



OVERVIEW AND SCRUTINY COMMITTEE

**TUESDAY 10 OCTOBER 2006
7.30 PM**

COMMITTEE AGENDA

**COMMITTEE ROOMS 1&2
HARROW CIVIC CENTRE**

MEMBERSHIP (Quorum 3)

Chairman: Councillor Jean Lammiman

Councillors:

**Salim Miah
Mrs Myra Michael
Richard Romain
Anthony Seymour
Mark Versallion**

**B E Gate
Mitzi Green (VC)
Jerry Miles
Mrs Rekha Shah**

Christopher Noyce

Reserve Members:

1. Dinesh Solanki
2. Julia Merison
3. Narinder Singh Mudhar
4. –
5. Jeremy Zeid
6. Yogesh Teli

1. Ms Nana Asante
2. Phillip O'Dell
3. Archie Foulds
4. Navin Shah

**Issued by the Democratic Services Section,
Legal Services Department**

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HARROW COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 10 OCTOBER 2006

AGENDA - PART I

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

3. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1972 (as amended).

4. **Minutes:**

The minutes of the special meeting held on 5 June 2006 and the ordinary meeting held on 18 July 2006 to be taken as read and signed as correct records.

5. **Public Questions:**

To receive questions (if any) from local residents/organisations under the provisions of Overview and Scrutiny Procedure Rule 8.

6. **Petitions:**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Overview and Scrutiny Procedure Rule 9.

7. **Deputations:**
To receive deputations (if any) under the provisions of Overview and Scrutiny Procedure Rule 10.
8. **Appointment of Members to the Scrutiny Sub-Committees for the remainder of the Municipal year 2006/07:**
9. **Reports from Other Committees:**
(if any).
10. **Financial Position - Item placed on the agenda at the request of a Member of the Committee:** (Pages 1 - 20)
Report of the Director of Financial and Business Strategy (Business Development)
11. **Medium Term Budget Strategy:** (Pages 21 - 34)
Report of the Director of Financial and Business Strategy (Business Development)
12. **Action in response to Scrutiny Review of the Middle Management Review:** (Pages 35 - 40)
Report of the Director of People, Performance and Policy (Business Development)
13. **Business Transformation Partnership:** (Pages 41 - 48)
Report of the Director of Business Transformation (Business Development)
14. **Progress Report following Recommendation of the HSE Inspection January 2005:** (Pages 49 - 54)
Report of the Director of Financial and Business Strategy (Business Development)
15. **Consultation Draft of the refreshed Community Plan:** (Pages 55 - 78)
Report of the Director of People, Performance and Policy (Business Development)
16. **Corporate Assessment Challenge Panel:** (Pages 79 - 98)
Report of the Director of People, Performance and Policy (Business Development)
17. **Scopes for Scrutiny Reviews:** (Pages 99 - 122)
Report of the Director of People, Performance and Policy (Business Development)
18. **Scrutiny Work Programme:** (Pages 123 - 148)
Report of the Director of People, Performance and Policy (Business Development)
19. **Business Continuity Management Update:** (Pages 149 - 156)
Report of the Director of Financial and Business Strategy (Business Development)

20. **Procurement Update:** (Pages 157 - 172)
Director of Financial and Business Strategy (Business Development)
21. **Scrutiny Discussion Forum:** (Pages 173 - 178)
Report of the Director of People, Performance and Policy (Business Development)
22. **Any Other Business:**
Which the Chair has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II

23. **Business Transformation Partnership:** (Pages 179 - 186)
Report of the Director of Business Transformation (Business Development)



Meeting:	Cabinet
Date:	3 August 2006
Subject:	Financial Position
Responsible Officer:	Myfanwy Barrett
Contact Officer:	Myfanwy Barrett
Portfolio Holder:	David Ashton
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

- To approve the proposed action plan, with the exception of the items that are subject to statutory consultation, to achieve the savings required in 2006-07.
- To approve the statutory consultation on the proposals in paragraph 17.
- To approve, subject to the outcome of consultation, the lowering of subsidies (Appendix 2)
- To approve the changes to fees and charges (Appendix 3).

Reason for report

To ensure that the savings target of £19m in 2006-07 is achieved.

Benefits

To establish a balanced budget for 2006-07 as another step towards restoring financial stability within the council.
To ensure that key services are protected.

Cost of Proposals

The report sets out how the Council's 2006-07 budget's proposed but unallocated savings will be achieved this year, and how the identified risks and pressures will be managed, and identifies subsidies that can be reduced.

Risks

The Council only has £2.5m in general balances, and, given the level of savings built into the budget (both allocated and unallocated) and the other risks and pressures identified, there is a high risk of an overspend this year. Agreeing the savings plan is critical to mitigating this risk.

Implications if recommendations rejected

Failure to agree the savings plan could potentially result in the Council spending beyond its means in 2006-07 and exhausting its remaining reserves. This would result in the statutory chief finance officer taking action under the relevant legislation and would leave the council in an untenable position with key services placed at risk.

Section 2: Report

Brief History

1. The Council is in a very difficult financial position. A report to cabinet on 29 June set out the situation in some detail.
2. In total the Council needs to achieve savings of £19.1m in the current year. Of this sum, £9.7m has already been allocated to specific service areas or distributed to budget holders. This paper sets out the detailed plan for delivering the remaining £9.4m.

Principles

3. Given the scale of the savings required this year and in future years, Members will need to consider which services and subsidies the Council

should provide in future and at what level. Value for money is a key consideration.

4. It is recognised that some short term measures are required to meet this year's budget. However, many of the proposals included in the savings plan are ongoing and contribute towards the medium term targets.
5. It is important to balance the statutory duties of the Council against the need to manage within resources.

