

**REPORT FOR: PERFORMANCE AND
FINANCE SCRUTINY
SUB-COMMITTEE**

Date of Meeting:	26 July 2011
Subject:	Chair's report
Responsible Officer:	Alex Dewsnap, Divisional Director, Partnership Development and Performance
Scrutiny Lead Member area:	All areas
Exempt:	No
Enclosures:	<ul style="list-style-type: none">• Appendix A – Note of Chair's briefing held on 27 June 2011• Appendix B – Update on indicators selected for further monitoring at Q3 2010/11• Appendix C – Community Cohesion Action Plan 2011/2012 – update• Appendix D – Note of Chair's briefing on Sustainability Review held on 11 May 2011

Section 1 – Summary and Recommendations

This report sets out issues considered by the Chair since the last meeting of the Performance and Finance scrutiny sub-committee.

RECOMMENDATIONS:

- The sub-committee is requested to note the report.

Section 2 – Report

Introductory paragraph

This report outlines the work of the Chair and Vice-Chair since the last meeting of the sub-committee, held on 6 April 2011.

Background

Briefing – 27 June 2011

A briefing for the Chair and Vice-Chair was held on 27 June. A note of the briefing is available at Appendix A. The meeting covered:

- Capital overspend 2010/11
- Budget outturn 2010/11
- Budget forecasting in SAP
- Quarter 4 2010/11 and Annual Corporate Scorecards – including an update on performance queries raised at Q3 (see Appendix B)

It also included the updated Community Cohesion Action plan which was requested by the sub-committee. The updated action plan is attached to this report as Appendix C.

A note of the Chair's meeting with the Head of Climate Change, to discuss the *Sustainability Review (2009/10): Progress report on Climate Change* is included with this report as Appendix D.

Agenda items for 26 July 2011

Items were agreed as follows:

- P&F Chair's report
- Capital governance and monitoring
- Revenue and capital outturn 2010/11
- Sustainability review – report on progress – economic development

Financial Implications

There are no specific implications arising from this report.

Performance Issues

This report deals with matters of financial and service performance throughout.

Environmental Impact

Not applicable.

Risk Management Implications

Not applicable.

Corporate Priorities

The work of the sub-committee addresses all of the council's corporate priorities.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Heather Smith, Scrutiny Officer, 020 8420 9203,
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Background Papers:

Strategic Performance Report (Q4/Annual) – available at:

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=249&MId=60639>

(Cabinet, 21 July 2011)

Revenue and Capital Outturn 2010/11 – available at:

<http://www.harrow.gov.uk/www2/documents/s89120/Revenue%20and%20Capital%20Outturn%20Report.pdf> (Cabinet, 22 June 2011)

Appendix A

PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE

Chair's briefing – notes

Monday 27 June

Attendees:

- Councillor Sue Anderson, Chair
- Councillor Barry Macleod-Cullinane, Vice-Chair (items 4-7)
- Julie Alderson, Director of Finance (items 1-4)
- Jennifer Hydari, Divisional Director, Corporate Finance & Procurement (items 1-3)
- Jon Turner, Divisional Director HRD & Shared Services, (items 1-4)
- Martin Randall, Senior Performance Officer (items 1-4)
- Heather Smith, Scrutiny Officer

1. Capital overspend 2010/11 – update

A detailed implementation plan arising from the investigation reports into the capital overspend is being monitored by GARM (Governance, Audit and Risk Management) Committee as well as by CSB (Corporate Strategy Board).

As well as addressing the recommendations, work is underway to ensure that the problems identified by the investigation reports into the capital overspend are addressed holistically. This will enable expenditure to be planned appropriately, in accordance with good governance, and to deliver better value for money for the organisation.

It is intended that the medium term financial strategy for 2012/13 and beyond will include the capital programme, which will be informed by a new Capital Strategy. The strategy will be based around the organisation's priorities and needs. Work is underway on the development of principles to underpin the Capital Strategy, for agreement by CSB. It is intended that in future capital bids will be presented alongside revenue with the aim of achieving better integration.

The reinvigorated Capital Forum is the first line challenge and provides approvals. The Leader is required to approve expenditure over £500k, though in practice he approves all expenditure. A list of items and when they were approved is also reviewed by Internal Audit. Cost codes are not entered on SAP until items are approved. The Interim Capital Programme Manager maintains an audit trail, undertakes monthly monitoring and tests coding; this is summarised at year-end.

CSB has agreed that project management should be mandatory in future and there is a push for proper discipline on capital projects. The financial regulations and contract procedure rules are also being reviewed as part of a review of governance arrangements.

The Chair requested that she and the Vice-Chair be given updates at future briefings as appropriate. See also item 7.

2. Budget outturn 2010/11

The Chair and Director of Finance discussed whether the Revenue and Capital Outturn report for 2010/11 should be included on the agenda. See item 7.

3. Budget forecasting in SAP

As the briefing was too early in the financial year to provide information on budget forecasting at Q1, the Divisional Director, Corporate Finance & Procurement provided the Chair with some examples from some of the directorates at period 2. This included the value of the budget for which a forecast had not been provided within the deadline, the percentage of the total budget and the number of cost centres affected. She stressed that finance business partners had reviewed 100% of budgets. The cost centres where forecasts had not been provided were not considered to be of high risk, to be particularly volatile or to suffer from lack of forecasting on an ongoing basis.

