

# Overview and Scrutiny Committee

## SUPPLEMENTAL AGENDA

**DATE: Tuesday 18 December 2012**

### AGENDA - PART I

**9. STANDING REVIEW OF THE BUDGET - USE OF CAPITAL RESOURCES**

Report of the Divisional Director of Strategic Commissioning

Note: This report is deferred.

**10. REPORT FROM THE PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE CHAIR (Pages 1 - 16)**

Report of the Divisional Director of Strategic Commissioning

**11. SCRUTINY LEAD MEMBER REPORT (Pages 17 - 30)**

Report of the Divisional Director of Strategic Commissioning

### AGENDA - PART II

**Nil**

*Note: In accordance with the Local Government (Access to Information) Act 1985, the following agenda items have been admitted late to the agenda by virtue of the special circumstances and urgency detailed below:-*

Agenda item

Special Circumstances/Grounds for Urgency

10. Report of the Performance

Members are requested to consider the report,

and Finance Scrutiny Sub-Committee

as a matter of urgency, in order to receive the most recent information from the Committee's Sub-Committee. The report is late due to staff sickness.

11. Scrutiny Lead Member Report

Members are requested to consider the report, as a matter of urgency, in order to receive the most recent information from the Lead Members. The report is late due to an issue with the packing of the agenda.

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	18 December 2012
<b>Subject:</b>	Report of the Performance and Finance Scrutiny Sub-Committee Chair
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Strategic Commissioning
<b>Scrutiny Lead Member area:</b>	All areas
<b>Exempt:</b>	No
<b>Enclosures:</b>	Appendix A – Watch List Appendix B - Minutes of the Sub-Committee meeting held on 6 November 2012

**Section 1 – Summary and Recommendations**

**Recommendations:**

That the report of the Performance and Finance Sub-Committee Chair be noted.

## **Section 2 – Report**

### **Introductory paragraph**

This report provides a summary of issues to be taken forward by the Performance and Finance Scrutiny Sub-Committee following the meeting held on 6 November 2012. The minutes of the meeting are attached.

### **Issues identified for further follow-up**

#### **Item 7: Chair's report**

- Report of Chair's Briefing on 4<sup>th</sup> September. The following issues had been discussed:
  - Internal Audit Review of Application of Contract Procedure Rules
  - Corporate Scorecard Q1 2012/13 and update on indicators identified for further monitoring - copy of 'Watch List' attached for Quarter 1. (The Quarter 2 Watch List will be considered by the sub-committee on 29 January 2013.)
  - Annual Corporate Scorecard 2011/12
  - SAP briefing – subsequently arranged for 1<sup>st</sup> November
- IT issues – migration to Outlook: A briefing had been held on 15 October, attended by the chair of P&F and the vice-chairman of O&S (Cllr Paul Osborn). The Portfolio Holder (Cllr Graham Henson) and Portfolio Holder's Assistant (Cllr Bill Phillips) were in attendance. A full report will be provided to the sub-committee at a future date.

#### **Item 8: Corporate Equalities Objectives**

- The sub-committee received a report on the development of Equalities policies in response to changes in legislation and best practice over recent years to show how the Council has responded and the progress made on the underlying issues. The report also reported the next steps in embedding equalities thinking and practice.
- The sub-committee noted the progress made against the Single Equalities Scheme (SES) action plan and the Corporate Equality Objectives and agree to receive annual reports on progress against the Corporate Equality Objectives for quality assurance and to provide Member challenge to improve performance further in mainstreaming equalities across the Council.
- The chairs of the Directorate Equalities Sub Group will be invited to the sub-committee meeting where the annual Equalities report will be considered.

### **Agenda planning for the next meetings of the sub committee**

Scrutiny Members are requested to notify the Scrutiny Officer if there are matters that they would like the chair and vice-chairman to investigate or to consider adding to the agenda.

#### **29 January 2013**

Items are:

- P&F chair's report
- Revenue and capital monitoring
- Contracts and procurement savings - year-end report
- Draft annual report
- Report on progress - council's use of performance information
- Household planning application performance - update

#### **4 March 2013 (Special meeting at Wealdstone Youth Centre)**

Items are:

- Engaging Young People review – report on progress
- Progress on Academies - performance outcomes

### **23 April 2013**

Items are:

- P&F chair's report
- Revenue and capital monitoring
- Private Rented Sector review – report on progress
- Debt Recovery review – report on progress and impact of new processes to reflect the government's Welfare Reform changes
- IT issues – migration to Outlook (to be confirmed)

### **Other matters**

The next chair's briefing has yet to be scheduled.

### **Financial Implications**

There are none specific to this report.

### **Performance Issues**

There are none specific to this report.

### **Environmental Impact**

There are none specific to this report.

### **Risk Management Implications**

There are none specific to this report.

### **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:** Guy Fiegehen, Scrutiny Officer, 020 8420 5389,  
[guy.fiegehen@harrow.gov.uk](mailto:guy.fiegehen@harrow.gov.uk)