Savings Plan

6. The attached savings plan (Appendix 1) includes a variety of measures. The plan delivers the required savings in 2006-07. The plan gives a brief description of the proposals, the start date, and the saving that will be achieved in 2006-07 and 2007-08.
7. Every effort has been made to reflect implementation costs in the figures, however there is still some detailed work to do in this area.
8. The individual savings projects have been evaluated for their impact on the Council's ongoing performance and priorities. Specifically the projects have been evaluated for their impact on the following criteria:
 - Ability to deliver against Corporate Priorities
 - Ability to deliver Residents' priorities that the Council understands through the Mori process and from the Open Budget
 - Commitments to the Harrow Strategic Partnership and LAA
 - Key performance indicators and key lines of enquiry which are impacting the Council's CPA position
 - Risk to other major projects across the Council, e.g. delivery of BTP
 - Consultation requirements
 - Impact on morale and the Council's workforce
 - Probability of statutory intervention by the Government
9. The Council has recently completed a major value for money study to assess the Council's spend and relative performance against our comparator Councils in London. This analysis has informed where our services are relatively high and low spenders and whether we are achieving the level of performance that is appropriate for our level of spend. The analysis is based on 2005-06 spend data and indicates areas where savings may be possible. However the analysis needs to be updated to reflect current spending levels and performance. The data will be reviewed against the savings achieved during 2005-06, the savings built into the original 2006-07 budget, and the savings contained in this plan as these all affect spending levels. The cumulative impact of these savings is £20m, however there has been growth in some service areas over the same period.

10. The plan shows a number of proposals to cut costs across different divisions of the Council (“cross-cutting”). The cross-cutting items will affect all Directorates – hence the total reduction in their budgets will include their share of these items.

11. Examples of the items included in the plan are set out below:

- Reductions in subsidies for services provided by the borough
- Savings generated by the Business Transformation Partnership
- Reductions in staff costs (eg, better controls in relation to overtime working, vacancy management, review of senior structure, review of PA and Administrative staff structure)
- “Harrow Saves” – a scheme to promote savings on smaller budgets such as catering and conferences

Business Transformation Partnership (BTP)

12. The contract with Capita includes a detailed cost model which sets out the phasing of capital and revenue payments and savings over a ten year period. The 2006-07 budget reflects this contractual model and therefore includes a savings target of £3.4m this year.

13. The contract has now been operating for 9 months and Harrow and Capita have jointly reviewed the cost model in light of this experience. Whilst both parties are confident that the full savings can be achieved over the life of the contract, the timing of the savings being delivered has been reviewed. This has resulted in the target for the current year being reduced by £2.1m to £1.3m. At the same time the allocation of payments between capital and revenue and the phasing of those payments has been reviewed to ensure that the net cost/benefit of the contract over the 10 year period is unchanged.

14. The revised target of £1.3m will be achieved through the implementation of new systems – Enterprise Resource Planning (ERP), which is an integrated finance, HR and procurement solution, and Management Information (MI) – the Access Harrow project, and strategic sourcing (i.e., more effective procurement). A detailed analysis of the savings from these areas has been agreed between Harrow and Capita and this means the Council is confident that the new target will be achieved.

Subsidies and Fees and Charges

15. The plan includes a number of proposals to reduce subsidies for those able to pay. These are set out in Appendix 2. Proposed changes to fees and charges are set out in Appendix 3.

Consultation

16. The plan will be widely communicated and there will be consultation with service users, residents, staff, unions, and other stakeholders.

17. In particular, statutory 12 week consultation with service users will be carried out on the following proposals:

- Home Care Subsidies
- Changes to the meals on wheels service
- Merger of Amner and Millmans Day Centres

Capitalisation

18. The plan involves capitalisation of £543k this year. This figure is reflected in the revised capital programme.

Ongoing monitoring during 2006-07

19. It is vital that progress against the savings in particular and achievement of the budget in general is monitored closely this year.

20. In addition to the regular monthly and quarterly reporting cycle, challenge sessions will be introduced – each Directorate will have to attend a meeting with the Deputy Leader, Chief Executive and Director of Financial and Business Strategy to discuss its forecast position against budget in detail.

Summary

21. The review of savings, economies and subsidy reductions summarised in Appendix 1 falls short of the goal of £9.4m by approximately £580,000. This shortfall is reflected in the fact that reserves will not be built up to the desired level by March 2007, and will, in fact, remain marginally below the minimum level approved by Council in February.

22. The overall position is summarised in the table below:

	2006-07 £m
Savings allocated in existing budgets	9.7
Unallocated savings and anticipated pressure on cost and resources	9.4
Savings presently identified for 2006/7	8.8
Shortfall in build-up of reserves	0.6

23. The ongoing savings reviews referred to in the Cabinet Report of June 29 will continue to look for the substantial savings required in 2007-08 and 2008-09 to balance the budgets contained in the existing MTBS. It must be borne in mind that the MTBS contains the assumption of Council Tax increases in each year of 5%. Further savings of £4.5m in each year would be required if Council Tax were to be held at existing levels.

24. The position for 2007-08 and 2008-09 is summarised below:

	2007-08 £m	2008-09 £m
Unallocated savings and anticipated pressure on cost and resources	9.3	4.2
Additional savings required if Council Tax is held at present levels and not increased by 5%	4.5	4.5
Total additional savings required in each year, over and above those for 2006/7, if Council Tax is held at existing levels	13.8	8.7

Financial Implications

25. Financial matters are integral to the report.

Legal Implications

26. Section 32 of the Local Government Finance Act requires the Local Authority to calculate its budget requirement (i.e. the difference between the expenditure and income) for each financial year. Section 28 of the Local Government Act 2003, imposes an obligation on the Authority to monitor and review its budget throughout the financial year using the same figures for reserves (unless they have been used to meet the financial shortfall of a previous financial year). The authority must take appropriate action to deal with any deterioration in the financial position revealed by the review. This action would for instance involve agreeing savings elsewhere in the budget to mitigate the situation.

27. Under S114 (3) of the Local Government Finance Act 1988 the chief finance officer of a relevant authority shall make a report if it appears to her that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure. This report must be prepared in consultation with the Chief Executive and the monitoring officer. A report under this legislation would be the last resort and all possible steps should be taken to avoid this situation.

Equalities Impact

28. The impact of individual savings proposals on access to services should be considered as part of the decision.

Section 17 Crime and Disorder Act 1998 Considerations

29. The impact of individual savings proposals on the Council's ability to meet the requirements of Section 17 should be considered as part of the decision.

