February 2011

Overview and Scrutiny Committee

Council's use of performance information
Report from the scrutiny review – phase 1

Members of the Review Group

Councillors
Cllr Paul Osborn (Chairman)
Cllr Sue Anderson
Cllr Nana Asante
Cllr Kam Chana
Cllr Susan Hall
Cllr Jerry Miles
Cllr Chris Mote
Cllr Bill Phillips
Cllr Stephen Wright

Co-optees
Seamus English
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Julian Maw

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Introduction

This report outlines the results of Phase 1 of the scrutiny review examining Harrow Council's use of performance information.

Phase 1 has run in parallel with a corporate process that has required directorates to review the content of their scorecards with a view to each directorate reporting their current position to the quarter three Improvement Boards which meet in the second half of February 2011.

The advantage of this scrutiny exercise running alongside the corporate process is that scrutiny has been able to provide ongoing Member input and constructive challenge to this important process.

The review group hopes that, as such, this report will aid directorates in developing new scorecards.

Phase 2 of this review will take a broader look at the development of a local performance framework for the authority. It is intended that Phase 2 will be completed by summer 2011.

Background

One of the first actions of the coalition Government following the local elections in May was the abolition of the Comprehensive Area Assessment (CAA). This scheme provided comparative information on the performance of public sector bodies in a local area. It comprised an organisational assessment of the performance of the individual bodies and an area assessment of how effectively these bodies worked together to meet the assessed needs of the local area.

The announcement of the abolition of the CAA was closely followed by the abolition of the Audit Commission itself and then on 13 October, the Secretary of State for Communities and Local Government (CLG) announced that he was 'revoking all designations of local improvement targets in [your] local area agreements' with immediate effect. He also announced the replacement of the National Indicator Set with a single, comprehensive list of all of the data that local authorities will in future be expected to provide to central Government. Some of the data requirements contribute to former National Indicators and others do not. Some are for distribution of grant and others are to enable Government to ascertain the national picture. At time of writing, a detailed list has been published by CLG and is subject to consultation.

These actions have, it seems created a vacuum within which Harrow can consider how it uses performance information as well as reviewing any gaps that the abolition of the National Indicator Set has created. Government thinking in this area is focusing on the need to measure what matters locally. This approach assumes clarity regarding local needs and aspirations, systems which can gather this information, and capacity and culture within the organisation to analyse and utilise this information to improve services.

The purpose of this review is to assess whether Harrow is fully exploiting the opportunities which have arisen from the Government's actions and the requirement for performance management to reflect a local focus.

Scope of the review

Phase 1 of the scrutiny review has adopted a tight focus on the following areas:

- The future of the National Indicator Set – which of these indicators should be retained and which can be done away with?
- Given the abolition of the Place Survey, what, if anything, should Harrow develop to replace it? What purpose does it usefully serve?

The scope of the review is attached as Appendix A.

Phase 2 of the review will focus on areas including the legislative scope for developing a performance framework, best practice from other authorities, resident engagement, better understanding new technological solutions, a checklist for reviewing indicators and consideration of the Improvement board process to ensure that it reflects the current demands facing the organisation.

Methodology

A series of interviews (listed in Appendix B) have been held with performance officers and Corporate Directors. These have been attended by Councillor Paul Osborn (chairman of the review) and Councillor Sue Anderson on behalf of the full review group.

Councillor Osborn and Councillor Bill Phillips also met with a number of performance officers collectively through the officer group known as High Performing Harrow.

All of the information we have gathered as part of Phase 1 will also be used to inform our investigations in Phase 2; we allude to these within the body of the report.

Harrow background – performance management process

The current corporate arrangement for managing performance is through Improvement Boards. The boards were established in 2006 in response to poor ratings of various aspects of council services by external regulators.

Services report to their Improvement Board with the information specified in a corporate template. Each board is chaired by the Chief Executive or Assistant Chief Executive, who review the papers and structure the meeting together with the Corporate Directors. Along with the Portfolio Holder for Performance they challenge the Corporate Director and service Portfolio Holders on issues arising, at the meeting. The Improvement Board guidance is attached as Appendix C.

The work we have conducted so far suggests that, now the organisation is performing better, there is some potential for the boards to be more forward looking and more focused on risk. There may also be potential for developing better use of lessons learned and applying those lessons elsewhere in the organisation. We hope to explore this in greater depth in Phase 2.

Review of indicators by Directorate

This section provides a brief summary of the changes affecting the directorate and discussions that took place during interviews. As part of the process, scorecards were reviewed and details are included in an appendix for each area.

The attached appendices have arisen as a result of discussion with officers; we have not put pressure on directorates to either keep or delete particular indicators. We do, however, think that there is scope for greater review with regard to whether data requirements that have been retained still need to be reflected within scorecards; it is worth considering whether areas that are important to central Government but not to us could be subject to less local focus. Within the appendices we have commented on each of the indicators. Where we have suggested that further review takes place we do not rule out a future deletion of an indicator where further investigation shows that there is limited value in retention.

We also want to stress very firmly that a recommendation for deletion should not be seen as a reflection on the level of priority attached to the issue or service in question. This exercise has been focused entirely on reviewing specific indicators. In addition, the appendices include the description of the indicator only and do not include any detail regarding how performance is calculated or assessed.

Specific recommendations have been made within the body of the report where there is scope to supplement what has been deleted or changed with regard to the National Indicators.

It should also be noted that we have included within the appendices the information that directorates have provided to us. In some cases discussions were driven by the current directorate scorecard; in other cases we were provided with other information compiled by the directorate as part of their own indicator review processes.

It is important to note that children's and adults' services are somewhat different from other services in that significant regulatory requirements remain. This will undoubtedly have a bearing on requirements that are placed on these services in order to ensure that our most vulnerable residents are kept safe from harm.

Adults' Services (Appendix D)

Regulation has been reduced in adults' services. Star ratings have been abolished and the processes which had fed the star ratings have been stopped by the Care Quality Commission (CQC). The annual returns have also been removed. It is anticipated that some inspection capacity will be retained, particularly with regard to safeguarding but that this will in future be triggered rather than following a rolling programme.[1] However, the 'burden' on statutory and local management information is not reducing, despite the rhetoric. There are significant new demands as well as organisational change in the directorate which require the provision of management information, such as reablement and new personalisation initiatives.[2]

While the Department of Health has implied that there will be less 'judgement' attached to the data submissions, performance data will continue to be benchmarked and will also act as an early warning to inspectors.

There are significant opportunities for the service to develop a local framework, particularly with regard to quality assurance and customer journey.

From our discussions relating to this area, officers, in the main, wanted to keep the majority of indicators.

Recommendations

In order to supplement the changes to nationally–required reporting, we:

- Recommend that the directorate develop specific local indicators for areas such as waiting time for major adaptations where the current indicator does not fully reflect service performance accurately.
- Endorse the directorate's plans to develop new indicators for new areas of activity such as personalisation and reablement.

[1] Adults and Housing meeting, 21 January 2011.
[2] Review of adults' indicators, 20 January 2011.

Children's Services (Appendix E)

Work to reduce the number of indicators used in children's services has already commenced; while some can be deleted a number will still be required. Ofsted will continue to undertake rigorous inspections of services and will therefore expect information to be available; the programme of inspections remains intense. While there might be fewer, risk-led inspections of schools, it is unlikely that safeguarding inspections will reduce given the high profile of services and failures in this area, or that inspection of academies will reduce as ministers will wish to track their performance.

There are some difficulties presented by annual indicators, for example with regard to absence, which could give the impression that there were few problems until it was too late to act to influence the result. Officers indicated that there are proxy measures available but that time and resources would be required to develop them. Tools such as Assessing Pupil Progress (APP) have been developed to inform schools about progress by pupils in-year in the way that statutory assessments do not; however more schools would need to use the tool to allow more reliable Harrow-wide comparison. The current policy context, which encourages greater autonomy for individual schools, represents a barrier to such an approach. With regard to the development of proxy measures we are supportive of focusing on priority areas where the authority is empowered to act, for example corporate parenting.[3]

When considering indicators in this area we believe that thought should be given to who is primarily responsible for delivery, i.e. the council, schools or other partners. The council should focus on areas where it is predominately for the council to deliver, but the council should also provide support to schools and other partners where appropriate. It is important to Members that a close eye be kept on children looked after because of the council's role as corporate parent, particularly for those where there is less information available, for example following up on children placed out of borough.