The KP06 submission was just a part of the process. The indicator itself did not measure the accuracy of the forecast. KP06 was the starting point for further qualitative analysis.

The finance team were responsible for reviewing the forecasts.

Managers with low risk budgets should be expected to get on with completing their forecasts and allow finance business partners to concentrate on higher risk areas.

4. Quarter 4/Annual Corporate Scorecard – to include update on performance queries raised at Q3

Updates from Q3

A detailed update on each of the indicators highlighted at Q3 is attached as an appendix. Comments on the indicators were provided by the Senior Performance Officer.

Indicator	Comments and action to be taken
NI 195 household waste recycled and composted	No further monitoring required at this stage.
NI 32 repeat incidents of domestic violence	Monitoring at the Chair's briefing to continue.
NI 40 number of drug users in effective treatment	This is a partnership indicator. The Chair requested that further information be provided in order to better understand the indicator and comparisons with other boroughs.
NI 64 – duration on the child protection register	Monitoring at the Chair's briefing to continue.
% of children looked after allocated to a qualified social worker	No further monitoring required at this stage.

Indicator	Comments and action to be taken
PAF-D40 People receiving a review as a % of those receiving a service	No further monitoring required at this stage.
No. of households we assist with housing in the private rental sector	No further monitoring required at this stage.
NI 157a Processing of Major Planning Applications	Monitoring at the Chair's briefing to continue, on the basis of the replacement indicator for 2011/12.
Customer satisfaction with responsive repairs service	No further monitoring required at this stage.
Former BV16a – % of employers declaring that they meet the DDA definition	<p>The Divisional Director HRD & Shared Services advised that a modification will be made in SAP to enable employees to update their own social identity status. The issue remains with regard to how all staff will be able to access the system, but the Director advised that although kiosks could be provided it would still be difficult to reach some staff. The only other way to capture this information was by surveying all staff which was costly.</p> <p>Part of the issue is changing perceptions and helping staff to feel more confident in declaring their status; 6% of staff declare a disability in the staff survey (anonymously) compared with 3% declaring a disability to their manager.</p>
Payment of invoices	<p>Work through the recession busting working group identified the need to pay small businesses promptly in order to avoid a detrimental impact on cash flow. With regard to payment of large suppliers there is no specific policy as yet, but there is an opportunity to negotiate rebates with larger suppliers in return for paying invoices within an agreed timeframe.</p> <p>As well as representing good practice, purchase orders need to be raised in order to allow the Council to operate meaningful commitment accounting and secure good financial management. It requires compliance by managers.</p> <p>Training in good financial management is available to managers through the Management Development Programme (MDP) on business management.</p>

Indicator	Comments and action to be taken
	<p>The Director of Finance advised that Internal Audit carried out a review in April in order to identify practical issues impacting on the ability to pay invoices within a 30 day period. This could include contracts, VAT issues, bailiffs' costs (charged after action has been taken) and buying occurring through other systems. Internal Audit plan to review a month as part of this process. These findings could then involve changes to SAP or other procedures.</p> <p>A business case for e-invoicing is also under development. This will require suppliers to have the necessary technical capability, but for larger suppliers this can be written into the contract.</p> <p>Monitoring at the Chair's briefing to continue, once the Internal Audit report has been issued.</p>

Quarter 4/Annual Scorecard

While directorates are no longer required to collect national indicators, significant numbers have been retained by directorates. This does however enable comparisons to be drawn with performance elsewhere.

Indicator	Comments/action to be taken
NI 195c – Improved cleanliness – graffiti (quarterly)	<p>Declining performance appears to be an aberration.</p> <p>To monitor at the next Chair's briefing.</p>
NI 125 – achieving independence for older people through rehab (quarterly)	<p>There are problems with the target for this indicator; no target or guidance has yet been issued by the Department of Health.</p> <p>To monitor at the next Chair's briefing.</p>
Rate of fixed term exclusions (quarterly)	<p>Fixed term exclusions were at their lowest in the Autumn term. Spring 2011 was a long term and may have had an impact.</p> <p>To monitor at the next Chair's briefing.</p>
NI 109 number of Sure Start Children's Centres (quarterly)	<p>The remaining three centres are to be launched in the Autumn term.</p>
NI 92 Narrowing the gap between the lowest achieving 20% in the EYFSP (Early Years Foundation Stage Profile) and the rest (annual)	<p>The gap has been reduced but an ambitious target was set. Performance is therefore showing as high red.</p>
NI 101 Looked after children achieving 5 A*-C GCSEs (or equivalent) at	<p>Continued success with adoptions left an older cohort that was less stable, which had an impact on this indicator. Two out of a</p>

Indicator	Comments/action to be taken
Key Stage 4 (including English and mathematics) (annual)	<p>cohort of 17 young people obtained 5 A*-C including English & Maths, seven young people obtained 5 GCSE's grade A* - G. The Virtual Head teachers only tracked pupils in Borough for 2009-10 and we had nine children out of Borough. Seven young people did not sit any exams.</p> <p>From 2010 - 11, Virtual Head teachers will continue tracking pupils including those out of Borough.</p> <p>The Chair and Vice-Chair requested further information regarding the lack of inclusion of the out of borough pupils within the cohort tracked.</p>
NI 107 % pupils achieving L4 or above in both English and maths at KS2 for BME groups (annual)	The Chair and Vice-Chair requested further information on the size of each cohort and the percentage of the school population this represented.
% pupils achieving 5+ A*-C including English and mathematics GCSEs for White British pupils eligible for FSM (free school meals) (annual)	The Chair and the Vice-Chair requested further information on the rationale for the target set as well as the size of the cohort.
Customer satisfaction with the responsive repairs service (quarterly)	The return of 'low red' was based on five surveys. The Chair and Vice-Chair requested further information on the number of cases of ASB. All tenants who had had an ASB case were surveyed to determine satisfaction.

