities Group summary of role
51. Within each Directorate there is a Directorate Equalities Task Group which considers equalities issues specific to them.	<ul style="list-style-type: none"> • See 50
52. In February 2010 a sub-group of the Corporate Equalities Group was established to focus on equalities in employment (February 2010).	<ul style="list-style-type: none"> • Feb 2010 terms of reference
53. Progress on workforce diversity and equality is reported to elected members annually at the Employee Consultative Forum	<ul style="list-style-type: none"> • Annual equality report to ECF Jan 2010
54. The Council has well-established effective employment policies and procedures. In 2008/09 we commenced a programme to modernise these into toolkits for managers that are accessible on-line. Recruitment and Selection, Capability (absence and performance), Conduct and Dignity at Work (grievance and harassment) have been implemented. The remaining policies and procedures, including the Protocol for Managing Organisational Change (see paragraph 42. above), have also been modified and are currently subject to consultation with the unions.	<ul style="list-style-type: none"> • The range of information here is extensive. Electronic or hard copies of any of the council's employment policies or the draft toolkits can be provided.

	Evidence
55. HRD provide operational support to managers in using these policies and procedures and have delivered briefings and workshops on key issues (such as absence management) and new policies and procedures as they are implemented. In addition, HRD has an HRD Advice line for managers and staff on any employment queries.	
56. The Council has implemented its third Staff Well-being Plan developed in partnership with the unions. We have also developed a range of staff benefits to support wellbeing and engagement and promote these under a Total Rewards umbrella through our 'Benefits Brochure' and staff wellbeing events. Staff are able to give their views on these and any other aspects of their work through regular staff and manager forums with the Chief Executive and a dedicated staff benefits e-mail address and make suggestions for improvements through the Council's award winning 'Innov8' scheme.	<ul style="list-style-type: none"> • Staff Wellbeing Plan 2009-10 • Staff Benefits Brochure 2009-10 • <i>Arrow</i> Special Wellbeing edition April 09
57. The Council completed Single Status in 2005 , far ahead of other councils, some of whom are still to implement this national agreement.	<ul style="list-style-type: none"> • Single Status agreement
58. The Council's new Capability toolkit , launched in April 2009, has been increasingly used by managers to manage poor performance and absence. This has contributed to the reduction in average sickness absence days across the Council.	<ul style="list-style-type: none"> • Capability toolkit
59. The Council has also carried out a full Equal Pay review which identified no issues of significant concern in its pay practice.	
60. In the Staff Survey 2009, staff agreed that systems for reward and recognition in Harrow are fair and transparent and also that they receive fair pay for the work they do and in both these measures we exceed the Work Foundation's benchmark for public sector organisations.	<ul style="list-style-type: none"> • See 9 above
61. The Council achieved Level 3 in the Equality Standard by external assessment and in 2008, self-assessed itself at Level 4. This is being reviewed in the context of the new Equalities Framework .	

	Evidence
62. In the summer of 2008, we took an inclusive approach to developing the Council's CREATE values . Building on the views of 1400 staff who responded to the 2008 Staff Survey, we held focus groups with Members, the Corporate Strategy Board, 150 middle managers and held a large group event involving 300 staff of different and representative social identities in order to develop the values. These were agreed by Cabinet in September 2008.	<ul style="list-style-type: none"> • Arrow July 2009 on Harrow 2012 journey • Cabinet report Sep 09 • Roffey Park report on values
63. We reinforce our CREATE values through the CREATE awards held every six months to recognise and reward staff who best demonstrate the values, the first of which is Customer 1st. The third award event was held in December 2009.	<ul style="list-style-type: none"> • Arrow December 09 – see 46
64. We have also introduced a Reward and Recognition scheme which, again, rewards staff for demonstrating the CREATE values.	<ul style="list-style-type: none"> • Reward and Recognition scheme
65. Equality Impact Assessments are carried out by managers on all key changes to service provision and policy.	<ul style="list-style-type: none"> • Equality Impact Assessment guidance • Template questionnaire
66. The Council has a number of initiatives that support continuous improvement in its representation of the community. The Xcite project targets worklessness in social housing estates within the borough with the objective of achieving work placements or paid employment either with the council or elsewhere. Support to candidates from the outreach workers is on an ongoing basis. As at 31 December 2009, 184 residents have been logged on this project with 13 in voluntary work placements, 19 entering employment and 82 entering training.	<ul style="list-style-type: none"> • Summary of project
67. Training , delivered jointly by the Council and Harrow Association for Disabled People, has been delivered to Members on the council's responsibilities in disability . Training is also provided to managers and to those staff who work with clients.	<ul style="list-style-type: none"> • See 5 above
68. All elected Members have received Equality and diversity training and it will feature strongly throughout our new Member induction programme for 2010.	<ul style="list-style-type: none"> • See 5 above