It is clear that there is an enormous range of children's management information available.[4] This highlights the importance of ensuring that there is a proper understanding (across the organisation) of what should be reported locally, what should be fed through to the corporate level and the areas that should, rightly, have performance measures attached to them. While it has been suggested that there should be more reporting at Improvement Board level by

[3] Children's Services meeting, 26 January 2011.
[4] Children's Services meeting, 26 January 2011.

exception, for such an approach to be adopted across the organisation there needs to be a suitably mature performance management culture in place.

Recommendations

With regard to replacing the National Indicators we:

- Recommend that the directorate develop proxy indicators for a number of annual measures where in-year intelligence could enable greater transparency of current performance, particularly at the corporate level.
- Recommend that the directorate consider how schools might be encouraged to continue to make use of the data support offered via the council and to participate in tools such as APP, thereby allowing greater comparison and benchmarking opportunities.
- Recommend that the directorate consider resource implications for measuring indicators that the council is not primarily responsible for delivering and explore opportunities for sharing resources with partners and schools where appropriate.

Community and Environment (Appendix F)

Unlike some other parts of the council, the directorate has a significant number of indicators that were informed by the Place Survey and as such identifying a suitable replacement is important to the directorate. The directorate is supportive of developing alternative indicators where the NIs were not as effective in measuring performance as they could be.

There is scope to improve and refine a number of indicators, for example those relating to perception of the borough. There are a number of concerns relating to, for example, the former NI 1 (% people who believe people from different backgrounds get on well together) in that the option to respond 'don't know' affects the result. Changes such as measuring the result as a net score could help to overcome such issues.

Other indicators such as NI 10 (visits to museums and galleries) are not Harrow specific. There is clearly significant potential to refine and strengthen these indicators.[5] Measures such as the new library RFID could also generate information that could help to understand usage.

A number of discussions have alluded to the differences between measuring resident perception and performance. In phase 2, the review group would like to look at NI 195 (street cleanliness) as an example of this, in order to fully understand whether this is a measure that matters to local residents and whether actual performance is reflected in resident perception. The review group would also like to better understand information available arising from customer relationship management data or other management information that could be used to better assess performance.

There are a number of indicators highlighted in Appendix F that we are in support of the directorate deleting. There appears to be a lack of indicators relating to Licensing that are monitored corporately and we believe that there is potential to develop indicators for this area.

Recommendations:

With regard to replacing the National Indicators we:

- Recommend that the directorate investigate using customer perception data to inform assessment of performance in areas such as street and environmental cleanliness.

[5] Community and Environment meeting, 12 January 2011.

- Recommend that the directorate explore opportunities to use customer relationship management (CRM) intelligence (contact data) to inform understanding of performance in this area.
- Recommend that, in order to improve on the National Indicators, the directorate replace measures for areas such as use of cultural facilities (for example parks, libraries, museums and so on), with a suite of locally specific indicators which would enable services to measure their objectives. This would better reflect use of Harrow facilities such as the leisure centre, Headstone Manor and the Arts Centre. Where necessary these measures should be broadened to reflect developments in service delivery such as online use of library facilities.
- Recommend that the directorate add indicators relating to Licensing.

Corporate – Chief Executive's, Corporate Finance and Legal and Governance (Appendix G)
Very few of the indicators in this area are National Indicators.

The Corporate Finance scorecard has not been reviewed by Members in significant depth at this stage because of the timing of our work in the budget cycle. We would also like to discuss financial performance measurement with the new Corporate Director of Finance when appointed. However, recent work by the Performance and Finance scrutiny sub-committee suggests that an indicator examining compliance by managers in submitting budget forecasts is in need of review. In addition a suite of indicators should be included to measure the performance of the transferred IT service.

Recommendations

With regard to reviewing the Corporate Health scorecard we:

- Recommend that a suite of indicators be developed for consideration at the Corporate Health improvement board regarding the performance of the IT service following its transferral to Capita.
- Recommend that given the improvement in the area of sickness, the former BV12 indicator be reported corporately on an annual basis (with benchmarking[6]) and that in-year monitoring be conducted on a more frequent basis using data available in SAP.
- Recommend that the indicators in the Corporate Finance scorecard be reviewed by the scrutiny review group in conjunction with the new Corporate Director of Finance as part of phase 2 of the review.

[6] Becnhmarking information is available quarterly.

Housing (Appendix H)

The Housing Service had only four National Indicators. All of these continue to be required by the Department for Communities and Local Government (CLG). However, the Housing Service has recently developed an extensive scorecard of local indicators as part of the development of the Housing Ambition Plan (HAP). At this stage the Housing Service intends to retain this scorecard in order to continue to monitor the life of the plan. In the longer term changes will need to be made to reflect future policy developments including the change of role of the Tenant Services Authority. NI 156 (number of households living in temporary accommodation) may also be affected by changes to homelessness policy, for example capturing advice and assistance given in securing accommodation.

The STATUS survey has been continued as a tool for capturing resident satisfaction. The service also undertakes local surveys on a regular basis to monitor performance. These are reflected in the HAP scorecard.

The Council is working with tenants to identify what they expect from the service through the 'Local Offers' process.[7] It may well be that development of local quality assurance frameworks may be a more effective means of assessing both perception and operational outcomes.

Recommendation

The National Indicators relating to Housing continue to be required. With regard to the locally developed Housing Ambition Plan we:

- Recommend that the directorate consider the definition of appropriate local indicators reported after achievement of the current Housing Ambition Plan.

[7] High Performing Harrow meeting, 29 November 2010.

Place Shaping (Appendix I)

To demonstrate outcomes, the directorate is interested in the relative performance of its services in comparison with others as well as resident priorities, which is in keeping with the localism agenda. With that in mind there is a focus on process as well as effectiveness. The directorate plans to introduce a tougher target for approval of householder planning applications (reflecting local priority) as well as monitoring approvals as a percentage of applications. This second measure is impacted by the quality of reports, advice provided and the pre-submission process as well as reflecting application of policy.[8]

With regard to the commercial planning applications this remains important for the directorate because of the impact of the handling of commercial applications on the reputation of the council, and in turn, the council's ability to attract future commercial development.[9]

Given the high volume of correspondence with applicants and objectors we believe that there are significant opportunities to incorporate means of measuring satisfaction, for example through a small web survey that would not generate onerous requirements in terms of analysis.

The directorate is proposing some innovative new indicators to help the organisation to assess its office footprint and to measure steps towards a more streamlined and efficient use of space and resources.

Recommendation

In order to supplement the changes to National Indicators proposed by the directorate, we:

- Recommend that the directorate make use of customer satisfaction information regarding householder planning applications in conjunction with monitoring of approvals in order to gain a fuller understanding of the resident experience of the service.

[8] Place Shaping meeting, 12 January 2011.
[9] Place Shaping meeting, 20 January 2011.

Replacing the Place Survey

Councils were required to conduct a Place Survey every two years to provide data for a number of national indicators including diversity, cohesion, fear of crime, quality of council information, and satisfaction (satisfaction with value for money and satisfaction with the local authority). It was a paper survey that was posted to sufficient numbers of residents to secure 1300 responses. The requirement has been abolished by the Government. A Place Survey 'lite' was offered to the council by MORI but as there was little interest among London authorities it did not seem joining would offer value for money.