### **Background Papers:**

None

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**APPENDIX**

**Indicators brought forward for further monitoring at P&F Chair's briefing**

Indicator	Selected for monitoring	Status (Q4 2011/12)	Comments and action to be taken (Q4) 28 May 2012 briefing	Status (Q1 2012/13)	Update at Q1
<b>Keeping neighbourhoods clean, green and safe</b>					
NI 32 - repeat incidents of domestic violence	Q3, 2010/11	HG	Monitoring at Chair's briefing to continue. Members expressed interest in determining whether this is a blip or a trend of reduced incidents of repeat referrals. In addition, information was sought on reasons for the change to the target and the target for 2012/13.	LG	- Members are meeting with the borough commander to explore the potential for the development of a standard template of crime/community safety performance information being made available to scrutiny members. This meeting will take place in September. - The 2012/13 crime targets are set by the Metropolitan Police based on a 5% reduction against the outturn for 2011/12. The target for each quarter is seasonally adjusted based on data from the past three years.
- Residential burglaries - Serious acquisitive crime	Q2, 2011/12	HR HR	Monitoring at Chair's briefing to continue. Information was requested regarding the setting of targets, performance of the Smartwater scheme, analysis of Metropolitan police data and hotspot mapping. The Chair and Vice-Chairman also agreed to refer these indicators to the Scrutiny Leads.	HG LG	
NI 192 - Percentage of household waste sent for re-use, recycling and composting	Q4, 2011/12	LR	<b>NEWLY IDENTIFIED Q4.</b> Performance against this indicator dropped because of a reduction in tonnage salvaged from contaminated waste. Difficulties with the contractor have now been addressed.	LG	
Improved street and environmental nilness: 195a – litter 195b – detritus 195c – graffiti	Q2, 2011/12 (litter/detritus); Q4, 2010/11 (graffiti)	HG HG HR	Monitoring at Chair's briefing to continue. Members were provided with the data for Q3 which had been unavailable at the previous meeting. The blip in performance was attributed to service redesign as staff were undertaking training on new equipment/ techniques which reduced street presence. Q4 performance had improved.	LG HR HR	Data for the first survey has arrived earlier this year and is therefore reported at Q1. Service commentary: The survey results will be analysed during Q2 to establish whether the scores are due to one off circumstances or whether remedial actions are required to resolve issues.
<b>United and involved communities: a Council that listens and leads</b>					
How well informed do residents feel (Involvement Tracker)	Q1, 2011/12	N/A (LR in Q3)	Monitoring at Chair's briefing to continue.	LR	Service comments: This measure for 'informed about services and benefits' has fallen slightly from the last time it was measured in Q3 2011/12 – from 56% to 54%. However, this is a fall of 2% and is therefore not statistically significant (the Tracker is statistically significant by + or – 3%). The Net informed score of 16% remains the joint highest ever and shows a positive upward trajectory since the introduction of the tracker in 2007 when it stood at -7%. Residents are also asked three other 'informed' questions • The council's plans for the future - up from 38% to 43% which is the highest ever while Net informed went from -17 to -5 • How to get involved in local decision making - stayed at 35% the joint highest ever. • Plans to deal with budget reductions up from 24% to 28%, again the highest ever.

Indicator	Selected for monitoring	Status (Q4 2011/12)	Comments and action to be taken (Q4) 28 May 2012 briefing	Status (Q1 2012/13)	Update at Q1
Number of trained neighbourhood champions	Q1, 2011/12	HR	Monitoring at Chair's briefing to continue. Further information was requested, mapping the distribution of NCs across the borough.	-	Quarterly target has not yet been set, hence no status. 1,110 are currently trained with further training sessions planned for Sept, Oct and Nov 2012. Map indicating spread across borough supplied separately.
<b>Supporting and protecting people who are most in need</b>					
Children Looked After: - % sessions absent from school amongst school age CLA in the school year to date	Q1, 2011/12 (sessions absent);	HR	Monitoring at Chair's briefing to continue. The O&S committee will review the recent Ofsted report. It was noted that absence is green in comparison with the national picture.	HR	Service comments on performance: At the end of Q1, which corresponds with the end of the 2011-12 academic year, absence indicators are significantly over target (25+ days 26%, sessions missed 14%. The Virtual School Team has an action plan in place which is being monitored by Corporate Parenting Panel and Scrutiny Committee The percentage of Children Looked After with fixed term exclusions has reduced but remains above target. This is a local indicator, and there is no benchmarking data. Provisional targets have been set at quarterly intervals and relate to the academic year. 12 out of 73 children /young people have had at least one fixed term exclusion. The Virtual Head teacher is identifying risks and working with schools regarding supporting CLA and preventing fixed term exclusions.
- Rate of fixed term exclusions as a % of the Harrow CLA population	Q4 2010/11 (FT exclusions)	HR		LR	
Termly rate of permanent exclusions as % of Harrow school population	Q2, 2011/12	A	Monitoring at Chair's briefing to continue.	HR	The number of permanent exclusions has risen from 7 (0.02% of the school population) in the autumn term to 14 (0.04% in the spring term and 15 (0.05% in the summer term. This summer's exclusions are higher than the number of exclusions in the 2010-11 summer term (11 - 0.04%).
Termly rate of fixed term exclusions as a % of Harrow school population	Q3, 2010/11	HR	Monitoring at Chair's briefing to continue.	LR	The number of fixed term exclusions decreased from the autumn term figure of 368 (1.16% of the school population) to 336 (1.06%) in the spring term, and further still to 263 (0.83%) in the summer term. There has also been a significant drop since summer term 2010-11 (320 - 1.02%). The target for this indicator is currently being reviewed. Whilst the local authority works as closely as possible with schools, progression for this indicator largely relies on the work of Academies in order to improve outcomes.
Numbers of children with child protection plan for over two years	Q3, 2010/11	HG	Monitoring at Chair's briefing to continue. Further information was requested on how plans are reviewed.	HG	Methodology for reviewing plans to be explained at the meeting.
Homelessness: - Total number accepted as homeless and in priority need	Q2, 2011/12 (as a suite)	HR	Monitoring at Chair's briefing to continue. Information was requested on the causes of homelessness leading to acceptances by the council.	HG	See separate sheet for detail of main reason for loss of last settled home for applicant households found to be eligible, unintentionally homeless and in priority need during the quarter.
- NI 156 - Number of households living in temporary accommodation		LG		A	Leasing is holding up well, but, other procurement is faltering because of benefit uncertainties and the overheated housing market.
- number of households we assist with housing in the private rented sector		LG		HR	
- Number of cases where positive action is taken to prevent homelessness		HG		HG	



