

LONDON BOROUGH OF HARROW

CABINET – 7 APRIL 2011

REFERENCE FROM OVERVIEW AND SCRUTINY COMMITTEE – 22 FEBRUARY 2011

Local Performance Management Framework - Review Report

At its meeting on 22 February 2011, the Committee received a report which set out the findings of Phase 1 of a scrutiny review to examine the council's use of performance information.

In this first phase of the review, the Review Group had focused on getting an overview of the performance information that was being captured and reported, identifying quick wins in terms of indicators which were no longer required, and looking at what, if anything, the Council should develop to replace the place survey. Some of the findings of the first phase were highlighted, as follows:

- there should be a reduction in the focus on specific indicators simply because they were nationally required; for those national indicators (NIs) that were not a local priority the Council should simply report them to the government and do nothing further;
- in-year indicators should be developed in preference to annual indicators where possible in order that remedial action could be taken earlier;
- the Council should focus on areas where it was empowered to act, not those for which other agencies were responsible;
- some indicators needed to be reviewed to determine whether actual performance was reflected in resident perception. The Review Group would be looking at NI 195 (street cleanliness) in Phase 2 as an example of this;
- there was a lack of indicators relating to Licensing and some should be developed;
- the indicator relating to sickness absence was labour-intensive to calculate quarterly. It should be reported annually instead and in-year monitoring carried out more frequently using SAP;
- the place survey was too burdensome and too infrequent. However, the only way to measure the success of the corporate priority to be a listening Council was by asking residents. A replacement, such as a reputation tracker, should therefore be developed.

A Member commented that the issue of resident perception was also emerging from another scrutiny review; at a review group meeting the previous evening, residents' perception had been that the Council did not provide enough information. It was noted that phase 2 of this review would look further at how the Council could improve

its performance management, including issues such as the involvement of Ward Councillors and the fact that residents' access to performance information was not well served by the Council's scorecards. For some of the indicators, there were ways of capturing information which were more useful and which used data the Council already had. There was also a need to ensure that indicators were linked to corporate priorities, and that there was flexibility in the indicator set.

The Review Group were thanked for their work, and it was

RESOLVED: That

- (1) the report of the review group be approved;
- (2) **the report be referred to Cabinet.**

FOR CONSIDERATION

Background Documents:

Report to Overview and Scrutiny Committee held on 22 February 2011.

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