5. Community Cohesion Action plan – update

The action plan update was noted. The Vice-Chair asked that he be provided with further clarification on the current position with regard to grants to the voluntary sector.¹

6. Note of the Chair's meeting with the Head of Climate Change

The report of the meeting was noted. It was agreed that the climate change indicators be considered at the next Chair's briefing.

7. Confirmation of agenda items for P&F meeting – 26 July 2011

The Chair and Vice-Chair discussed the briefings. It was agreed that the agenda should include a capital governance report, providing the sub-committee with an outline of the governance structure for capital monitoring. In addition they requested that the report demonstrate how last year's capital overspend would have been picked up by the new

¹ Since the meeting, the Chair has sought further clarification on the update numbered 6.6. Details will be provided at the sub-committee meeting if required.

arrangements. The agenda should also include the Revenue and Capital outturn report for 2010/11 to ensure that scrutiny members have the opportunity to consider the final position.

The Chair and Vice-Chair agreed the agenda as follows:

- P&F Chair's report
- Capital governance and monitoring
- Revenue and capital outturn 2010/11
- Sustainability review – report on progress – economic development

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APPENDIX B – Performance & Finance Sub-Committee – Chair’s briefing – 27 June 2011

Update on indicators selected for further monitoring at Q3 2010/11

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
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NI 192	NI 192 Household waste recycled and composted	▲	✓	47%	46.40%	A	48%	45%	A	50%	51%	LG
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Q4 figure to be verified. However, it is anticipated that the 50% annual target will be exceeded but the annual outturn could range between 49.5 to 51.5%. The final outturn will be confirmed during Q1 2011/12.

NI 32	NI 32 Repeat incidents of domestic violence	▼	✓	12.50%	23%	HR	25%	41%	HR	25%	38%	HR
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Of the cases referred to the MARAC in Q4, 38% had been referred back within 12 months. Of the eight cases, one individual was referred back four times, accounting for half. Over the past year a programme of training and information across involved professionals in the Borough has raised awareness of the processes around domestic violence incidents and raised reporting levels. Recording processes are also now more accurate. The level of reported repeat incidents is now thought to be stabilising and is comparable with best practice MARACs. The target for 2011/12 has been adjusted accordingly. Funding has been agreed in principle to support and mainstream DV support in Harrow for 2011/12 and for future years will be considered in the next budget round.

NI 40	NI 40 Number of drug users recorded as being in effective treatment	▲	✓	435	402	LR	431	404	LR	435	402	LR
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A drop in the number of clients in the quarter was due to the discharge of 15 clients with eight successful completions. Achievement of the year-end target will be measured in June owing to the requirement of a 12 week retention. The Probation Service has set up a system to identify and refer additional clients and other actions are in place to encourage take-up.

NI 64	NI 64 (PAF C21) Duration on the Child Protection Register	▼	x	10%	3.64%	LG	10%	13.51%	A	10%	16.67%	LR
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Child Protection Challenge Panels are being held to ensure all cases of over 18 months are receiving additional scrutiny. There are currently 24 children in this group. These plans will be discussed at the Challenge Panels. A new local indicator to reduce the number of children with plans 2years+ will further focus on reducing the numbers in 2011/12.

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
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	% of Children Looked After allocated to a qualified Social Worker	▲	✘	100%	98.73%	A	100%	96.12%	A	100%	99.28%	A
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At the snapshot date, 2 out of 141 children looked after cases appeared not to be allocated on the system but there was a qualified social worker responsible for each case. Request made for records to be updated.

	PAF-D40 People receiving a review as a % of those receiving a service.	▲	✓	Not available			65%	63.70%	A	87%	86.70%	LG
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Headline: Maximum number of clients reviewed.

Context: The indicator can never reach 100% because clients may die or move away/cease to receive services during the course of the year, before we can review them. In this context following data analysis 87% was the maximum we could achieve on this indicator and therefore is an excellent result.

	No. of households we assist with housing in the private rental sector	▲	✘	Not available			240	187	HR	250	272	HG
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We met our revised target in spite of the difficult housing market.

NI 157a	NI 157a Processing of Major Planning Applications	▲	✓	60%	85%	HG	60%	50%	HR	60%	66%	HG
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Improvement in Q4 and overall for year end. (Revised indicator applies in 2011/12.)

	Customer satisfaction with responsive repairs service	▲	✘	92%	89%	A	92%	87%	LR	93%	88%	LR
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Performance in quarter 4 was 88% against a target of 93%. In retrospect it is considered that expectations were too high and a revised target will be applied for 2011/12.