Indicator	Selected for monitoring	Status (Q4 2011/12)	Comments and action to be taken (Q4) 28 May 2012 briefing	Status (Q1 2012/13)	Update at Q1
Council adaptations: average time from assessment to completion of works (weeks)	Q3 2011/12	HG	Monitoring at Chair's briefing to continue. Further information was requested on 'simple' and 'complex' cases, as well as the stage of the process, whether this indicator included planning applications where required. In addition Members enquired whether a more demanding target could be set.	HG	The indicator does include time spent on planning applications. The target for 2012/13 has been tightened to 35 weeks (was 41 weeks). 'Simple' and 'complex' analysis awaited.
<b>Supporting our town centre, our local shopping centres and businesses</b>					
Visits to museum – number of physical visits	Q2, 2011/12	HG	Monitoring at Chair's briefing to continue.	-	No Q1 target set hence no status. Numbers increased from 6,324 to 10,486
Libraries: - number of physical visits - Hours of use of public library computers (no target)	Q3, 2011/12	A -	Monitoring at Chair's briefing to continue.	A -	Increased by c 3,000. Reduced from 22,264 to 19,370
Visits to leisure centre – number of physical visits	Q4, 2011/12	HG	NEWLY IDENTIFIED Q4. Monitoring at Chair's briefing to continue. Members requested details of the target for 2012/13.	HG	Target maintained at 200,000, Q1.
Processing of household planning applications within 6 weeks	Q2, 2011/12	HR	Monitoring at Chair's briefing to continue. It was noted that this area would be considered by the customer care scrutiny review. Members asked that the briefing note requested at the previous meeting be provided asap.		Report was provided to meeting of P&F Sub-Committee 24 July 2012. Indicator replaced with "% of household applications approved."
<b>Resources perspective</b>					
Workforce IPAD in last 12 months	Q2, 2011/12	HR	Monitoring at Chair's briefing to continue. Information by directorate was requested.	LR	Improved 85% to 89%. By Directorate, Q1: Resources 82% Children & Families 88% Community Health & Wellbeing 90% Environment & Enterprise 94% (some further breakdowns available)
Total debt collected as a % of total debt raised [YTD]	Q1, 2011/12	LG	Monitoring at Chair's briefing to continue.	HR	Service comments: This is a rolling total and not a snapshot per quarter as a rolling total calculation is more meaningful. It should be noted that seven high value invoices total £3.4m (51% of unpaid debt). As the bills were raised near the end of the month they will distort the overall percentage. The percentage excluding these invoices is 70%. [within the target of 75%]
BV 8 - % of undisputed invoices paid within 30 working days [also % of SAP purchase orders raised before invoice date]	Q3, 2010/11	HR (LR)	Monitoring at Chair's briefing to continue.	HR	Service comments: The measure covers all invoices rather than "undisputed", recognising that SAP does not distinguish these. Changes in payment processes relating to Adult Care via the Framework 1 system also have an impact. Excluding these transactions, performance is 76%, which is closer to the 80% target.
IT customer (internal) complaints	Q2, 2011/12	HR	Monitoring at Chair's briefing to continue. Members were advised this indicator is a monthly average. It measures formal complaints.	HR	Service comments: Capita has provided a priority plan to address service deficiencies over 6 months. Its implementation is expected to result in a reduction in the number of complaints received

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# PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

## 6 NOVEMBER 2012

**Chairman:** \* Councillor Sue Anderson

**Councillors:** † Tony Ferrari \* Barry Macleod-Cullinane  
\* Ann Gate \* Jerry Miles

**In attendance:** Graham Henson Minute 103  
**(Councillors)**

\* Denotes Member present  
† Denotes apologies received

### 98. Declarations of Interest

**RESOLVED:** To note that the following interests were declared during the course of the meeting:

#### Agenda Item 8 – Corporate Equalities Objectives

Councillor Sue Anderson declared a disclosable pecuniary interest in part of the above item when public health matters were considered as she was employed by NHS Harrow. She left the room whilst the matter was considered and the Vice-Chairman took the Chair.

Councillor Sue Anderson declared a non pecuniary interest in that her son was not in employment, education or training (NEET). She would remain in the room whilst the matter was considered.

## **99. Minutes**

**RESOLVED:** That the minutes of the meeting held on 12 September 2012 be taken as read and signed as a correct record.

## **100. Public Questions and Petitions**

**RESOLVED:** To note that no public questions were put, or petitions received.

## **101. References from Council and Other Committees/Panels**

None received.

## **RESOLVED ITEMS**

## **102. Chair's Report**

The Sub-Committee received a report which set out issues considered by the Chair since the last meeting of the Performance and Finance Scrutiny Sub-Committee.

**RESOLVED:** That the report be noted.

## **103. Corporate Equalities Objectives**

An officer introduced a report which updated the Sub-Committee on the development of Equalities polices in response to changes in legislation and best practice over recent years. The report advised on the progress made in addressing the underlying issues and described the next steps on embedding equalities practice. The Sub-Committee were updated on the Council's ambition to seek external accreditation against the Equality Framework for Local Government. The officer made the following comments:

- the Single Equalities Scheme (SES) had been agreed by Cabinet on 15 December 2010 and this placed certain requirements on the Council. As a part of the SES a three year action plan for six key objectives was agreed;
- a three year programme of Equality Impact Assessments (EqIAs) was developed and directorates were asked to develop annual EqIA programmes which aligned with their Service Plan. EqIAs were required for all key decisions;
- the Equality Act 2012 introduced a new Public Sector Equality Duty (PSED) which placed 2 specific requirements on public authorities. The new PSED covered 9 protected characteristics. One of the requirements of the PSED was to publish by 31 January 2012, and annually thereafter, information to demonstrate compliance with the general equality duty. The Council was commended for the document and data it provided, 'Our Harrow, Our Story'. The second requirement was to prepare and publish by 6 April 2012, and at least every 4 years

thereafter one or more equality objectives. The Council consulted on its equality objectives and 8 were adopted by Cabinet. The performance indicators for the objectives were taken from each directorates scorecard to help embed equalities within the organisation and to prevent duplication;

- the Corporate Equality Group would receive 6-monthly reports on the progress on achieving the objectives and annual reports would be submitted to the Corporate Strategy Board (CSB) and to a scrutiny committee meeting. Each of the directorates would produce quarterly progress reports against their scorecards for the Improvement Boards;
- a new performance and improvement framework for equalities, Equality Framework for Local Government (EFLG) replaced the Equality Standard for Local Government (ESLG). The Council was currently at the 'achieving' level under the EFLG and had committed to achieving the 'excellent' level;
- the EFLG had been reviewed in March 2012 and the London Equality Group had carried out some research to ascertain which authorities would be seeking external accreditation. The accreditation was only being sought by one authority. The majority of authorities were adopting the framework for use as a tool to measure improvements;
- a Cabinet decision would be required to adopt the approach of not seeking external accreditation and following the alternative option of using the framework to measure improvements. There were significant resource implications in seeking the external accreditation.