Section 3: Supporting Information/Background Documents

Appendix 1 – Savings Plan

Appendix 2 – Reduced Subsidies

Background Documents: None.

Appendix 1

Savings Plan 2006-07

Ref	Description	Start Date	Saving 2006-07	Full year impact 2007-08
			£000	£000
Pressures				
	Contribution to reserves (to restore balances to £4m)		1,500	
	Risk around PCT		1,500	
	Risk around capital financing, LPSA, LAGBI		1,000	
Unallocated savings				
	Corporate Procurement target		2,000	
	BTP savings as per original budget		3,365	
New Spending				
	Prosperity Action Teams		5	
	Council and cabinet meetings		30	
	By-election		10	
	Events		20	
	Total to find		9,430	
<u>PROPOSALS</u>				
BTP Savings				
1	Review of revenue/capital payments under contract		2,084	1,500
2	ERP		479	939
2	MI		104	178
2	Access Harrow		256	444
2	Access Harrow - do not proceed with service access points across the borough		avoidance saving	avoidance saving
3	<u>Strategic Sourcing</u>			
	<i>Integrated print solution</i>		63	136
	<i>Travel</i>		18	27
	<i>Postage</i>		24	48
	<i>Catering</i>		16	48
	<i>Temporary staff</i>		50	55
	<i>Telecoms</i>		73	83
	<i>Mobile phones</i>		34	52
	<i>PCs and Laptops</i>		40	60
	<i>Networking, cabling</i>		24	36
	<i>Recruitment advertising</i>		6	12
	<i>Taxi services</i>		100	240
	BTP TOTAL		3,371	3,858

Ref	Description	Start Date	Saving 2006-07 £000	Full year impact 2007-08 £000
Cross-cutting items				
Strategic savings project - property				
4	Rateable value appeals/audit	01-Aug	100	
Staff terms and conditions				
5	Civic Centre Car Parking subsidies for staff @ £3 per day, based on Harrow & Wealdstone Station daily cost	01-Oct	60	160
6	Optional unpaid leave for staff, eg at Christmas	01-Sep	100	100
7	Move payroll date to last day of month	01-Oct	40	80
8	Review staff catering at Civic, Depot and Teachers centre		avoids overspend	avoids overspend
9	Improve management controls over overtime		250	500
Permanent and Temporary staff				
10	Review of senior structure	01-Sep	250	500
11	Review of PA and admin staff (and take out agency staff)	01-Sep	500	2,000
12	Vacancy freeze (already assumed by Directorates)			
13	Recruitment advertising - lower volume and use internet rather than newspapers/journals		200	
"Harrow Saves"				
	No catering for officer meetings	01-Jul	}	
	No catering for members meetings		}	
	No conferences or seminars		}	
	No fancy stationery, eg post it notes		}	
	Minimise number of hard copies of publications		}	
	Use double sided/black and white printing		}	
	No new furniture or equipment		}	
	No journals/subscriptions to be renewed		}	
	No new accommodation costs (rent, leases etc)		}	
	NO EXCEPTIONS!			
14	= top slice across Directorates		300	
Miscellaneous				
15	Review of duplicate payments (no win no fee)	01-Jul	50	
CROSS CUTTING TOTAL			1,850	3,340

Ref	Description	Start Date	Saving 2006-07 £000	Full year impact 2007-08 £000
CE/Business Development				
16	Review function and structure of procurement team		50	100
17	Focus clothing grants on real need	01-Sep	85	170
18	Amend Trade Union Facilities budget to bring Harrow's costs into line with other boroughs		30	60
19	Vacancy management - FBS		60	
19	Vacancy management - BS		50	
19	Vacancy management - PPP		60	
19	Vacancy management - BTP	Apr-Dec	65	
20	Capitalise 75% of BTP Director and on-costs		90	90
21	Reduce canvassing for Electoral roll/merge with C Tax		20	20
22	Reduce legal support to committees		45	45
23	Reduce democratic services support		45	45
24	Use internal post in HRES/ cut down external mailing		2	10
25	Registrar income/photography		10	10
26	Communications unit to provide core functions only		15	15
	Misc CE budgets		3	
27	Reduce subsidised legal support to schools		10	10
CE/BD TOTAL			640	575
Urban Living				
ENVIRONMENT SERVICES				
28	Sell advertising wherever possible	01-Oct	23	30
29	Extension of existing Parking Enforcement Service activities	01-Dec	65	280
30	Retaining vacancies within Community Safety Service	immediately	129	129
31	Traffic Management	immediately	59	nil
32	Increased fee recovery from capital	01-Apr	200	dependant
33	Highways (carriageway & footway) planned maintenance	immediately	77	nil
34	Street lighting maintenance	immediately	250	nil
35	Peel House Car Park, Wealdstone-reduce opening hours to 8.30pm	within 4 wks	10	20
36	Drainage - Focus on main river watercourse maintenance	immediately	75	nil
37	Public Realm maintenance - Revise management structure	01-Oct	65	100
38	Public realm maintenance - review of working arrangements	01-Oct	0	200
39	Increase Exclusive Rights of Burial, Interment & Memorial Rights Fee	dependent on Cabinet dates	15	36

Ref	Description	Start Date	Saving Full year impact	
			2006-07	2007-08
			£000	£000
40	Recycling Income	01-Dec	50	70
41	Public Realm maintenance - Removal of Flower bedding	01-Oct	15	50
42	Public realm maintenance - soft landscaped areas including sponsored roundabouts etc	01-Dec	0	0
43	Public realm maintenance - create biodiversity areas in some parks	01-Oct	10	30
44	Public Realm maintenance - Parks locking	01-Oct	30	60
ENVIRONMENT SERVICES sub total			1,073	1,005
PROPERTY SERVICES				
45	Vernon Lodge voids - Reduce the budget	immediately	40	nil
45	Sanctuary Project - Reduce the budget	immediately	20	nil
45	Finders Fee - Reduce the budget	immediately	20	nil
45	Retaining vacant posts within Housing Services	immediately	41	41
46	Withdraw from Town Centre Management initiative	01-Sep	40	75
47	Stop subsidising building control charges	01-Sep	70	115
47	Reduce subsidies - introduce planning advice charges & introduce in S106 agreements requirement to pay for monitoring & administration of agreements	01-Sep	inc above	inc above
47	Stop indemnity insurance cover provided for building control surveyors	01-Apr	7	17
47	Reduce agency staff in Development Control and Policy & Research	01-Jul	60	90
47	Reduce contract & Permanent Staff within conservation & design	01-Jul	100	130
48	Energy Conservation Officer - Capital funding of salary	01-Aug	40	40
49	Increase income from Commercial Lettings	During 2006	42	nil
50	Capitalise Design & Build costs	immediately	100	100
PROPERTY SERVICES sub total			580	608
STRATEGY & BUSINESS SUPPORT				
51	Review of Civic Centre and Depot Catering & MOW - vacant posts	01-Jul	25	45
52	Special Needs Transport-Review of overtime claims & agency staffing hours	01-Jul	30	50
53	Rationalisation of business support staff across Urban Living	01-Oct	25	50
STRATEGY & BUS SUPP SERVICES sub total			80	145
URBAN LIVING TOTAL			1,733	1,758