With regard to replacement for the Place Survey, it has been confirmed that the budget has been substantially reduced. There may also be an opportunity to undertake a small perception study via the residents' panel and to use the Reputation Tracker to get perception information. All perception studies are currently being mapped.[10]

It was commented to us that resident satisfaction is not always an indicator of acceptable performance. For example, while residents in general have expressed satisfaction with the delivery of the housing repairs service, performance against delivery standards has not been good. Similar concerns were expressed in other areas. Some interviewees made a distinction between the objective measure of performance and the subjective opinion of residents. Thus a combination of indicators which will take into account both residents and organisational/ contract monitoring perspective is required. In the context of housing, for example, the Council is working with tenants to identify what they expect from the service through the 'Local Offers' process.[11] It may well be that development of local quality assurance frameworks may be a more effective means of assessing both perception and operational outcomes.

The interviews that we have carried out have indicated that while the Place Survey did inform a wide range of indicators, directorates already conduct a wide range of locally or nationally determined survey activity.

A reputation tracker or similar telephone survey appears to offer a cost effective means of obtaining useful local data; alternative methodologies may offer some improvement in quality and accuracy but this should be balanced against the associated increase in cost. A replacement for the Place Survey could potentially be financed through a consolidation of existing resources that are employed in conducting surveys.

[10] Chief Executive's Department meeting, 5 January 2011.
[11] High Performing Harrow meeting, 29 November 2010. Place shaping meeting, 12 January 2011.

As well as informing our general understanding of what residents think about life in the borough perception information can also have practical applications. For example, the adults' transformation programme has generated customer satisfaction and user data. This has informed the development of services better reflecting the needs of local residents.

Recommendations:

Based on our discussions with directorates, we:

- Recommend the development of a replacement for the Place Survey in order to ensure that the council has a full understanding of resident perception.
- Recommend that there should be greater sharing and co-ordination between directorates relating to survey activity to increase awareness across the organisation of consultation being undertaken.

General recommendations

While the evidence we have gathered does not point to a reduction in *data* requirements, the reduction in reporting of specific indicators does offer the prospect of greater flexibility. At its simplest, it points to a freeing up of performance management reporting; by this we mean a reduction in the inordinate focus on specific indicators simply because they are nationally required. This should give the freedom to report performance at the most appropriate level and for reporting at the highest level – the corporate scorecard – to be more fully driven by local priorities.

However, this approach assumes clarity regarding local needs and aspirations, systems which can gather this information and capacity and culture within the organisation to analyse and utilise this information to improve services.

In both the short and long term the organisation must assure itself that indicators are measuring effectively the things that matter to the authority and thus facilitating improvement in those areas that are the highest priority for the organisation.

At directorate level

In addition to the specific recommendations for each directorate we recommend:

- That directorates adopt a balanced approach to the development of future scorecards where the following are covered:
  - indicators that are required in order to ensure process/contract delivery
  - indicators that will measure the satisfaction of residents and their expectation from a service
  - indicators which enable sharing of best practice[12]
- That directorates consider including measures of data quality as part of their local management information.
- That directorates make better use of proxy measures where measures are otherwise annual to enable proper sense of direction of travel in year.
- That directorates consider opportunities to make better use of customer relationship management (CRM) data and other data sources such as MVM, Framework-I and so on – this was identified by directorates as well as being favoured by Members of the review group.

[12] High Performing Harrow meeting, 29 November 2010.

- That where targets are consistently exceeded, directorates should consider more ambitious proposals or whether performance can be maintained while directing resources to other areas of greater priority.[13] Equally where targets are consistently not achieved, consideration must be given to whether they are needed, whether the targets are appropriate or whether more resources should be directed to improving performance.
- That the content of scorecards is subject to regular review to enable the organisation to assure itself that the performance management process is driving and supporting improvement.

<u>At corporate level</u>

We recommend:

- That the content of scorecards is subject to regular review to enable the organisation to assure itself that the performance management process is driving and supporting improvement.
- That the reporting requirements for workforce indicators such as sickness be clarified in terms of whether they should be included in directorate scorecards, whether reporting within the Improvement Board papers is sufficient or whether overall performance is monitored more effectively as the corporate level.[14]
- That performance is reported in contexts within which they can be influenced and where the relevant portfolio holder and officer can be held to account.[15]
- That operational and strategic data be better aligned – both are important at different times for different purposes and different audiences.[16]
- That greater measurement of the effectiveness of corporate projects that place requirements on directorates be developed.[17]
- That consideration is given to the maturity of the performance management culture of the organisation, with regard to whether Improvement Boards could be driven to a greater extent by exception reporting.[18]
- That more effective performance management of projects after implementation be instituted – this means that when the project becomes 'business as usual' the organisation monitors whether the need continues to be met.

[13] Corporate services meeting, 21 January 2011
[14] Corporate services meeting, 21 January 2011.
[15] Corporate services meeting, 21 January 2011.
[16] High Performing Harrow meeting, 29 November 2010.
[17] Place Shaping meeting, 12 January 2011.
[18] Children's services meeting, 21 January 2011.

Conclusion

The first stage of our review has demonstrated that there are a number of opportunities for directorates to refine reporting requirements following the abolition of the National Indicator Set. However, the stated implication of the Government's transparency agenda was that requirements on local authorities would be lifted. It is immediately obvious that although the requirements regarding *reporting* of indicators has loosened somewhat in some areas, in general the requirement to continue to submit many detailed data returns does little to reduce required activity by the authority. However, it does offer the authority the opportunity to think more creatively about the overall local performance framework and we look forward to exploring this further in the second stage of this review.

Appendix A – scope of the review

HARROW COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

REVIEW OF COUNCIL'S USE OF PERFORMANCE INFORMATION – SCOPE

1	**SUBJECT**	Council's Use of Performance Information
2	**COMMITTEE**	Overview and Scrutiny committee
3	**REVIEW GROUP**	**Councillors** Cllr Sue Anderson Cllr Nana Asante Cllr Kam Chana Cllr Susan Hall Cllr Jerry Miles Cllr Chris Mote Cllr Paul Osborn (chairman) Cllr Bill Phillips Cllr Stephen Wright **Co-optees** Hema Mistry (resigned) Julian Maw Roger Smith Abigail Matsika Seamus English
4	**AIMS/ OBJECTIVES/ OUTCOMES**	To support the Council to take advantage of the opportunity offered by the abolition of national performance framework and to devise a local framework: • which enables councillors and managers to gather, analyse and utilise information on performance and value for money in order to support the delivery of local – resident – priorities and informing service planning • which reflects the reality of the local outcomes • which enables timely decisions to be made regarding performance • which facilitates public reporting/accountability.
5	**MEASURES OF SUCCESS OF REVIEW**	The project is able to support the development of a local performance framework.
6	**SCOPE**	• To include the setting, measuring and ongoing management of existing LAA priorities • To consider the effective utilisation and presentation of currently collected data • To ensure that the performance framework facilitates monitoring of borough priorities,

		• Development of a performance management culture • The cost effectiveness of the process • To consider how customer requirements for data are met, where the customers are decision-makers (portfolio holders and partners), ward councillors, managers/officers, scrutiny (including LINk/HealthWatch) and residents.
7	**SERVICE PRIORITIES (Corporate/Dept)**	Draft priority 'United and involved communities: a Council that listens and leads'.
8	**REVIEW SPONSOR**	Tom Whiting, Assistant Chief Executive
9	**ACCOUNTABLE MANAGER**	For the review: Lynne Margetts, Service Manager Scrutiny For the service: Alex Dewsnap, Divisional Director Partnerships Development and Performance
10	**SUPPORT OFFICER**	From within the scrutiny team
11	**ADMINISTRATIVE SUPPORT**	From within the scrutiny team
12	**EXTERNAL INPUT**	• Performance, Customer Services and Corporate Services Portfolio Holder • Assistant Chief Executive • Divisional Director Partnership Development and Performance • Harrow Strategic Partnership (HSP) • Best practice boroughs o Wandsworth o Westminster o Kensington and Chelsea o Camden o Hammersmith and Fulham o Merton (nearest neighbour) • Local Government Improvement and Development/Centre for Public Scrutiny • London Councils • Officers, including High Performing Harrow.
13	**METHODOLOGY**	• Consideration of the legislative scope for the development of a local framework • Analysis of currently collected data and Government proposals for the future of these data sets, including who uses the data • Discussion with councillors (in the review group) with regard to the kind of performance information they would find helpful. • Consideration of the principles which should govern the development of a local framework – timely, accessible, integration of scrutiny processes, cost effectiveness • Discussion with other high performing boroughs regarding options o Wandsworth o Westminster o Kensington and Chelsea