The Performance, Customer Services and Corporate Services Portfolio Holder attended the meeting and commented that the Council was doing well with regard to equalities and supported the alternative option to seeking external accreditation.

A Member asked about staff support groups and whether these were still active. The officer responded that there was a Corporate Equalities Group which was chaired by the Corporate Director for Community, Health and Well-being and that each directorate had its own task group. The support groups did still exist but not all of them were still active. A sub-group of the Corporate Equalities Group was looking at the staff survey results and the annual equalities report and asking if staff were aware of the groups, and if they were why were they not attending them. The support groups were valuable as a means of engaging with staff and receiving comments on policies.

Members then examined the progress against the performance indicators for the 8 objectives and asked questions about the 'Red, Amber, Green' (RAG) ratings. They also expressed concerns that some of the information included in the progress report was not up to date and that there were gaps in some of the data for the performance indicators. In response to Members questions, an officer made the following comments;

- the three year action plan had been replaced by an annual EqlA programme and directorates had been asked to align this with their commissioning panel and services plans. Each directorate now had an EqlA programme in place and these were not still being developed as included in the progress report;
- the data and information included in the Corporate Equality Objectives progress report was up to date until the end of quarter 1, the quarter 2 data was being received from each of the Improvement Boards;
- some of the RAG ratings had a question mark and this was because the information required was collected in either an annual or bi-annual survey. An example was the indicator for safeguarding adults from harm in Objective 6;
- an annual report would be submitted in May or June 2013 and this would allow for comparisons between the data available in March 2012 and March 2013. There were difficulties in aligning the different cycles of meetings;

The Portfolio Holder for Performance, Customer Services and Corporate Services commented that the data was collected from the Improvement Boards and if the Sub-Committee meeting had been slightly later in the month the quarter 2 data would have been available. The progress report provided a running assessment of progress at a given point in time. The Council was only required to publish an annual report and the progress report was an additional report which it had been decided to produce.

A Member asked questions about the re-offending rates for young people, the target for 2016 and the progress for this indicator in objective 6. The Member also expressed concerns that the correct data was not being included for each performance indicator and that the information from the recent inspection reports had not been included in the progress report. In response, the officer explained that the target was set on an annual basis when the service plan was reviewed. It was anticipated that the targets and indicators would be more explicit in the future. The information to compare current progress against the target for March 2013 had not been received from the scorecard.

A Member then raised concerns about the RAG rating and progress of a number of indicators relating to children and young people. The officer explained that the Chair of the Children's and Families Directorate Equalities Group had recently left and a new officer, the Divisional Director for Quality Assurance and Service Improvement, was now in place as Chair. Additional information about which community groups were disproportionately affected was required, as this would enable the objectives and actions to be more targeted. There were 11 indicators for the Children's and Families Directorate across the objectives. For those indicators where there was not currently any baseline data it was important to know the details and what required improvement as this could then be included as a target in the action plan.

At this point the Chair declared a pecuniary interest as the matters being considered related to public health. The Chair left the meeting and the Vice-Chairman took the Chair.

A Member questioned what the definition of a 'child' was in relation to the indicator for number of vulnerable children accessing sexual health services as public concern and the appropriate policy responses would necessarily differ significantly according to the age of those accessing such services. The Portfolio Holder for Performance, Customer Services and Corporate Services commented that the indicators had been selected to match with the objectives and agreed that there was a need to break down each of the indicators.

A Member asked when the targets and performance data would be included for those indicators which not need have any listed. In addition, the Member questioned how the Council was performing in comparison to neighbouring boroughs on matters such as disability awareness and sexual health. The officer advised that a comparison with neighbouring boroughs would be included in the annual report. It was explained that the data included in this progress report had been taken from the quarterly reports from the directorates.

A Member questioned who was leading on equalities from the Children's and Families Directorate. The officer advised that the new Chair of the Children's and Families Directorate Equalities Group wanted to consider different social groups and set targets for each of those. It was expected that when the service plans were reviewed it would be an opportunity to review the measures and to make them 'SMARTER'. The indicators which had been included were national ones and it was suggested that there was a need to have local indicators which would help to identify groups which were disproportionately affected.

A Member raised the issue of sexual health and public health responsibilities and the additional role which the Council would be assuming with regard to public health. The Member asked how the allocated funds for sexual health services would be protected. The officer responded that EqIAs were completed once the commissioning panel had suggested a project proposal. The EqIA would identify any potential implications and the cumulative impact of projects would be drawn up. The Portfolio Holder for Performance, Customer Services and Corporate Services commented that the grant for public health was not known yet. Any proposals and budgets were subject to an EqIA.

A Member stated that the public health responsibility would outweigh the funding available and that at present there was a budget with an allocation of £33 per head of which £22 was for sexual health services. The Member asked who would be responsible and the Portfolio Holder for Performance, Customer Services and Corporate Services responded that the Health and Wellbeing Board and the Portfolio Holder would be responsible. The officer advised that an EqIA was being completed on the transfer of responsibility for public health to the Council. The Portfolio Holder for Children's, Schools and Families and the Adult Social Care, Health and Wellbeing Portfolio Holder would be responsible.

A Member questioned the inclusion of an indicator relating to sexual health as the Council would not have any control over this matter until March 2013. The Portfolio Holder for Performance, Customer Services and Corporate Services responded that at present the Council had responsibility for vulnerable children and children in care and that the Primary Care Trust (PCT) was responsible for other children until April 2013.