Ref	Description	Start Date	Saving Full year impact	
			2006-07	2007-08
			£000	
People First				
Adults				
54	Reducing Home Care subsidies	Jan-07	275	1,100
55	Remove Joint Funded posts by transfer of staff to other vacancies	Aug-06	250	370
56	Contain spend on carers and apply grant to other parts of service	Jul-06	40	80
57	Convert hot meals service into a frozen meals service	Jan-07	0	350
58	Merge Amner and Millmans Day Centres	Jan-07	35	141
59	Restructuring Community Care	Jan-07	25	100
Sub Total Community Care			625	2,141
Childrens				
60	Make Playschemes commercially viable	Dec-06	15	75
61	Reduce Hospital Social Work Service and reduce subsidies to other Boroughs	Dec-06	15	50
62	Childrens Services Management - do not fill 1/2 post	Jul-06	30	0
63	Childrens Centre Grant - use for Service Manager post	Jul-06	50	0
64	Firs - Temp freeze on RSW Hours	Jul-06	5	0
Sub Total Childrens			115	125
Lifelong Learning				
65	Move Brent & Harrow Education Business to Teachers Centre	Sep-06	5	12
66	Eliminate Teachers Centre Subsidy	Sep-06	8	15
67	Close Harrow Teachers' Centre Library	Sep-06	14	36
68	Use LSC Grant for Adult Community and Family Learning	Sep-06	20	38
69	Libraries - Redeploy resources from Lifelong Learning to employ Bookstart Coordinator	Jul-06	12	12
70	Savings on Wellstoc Library stock purchases	Sep-06	13	21
71	Remove security staffing budget for Bob Lawrence Library	Jul-06	4	4
72	Reduce Library services printing/publicity	Jul-06	5	5
73	Increase Library staff vacancy rate	Jul-06	9	9
74	Wealdstone Centre Service Support Budget	Jul-06	20	20
75	Deletion of Leisure and Admin post	Jul-06	10	10
76	Cease Music Teaching Subsidy	Sep-06	25	50
77	Cancel involvement in Community Sports Coaching Scheme	Sep-06	13	13
Sub Total Lifelong Learning			158	245

Ref Description	Start Date	Saving Full year impact	
		2006-07	2007-08
		£000	
Strategy			
78 Capitalise Policy Officers working on capital projects	Apr-06	103	150
79 Contracts Unit Efficiencies (Framework Finance)	Jan-07	20	100
80 Grant Review - use catering and 14-19 grant to offset salary costs	Apr-06	65	65
81 Special Schools PFI - Affordability saving	Apr-06	170	170
Sub Total Strategy		358	485
PEOPLE FIRST TOTAL		1,256	2,996
TOTAL SAVINGS IDENTIFIED		8,850	12,527
Shortfall		580	
Reduce contribution to reserves in year		580	
Net shortfall		0	

Appendix 2

Reduced Subsidies

Charge	Current Rate	Current Subsidy	Proposed rate	Proposed Subsidy	Client Numbers %
Staff Parking	Free	£5 per day	£2 per day	£3 per day	N/A
Home Care – clients assessed to make no contribution	Free	£18.10 per hour	Free	£18.10 per hour	40%
Home Care – clients assessed to make a contribution	Clients pay part of costs only	Between £8.60 and £18.10 per hour	Clients will pay part of costs only	Between £2.10 and £18.10 per hour	34%
Home Care – clients assessed to pay full charge	£9.50	£8.60 per hour	£16.00	£2.10	26%

Notes:

Parking Charges

The current subsidy shown above is based on average daily rates for Harrow's public car parks.

Home Care Subsidies

One important subsidy relates to Home Care. Harrow Council has the second most expensive home care costs in West London and has been subsidising this heavily in order to provide the lowest charges, more than £3 lower than any other authority in that area. It is therefore proposed that the subsidies be reduced for those able to pay them, to bring them into line with other boroughs.

In order to ascertain whether people will continue to qualify for the subsidy, a financial assessment will be carried out for all clients to determine their ability to pay.

Based on the current figures, as of March 2006, this would mean the following:

- The 40% of clients who are currently receiving the service free of charge will continue to do so.
- The 34% of clients who pay a reduced amount are likely to continue to pay a reduced amount, albeit with a lower subsidy reflecting their ability to pay.
- The 26% of clients who are currently able to pay the full rate will now have a significantly lower subsidy from the Council.

It is extremely important to note that due to this financial assessment process approximately 40% of clients will pay nothing.

Cost of Home Care

The current charging arrangements for Harrow's home care service were introduced in April 2002, when a maximum charge of £81 was set with an hourly rate of £9.00 established. These rates were increased from April 2006 this year to a revised £85 maximum charge and £9.50 hourly rate.

Service users are visited in their own homes by a member of Harrow Joint Team and the service user's financial information is collected and verified. At the same time the service user will receive a full benefit check and forms relating to disability or other benefits are also completed to maximise their income.

In the group of North/North West London Councils, Harrow's current subsidies are the highest by a significant margin. Harrow's cost at 2004-05 prices is £17.10 per hour. At 2006-07 prices this would be approximately £18.10. As charges have only increased by £0.50 in this period, the current subsidy is estimated to be **£8.60** per hour.