		o Camden o Hammersmith and Fulham o Merton o London Councils • Discussion with technical experts o Centre for Public Scrutiny • Discussion with officers including High Performing Harrow • Discussion with relevant portfolio holder plus wider discussion with other portfolio holders (past and present) about their requirements • Discussion with HSP partners • Resident involvement – focus groups drawn from the council's residents' panel to understand their use of data and their interests.
14	**EQUALITY IMPLICATIONS**	The development of an effective local performance framework must ensure that the specific demographic characteristics of the borough can identified and the needs of our diverse community can be met effectively.
15	**ASSUMPTIONS/ CONSTRAINTS**	• Possible risks associated with choosing not to continue to collect data • Changing policy environment – for example forthcoming changes affecting health sector and the impact on partnership working with council.
16	**SECTION 17 IMPLICATIONS**	There are none specific to the review at this stage.
17	**TIMESCALE**	Stage 1 – to make recommendations for the streamlining of current arrangements (including Place Survey) – to report to O&S 27 January 2010 Stage 2 – future performance management framework – to report to O&S – July 2011 (date TBC).
18	**RESOURCE COMMITMENTS**	Scrutiny Officer
19	**REPORT AUTHOR**	Heather Smith, Scrutiny Officer
20	**REPORTING ARRANGEMENTS**	Outline of formal reporting process: **Stage 1** To Service Director [x] January 2011 To Portfolio Holder [x] January 2011 To CSB [tbc] If required To O&S [x] 27 January 2011 To Cabinet [x] 10 February 2011 **Stage 2 – TBC** To Service Director [x] June/July 2011 To Portfolio Holder [x] June/July 2011 To CSB [tbc] If required To O&S [x] Date TBC To Cabinet [x] Date TBC

21	**FOLLOW UP ARRANGEMENTS (proposals)**	Monitoring by the Performance and Finance scrutiny sub-committee after six months and then on a by exception basis.

Appendix B – Schedule of interviews undertaken

Date	Officer Attendees	Subject
Weds 5 January	Tom Whiting Alex Dewsnap Mike Howes HS	Chief Executive's Partnerships
Weds 5 January	Liz Defries Martin Randall Solakha Lal HS	Corporate Performance Team
Weds 12 January	Wayne Longshaw HS	Community and Environment
Weds 12 January	Stephen Kelly Les Simpson HS	Place Shaping
Weds 12 January	Nadeem Din Alison Pegg HS	Housing
Thurs 20 January	Jonathan Kilworth Kuljit Bisal Dipika Patel HS	Adults', education, children's social care (Education and children's social deferred to 26 January to allow fuller discussion)
Thurs 20 January	Andrew Trehern Les Simpson HS	Place Shaping
Fri 21 January	Catherine Doran David Harrington LM	Children's Services
Fri 21 January	Alex Dewsnap Isabella Ogo-Uzodike LM	Corporate Health
Fri 21 January	Paul Najsarek LM	Adults and housing
Weds 26 January	Kuljit Bisal Dipika Patel HS	Education and children's social care
Thurs 27 January	Jon Turner LM	Human Resources

HS – Heather Smith, Scrutiny team
LM – Lynne Margetts, Scrutiny team

Appendix C – Improvement Board Guidance

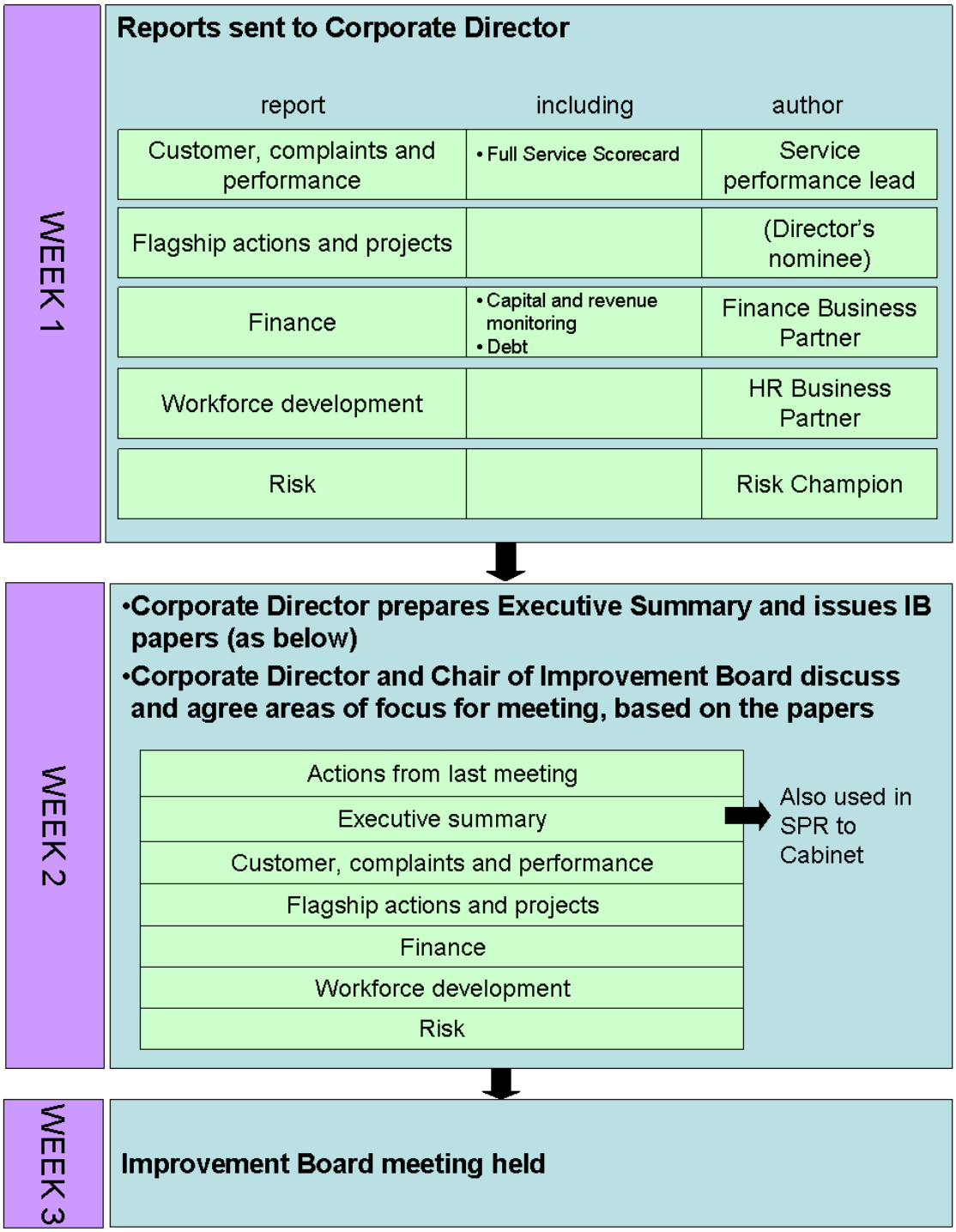
V27, 25 January 2011

Change Log

Page	Section	Change
3	Templates	
	Executive Summary	Added (at end) section for Forward Plan items
	Flagship Actions and Projects	Added wording, “Where a project requires or will require reference to Cabinet, identify this, including the timing.”

Corporate Performance Team, 25 January 2011

Improvement Board process



It should be noted that the information provided for the Improvement Board will be used as part of the aggregate report to CSB and Cabinet.