A Member requested clarification regarding the progress against the indicators for access to mental health support for vulnerable children and young people through direct commissioning services. The Portfolio Holder for Performance, Customer Services and Corporate Services explained that the information was taken from the Directorate's scorecard. The officer advised that when the objectives and indicators were reviewed the targets would be made 'SMARTER'. It was explained that some of the indicators for Children's and Families had been taken from the Children and Young People plan and this was why local indicators should be included in the scorecard.

The Chair rejoined the meeting, following the conclusion of the discussion on public health and re-took the Chair.

A Member questioned why the RAG rating for NEET (Not in Employment, Education or Training) was low red and commented that one year not spent in work at an early age had significant negative impacts on a person's life chances. The Member also drew attention to the Youth Offending Team (YOT) report and commented that the percentage for young offender NEETs was not meant to exceed 20%. The Portfolio Holder for Performance, Customer Services and Corporate Services responded that the NEET figure in Harrow was low and that the percentage for young carers may appear to be high because of a low total number of young carers where one change would have a significant impact on the percentage.

The Members asked a number of specific questions and made comments including the following:

- how was the figure for 16-18 year old NEETs calculated and tracked?
- who was the owner and, therefore who was responsible for inequality issues?
- the protection of the vulnerable should be a priority;
- the role of the committee was to question performance and therefore more information was required;
- the YOT inspection report, the Ofsted report and the issues around children and young people safeguarding had shown that there were significant shortfalls in the provision for vulnerable groups.

The officer made the following comments in response:



- the information presented in the progress report had been taken from the directorate scorecards and from the information presented to the Improvement Boards;
- the Chairs of the Directorate Equality Groups would be invited to the meeting of the Committee when the annual report was considered. The Chairs would be in a better position to answer specific questions in relation to the service plans, work plans and objectives for each directorate.

A Member commented that some departments appeared to have mainstreamed equalities more than others and asked who had overall responsibility and was accountable for equality issues. The Portfolio Holder for Performance, Customer Services and Corporate Services responded that he had Cabinet responsibility and that all Portfolio Holders had responsibility for their directorate. The officer commented that 4 workshops were being held with the directorates to provide assistance in meeting their equality duties and to develop an annual EqIA programme which aligned with the Key Decision Schedule. A quality assurance group had been established. The officer advised that the annual report would give a full account of performance against the objectives.

A Member suggested that the annual report should include a column with the name of the responsible Member and officer and that this would be especially useful where there was cross-over between areas. In addition, further information was required to explain which indicators had more impact than others, as in some cases a RAG rating of low green would be worse than high red because of the time it would take to recover.

A Member asked why there were only 1,010 neighbourhood champions when the target was 2000. The officer advised that a recruitment campaign was currently underway and that the figure included was for quarter 1.

**RESOLVED:** That

- (1) the progress made against the Single Equalities Scheme (SES) action plan and the Corporate Equality Objectives be noted;
- (2) an annual report on progress against the Corporate Equality Objectives be received in order to quality assure and provide challenge to further improve the Council's performance in mainstreaming equalities across the organisation.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.52 pm).

(Signed) COUNCILLOR SUE ANDERSON  
Chair

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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

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<b>Date:</b>	18 <sup>th</sup> December 2012
<b>Subject:</b>	Scrutiny Lead Member Report
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Strategic Commissioning
<b>Scrutiny Lead Member area:</b>	<ul style="list-style-type: none"><li>• Cllr Christine Bednell, Policy Lead, Children and Families</li><li>• Cllr Zarina Khalid, Performance Lead, Children and Families</li><li>• Cllr Nana Asante, Performance Lead, Community Health and Well Being</li><li>• Cllr Chris Mote, Policy Lead, Community Health and Well Being</li><li>• Cllr Sue Anderson, Performance Lead, Environment and Enterprise</li><li>• Cllr Stephen Wright, Policy Lead, Environment and Enterprise</li><li>• Cllr Tony Ferrari, Performance Lead, Resources</li><li>• Cllr Jerry Miles, Policy Lead, Resources</li></ul>
<b>Exempt:</b>	No
<b>Enclosure:</b>	Report from the Scrutiny Lead Members

**Section 1 – Summary and Recommendations**

The report accompanies the reports from the Scrutiny Lead Members.

**Recommendations:**

The Committee is requested to consider the reports from the Scrutiny Lead Members and agree the actions proposed therein.

## **Section 2 – Report**

### **Introductory paragraph**

This report outlines details of the work of the Scrutiny Lead Members.

### **Financial Implications**

There are no financial implications associated with this report

### **Performance Issues**

There are no performance issues associated with this report.

### **Environmental Impact**

There is no environmental impact associated with this report

### **Risk Management Implications**

There are no risks associated with this report.

### **Equalities implications**

Was an Equality Impact Assessment carried out? No

This report outlines the activities of the scrutiny lead councillors; it makes no proposals to change service delivery.

### **Corporate Priorities**

The Scrutiny Lead Members' responsibilities cover all areas of the council's activity.

## **Section 3 - Statutory Officer Clearance**

Not required for this report.

## **Section 4 - Contact Details and Background**

### **Papers**

**Contact:** Lynne Margetts, Service Manager Scrutiny,  
020 8420 9387, [lynne.margetts@harrow.gov.uk](mailto:lynne.margetts@harrow.gov.uk)

**Background Papers:** None

## **CHILDREN AND FAMILIES LEAD MEMBERS – PERFORMANCE GROUP**

**28<sup>th</sup> November 2012**

### **Attendees**

Cllr Sue Anderson, Chair, Performance and Finance sub committee; Cllr Christine Bednell, Children and Families Policy Lead; Cllr Zarina Khalid, Children and Families Performance Lead; Cllr Paul Osborn, Vice Chair Overview and Scrutiny committee.