The average cost for the boroughs (including Harrow) is £15.50. If this is inflated by 2.95% (in line with pay inflation) for 2006-07 this equates to £15.95 per hour.

If Harrow reduced its subsidy in line with the average for the other 8 boroughs (excluding Harrow) and allowing for inflation, the new charge would be approximately £16.00 per hour.

It is therefore proposed that the Harrow charge is increased to £16 per hour with effect from 1 January 2006. This still represents a subsidy of £2.10 an hour.

Value for Money

Harrow's average unit costs have been adversely affected by the former TUPE transfer of its directly provided service to an independent agency. Our contracts and commissioning team are engaged in negotiations with the agency to bring these down and work across all the local Home Care agencies to try and reduce the unit cost wherever possible.

The Council's Assessment and Care Management Teams work in close partnership with contracts/commissioning and Home Care agencies to try and ensure that care commissioned is the minimum possible for the tasks/outcomes to be achieved in order to get best value for money. This is an ongoing process.

Current capital threshold

In determining the extent to which an individual's capital assets count as income for charging purposes Harrow uses the C.R.A.G guide for Residential Accommodation in line with the majority of Local authorities. This is currently £21,000 and the figure is reviewed annually by the Department of Health. Property is excluded in determining the value of capital assets.

ANALYSIS OF PROPOSED CHANGES

MOVE TO 100% OF DISPOSABLE INCOME FOR ASSESSMENT PURPOSES

Service users with less than the current CRAG capital threshold of £21,000 (excluding their residential property) are assessed individually to see how much, if anything, they should pay.

Current subsidies are calculated on the basis of 75% of disposable income, after taking into account income and expenditure. (Allowances for Disability expenditure are made when a client is in receipt of a disability benefit Attendance Allowance / Disability Living Allowance.) The net figure is called the disposable income for the service user - this is the amount of income that is taken into account when calculating the service user's ability to pay.

In Harrow we currently take into account 75% of a service user's disposable income. However, 6 other boroughs in North West London use 100% and one uses 90-95%. Therefore Harrow is out of step with its neighbours.

It is proposed that subsidies should be calculated on the basis of 100% of disposable income, in line with almost every other relevant authority.

DECREASE THE HOURLY SUBSIDY

The council can no longer afford to subsidise the service to the extent it has previously, given increased demand for support with no matched central increase in funding levels.

It is proposed that there is a change to the hourly subsidised rate moving to a new hourly charge of **£16.00** (as referred to above). This implies an amended subsidy of £2.10.

As is the practice currently, every service user would be assessed to determine their level of needs and subsequently their financial contribution to the costs of their care (and offered a benefits check).

Each case would need to be considered following this assessment to establish whether the service user would prefer to make private arrangements without further recourse to the council thereby incurring no charges. Or alternatively knowing the level of their contribution they could consider the option of a direct payment (net of charges) which would enable them to arrange their own care or the council could arrange for care to be put in place using its block contracts.

REMOVE 10 HOUR CAP

There is currently an £85 per week maximum charge for the service regardless of the amount of care that is provided and at this level the service continues to be subsidised significantly.

A number of Local Authorities charge users who can afford to pay the full actual costs of the service they receive or they have determined an agreed unit cost for the service which is set at a more realistic higher rate than Harrow currently operates.

This is another area where Harrow is considerably out of step with other councils. It is proposed that the cap on the maximum level of charge for people who have difficulties that require more than 10 hours of support each week is removed as happens currently in Barnet, Brent, Ealing and Enfield.

For people with savings in excess of £21,000 (excluding the property value of the home they live in) this would mean these people would receive a reduced subsidy based on the difference between the cost and hourly charge of £2.10 per hour.

If, following a period of consultation and comments being considered, the proposals were to be adopted, and taking a prudent approach and allowing 15% for non-recovery of income, the combined impact of the steps outlined above is additional income in a full year of £1.1m and the current year of £275k.

Appendix 3

Changes to Fees and Charges

The main items are summarised below – more details will be published separately.

	Current 2005-2006 £	Proposed 2006-2007 £	Change %
Pre Application Advice			
(i) Formal Advice (followed up in writing) on major scale/complexity		1,000.00	
(ii) Formal Advice (followed up in writing) on medium scale/complexity		500.00	
(iii) Follow up charges based on hourly rates for officer attendance		Hourly rate of officer	
(iv) Planning Advice Team written advice per item		100.00	
(v) Repeat requests for advice		75.00	
Administration and Monitoring of S106 Agreements			
(i) When a monetary contribution is included in the agreement		5% of the overall cost value of the agreement up to a maximum of £50,000.00	
(ii) In the absence of any monetary contribution		500.00	
Building Control			
Small Domestic Buildings Building Control			
Garages < 40m ²			
Plan (inc VAT)	43.00	50.00	16
Inspection (inc VAT)	129.00	150.00	16
Building Notice (inc VAT)	172.00	200.00	16
Regularisation Application (No VAT)	175.66	198.50	13

Extensions < 10m2			
Plan (inc VAT)	345.00	100.00	
Inspection	No Charge	300.00	
Building Notice (inc VAT)	345.00	400.00	16
Regularisation Application (No VAT)	352.34	398.00	13
Extensions 10-40m2			
Plan (inc VAT)	130.00	150.00	15
Inspection (inc VAT)	390.00	450.00	15
Building Notice (inc VAT)	520.00	600.00	15
Regularisation Application (No VAT)	531.06	600.00	13
Extensions 40-60m2			
Plan (inc VAT)	170.00	195.00	15
Inspection (inc VAT)	510.00	585.00	15
Building Notice (inc VAT)	680.00	780.00	15
Regularisation Application (No VAT)	694.47	748.75	8