Core Circulation List
(Directorates to expand as necessary)

Michael Lockwood (hard copy)	
Tom Whiting	
Alex Dewsnap	
Liz Defries	
Martin Randall	
Breda Hillman	
Susan Dixson	
Neale Burns	
HR Lead	
Finance Lead	
Leader of the Council - (hard copy)	
Portfolio Holder(s) for Service – (hard copy)	
Portfolio Holder for Performance - Cllr Graham Henson (hard copy)	
Majella Sharma Stuart Dalton Kireen Rooney	) Only require the) Customer, Complaints &) Performance section

Templates

Section	Template
Review of actions from last meeting	1. Front sheet and actions.doc
Executive summary	2. Executive Summary.doc
Customer, Complaints and Performance	3. Customer Complaints and Perfo
Flagship Actions and Projects	4. Flagship actions and projects.doc
Finance	5. Finance Report.doc
Workforce development	6. Workforce Development.doc
Risk	7. Risk Management.doc

Improvement Board authors and co-ordinators

Section	Adults	Housing	Children's	Community & Environment	Place Shaping	Corporate Health
Review of actions from last meeting	Paul Najsarek	Paul Najsarek	Catherine Doran	Brendon Hills	Andrew Trehern	Myfanwy Barrett Tom Whiting Hugh Peart
Executive summary	Paul Najsarek	Paul Najsarek	Catherine Doran	Brendon Hills	Andrew Trehern	Myfanwy Barrett Tom Whiting Hugh Peart
Customer, Complaints and Performance	Jonathan Kilworth	Christine Caton	Dipika Patel Kuljit Bisal	Wayne Longshaw (Jonathan Wilson)	Les Simpson	Isabella Ogo-Uzodike
Flagship Actions and Projects	Carol Yarde	Nadeem Din	Johanna Morgan	Wayne Longshaw	Les Simpson	Isabella Ogo-Uzodike
Finance	Donna Edwards	Donna Edwards	Emma Stabler	Kanta Hirani	Kanta Hirani	Steve Tingle
Workforce development	Sangeeta Jerath	Sangeeta Jerath	Paul R Turner	Paul D Turner	Paul D Turner	Sue McEvoy
Risk	Carol Yarde	Jane Fernley/ Alison Pegg	Peter Singh	Wayne Longshaw	Les Simpson	Isabella Ogo-Uzodike

2010-11 timetable for Improvement Boards (IB), CSB and Challenge Panels

In summary, Performance Cabinets in October, December, March and July, with a two week window between Improvement Board report distribution and meetings.

Q3 IB initial report deadline	28 Jan 2011
Q3 IB Corporate Directorate summary deadline & publication (Corporate Director's IB papers to be issued – see circulation list)	04 Feb 2011
Q3 IB Corporate review and feedback week (Corporate Director and IB Chair to review IB report & agree focus of IB meeting)	07 – 11 Feb 2011
Q3 Improvement Boards window	15 – 24 Feb 2011
Q3 Cabinet briefing report deadline	16 Feb 2010
Q3 CSB agree SPR (separate from performance meeting)	16 Feb 2010
Q3 CSB report deadline (Authors provide reports to Corporate Performance Team)	23 Feb 2010
Q3 Cabinet briefing	24 Feb 2011
Q3 CSB report submission & publication (Corporate Performance Team submit report; Chief Executive's office distribute to attendees)	4 Mar 2010
Q3 Performance Cabinet report deadline	7 Mar 2011
Q3 CSB Performance meeting	9 Mar 2011
Q3 Performance Cabinet	17 Mar 2011
Q4 IB initial report deadline	06 May 2011
Q4 IB Corporate Directorate summary deadline & publication (Corporate Director's IB papers to be issued – see circulation list)	13 May 2011
Q4 IB Corporate review and feedback week (Corporate Director and IB Chair to review IB report & agree focus of IB meeting)	16-20 May 2011
Q4 Improvement Boards window	23 May – 2 Jun '11
Q4 CSB report deadline (Authors provide reports to Corporate Performance Team)	1 June 2011
Q4 CSB report submission & publication (Corporate Performance Team submit report; Chief Executive's office distribute to attendees)	10 June 2011
Q4 CSB Performance meeting	15 June 2011
Q4 Cabinet briefing report deadline	23 June 2011
Q4 Cabinet briefing	5 July 2011
Q4 Performance Cabinet report deadline	11 July 2011
Q4 Performance Cabinet	21 July 2011

Appendix D – Adults' Services

PLEASE NOTE:

- **A recommendation for deletion should not be seen as a reflection on the level of priority attached to the issue or service in question. This exercise has been focused entirely on reviewing specific indicators.**
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Adults' Services: Indicator description	Comment
NI 125 Rehabilitation from hospital, older people	**RETAIN** This is one of the few outcome indicators that is related to the reablement process. It is a three month sample of all users who are tracked.
NI 130 Self Directed Support	**RETAIN** This gives a basic picture of what proportion of our clients have been given the chance to take control of the resources put into their care and exercise choice in how this is delivered
NI 132 Timeliness of assessments	**RETAIN** This is a process measure but it gives a good indication of how the service is performing.
NI 133 Timeliness of services	**RETAIN** This is a process measure but it gives a good indication of how the service is performing.
NI 135 Carers Services	**RETAIN** This indicator covers Information and advice as well as other support e.g. respite.
NI 136 People supported to live independently	**RETAIN**
NI 146 Adults with LD in employment	**RETAIN** This indicator is included in the DoH proposals for retention though it is difficult to measure. If a disproportionate number of users were regarded as having critical needs under FACS this could be more challenging.
NI 149 MH Clients in Settled Accommodation	**RETAIN** DoH requirement.
PAF-D40 Reviews of social care clients	**RETAIN** It is one of the few indicators that has a bearing on safeguarding

Adults' Services: Indicator description	Comment
	(clients not reviewed are potentially at risk).
SAS Major Adaptations Waiting Time	**REVIEW** Wait is measured from when the OT assesses to when work starts; there could be clients waiting longer who are not counted because work has not started.
QA - 6-Week Survey – satisfaction (all clients)	**RETAIN** Satisfaction with homes – new DoH survey – residential and nursing homes
QA - 'CRILL' - % of new home care rated good or excellent (new clients)	**DELETE** Develop local replacement.
QA - 'CRILL' - % of new residential care rated good or excellent (new clients)	**DELETE** Develop local replacement.
Ethnicity of clients vs Harrow population (Equalities)	**RETAIN**
PAF-D54 Equipment Delivered within 7 working days	**REVIEW** The service is now outsourced. The indicator could be replaced with another capturing the proportion of equipment delivered on time.
NI 131 Delayed Transfers of Care (from hospital)	**REVISE** The Directorate want to continue with this measure but to collect it in a different way. DoH has switched to a weekly measure (weekly YTD). It can also be seen as a partnership measure – looking at the interface between health and social care.
NI 150 MH Clients in Employment	**RETAIN** See NI 146. The issues are the same – clients who have higher care needs are less likely to be in employment and in settled accommodation.
New areas	
Reablement To measure the number of users and the outcome of the reablement process – for example advice and information given, users signposted to other services, users requiring no further intervention after reablement.	
Personalisation From review of a personalisation plan it would be possible to develop measures to examine: • Satisfaction • Changes made as a result of the review • Success in achieving client outcomes	

Adults' Services: Indicator description	Comment
• Quality of life • Choice and control • Health and wellbeing • Dignity and respect	

Appendix E – Children's Services

Background information: the performance officers for children's services provided the review group with the complete set of indicators which covers all aspects of children's social care and education. This means that this list includes indicators other than those reported corporately. A number of the indicators are marked to be deleted but a significant proportion have been replaced by related indicators with revised definition.