NI Ref:	Indicator Description	Polarity Good to be High ▲ or Low ▼?	On corporate Scorecard 2009/ 10	2009/10 Target Q4	2009/10 Actual Q4	2009/10 Q4 Status	2010/11 Target Q3	2010/11 Actual Q3	2010/11 Q3 Status	2010/11 Target Q4	2010/11 Actual Q4	2010/11 Q4 Status
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	BV 16a % of employees declaring that they meet the DDA definition	▲	✓	3%	1.91%	HR	3%	1.81%	HR	3%	1.82%	HR
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Standing at High Red for some time, this indicator registers 1.82% against a target of 3% - a marginal improvement but below 2009/10 outturn. It has been highlighted by the Corporate Equality Group as the recent staff survey suggests a significantly larger proportion of disabled persons on staff than this indicates. It is intended to review the indicator following the planned refresh of equalities data for staff.

	BV 8 Percentage of invoices paid on time	▲	✓	95%	80%	HR	95.0%	78.0%	HR	95.0%	72.0%	HR
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High Red for an extended period, this measure deteriorated further in Q4 . An internal audit review is under way to investigate invoice processes further, following which the Corporate Strategic Board will review policies and processes.

Additional information:

Monetary value of invoices where the SAP purchase order was raised after the invoice date
Total monetary value of PO invoices processed in quarter

£11.2m (29% of invoices processed)
£38m

£8.5m (21.6% of invoices processed)
£32m

	% of cost centres for which SAP budget forecast completed	▲	✗	100%	100%	-	100%	92%	LR	Not required for Q4		
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Managers are requested to review their outturn at year end. They are not required to prepare a forecast on SAP.

Prepared by the Corporate Performance Team, June 2011.

Appendix C - Community Cohesion Action Plan 2011/2012

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.1	Raise profile and increase community interaction with on-line Community, Faith and Cultural Calendar	Existing	2011 - 21012	Community Development Services (John Tucker)	Increased online use measured by number of visits	Improved understanding of commonality and diversity.	Updated for 2011. Improved community service through 'What's On' online events calendar
1.2	Delivery of Under One Sky 2011	Raised levels of income through stalls and ticket charges. In-kind support, external community and business support	Ongoing with event delivery on June 26 2011	Community Development Services (John Tucker)	Increased community participation and attendance by local residents.	Improved perceptions of community cohesion and improved understanding of commonality and diversity.	Delivery plan in place
1.3	Work in partnership with community and faith partners to support the delivery of multi-faith events	Existing including advice and guidance for event delivery	2011 - 2012	Community Development Services (John Tucker)	No. of events, community feedback and participation; attendance numbers.	Strengthened inter-faith relations.	Second Open Faith Weekend held in Nov 10 as part of National Interfaith Week
1.4	Third Party Reporting roll out to all equality strands	Existing +LAA Reward funding (£4,000)	2011 - 2012	Community Development Services (Jasbinder Baddhan)	No. of hate crime incidents. Victim satisfaction survey Sanction detection rate	Community confidence in reporting hate crime.	Action plan agreed. The Hate Crime Working Group (with representatives from all diversity strands) is meeting monthly to take this project forward.

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.5	Community tension monitoring	Existing	2011 - 2012	Community Development services (Samia Malik)	Monthly returns	Community tensions are monitored and prompt action taken to ease tensions when they arise.	Process in place for gathering community tension responses across the Council and partner agencies.
1.6	Multi agency Prevent Panel to support individuals vulnerable to radicalisation	Existing + support from the Channel team (Met. Police)	2011 - 2012	Community Development services (Samia Malik)	Number of individuals referred and supported.	Support for local vulnerable individuals put in place on a case by case basis.	To date local support has been put in place. If a case were to require greater intervention the Channel team will need to assist in identifying appropriate support.
1.7	Establish Cricket initiative across Harrow	SNT & Partnership Unit	April 2011 - March 2012	Harrow Police (Nick Davies / Stuart Ward)	Each SNT and school to have access to a Level 1 MCC trained coach. Borough wide tournament to take place in Summer 2011	Using cricket as a medium to bring together different communities and teaching self-discipline and team working to the young people taking part.	The scheme has now been rolled into six schools. Engagement with around 240 children a week takes place across the borough. A summer programme is being designed.

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
1.8	Walk Your Way to Health	Coordinator's time, 30 volunteer walk leaders, a small budget	2011 - 2012	NHS Harrow, Public Health, Health and Wellbeing Coordinator (Denise Thiruchelvam)	Health Questionnaire to monitor uptake and target groups	Increased physical activity (walking) in individuals from BME communities whilst improving community cohesion	Currently 14% of walkers are from BME groups which is under representation of the community
1.9	Training on Community Cohesion in schools	EMAS & A&I staff	2011 - 2012	Achievement and Inclusion (A&I) and EMAS (Joy Collins / Zaitun Virani)	Successful Ofsted judgments in related aspects: attainment, Closing the Gap, rates of progress, working with parents and social, moral and spiritual education.	Cohesive, happy, healthy safe communities	Different schools are at different stages – from outstanding to satisfactory
1.10	Organise 'A Young Peoples Conference'	Subscriptions, donations from all faiths plus Council grant and partnership contributions	One day conference, pending on funds received in 2011	Harrow Inter Faith Council and partners (Mary Hale)	Organised individual workshops measured by young people attending	To encourage dialogue and understanding between the youth from all faiths and philosophy's in Harrow	HIFC have tried and tested this activity (in 2007). The youth enjoyed it and intimated they would attend future conferences
1.11	Projects supporting youth and raising awareness of Inter Faith Issues in cooperation with Youth Parliament and N.W. Middlesex Scouts.	Subscriptions, Donations and partnership contributions. Subscriptions for 2011 to date £595. Grant of £2,900 requested from Harrow Council.	April 2011 to April 2012	Harrow Inter Faith Council E.C. Officers and members HIFC Executive Committee, Officers and sub-committees appointed by EC.	Measured by partnership and audience attendance Measure by	To encourage all faiths to talk to and learn from each other. To share knowledge and understanding of diversity. Development of respect and	The working party partnership meet regularly to organise the activities and plan events.