Catherine Halsall, Virtual Head Teacher; David Harrington, Service Manager, Performance Management; Lynne Margetts, Service Manager, Scrutiny; Kamini Rambellas, Interim Divisional Director, Targeted Services

This meeting had been established to identify how regular information can be shared with regard to the attendance and achievement of children looked after (CLA). Following the discussion at the Overview and Scrutiny committee on 14<sup>th</sup> November, the Youth Offending Team improvement plan has also been referred to this group to be monitored.

### **ATTENDANCE**

It was reported that CLA school attendance has improved. Figures to April show that 7% of sessions had been missed by both the CLA for more than a year and all CLA. This is still high, but is better than performance last year. Two young people had missed more than 25 days up to the end of October, however, these children are unaccompanied refugees/asylum seekers who are awaiting age assessment to determine their educational placement. One child is also subject to police child protection investigation and cannot attend school. In the interim, 1-2-1 tuition of 10 hours per week has been arranged.

Cllr Osborn asked what happens to young people at year 10. Officers commented that it is more difficult to support young people in the 15 – 17 year age group as they tend to ‘vote with their feet’ when it comes to their education. Intensive work with the designated teachers is undertaken to try to maintain their education. They also commented that placement stability can be an issue for young people in this age group. It was stressed however, that the numbers in this cohort are small.

Cllr Khalid asked what support is provided to young people with behavioural problems. Officers advised that the virtual head teacher can provide additional support but in some cases the young people are more challenging than can be supported by a school. In these circumstances, the statementing process can be accelerated and concerns can be highlighted to the placement panel. In the most difficult circumstances, where a child is too challenging for foster parents, a special school placement might be sought. Cllr Khalid asked if in such challenging circumstances, a young person’s emotional needs will also be met. Officers advised that it can be difficult to get a young person to engage but that they will do everything that a good parent would do to encourage their involvement. A placement will always include therapeutic and educational support.

## **ACHIEVEMENT**

Cllr Osborn asked that in future the figures include performance over time and with other boroughs as he felt that as they are currently presented, the figures do not allow performance to be properly assessed. Officers advised that as the cohort is so small in this regard, it is very difficult to make any judgements. Cllr Osborn accepted this point but also pointed out that the performance information is the starting point for considering how well CLA are achieving and that data suggests where further investigation should take place. He asked if it was possible to get earlier information regarding achievement – what results are anticipated. He felt that as the cohort is so small, that this information should be available fairly simply. It was agreed that this information will be provided on a 'termly' basis.

Cllr Bednell commented that the stability of placement and the age at which a child comes into care are crucial to achievement – the longer a child stays in care the more their 'outcomes' improve. Foster carers and social workers need to be encouraged to 'push' children looked after.

Officers drew to the meeting's attention the range of achievements of CLA which fall outside of the GCSE regime.

### **For Action**

- It was agreed that the quarterly children's scorecard will be provided to scrutiny and this to include graphical representation of the information which will include comparison.
- ½ termly information on attendance will be provide for both primary and secondary schools.
- The table provided by the virtual head teacher – amended to include date the child came into care, whether the placement is in or out of borough and the type of school to be provided to the councillors.
- Termly information regarding anticipated performance will be provided to the performance working group

## **YOUTH OFFENDING TEAM**

An updated improvement plan had been provided to the Chair and Vice Chair of the Overview and Scrutiny committee prior to the last committee meeting. This had not been circulated to other members of the committee so it was provided to councillors attending this meeting with an update.

Cllr Osborn also reminded the meeting that a report on data quality, following discussions of the Ofsted improvement plan in November – had been promised for the February meeting of the Performance and Finance committee.

## **DATE OF NEXT MEETING**

To be confirmed

## **COMMUNITY HEALTH AND WELL BEING SCRUTINY LEADS BRIEFING**

**26<sup>th</sup> November 2012**

### **Attendees**

Cllr Nana Asante, Cllr Chris Mote  
Lynne Margetts

As this was the first meeting of the leads in their new capacity, it was agreed that the corporate scorecard would be a useful place to begin to identify areas upon which the leads will focus for the remainder of the municipal year. The following areas were identified.

### **Impact on residents of transfer of care between health providers.**

Although this is not specifically an issue for the Community Health and Well Being leads, the leads propose to consider how effectively health bodies are communicating the changes in health provision to residents and what engagement activity is underpinning the changes, in particular with regard to 'emergency' access. In this regard Lynne will send councillors relevant documentation from the Joint Overview and Scrutiny Committee's consideration of the 'Shaping a Healthier Future' consultation.

### **For action:**

- Members to be provided with the Joint Overview and Scrutiny Committee response to Shaping a Healthier Future consultation, the Harrow specific response and the 'Out of Hospital' strategy

### **Mental health**

The indicators suggest there are some concerns with regard to people in receipt of secondary mental health care. The Overview and Scrutiny committee has identified mental health as an issue which will be further investigated and the Community Health and Well Being leads will participate in this project and will monitor the performance of this indicator.

### **For action:**

- Community Health and Well Being leads to participate in the proposed Mental Health Project. Performance of this indicator to be monitored

### **Housing**

The leads are concerned about the definition of 'homeless' being used in the borough and how creatively the council is addressing the need for additional homes – whether in the private or social sector. The leads agreed to monitor the implementation of the recommendations of the Private Rented Sector review and to seek further information with regard to the definition of homelessness and the procurement of additional housing. Lynne will send councillors report produced by the Standing Scrutiny Review of the Budget with regard to self financing of the HRA which may be relevant in this regard. She will also forward relevant housing policy documentation which is due to be submitted to Cabinet in December.

**For action:**

- Standing Review of Budget, HRA report to be sent to councillors. Ongoing monitoring of the PRS review and further information to be sought from officers re the definition of homelessness.

**Job Seekers Allowance**

Further clarification of the definition of this indicator will be sought to determine whether it is something which the leads will monitor

**For action:**

- Clarification re definition to be provided to the leads

**Date of Next Meeting**

The next meeting of the Community Health and Well Being leads will take place on 10<sup>th</sup> December. If possible, the meeting will be attended by the Corporate Director Community Health and Well Being.