	Current 2005-2006	Proposed 2006-2007	Change
	£	£	%
<u>Cemetery Fees</u>			
Cemetery Fees will increase by an average of 2%. Some examples are shown below. The full list of new charges will be published separately.			
<u>Lawn and Traditional Sections And Cremation Plots Exclusive right of burial inc. Deed of Grant and Number Tablet</u>			
Over 12 Years old(Resident)	907.00	928.00	2
Over 12 Years old (Non Resident)	1,814.00	1,856.00	2
Interment Fee			
Over 12 Years old (Resident)	354.00	362.00	2
Over 12 Years old (Non Resident)	708.00	724.00	2
Memorial Rights			
Lawn Section	103.00	105.00	2
Traditional Section (Over 12 years old)	206.00	211.00	2
<u>Cremation plots - exclusive right of burial inc. Deed of Grant and Number Tablet</u>			
Resident	231.00	236.00	2
Non-resident	462.00	472.00	2
Interment Fee			
Resident	118.00	121.00	2
Non-resident	236.00	242.00	2
Memorial Rights Resident & Non-resident	103.00	105.00	2



Meeting:	Cabinet
Date:	4 October 2006
Subject:	Medium Term Budget Strategy
Key Decision	Yes
Responsible Officer:	Myfanwy Barrett Director of Financial and Business Strategy
Portfolio Holder:	David Ashton, Deputy Leader and Portfolio Holder for Business Development
Exempt:	No
Enclosures	None

SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out the context for the next medium term budget strategy, the current funding gap, some proposed budget principles, an update on the five strategic savings projects, and the next steps.

RECOMMENDATIONS:

The Cabinet is requested to:

- Consider the factors that will influence the medium term budget for 2007-08 to 2009-10, the scale of the funding gap, and the proposed next steps in the process.
- Agree the principles that will underpin the budget process (para 33).
- Agree the new fees and charges for the cemetery, subject to consideration of comparative data for other London boroughs (this is a correction to the report on the financial position which went to cabinet on 3 August)

REASON: To ensure Cabinet members are fully engaged in the development of the new medium term plan, and that information is in the public domain prior to the Question Time evening on 27 September.

Section 2: Report

Context

The Council's longer term vision

1. Whilst financial and corporate planning covers a three year period, it is important for the Council to have a clear vision for the longer term future. The following has been developed in discussion with Portfolio Holders to articulate that vision:

Harrow 2020

Harrow will be a place which offers the best of capital and country and is loved by its residents. It will:

- Have a choice of housing in distinctive neighbourhoods
- Be entrepreneurial and an ideal place to set up high skill business
- Have the lowest crime and fear of crime in London
- Celebrate what we have in common and capitalise on our diversity
- Be a place where people are healthy and stay healthy
- Where children and young people are healthy and safe, fulfil their potential and help others
- Have vibrant neighbourhood centres and the Premier Town Centre in NW London
- Be family friendly and promote older peoples independence
- Be easy to get around for everyone and offer the best commuter experience by public transport in the south east
- Protect its green spaces

In short it will be a desirable place to live, work and play

The key public, private and voluntary sector organisations in Harrow will deliver this vision and ensure value for money in the services we provide to you.

To deliver this vision we also need all our residents to play their part by:

- Recycling more waste
- Considering alternatives to using the car
- Being tolerant and welcoming as the Borough grows
- Considering voluntary work which gives something back to the local community
- Taking advantage of local leisure and culture facilities.
- Behaving responsibly in public spaces

In the shorter term Harrow Council wants residents to be delighted by their Council. Our immediate priorities in support of the 2020 vision are:

- Making Harrow safe, sound and supportive
- Getting Harrow moving
- Protecting our precious environment
- Tackling waste and giving real value for money
- Empowering Harrow youth
- Giving more choice in sport, leisure and amenities

2. The new medium term budget strategy (MTBS) will be developed in the context of this vision.

Financial Overview

3. In the current financial year the Council is planning to spend £510m on day to day service delivery, £23m on managing and maintaining it's housing stock, and £86m on capital projects (including projects carried forward from last year).

4. The revenue spending of £510m can be analysed as follows:

Gross Revenue Expenditure	£m	%
Schools	137	27
Housing Benefit and Council Tax Benefit	95	19
People First	146	29
Urban Living	90	18
Corporate	42	7
Total	510	100

5. This is funded as follows:

Gross Funding	£m	%
Dedicated Schools Grant	119	23
Housing/Council Tax Benefit Grant	95	19
Other specific grants	25	5
Formula Grant	59	11
Fees and charges	58	11
Other sources (interest and recharges)	64	13
Council Tax	90	18
Total	510	100

6. Both the dedicated schools grant and benefits grant are ring-fenced. Hence the controllable budget is £296m. The figures above also include support services and capital financing costs which further reduce the controllable figure to around £250m.

7. Council tax accounts for 18% of the Council's gross funding. The current Band D council tax for Harrow Services is £1,067.19 and the GLA precept is £288.61 giving a total charge of £1,355.80.

8. The London Average Band D council tax for 2006-07 excluding the precept is £926.19.

The low spend and high council tax conundrum

9. Harrow has relatively high council tax levels and relatively low spending levels. The recent value for money study shows that:
- Using 2005-06 data, Harrow's net spend is £273m¹ and the population is 214,000 giving a net spend per head of £1,273 which is lower than both the nearest neighbour² average of £1,402 per head and the London borough average of £1,610 per head.
 - For 2005-06, formula spending shares³ were used to determine grant levels. Harrow spends £5.9m or 2.4% above its formula spending share. This compares with 0.8% above FSS for nearest neighbours and 1.8% below FSS for London Boroughs on average.
 - Harrow's 2006-07 government grant (formula grant) equates to £275 per head of population, below the nearest neighbour average and London borough average of £298 per head and £480 per head respectively.
 - Harrow's allocation of special and specific grants, excluding Dedicated Schools Grant, equates to £378 per head of population, below the nearest neighbour average and London borough average of £464 per head and £631 per head respectively.
 - Across all grants, ie formula grant plus special and specific grants, Harrow receives an average of £145 per head less than its nearest neighbours and £572 per head less than the London average.
 - Across all grants, ie formula grant plus special and specific grants, Harrow receives around £30m less than its nearest neighbours and around £120m less than the London average.
10. Essentially, the very low grant levels mean that, despite low spending, the council tax is still quite high in Harrow. Clearly this is an area that requires further investigation and action, which will be covered in a future report.