1.	% of people who believe people from different backgrounds get on well together in their local area Perceptions that people in the area treat one another with respect and dignity						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Half marathon along a route taking in important places of worship in Harrow. Joint celebrations of important religious festivals. An Arts Festival with all faith communities invited to participate. Possible fund raising activities.			to organise specific activities.	attendance and by observable cooperation and collaboration of groups from different faith groups in initiating, planning and organising activities.	friendly relationships and a spirit of cooperation and collaboration among members. Awareness of Inter faith activities and issues among the youth.	

2	Environment for a thriving third sector						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
2.1	To encourage applications from voluntary and community groups for projects that support cohesion.	Grants budget (£669,360) & staff time	March 2011 and on-going monitoring	Community Development Services (Melvyn Leach)	Number of grants awarded to projects that promote community cohesion.	Improved perceptions of community cohesion across all communities.	131 applications were received for the grants application round 2011/12. 43 applications indicated that the proposed project supported the Council's corporate priority of 'United and involved communities: a Council that listens and leads'. Final grant recommendations are pending, once finalised an analysis of funded projects will be undertaken to quantify projects that support community cohesion.
2.2	Development and delivery of Third Sector Strategy	Realignment of existing resources and external funding	2011 - 2012	Community Development Services (and the Third Sector Strategy Working Group)	Increased VCS engagement opportunities. No. of training / capacity building initiatives	Strengthened partnerships and role of VCS in delivery of public services.	A third sector strategy working group has been set up to monitor the delivery of the action plan. The

2	Environment for a thriving third sector						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
				(Kashmir Takhar)	delivered. Increased opportunities for commissioning		group has undertaken an exercise to map all council support to the VCS, it is also monitoring the impact of funding cuts on the VCS.

3	Migrants English Language skills and knowledge						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
3.1	Development of ESOL action plan	Existing	2011 - 2012	Community Development Services (Geoff Trodd)	ESOL registrations, classes, progressions	Access to English language training that meets the needs of the learner to aid integration.	There have been major changes to national ESOL funding and learner eligibility, resulting in a reduction of ESOL provision run through the FE Colleges and School clusters. An ESOL Group of providers is meeting regularly to look at planning pre-entry provision and better sign posting for 2011/12
3.2	Family Learning programmes in Numeracy, and Wider Family Learning	Skills Funding Agency Family Learning funding	2011 - 2012	Community Development Services (Geoff Trodd)	% of families from BME communities % of new learners	Increased participation in community learning.	50 families from localities of greatest need engaged in family learning and signposted to further learning/training
3.3	Basic ICT and computers with English programmes, run at Beacon Centre, Sangat Centre, KLC and SKSS	Skills Funding Agency funding	2011 - 2012	Community Development Services (Geoff Trodd)	% of families from BME communities % of new learners	Increased participation in community learning.	40 learners engaged in community-based ICT programmes

3 Migrants English Language skills and knowledge							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Temple						
3.4	To support the delivery of ESOL in schools and Children's Centres	Early Intervention Grant and via Pupil Premium	2011 - 2012	Integrated Early Years and Community Services (Wendy Beeton) and schools	Number of classes, enrolments and destination of learners.	Improved access to English language classes to ease integration of new arrivals.	Part of the Extended Schools agenda and Narrowing the Gap. Schools and Children's Centre partnership

4 Participation in regular volunteering							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
4.1	One-4-One employee volunteering scheme promoted across the Council	Existing	2011 - 2012	Community Development Services (Samia Malik)	Increase in number of staff volunteering Increase in number of volunteering opportunities registered on scheme.	Increased community involvement through volunteering in the community.	To date 63 members of staff have participated in the scheme.
4.2	Harrow's Heroes volunteer awards ceremony	Existing + LAA Reward Funding (£4,500 in 2011) and sponsorship	November 2011	Community Development Services and partners. (Samia Malik)	Number of nominations / press coverage / event feedback / increased numbers	To raise the profile of volunteering, celebrate the contribution volunteers make	Hugely successful Harrow's Heroes event delivered in 2010, with just over 100 nominations.

4	Participation in regular volunteering						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
					of volunteers.	and encourage others to volunteer.	Planning has commenced for the 2011 event.
4.3	Increase the number of volunteers helping in libraries and museum.	Existing plus resources identified by Harrow College	April 2010 - May 2011	Harrow Library Service and Harrow College (Ian McNicol)	Increase in the number of volunteers	Increased opportunities for isolated individuals to participate in local activity.	15 in libraries 2 in Housebound Service 8 at the museum
4.4	Ensure local people know how to register for the official London 2012 Volunteer Programme.	Existing	Ongoing to 2012	Cultural Services (Ian McNicol)	Numbers of volunteers participating in 2012	Active participation of local people in London 2012	The date for registration has now passed. Borough breakdowns not yet available.
4.5	Delivery of National Citizenship project	National Citizenship Service funding	2011 - 2012	Children's Services (Joy Shakespeare)	Project plan contains measures	Young people from a range of diverse backgrounds are enabled to gain work experience through volunteering and qualifications	This project builds on the previous successful V Talent project and delivers citizenship through volunteering.