PLEASE NOTE:

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	Children's Services: Indicator description	Comment
	Percentage of pupils at the end of KS4 achieving the English Baccalaureate (GCSEs/iGCSE at grades A*-C in English, mathematics, sciences, a language and a humanities subject.)	**NEW**
	Reduce overall absence rate in primary schools	**NEW** Describe indicator as 'total absence rate in primary schools' with the target as reducing absence rate.
	Reduce overall absence rate in secondary schools	**NEW** Describe indicator as 'total absence rate in primary schools' with the target as reducing absence rate.
104	Achievement gap between pupils with special educational needs and their peers, based on pupils achieving level 4 or above in both English and mathematics	**RETAIN** Consider the development of in-year proxy measure.
105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths	**RETAIN**
102b	Achievement gap between pupils eligible for free school meals and their peers, based on pupils achieving 5 or more A* to C grade GCSEs including English and mathematics	**RETAIN**
107 BAFR	% Black African minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**RETAIN**
107 BCRB	% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**RETAIN**

	Children's Services: Indicator description	Comment
107 BOTH	% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**RETAIN**
107 WOTH	% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**RETAIN**
108 BAFR	% Black African minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**RETAIN**
108 BCRB	% Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**RETAIN**
108 BOTH	% Any Other Black Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**RETAIN**
108 WOTH	% Any Other White Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**RETAIN**
	Primary schools judged by Ofsted as having good or outstanding standards of behaviour	**RETAIN**
103a	SEN-statements issued within 26wks (excl. exceptions)	**RETAIN**
103b	SEN statements issued within 26 wks (all statements)	**RETAIN**
19	Rate of proven re-offending by young offenders	**RETAIN** Will be based on PNC data rather than YOT data + will have new calculator applied
43	Young people within the YJS receiving a conviction who are sentenced to custody.	**REVIEW**
48	(BV 99 bii) % of road casualties children	**RETAIN** Currently reported on children's scorecard
52a	Take up of primary school lunches	As above
52b	Take up of secondary school lunches	As above
55	Obesity among primary school age children in reception year	As above
56	obesity among primary school age children in year 6	As above
58	Emotional and behavioural health of children in care	As above
60	(PAF C64) Timing of Core Assessments (NI 60)	As above
61	Stability of LAC adopted following an agency decision	As above
62	(BV49) PAF A1 Stability of Placements of CLA	As above
63	PAF D78 Long term stability of CLA (2.5 years) (NI 63)	As above
64	(PAF C21) Duration on the Child Protection Register	As above
65	(PAF A3) Re-registrations on the CP Register	As above
66	(PAF C68) Timeliness of Reviews of Looked After Children	As above
67	(BV 162 PAF C20) Reviews of Child Protection cases	As above
68	% of CiN referrals that led to initial assessments	As above

	Children's Services: Indicator description	Comment
71	Children who have run away from home/care overnight	**REVIEW** This indicator is currently a self assessment of services provided. Consideration should be given to developing a record of referrals
101	CLA 12+ months eligible for GCSE's at least 5 A*-C including English & Maths	**REVIEW** Consider comparing the 12m+ figure with the full cohort (ie. those eligible but not looked after for 12 months).
111	First time entrants to the Youth Justice System 10-17	**RETAIN** Will be based on PNC data rather than YOT data + will have new calculator applied
117	% of young people aged 16-18 who are NEET	**RETAIN**
118	NI118 Take up of formal childcare by low-income families	**RETAIN**
	Initial assessments completed within 10 days	**RETAIN**
	CLA 12+ months eligible for GCSE's achieving at least 1 A*-G	**RETAIN**
	Percentage of CLA Pupils achieving Level 4+ at KS2 Science	**RETAIN**
	To reduce the number of schools with less than 60% of pupils achieving level 4 or above in English and maths in the KS2 tests; **and** schools with below average % of pupils making expected progress in English (national median = 87%) in the KS2 tests; **and** schools with below average % of pupils making expected progress in maths (national median = 86%) in the KS2 tests	**NEW** Replacement for NI 176
	To reduce the number of schools with less than 35% of pupils at the end of KS4 achieving 5+ A*-C inc. English & mathematics GCSEs at GCSE or equivalent; **and** schools with below average % of pupils at the end of KS4 making expected progress in English (national median for 2010 = 72%); **and** schools with below average % of pupils at the end of KS4 making expected progress in maths (national median for 2010 = 65%)	**NEW** Replacement for NI 178
	% of New Case Contact episodes completed within 24 hrs	**NEW**
	% of New Case Contact episodes completed within 48 hrs	**NEW**
	% of New Case Contact episodes that took longer than 72 hrs	**NEW**
	The % of New Case Contacts that that went on to referral that were completed within 24hrs	**NEW**
	The % of New Case Contacts that that went on to referral that were completed within 48hrs	**NEW**
	The % of New Case Contacts that that went on to referral that took more than 72 hours	**NEW**
76	NI76 Reduction no. schools achieving <55% in L4 Eng/Maths	**DELETE** Replaces old measure.
78	NI78 Reduction no. schools achieving <30% in 5+ GCSE A*-C	**DELETE** Replaces old measure.

	Children's Services: Indicator description	Comment
84	NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF	**DELETE** Replaces old measure.
85a	NI85a Post-16 participation in A Level Physics (A)	**DELETE** Replaces old measure.
85b	NI 85b Post-16 participation in A Level Chemistry (A)	**DELETE** Replaces old measure.
85c	NI 85c Post-16 participation in A Level Maths (A)	**DELETE** Replaces old measure.
87	NI 87 Secondary school persistent absence rate (A)	**DELETE** Replaces old measure.
87a	NI 87a Secondary school persistent absence rate	**DELETE** Replaces old measure.
87b	NI 87b % Reduction in persistent absence in primary schools.	**DELETE** Replaces old measure.
107 AIND	NI 107AIND % Indian minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE** Replaces old measure.
107 APKN	% Pakistani minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE** Replaces old measure.
107 BAWC	% Black African & White combined minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE** Replaces old measure.
107 CHIN	% Chinese minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE** Replaces old measure.
107 MOTH	% Any Other Mixed Background minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE** Replaces old measure.
107 MWBC	% Mixed White & Black Caribbean minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE** Replaces old measure.
107 WBRI	% White British minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE**
107 WIRT	% White Irish Traveller / Roma minority ethnic group (containing more than 30 pupils) achieving level 4+ in English & Mathematics at Key Stage 2	**DELETE**
108 AIND	% Indian minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
108 APKN	% Pakistani minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
108 BAWC	% Black African & White combined minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**

	Children's Services: Indicator description	Comment
108 CHIN	% Chinese minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
108 MOTH	% Any Other Mixed Background minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
108 MWBC	% Mixed White & Black Caribbean minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
108 WBRI	% White British minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
108 WIRT	% White Irish Traveller / Roma minority ethnic group (containing more than 30 pupils) achieving 5+ A*-C including English & mathematics at Key Stage 4	**DELETE**
	2009-10 Secondary school persistent absence rate	**DELETE**
	2009-10 Primary school persistent absence rate	**DELETE**
	Secondary schools judged as having good or outstanding standards of behaviour	**DELETE**
	2009-10 Rate of Permanent Exclusions re Harrow school population	**DELETE**
	2009-10 Rate of Fixed Term Exclusions re Harrow school population	**DELETE**
	Improved attendance at 25% worst performing primary schools	**DELETE**
	Improved attendance at 25% worst performing high schools	**DELETE**
	Average points score per pupil at level 2 at age 16	**DELETE**
	% pupils achieving L4+ in E&M at KS2 for WBRI pupils eligible for FSM	**DELETE**
	% pupils achieving L4+ in E&M at KS2 for BAFR pupils eligible for FSM	**DELETE**
	% pupils achieving 5+ A*-C including E&M for WBRI pupils eligible for FSM	**DELETE**
	% pupils achieving 5+ A*-C including E&M for BAFR pupils eligible for FSM	**DELETE**
88	Number of Extended Schools	**DELETE**
44	NI 44 Ethnic composition of offenders on YJS disposals	**DELETE**
44A	NI 44a Ethnic composition of offenders on YJS - white	**DELETE**
44B	NI44b Ethnic composition of offenders on YJS disposals mixed	**DELETE**
44C	NI44c Ethnic composition of offenders on YJS disposals black	**DELETE**
44D	NI44d Ethnic composition of offenders on YJS disposals asian	**DELETE**
44E	NI 44e Ethnic composition of offenders on YJS - chinese	**DELETE**
45	Youth offenders engagement in suitable education	**DELETE**
46	Young offenders access to suitable accommodation	**DELETE**
50	Emotional health of children	**DELETE**
51	PAF A70 progress towards a comprehensive CAMH service	**REVIEW** Under review. This indicator is currently a self assessment of services provided.