Balance between service delivery and council tax levels

11. The forthcoming medium term planning round presents considerable challenges. There is already a significant funding gap identified, which is

¹ The net spend figure is taken from the Revenue Account Return produced for CIPFA. This is different from the budget requirement for 2005-06 of £253m – gross spend less special and specific grants, fees and charges and other income sources, leaving the net balance to be funded from formula grant and council tax

² Nearest neighbours are the boroughs chosen by the Audit Commission as being comparable with Harrow, they are mostly outer London boroughs

³ Formula spending share is the notional level of spending used by the government to calculate the grant level

explained in more detail below. However, given that Harrow is already spending at relatively low levels, and that much of the budget is outside the Council's direct control, it is very challenging to find further reductions in spending in order to deliver low council tax increases, or hold council tax steady.

12. Whilst the Council is seeking to improve efficiency in all areas, for instance by implementing new computer systems, many reductions in spending have a direct impact on service levels.
13. The Council has a range of statutory duties and must provide an adequate level of service to vulnerable people whilst also maintaining the universal services which are highly valued by the public. Councillors will have to consider carefully the "social cost" of achieving very low council tax increases or avoiding any increase.
14. In reality, it may be necessary to scale back or discontinue some discretionary services to bridge the gap between spending and funding.

The funding gap

15. There is considerable pressure on the MTBS for the following reasons:
 - Inflation and additional pension fund contributions will cost around £6m a year, but the forecast increase in formula grant is only around £1.2m
 - The situation is compounded by adverse changes in specific grants
 - The capital programme is putting a lot of pressure on the revenue budget
 - It is anticipated that demand for social care services will continue to grow far more quickly than resources
 - The PCT's actions to reduce spend are having an adverse impact on the Council
 - Pressure is being created by the medium term revenue implications of major initiatives such as PFI deals and Children's Centres
 - It is essential that the Council builds up reserves and provisions to provide stability in the future, given the very low current level of reserves
16. If Councillors take the view that a council tax increase below inflation, or holding council tax steady, is desirable then the pressure is compounded.

17. The report to Cabinet on 29 June on the Council's financial position suggested that for the medium term plan the Council needs to ensure that it identifies specific savings to cover the following items:

	2007-08 £m	2008-09 £m
Unallocated savings in the current MTBS	3.5	1.9
Additional BTP savings	1.3	0.3
New pressures (not yet in MTBS)	2.0	2.0
Contribution to general reserves	1.0	
Contingency	0.5	
Provision for litigation	0.2	
Provision for bad debts	0.3	
Collection fund	0.5	
TOTAL	9.3	4.2

18. However, the current MTBS assumes council tax increases of just under 5% in 2007-08 and 2008-09. The second cabinet report on the Council's financial position (3 August) showed that the anticipated funding gap for 2007-08 and 2008-09 was:

	2007-08 £m	2008-09 £m
Unallocated savings and anticipated pressure on cost and resources (as per 29 June report)	9.3	4.2
Additional savings required if council tax is held at present levels and not increased by 5%	4.5	4.5
Total additional savings required in each year, over and above those for 2006/7, if council tax is held at existing levels	13.8	8.7

19. More detailed work has now been carried out on some aspects of the MTBS, particularly some of the more technical areas. The latest position is shown in the table below and some explanatory notes follow the table.

	2007-08 £m	2008-09 £m
Balance from 3 August	13.8	8.7
Potential deficit on collection fund this year	0.5	
Further reduction in target collection rate in 2008-09		0.5
Revised grant assumption in light of comprehensive spending review 2007		0.5
Full year effect of 2006-07 savings plan agreed on 3 August	(3.0)	
Capital financing costs in line with current approved programme		0.5
Savings in current MTBS that cannot be delivered	1.7	0.2
Technical issues including PFI and capitalisation	0.4	0.7
Review of inflation provision including utilities	1.1	1.7
TOTAL	14.5	12.8
Risk	3.5	
Revised Total	18.0	

20. Given all the developments during 2005-06, many of which were outside the Council's control, and the level of unallocated savings, the current MTBS is relatively high risk.
21. At this early stage, the draft MTBS for 2007-08 to 2009-10 has been prepared on the basis that the majority of risk should be removed. This is also adding to the pressure, as it effectively means a shift from a relatively high risk budget to a low risk budget in one go. However, this is appropriate when the Council has such low balances. This approach does enable the Council to consider the worst case scenario.
22. There is a funding gap for 2007-08 of between £14.5m and £18m. There is a further funding gap for 2008-09 of around £12.8m and the indications are that the gap for 2009-10 is of the order of £8m.
23. A more prudent assumption has been made about the collection fund at this stage in the planning process, both in terms of the state of the collection fund and the target collection rate.
24. The grant assumption for 2008-09 has been revised to reflect an increase of only 2% rather than 3% in light of some of the statements that have been made about the forthcoming comprehensive spending review.

25. The spending plan agreed on 3 August for 2006-07 has a net full year effect (excluding the BTP) of £3m. The plan will deliver £8.5m in total but £5.5m of this is being applied as follows:

- Delete corporate procurement target (£2m)
- Provide for risk associated with PCT situation (£2m)
- Provide for risk associated with LABGI (£0.3m)
- Cover capital financing costs (£1.2m)

26. Some of the items in the 2006-07 savings plan are of course subject to statutory consultation and hence there is risk and lack of certainty around the delivery of these savings.

27. There are some savings in the current MTBS that cannot be achieved in the light of legal advice, particularly in relation to asylum seekers. There are also some items that have effectively been brought forward into 2006-07 as part of this year's savings plan and have therefore already been taken.

28. The inflation provision has been reviewed to ensure that a prudent view has been taken of pay, pension contributions, and other costs including utilities. An estimate of 3% has been used for the pay award. However, there have also been some statements about containing public sector pay increases at 2% in future which have not been factored in at this point as it is not clear whether or when this would take effect.