5	% of people who feel they can influence decisions in their locality Civic Participation in the local area						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
5.1	Neighbourhood Champions	Existing	2011 -2012	Public Realm (Jerry Hickman)	Numbers of neighbourhood champions / Number of issues reported and dealt with Neighbourhood Champion Conference	Positive civic engagement and involvement of local community volunteers. Supporting NC's to increase links with other NC's, share ideas and successes. Develop strategies to increase intergenerational and cross community problem solving	NC scheme was official launched on 17 th March 2010. By March 2011 672 NCs were trained and 560 were awaiting training. The aim is to have a NH for every road in Harrow.
5.2	Residents Meetings	Existing	Ongoing	Public Realm (Jerry Hickman)	Feedback from residents and number of issues tackled. Supporting Safer Neighbourhood Teams – NC and Ward meetings	Giving a voice to local residents and building trust in council services.	Commissioned for operational reasons and used to give residents positive messages
5.3	Pride in Harrow (Weeks of Action / Days of Action)	Existing	2011 - 2012	Joint between Council, Police and other partners (Jerry Hickman)	On site meetings with NC's , residents, businesses Police, officers and Members	Engaging and informing residents of council services and support. Consult with local	Street opportunities to capture community interest and showcase community cohesion

5	% of people who feel they can influence decisions in their locality Civic Participation in the local area						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
					Positive impacts delivered and resident feedback.	people and partners to deliver positive outcomes	
5.4	Resident participation	Dedicated budget for HFTRA, RI budget and an additional Resident Participation Officer recruited	2011 -2012	Adults and Housing (Carol Yarde)	Update on measure: Tenant and Leaseholder satisfaction surveys undertaken at end of 2010. Various RI activities including focus groups and residents panels. Residents involved in mystery shopping. More than 100 residents new to involvement actively engaged over last 12 months. Number of new residents that become actively involved in 2011 – 2012. Survey to be undertaken bi-	53.8% of residents are satisfied that their views are being taken into account, whilst 15.8% are dissatisfied. Satisfaction with the range of opportunities available to help shape and influence Housing Services is also 58%, where 13% are dissatisfied	The 2011/12 work plan for Resident Involvement will strive to further improve resident satisfaction in this area and to increase further the number of new residents that become actively engaged

5	% of people who feel they can influence decisions in their locality Civic Participation in the local area						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
					annually (next survey: 2012)		
5.5	Better Together programme – to identify opportunities which engage residents in changing their behaviours to Improve outcomes and have a positive financial impact	To be identified	2009 – 2013	Adults and Housing (Carol Yarde)	Reputation Tracker Public health Indices	Used innovative techniques called 'Triage Day' to consult users on the replacement journey 'Your future Our future' public meeting as part of overarching Adults community engagement plan. Project went live on 23 October. All referrals for social care now going through the reablement front door.	Resident satisfaction survey shows service improvement is now being seen by residents.
5.6	Elected Youth Parliament to represent young people across Harrow	Existing	2011 - 2012	Children's Services (Joy Shakespeare)	Measures for each activity are contained within the Youth Parliament programme	Improved participation by young people in all aspects of council decision making, and raising awareness of issues such as bullying and the impact of the recession.	Youth Parliament continues to deliver improved participation and has contributed to a range of consultations and events across the council.

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
6.1	New Arrivals Task Force - currently focusing on the needs of the Afghan and Tamil communities	To be identified by partners	2011 - 2012	Community Development Services (Samia Malik)	Measures for each activity will be contained within the action plan	Improved quality of life for the Afghan and Tamil communities	Community engagement and a needs assesment will be undertaken with the Afgan and Tamil communities, following which an action plan will be developed by partners. Task Force meets quarterly to monitor progress.
6.2	Development of an action plan in line with the Harrow Equalities Centre's aims of promoting community cohesion, integration and a life free from discrimination and prejudice in Harrow.	Harrow Council Trust for London EHRC	2011 - 2012	Harrow Equalities Centre (Sami Aziz)	New body established, supporting community cohesion and participation, active participation in relevant meetings.	Increased access to advice, information and support on equality and human rights issues. Representation and championing of all equality strands	New organisation launched and active. New Director recruited and started in April 2011. An away day will be planed to discuss strategic directions and the Business Plan for the organisation
6.3	Home Library Service - to increase use of the service by a programme of talks promoting the	Existing resources –stock and staffing	2011 - 2012	Home Library Service/Harrow Library Service (Ian McNicol)	Increase in the number of residents using the Home Library Service. The target is a minimum of	Access to Library Service for vulnerable people who otherwise would not be able to do so.	120 new users of the service (2010-2011).