	Children's Services: Indicator description	Comment
		Consideration should be given to developing an alternative.
57	5 -16 yr olds participating in PE & sport 2 or 3 hours	**DELETE**
59	Initial assessments completed within 7 days of referral	**REPLACE**
109	Number of Sure Start Children Centres	**DELETE**
112	(BV 197) Under 18 conception rate	**RETAIN**
116	NI116 Proportion of children in poverty	**DELETE**
147	Care leavers in suitable accommodation (5037SC)	**DEMOTE** Monitor internally.
148	Care leavers in employment, education or training	**DEMOTE** Monitor internally.
	PAF C19 The Health of Children Looked After	**DEMOTE** Monitor internally.
	% of children looked after in residential accommodation	**DEMOTE** Monitor internally.
	BV 163 PAF C23 Adoptions of Children Looked After	**DEMOTE** Monitor internally.
	% of children with a CPP allocated to a qualified Social Worker	**DEMOTE** Monitor internally.
	% of CLA allocated to a qualified Social Worker	**DEMOTE** Monitor internally.
	PAF C24 Children Looked After Absent from School	**DEMOTE** Monitor internally.
	PAF C63 Participation of CLA in Reviews	**DEMOTE** Monitor internally.
	Number Childcare places provided by Harrow Local Authority	**DELETE**
54	NI54 Services for disabled children	**DELETE**
	Children Services - % of telephone calls answered within 5 rings or 30 seconds	**RETAIN**
	Children Services - % of emails & web forms acknowledged within 24hrs & replied to within 5 working days	**RETAIN**
	Children Services - % of letters & faxes replied to within 10 working days	**RETAIN**
	Children Services - % of visitors to the office seen within 15 minutes of arrival	**RETAIN**
	Children Services - % of visitors to the office seen within 5 minutes of their appointment time	**RETAIN** Consider additional measure of appointments kept.
	Children Services - % of home visits completed	**RETAIN**

Appendix F – Community and Environment

PLEASE NOTE:

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Community and Environment: Indicator description	Comment
NI 47: People killed or seriously injured in road traffic accidents	**RETAIN**
NI 48: Children killed or seriously injured in road traffic accidents	**RETAIN**
NI 167: Congestion – average journey time per mile during the morning peak	**REVIEW** The council has little control over this indicator. Consider adding a question on perception of congestion to Place Survey replacement or devising an alternative.
NI 168: Principal roads where maintenance should be considered	**REVIEW** Subject to DfT requirements.
NI 169: Non-principal roads where maintenance should be considered	**REVIEW** Subject to DfT requirements.
NI 175: Access to services and facilities by public transport, walking and cycling	**DELETE** No longer required by DfT
NI 182: Satisfaction of business with local authority regulation services	**REVIEW** Should be measured as part of the SLA with Brent for the provision of trading standards. Alternatively complaints against enforcement action could be monitored.
NI 183: Impact of local authority trading standard services on the fair trading environment	**REVIEW** See NI 183
NI 184: Food establishments in the area which are broadly compliant with food hygiene law	**RETAIN**
NI 185: CO2 reduction from Local Authority operations	**REVIEW** Replace with Carbon Reduction Commitment (CRC) footprint.
NI 186: Per capita CO2 emissions in the LA area	**DELETE** This is a DEFRA indicator. It is difficult to actively influence this.
NI 189: Flood and coastal erosion risk management	**DELETE** This indicator has been met. It has also been removed by CLG.

Community and Environment: Indicator description	Comment
NI 188: Planning to adapt to climate change	**DELETE** This indicator relates to whether the council has prepared a plan rather than whether climate change is considered a priority by the authority.
NI 190: Achievement in meeting standards for the control system for animal health	**DELETE**
NI 191: Residual household waste per household	**RETAIN**
NI 192: % Household waste sent for reuse, recycling and composting	**RETAIN**
NI 193: % of Municipal waste land filled	**RETAIN**
NI 194: Air quality – % reduction in NOx and primary PM10 emissions through local authority's estate and operations	**REVIEW** Consideration should be given to alternative measures such as litres of fuel consumed through the estate and operations.
NI 196: Improved street and environmental cleanliness – fly tipping	**RETAIN**
NI 195A: Improved street and environmental cleanliness (litter)	**REVIEW** To be considered further: undertaken by inspection, no account of difference between objective and subjective. Still important and should include 'weeds'.
NI 195B: Improved street and environmental cleanliness (detritus)	See NI 195A
NI 195C: Improved street and environmental cleanliness (graffiti)	See NI 195A
NI 195D: Improved street and environmental cleanliness (fly posting)	See NI 195A
NI 187A: Tackling fuel poverty – % people receiving income based benefits living in homes with a low energy efficiency rating SAP rating < 35	**REVIEW** The current indicator is difficult to collect and measure. Consider measure connected to the Affordable Warmth/Fuel Poverty Strategy. [It is no longer required by DECC who have developed an alternative measure].
NI 187B: Tackling fuel poverty - % people receiving income based benefits living in homes with a high energy efficiency rating SAP rating > 65	See NI 187A.
NI 1: % of people who believe people from different backgrounds get on well together in their local area	**RETAIN** This indicator should be retained but consideration should be given to taking out the 'don't know' option. Alternatively the 'don't know' option could be left in but the indicator looked at as a net value (i.e. those who think people from different background do get on well together minus those who don't).
NI 2: % of people who feel that they belong to their neighbourhood	**RETAIN** See NI 1.
NI 6: Participation in regular volunteering	**REVIEW**
NI 7: Environment for a thriving third sector	**REVIEW** There are concerns about the definition as only registered charities were included.

Community and Environment: Indicator description	Comment
	Also there are concerns regarding whether it reflects satisfaction with the relationship with the council or something else. Again, the inclusion of a 'don't know' category affects the result.
NI 8: Adult participation in sport	**REVIEW**
NI 9: Use of public libraries	**REVIEW** Opportunities to record online usage should also be considered. Other measures could include membership cards issued or take-up of facilities.
NI 10: Visits to museums and galleries	**DELETE** This indicator, while useful, does not appear to be sufficiently Harrow specific. To consider further – perhaps replace with something reflecting Harrow's needs – should involvement in 'cultural' activities be measured or use of our facilities
NI 11: Engagement in the arts	**DELETE**
NI 13: Migrants English Language skills and knowledge	**DELETE** Consideration should be given to measuring as a part of, for example, percentage of adults engaged in adult learning or as a component of an NI 1 question as part of a replacement of the Place Survey.
NI 23: Perceptions that people in the area do not treat one another with respect and dignity [local indicator]	**REVIEW** Consideration should be given to finding alternative means to collect.
NI35: Building resilience to violent extremism	**DELETE** Remove the indicator pending the results of a review into violent extremism and its impact on policy.
NI 198: Children travelling to school – mode of travel usually used DfT DSO (target will be based on the overall proportion of children travelling to school by car (including vans and taxis) for one overall age group: age 5 - 16 years)	**RETAIN** Assuming that the target continues to be collected by DfT it is beneficial to retain as it demonstrates modal change.

Appendix G – Corporate Health

Background: There are very few National Indicators in this area. The Corporate Finance scorecard has not been reviewed fully at this stage so has not been included. Legal and Governance does not have a scorecard.