## **ENVIRONMENT AND ENTERPRISE SCRUTINY LEADS BRIEFING**

**7<sup>th</sup> November 2012**

### **Attendees**

Cllr Susan Anderson, Cllr Keith Ferry, Cllr Stephen Wright

### **Harrow Card**

Mark Billington, Andrew Trehern, Lynne Margetts

Cllr Ferry introduced the discussion explaining that the potential introduction of a 'Harrow Card' had been under consideration for some time. Having secured £50k funding for a feasibility study, the proposed scheme has now gathered some momentum. Consideration had been given to creating a loyalty card for use in Harrow shops but it is now likely that the card will be linked in to further benefits e.g. free parking. The council had previously been advised that to change the parking meters to accommodate a residents' card would incur significant expense. However, proposals to alter the parking scheme and divide the borough into 4 zones, has significantly reduced the costs of the introduction of the card which can be incorporated into the zoning changes.

The council has sought the advice of Bracknell Forest District Council which has been running the Smart Citizen scheme since 2000. Bracknell Forest council is happy to offer advice and support to Harrow for the cost of the software license. Their software allows for the expansion to take on board future ideas and is, as such, future proof.

Cllr Ferry explained that the council proposes the introduction of four streams for the Harrow Card which will offer library membership, free parking, shopping discounts:

- Resident
- Non-resident – for those who work in the borough
- Youth card – which will offer enhanced leisure opportunities and potential school meals payments and will also act as a proof of age card
- Harrow Council staff card – which in addition to the discounts etc, will also act as an access/ID card

The council is considering the introduction of a charge for the card given the benefits which it will offer. It is likely that distribution will be staggered in order to facilitate its administration and there will be a phased approach to implementing different aspects of the card. Mark is currently producing a spend profile for the £50k which will incorporate analysis of potential take up of the discounts in local retailers and the impact of charging for the card.

In terms of the cost of the scheme, officers advised that there will be a small charge from Bracknell Forest for a licence for the software and the cost of production of the cards.

Cllr Wright commented that a similar scheme in Hillingdon had issued cards to all residents on the electoral register, and that this had reduced administrative

costs which would inevitably be associated with any charging scheme. Officers commented that this scheme had resulted in some problems for the council as cards were sent to residents who had died. Cllr Wright also questioned whether charging for the card would limit take up, he observed that the Hillingdon scheme had broken even in terms of revenue after a year. Cllr Ferry commented that estimates from the parking service suggest that the council will lose £0.5 million in parking receipts.

Cllr Anderson queried the overall cost of implementing the scheme and the return likely. Mark advised that the feasibility study is designed to consider this. The cost of licensing is known as is the cost of production of the card, more difficult to ascertain is potential distribution/take up of the cards, the payback period and the likely participation of retailers. Cllr Ferry commented that whilst the council would like the scheme to be cost neutral, it is important that the scheme is able to support local businesses in the context of the current financial situation.

Cllr Ferry explained that it is proposed to use the My Harrow account to distribute the cards in this way reducing some of the administrative costs. Charging will obviously deliver some revenue. Mark added that simply distributing the card as Hillingdon had would mean that the council would lose an opportunity to build up the profile of the population – information will be tied into the CRM system. Cllr Ferry also commented that by asking residents to apply for a card, the council is safeguarding itself against accusations of inappropriately using residents' information.

Cllr Anderson was concerned about the potential increase in traffic flow in the borough that may result from the free parking scheme. Andrew commented that the borough is dependent upon increased growth and that the free parking scheme is designed to support this growth by making our local centres attractive. Cllr Anderson suggested that this growth could be supported by increased use of public transport, but Andrew suggested that pedestrians are less likely to do the volume of shopping which car users do.

Cllr Wright agreed that car parking charges are making the shopping centres less attractive and he felt that there is high regard for the Hillingdon card which offers reduced charging for residents as residents and traders feel that the council is doing something positive for them. It was suggested that a parking scheme for those premises which are located in service roads where there is no scheme will be beneficial for those businesses where at present the parking spaces are used by staff. Half hour free parking can encourage residents to use these businesses.

Cllr Wright was pleased to hear that the council is considering the introduction of the Harrow Card. Cllr Anderson is concerned to ensure that the scheme takes into account some of the problems of congestion which might ensue.

Andrew advised that a report on the scheme will be taken to the Corporate Strategic Board on 14<sup>th</sup> November. Further data on the scheme will be provided to the councillors when available.

**For Action**

- Further information on the cost and uptake of the scheme to be provided to the scrutiny leads on completion of the feasibility study.

## **SCRUTINY LEAD MEMBERS' REPORT: RESOURCES**

**10<sup>TH</sup> October 2012**

### **Attendees**

Cllr Jerry Miles, Policy Lead Member, Resources  
Cllr Tony Ferrari, Performance Lead Member Resources  
Julie Alderson, Corporate Director of Resources  
Tom Whiting, Assistant Chief Executive  
Guy Fiegehen, Scrutiny Officer

### **The new Resources Directorate**

Julie Alderson and Tom Whiting updated Members on the merger of the former Chief Executive's, Corporate Finance and Legal & Democratic Services Directorates and the creation of six new divisions to be completed by the end of July 2013. Details are at

[http://www.harrowleadership.com/sections/about\\_harrow\\_council/resources\\_directory](http://www.harrowleadership.com/sections/about_harrow_council/resources_directory)

### **Welfare Reform and Debt Recovery**

Welfare Reform could have a major impact on people's incomes and will involve significant changes for the Council's benefit & revenue services. Many people could find themselves worse off after the Council Tax Benefit changes and need to pay tax for the first time.

#### **For Action:**

- The Directors will advise when modelling will be available on the number of residents who will have to start paying Council Tax and the implications for Debt Recovery numbers.

The Directors will also arrange for Members to have access to the Shop4Support web site.

### **Community Infrastructure Levy (CIL)**

The Lead Members were concerned to ensure that CIL is not used to replace other routine Council expenditure. There could also be issues about the boundaries of 'community' areas in using the levy as negative impacts may not always be local to the development concerned.