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	service to sheltered housing units and to older people.				100 (during 2010-2011)		
6.4	Establish Tamil forum	SNT & Partnership unit	By July 2011	Harrow Police (Inspector Aleks Pogroszewski)	This will empower the community to provide constructive feedback to partnership so their needs can be better served.	Better engagement and cooperation with young Tamils, increased knowledge of the problems/issues they face, enabling the police and local service providers to give them a better service.	The Police have written to a number of local Tamil organisations and will now be arranging to meet with them to discuss the establishment of the Tamil forum.
6.5	LGBT forum established and operates to support the needs of the LGBT community	Community Safety & Partnership Unit	On going quarterly meetings 2011 - 2012	Harrow Police (Inspector Stuart Ward)	To support a Harrow borough LGBT forum to give members a vehicle to voice opinions, identify concerns and provide constructive criticism to service providers across the borough.	Better engagement and cooperation with LGBT community leading to greater empowerment, mutual understanding and enabling the partnership to provide a better service through a focused response.	The Harrow LGBT forum was established in January 2010, and now meets quarterly to take forward issues affecting the community. The group is supporting the Warren Lane project. The group facilitator from WLA has moved on so the group will need to become self sustaining.
6.6	Promote universal access to	Early Intervention Grant	2011 - 2012	Integrated Early Years and	Measures contained in	Universal access to children's centre	2 Health Trainers are being trained to

6	Access and fair treatment by local services						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Children's Centres for all Communities			Community Services (IEYCS) (Wendy Beeton)	Children's Centre Strategy	services.	support a Mental Health project using the Lets Get Moving programme.
6.7	Delivery of Young People's Services Diversity Action Plan	Existing	2011 - 2012	Children's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Reduced disproportionality within the Criminal Justice System	The action plan has been subsumed within the Divisional plan for Children's Services, but outcomes relating to disproportionality are still being monitored through Safer Harrow.
6.8	Development of Youth Crime Prevention initiatives including Triage and Early Intervention	Existing	2011 - 2012	Children's Services (Joy Shakespeare)	Measures are contained in the Youth Justice Plan and the Safer Harrow Partnership Plan.	Young people from a diverse range of backgrounds are helped to avoid offending and make a positive contribution to the community	Triage and other interventions have been successful in reducing youth first time entrants to the Criminal Justice system by 45% over the last 3 years.
6.9	Delivery of Youth Justice Plan	Youth Justice Board funding and Partner funding	2011 - 2012	Young People's Services (Joy Shakespeare)	Measures for each activity are contained within the plan	Young people from a diverse range of backgrounds are helped to avoid offending and make a positive contribution to the community.	The Youth Justice Plan 2010-11 was published as a public document in June 2010 and was monitored by the Youth Justice Board.

6 Access and fair treatment by local services							
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
6.10	To address health inequalities in priority areas (eg. smoking cessation)	NHS Harrow Health Trainers service	2011 - 2012	Health Trainers Team Leader/Public Health (Denise Thiruchelvam)	Number of events, talks to community groups and individuals supported	Reduced health inequalities for Harrow residents	All Health Trainers continue to support the Stop Smoking service with referrals to pharmacy service, staff events and one runs a clinic in area of high prevalence. 65 people to pharmacy service for stop smoking
6.11	Promote Mental Health within BME groups	Mind in Harrow NHS Harrow Charitable Trusts Government Funds	O2011 - 2012	Mind Harrow (Mark Gillham)	Number of activities	Reduced marginalisation and increased networking and support	Local increase in BME population where mental health promotion support has been identified as a need.

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
7.1	Narrowing the Gap (NtG) in 36 schools. This programme targets Black Caribbean, Somali and White British on Free School Meals.	EMA Grant	Current to 31 st July 2011	EMAS (Ethnic Minority Achievement Service) (Joy Collins)	Each school has Raising Attainment Plan (RAP) with identified actions	Raised attainment for targeted groups.	40 schools now involved. Gap closed for BC in English at KS2 and closing for Somalis in English at KS2. Travellers included as a target group.
7.2	Rights Respecting School Awards (RRSA) involving 20 schools	Schools & LA	January 2010 – 31 st July 2011	EMAS (Joy Collins)	Reduction in number of racist incidents and bullying incidents.	Communities respect each other and themselves and children grow up to be responsible global citizens	Now 21 schools involved. 1 school achieved Award (Level 1) 5 assessments booked.
7.3	New Arrivals Project	Migration Impact Funding	September 2009 - April 2011	EMAS (Joy Collins)	10 parents/carers recruited in the first year, 10 in the following year	75% of course participants progress to paid part-time or full-time roles as parent ambassadors in Harrow schools	Update (project concluded in April 2011): 14 completed Parent Ambassador Training course. All received work experience in schools supported by a trained Mentor. 2 have been via SLA with school. Bespoke PA course now accredited and will run in September

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
							at Glebe Primary School. 1 Primary and 1 Secondary Consultant. 18 schools targeted for support for New Arrivals re assessment, policy, resources, pedagogy.
7.4	Harrow Weekend School	John Lyons Charity	January 2010 - December 2013	EMAS (Joy Collins)	Study support in English, Maths and Science for 100 children on Saturdays Partnership between mainstream schools.	Improvement in pupils motivation and attitudes to learning and pupils make 3 sub levels of progress (the average is 2 in 1 year)	44% of children made 3 sub levels of progress. 63% at least 2 sub levels of progress. 61% of children with SEN made 3 sub levels of progress. 2 sub levels is the expected progress in a year. A second weekend schools provision was established at Stag Lane Junior School. Currently applying for Big Lottery funding to sustain.
7.5	Produce Welcome to Harrow	EMA Grant	2011 - 2012	EMAS (Joy Collins)	Copy sent to all schools and	Families who are new arrivals have	Booklet + CD in 5 languages. "Abdi's