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	Chief Executives': Indicator description	Comment
NI 32	Proportion of domestic violence cases reviewed at MARAC which had previously been reviewed at MARC in the previous 12 months	
	Residential Burglary Sanction Detection Rate	**REVIEW** Some indicators regarding some police performance are included in the scorecard but are issues over which the Directorate has no control. Members were concerned that performance must be reported in contexts within which they can be influenced and where relevant portfolio holder and officer can be held to account.
NI 40	NI 40 Number of drug users recorded as being in effective treatment	
	Average number of days to respond to complaints	
	No. of equality impact assessments undertaken (reported at quarter 4)	
	% FOI responses within 20 working days	
NI14	Avoidable contact covered by Access Harrow	
	Resolution of issues at first contact - rate	
	% of One Stop Shop Customers surveyed satisfied/ very satisfied	
	% of One Stop Shop Customers satisfied (Professionalism)	
	% of One Stop Shop Customers satisfied (Resolution)	
	% of One Stop Shop Customers satisfied (response speed)	

	Chief Executives': Indicator description	Comment
	% of Contact Centre calls answered within 30 seconds	
	One Stop Shop average waiting time (min.sec)	
	% of customers seen in less than 15 minutes	
	Number of electronic forms received and processed in a month	
	% of customer calls successfully answered (<5% abandoned)	
	% of emails and web forms answered within a timely manner	
	Proportion of web forms and web visits as a percentage of overall contact	
	Average cost per transaction	
BV 11a	Percentage of top 5% earners that are women	**RETAIN** The council is also required to monitor the workforce profile in terms of ethnicity, gender and disability. This can also be monitored by paybands. This is required annually but can also be easily generated in between times as required. This particular measure is difficult to influence and is closely tied to the recruitment pool.
BV 11b	Percentage of top 5% earners from BME communities	**RETAIN** See BV11a.
BV 11c	The percentage of the top 5% of earners in the authority with a disability (excluding those in maintained schools)	**RETAIN** See BV11a.
BV12	Number of working days lost due to sickness absence	**REVIEW** BV12 is a very important indicator as it allows the council to benchmark with other councils and is also a good measure of productivity of the workforce. It is anticipated that changes to SAP will mean that the indicator could be automatically generated. It is however, not clear when the upgrade will occur. It was agreed that the information currently available on SAP is used on a quarterly basis in order that the in-year fluctuations in attendance can be monitored but that pending the changes to SAP the BV12 indicator is only calculated annually.
BV 14	Percentage of early retirements	**DELETE** No longer in keeping with policy approach. Early retirements are stable at approximately 20–30 per year out of a workforce of 7000.
BV 15	Percentage of ill health retirements	**DELETE** Little that the council can do to influence this indicator. Ill health retirements are stable at approximately 20–30 per year out of a workforce of 7000.

	Chief Executives': Indicator description	Comment
BV 16a	Percentage of disabled employees	**RETAIN** The council is also required to monitor the workforce profile in terms of ethnicity, gender and disability. This can also be monitored by paybands. This is required annually but can also be easily generated in between times as required. This indicator could also be measured through impact assessment.
BV 17a	Percentage of black and ethnic minority employees	The council is also required to monitor the workforce profile in terms of ethnicity, gender and disability. This can also be monitored by paybands. This is required annually but can also be easily generated in between times as required.
	% of initial IPADS conducted on time	
	No. of complaints under the Recruitment & Selection policy	
	No. upheld complaints under Recruitment & Selection policy	
	Increase % of managers entering budget into SAP	**REVIEW** Work by the P&F sub committee suggests that two indicators may be required for this area; one relating to the percentage of budget for which a forecast has been provided along with an indicator indicating compliance by managers.
	New indicators	
	Number of new dignity at work cases - % of cases dealt with within 12 weeks	
	Number of new dignity at work cases - % of cases going on beyond 12 weeks	

Appendix H – Housing Service

Background: The Housing Service had only four National Indicators. However, the service has an extensive scorecard containing 108 local indicators. They have not been included here as they are not part of the National Indicator Set. The local scorecard contains a wide range of tenant satisfaction and perception indicators to ensure that services are meeting local need.

PLEASE NOTE:

- **These appendices include the description of the indicator only and do not include any detail regarding how performance is calculated or assessed.**

Housing:	Indicator description	Comment
NI155	Number of affordable homes delivered (gross)	**RETAIN** Still required by CLG.
NI156	Number of households living in temporary accommodation (snapshot)	**RETAIN** Still required by CLG.
NI158	% non-decent council homes	**RETAIN** Still required by CLG.
NI160 (formerly)	LA tenants' satisfaction with landlord services (Bi-annual STATUS tenants satisfaction survey)	**RETAIN** The STATUS survey is no longer a requirement but has been continued by the LA to continue to check resident perception of improvements.
	NEW REQUIREMENTS	
	Affordable housing grant (this can be found on the "draft single list of central government data requirements' published by CLG in December 2010).	

Appendix I – Place Shaping

PLEASE NOTE:

- **A recommendation for deletion should not be seen as a reflection on the level of priority attached to the issue or service in question. This exercise has been focused entirely on reviewing specific indicators.**
- **These appendices include the description of the indicator only and do not include any detail regarding how performance is calculated or assessed.**

Place Shaping: Indicator description		Comment
	BV 219b % of conservation areas with character appraisals	**DELETE**
	BV 219c % of conservation areas with management strategies	**DELETE**
	BV 200b Plan Making - is council meeting LDS milestones?	**RETAIN**
NI 197	Improved local biodiversity - active management of local sites	**RETAIN** Still required. However, consider developing more meaningful measure.
	Number of buildings at risk as a % of the total number of listed buildings	**DEMOTE** Monitor at service level or at Improvement Board level by exception. Very difficult for the local authority to influence as a large number of listed buildings are in private ownership.
NI 154	Net additional homes provided PSA 20	**REVIEW** This indicator will be affected by forthcoming national policy developments such as the New Homes Bonus.
NI 159	Supply of ready to develop housing sites CLG DSO	**REVIEW** See NI 154.
NI 152	Working age people on out-of-work benefits	**REPLACE** See proposed local indicators. It is intended to replace this with Job Seekers Allowance (JSA) claimant count. This is an indicator collected by DWP and is difficult for the local authority to influence. JSA claimant count is sufficient for giving the authority an understanding of how the local economy is performing.
	Processing Building Control Applications % of applications checked within 15 working days	**RETAIN** National standard. Monitor at IB level by exception.
NI 157	Processing of Planning Applications as measured against targets for MAJOR application types	**RETAIN**
NI 157	Processing of Planning Applications as measured against targets for MINOR application types	**RETAIN**
NI 157	Processing of Planning Applications as measured against targets	**RETAIN**

Place Shaping: Indicator description		Comment
	for OTHER application types	
	BV 204 Planning Appeals allowed	**RETAIN**
	Monitoring of Key Information	**REVIEW**
	Sample Monitoring of My Service Planning (MSP)	**REVIEW**
	Rent arrears for current tenants as a % of rental income	**RETAIN**
	Amount of receipts received in financial year against target	**RETAIN** Amend wording to read "capital receipts".
	% Development Management Income against budget	**RETAIN**
	% Building Control Income against budget	**RETAIN**
	PROPOSED NEW LOCAL INDICATORS	
	% of total number of Householder Planning Applications approved	
	Processing of Householder Planning Applications as measured against targets	To gradually reduce the target for householder applications from 8 weeks to 6 weeks. Indicator of importance to residents and therefore reflecting local priorities.
	% of committee overturns for Planning applications	
	% of total number of Planning Applications approved	
	Enforcement - see Single Government data List	
	Ranking of Building Control within LDSA matrix	
	Area of Green Belt Land	
	Rent collected as a % of overall due	
	Town Centre vacancy rates as recorded in the AMR	
	Job Seekers Allowance number of claimants.	Replacement for NI 152.
	Total number of desks/floor area utilised within Directorate	
	Staff Attendance	
	Staffing Issues - Disciplinary & Dignity at work issues	
	Overall Net Budget Position (Revenue)	
	Overall Net Budget Position (Capital)	
	Total Floor Area (Corporately)	
	Desk Utilisation (Corporately)	
	Number of Formal Complaints	