#### **For Action:**

- Julie Alderson will provide further information on how this will work and any modelling the Council has made of the local impact.

### **Performance of Schools Services**

The departure of academies from the Council had resulted in fewer schools using the Council's services, and the Council is reviewing how well the Council serves the academies overall. A report had been requested by the Overview and Scrutiny (O&S) committee regarding the impact on the council of loss of SLA revenue as the schools had become academies. The Members asked that the report to O&S should also cover the quality of service non-academies are receiving and the extent to which the Council can continue to provide services in the context of the loss of revenue.

**For Action:**

- Julie Alderson will provide analysis of the services the Council provides to academy and non-academy schools, the nature of the contracts involved (e.g. how long schools tied in) and the risks to the Council, and Members will follow up as necessary.

**Quarterly Meetings:****For Action:**

- Guy Fiegehen will arrange dates for quarterly meetings between the Resources Lead Members and the Directors.

## **Notes of Health and Social Care Scrutiny Leads Briefing with Corporate Director – Tuesday 2 October 2012**

### **Present:**

Councillor Vina Mithani - Scrutiny Lead for Health and Social Care  
Paul Najsarek – Corporate Director, Community Health and Wellbeing  
Nahreen Matlib – Senior Professional Scrutiny

### **Apologies:**

Councillor Krishna James

## **1. Developments in Adults Services – directorate update**

### *Service plan*

Adults Services is working to a three-year service plan which is currently in its second year. The main areas of activity within this year are:

- Reablement – focusing on existing social care users (whereas last year the drive was to get new users). The intention is that users receive reablement services so that longer-term they do not need an ongoing package of care as reablement has circumvented this need. The success of reablement in Harrow is meeting this intention.
- Personalisation – the aim is to get 100% of those eligible personal budgets. It is noted that that this is not relevant to all social care users e.g. many of those in residential care.
- Shop4Support – the online catalogue for personalised support now includes a Paypal function so that services can be purchased online. There is also a quality assurance section where users can give feedback on the services purchased and this is published online.
- Implementation of consultation outcomes – following last year's major adults' consultation, there have changes to charges so that they are more consistent and based on an individual's ability to pay and not the service that they receive. There have been very few formal complaints about the charging and the implementation has been largely seen as fair.

### *Commissioning panel preparations*

- All directorates have been asked to come up with future service scenarios based on savings of 15%, 25% and 35%.
- Adults Services has saved £20m over the last 4 years and will make savings of £3m this year. £8m worth of savings have already been identified for the future.

### *Public health arrangements*

- Local authority responsibility for public health begins in April 2013. Cabinet has agreed in principle a shared public health service with Barnet Council. A shared Director of Public Health has been appointed.
- There are different levels of shared and dedicated teams within public health. For example, data/information sharing and commissioning/contracting will be shared between the boroughs

whereas there will be dedicated Barnet and Harrow teams looking at local needs. Barnet and Harrow's population needs are not totally dissimilar.

- The shared service will be hosted by Harrow with about 38 posts in the new structure – a consultation with staff is due to begin shortly.

#### *Draft health and wellbeing strategy*

- The headlines in both Barnet and Harrow's health and wellbeing strategies are similar for example, in focusing actions on dementia, cancer, obesity and long term conditions.

## **2. Policy horizon scanning – relevant policy issues/implications at national and local level**

### *Social care white paper*

- The white paper and draft bill sees many existing services become duties for example personalisation, reablement, safeguarding and preventative services.
- Currently councils set their own eligibility criteria for social care. By 2015 the government will set a national criteria. National standards will be introduced and this will allow for portability of assessments across borough boundaries.
- There will be a new duty to carers. At the moment, councils must assess carers' needs but are not obliged to provide the services to meet these. In future they will have to provide the services as well as the assessments.
- The recommendations from the Dilnott review have yet to be addressed and this may coincide with the next Comprehensive Spending Review. Dilnott's recommendations include raising the floor from £25k (the amount you can have in assets before you must pay for care) and a cap will be set at £100k. It is estimated that this will cost £2bill nationally.
- At the moment, Adults' Services equate to about 40% of the council budget. If the Dilnott recommendations were to be implemented, Adults' Services would make up the majority of the budget.

### *Health scrutiny consultation*

- The consultation on health scrutiny concluded in September.
- The proposals make some changes to health scrutiny regulations including:
  - Full council to agree to refer contested NHS reconfigurations to the Secretary of State
  - Local authorities to publish a timetable for decision making in whether to refer to Secretary of State
  - Local authorities to take account of financial considerations when referring to the Secretary of State
- Changes are to be implemented from April 2013.

### **3. Scrutiny - items coming up at Committee and review work**

#### *Shaping a Healthier Future*

- The special meeting of the Health and Social Care Sub-Committee on 19 September had proved valuable in bringing together the views of local agencies impacted by the SaHF proposals.
- In addition to evidence gathered through the regional Joint Overview and Scrutiny Committee, the discussions had been used to inform Harrow scrutiny's response to the consultation, which is intended to represent a view from Harrow Council, subject to adoption from the Executive.
- The consultation concludes 8 October.

#### *Items on scrutiny work programme*

- The sub-committee meeting scheduled for 10 October has been cancelled due to lack of business.
- On the agenda for the sub-committee meeting in December, Adults' Services have been asked to bring two reports:
  - Annual local account
  - Implementation of outcomes from the major adults' consultation last year
- Scrutiny may wish to note that Harrow's new Clinical Commissioning Group is about to go into the authorisation process. Their 3-year plan shows them as staying in deficit throughout this period. This may mean that they receive authorisation with qualifications. The plan includes £2.5m of costs that may be passed on to the council and this will mean increased financial risk to the council. These will be up for discussion and suitable quality and equalities processes will need to be developed.

### **4. Any other business**

NM was asked to arrange the scrutiny leads' briefing meeting dates for the rest of the municipal year on a quarterly basis.

#### **For action:**

- Scrutiny leads' briefing dates for the rest of 2012/13 to be set up (NM).