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	publication				Children's Centres	information about Harrow and the UK educational system.	Day" by Verna Wilkins a story commissioned by EMAS reflecting a Somali child growing up in a urban UK setting Welcome to Harrow Booklet sent to every school in Harrow July 2010. Somali story book launch at Gayton Library Autumn 2010. Copies including CD of Teacher resources circulated to all schools and purchased by schools and Harrow Libraries. EMAS are now contacting other authorities to sell the resource developed in Harrow (2011 – 2012).
7.6	Achievement of UNICEF Rights Respecting	Internal resource (EMA grant)	2011 - 2012	EMAS (Joy Collins)	Number of schools gaining the award	Improvement of behaviour, attendance and	Currently 21 local schools and engaged and one

7	Reduce inequality gap in the achievement of a level 3 qualification by the age of 19 Reduce inequality gap in the achievement of a level 2 qualification by the age of 19						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
	Schools Award (which promotes citizenship and community cohesion)					attainment, parental and community engagement.	has gained the award.

8	% of people who feel that they belong to their neighbourhood						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
8.1	Promotion of Credit Union	£13k 2010/2011 subordinated loan of £40k. 2011/12 £12k	March 2011 – March 2012	M4Money, with Econ Devt Harrow Council (Mark Billington)	FSA approval Launch Payroll Process in place HSP sign up	Financial inclusion Circa 100 members in Harrow	Report to Corporate Director. Credit Union Champions Group The project has met membership targets. Has conducted outreach access Harrow, housing fairs, Catalyst Housing, colleges, and been extensively promoted in Harrow People. The Credit Union will be promoted again in 2011/12
8.2	Delivery of Enterprising Harrow Action Plan	Partnership resources.	2010 - 2013	Economic Development (Mark Billington)	Measures contained within plan.	Reduced worklessness. Increased business growth and business start up. Additional support secured for workless residents, and support to district centre commenced, new commitment to	Quarterly updates managed by the Group. Ongoing

8	% of people who feel that they belong to their neighbourhood						
	Action	Resources	Timescale	Responsibility	Measure	Outcome	Update / Issues
						business introduced. Vacancy rates in the Town Centre declined.	
8.3	Recession Busting Group, Economic Recovery Plan	Partnership resources.	2010 - 2011	Economic Development (Mark Billington)	Measures contained within plan.	Increased access to advice and guidance, increased benefit take up, reduced worklessness, Business growth, business start up. Benefit take up increased. Over 90 parents helped into employment.	Quarterly updates managed by the Group.
8.4	Mental Health Personal Trainers	2 PT personal trainers, use of community based leisure and sport facilities	2011 - 2012	NHS Harrow, CNWLH (Denise Thiruchelvam)	Pre assessments and 3 month follow-ups.	Increased physical activity levels, increased integration within community based activities, avoiding social exclusion and isolation.	2 Health Trainers are being trained to support a Mental Health project using the Lets Get Moving programme.
8.5	Work Clubs	2 job brokers and admin support.	2011 - 2012	Victoria Isaacs Economic Development	50 people into work, 2 volunteers trained	Reduced unemployment for any Harrow resident.	As at April 2011 9 people have been assisted into work.

Appendix D

PERFORMANCE & FINANCE SCRUTINY SUB COMMITTEE

Chair's briefing meeting – Wednesday 11 May 2011

Attendees

- Councillor Sue Anderson, Chair
- Andrew Baker, Head of Climate Change
- Heather Smith, Scrutiny Officer

Sustainability Review (2009/10) – Progress report on Climate Change

Briefing

The Head of Climate Change introduced the progress report and advised that the recommendations from the Sustainability Review conducted in 2009/10 had been incorporated into the strategy. Since then, the revised action plan for the strategy had been agreed by Cabinet in October 2010 and was consulted on in January/February 2011. The progress report included the comments received and the council's response.

As the strategy was being refreshed, limited changes had been proposed as a result of consultation, other than revising the timeframe for actions to be completed. However, there are plans for a re-working of the strategy in autumn 2011 at which point input from scrutiny could be beneficial. It was hoped that the re-worked strategy would have a tighter focus on areas where it was most likely to have impact on carbon emissions. For example, decisions taken in areas such as capital expenditure would need to take heed of the impact on carbon emissions. Work with health partners and adults services on affordable warmth also meant that the link between carbon and fuel poverty was beginning to be made.

The council has committed itself to reducing carbon emissions by 4% per annum. Indicators are being developed to measure this. It was agreed that scrutiny could consider the indicators after July 2011.

Actions:

The Chair recommends that:

- The Sustainable Development and Enterprise leads consider receiving a briefing in autumn 2011 on climate change and the performance indicators associated with the strategy.
- The Health and Social Care scrutiny sub-committee be requested to consider the affordable warmth strategy as part of its work on health and housing.
- That the Overview and Scrutiny Committee consider commissioning a challenge panel on the refresh of the Climate Change Strategy in autumn 2011.

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