29. A view has been taken of the degree of risk in the budget to ensure that the worst case scenario is reflected at this stage. The risk contained in the draft MTBS has been quantified as shown below:

Risk	£m
LPSA Reward Grant (still awaiting confirmation)	0.2
Land Charges	0.3
Specific Grant changes	0.5
Inflation (CPI and concessionary fares)	0.5
Achievement of 2006-07 savings plan	2.0
Total Risk	3.5

30. A full risk assessment will be carried out as part of the budget development process.

31. The potential gap could be reduced in a number of ways:

- Take out the £2m provision for new growth
- Ensure the BTP savings are achieved
- Ensure 2006-07 savings plan is achieved
- Bring in further savings from 2007-08 identified through the strategic savings projects
- Consider council tax increase
- Take a less risk averse approach

32. However, at this stage a figure of £14.5m to £18m for 2007-08 is prudent for planning purposes.

Budget principles

33. Given the Council's financial position which has been well documented in recent months, it is important to agree some principles for the medium term budget strategy. The proposed principles are as follows:

- i) No unallocated savings should be included in the final budget in February. All savings, including those arising from the BTP, must be itemized and allocated to the relevant service area and budget holder.
- ii) A prudent view should be taken for all grants and other income streams to ensure that these items do not create pressure in the year.
- iii) The medium term budget should allow the Council to build up reasonable levels of reserves and provisions.
- iv) A contingency should be included in the revenue budget each year to allow the council to deal with unforeseen pressures without using reserves.
- v) The medium term revenue budget should reflect the full revenue cost of the approved capital programme.
- vi) The medium term budget should reflect a realistic assessment of demand for services.
- vii) The medium term budget should reflect the forecast outturn for the current year.
- viii) A relatively low risk approach should be taken given the current financial position of the Council.

The five strategic projects

34. Once the reports from the 5 strategic savings projects have been finalised the financial implications of their findings will be incorporated in the MTBS.

35. The organisational structure review is looking at the senior structure, administrative support, use of agency staff, controls over overtime, and opportunities to work more efficiently. The savings are to an extent already built into the MTBS.

36. The objectives of the land and property review were to:

- Establish a clear relationship between service priorities and property management
- Rationalise the portfolio
- Reduce annual running costs

- Generate capital receipts to deal with backlog maintenance and provide funds for future investment
37. Alongside the implementation of SAP, and the development of the Asset Management Plan, a comprehensive database of the Council's property has now been developed. This is already producing benefits and will support much more effective decision making in future.
38. The review is likely to generate capital receipts rather than direct revenue savings (although there may be some savings on maintenance and some additional income from rents etc). However, a £10m capital receipt which is used to reduce borrowing will reduce annual revenue costs by approximately £900k.
39. The service delivery review was designed to map and review the Council's services, looking at
- the level of spend
 - the split between statutory and discretionary provision
 - the level of provision
 - the extent to which services have been subject to challenge either through procurement or benchmarking
 - the impact of any changes to or reductions in service
40. The mapping exercise is largely complete and the review is now moving into the more detailed analysis of services.
41. The value for money review was launched in March and had three key objectives:
- Develop a new value for money framework for the Council
 - Compare and benchmark Harrow cost and performance position against three comparator groups
 - Agree a set of value for money indicators to monitor and challenge performance going forwards.
42. The value for money review is largely complete and very detailed information about cost and performance of all services is now available.
43. The service review alongside the VFM project will provide the detailed information that Councillors will need to make decisions about service strategies in the medium term and identify areas where services can be stopped altogether or scaled back. This is the critical area given the size of the funding gap.
44. The finance review is looking at fees and charges, support charges, zero based budgeting, the capital/revenue split, optimal use of grants and concessionary fares:
- This year's savings plan includes increases in home care charges and the introduction of new charges such as pre-planning advice and there is limited additional scope around fees and charges.

- The new support charges system will be implemented with effect from 1 April 2007.
- There is potential for a rolling programme of zero based budget reviews commencing next financial year.
- The review suggests that the Council is capitalising the right amount of expenditure and using grants optimally
- However, as noted above there is a need for further investigation of Harrow's grant levels relative to other London authorities
- Concessionary fares is the area with the most potential to save money in the medium term and a project team has been set up to take this forward. However, Cabinet members have indicated that they regard the Freedom Pass as a critical right for those who are eligible.

Next Steps

45. Directorates are due to complete their High Level Service Plans by the end of October. More detailed financial and service planning will take place during November. There will also be a challenge process to ensure that the plans are robust. The draft revenue, HRA and capital budgets will be presented to cabinet in December. There will be a consultation period between December cabinet and the final decision making in February.

46. Where decisions on savings or growth require consultation this will take around four months to complete. Therefore, if consultation commences in early January and a decision is taken to proceed once the outcome of the consultation is known, the implementation date will be late May/early June. Hence the saving or growth will have a part year effect in 2007-08.

Fees and Charges

47. The report on the financial position to cabinet on 3 August included the 2006-07 savings plan and some changes to fees and charges. Unfortunately there was an error in the table for cemetery fees. The correct proposed fees are shown at Appendix A. It is anticipated that these changes will generate additional income of £15k this year.

48. Comparative data about charges in other London Boroughs will be tabled at the meeting to inform this decision.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Finance Officer	<input checked="" type="checkbox"/>	Name: ...Myfanwy Barrett
		Date: 22 September 2006
Monitoring Officer	<input checked="" type="checkbox"/>	Name: ...Hugh Peart.....
		Date: 22 September 2006.....

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact: Myfanwy Barrett, Director of Financial and Business Strategy,
020 8420 9269

Background Papers:

Report to Cabinet on Financial Position, 29 June 2006
Report to Cabinet on Financial Position, 3 August 2006

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES
3.	Manifesto Pledge Reference Number	N/A

Appendix A

Fees and Charges

Correction of figures reported to cabinet on 3 August

	Current 2006-2007 £	Proposed 2006-2007 £	Change %
<u>Cemetery Fees</u>			
Cemetery Fees will increase by an average of 21%. Memorial rights will rise circa 62% which is accounted by the increased management costs in monitoring memorial construction to ensure safe erection.			
Some examples are shown below. The full list of new charges will be published separately.			
<u>Lawn and Traditional Sections And Cremation Plots Exclusive right of burial inc. Deed of Grant and Number Tablet</u>			
Over 12 Years old(Resident)	928.00	1,120.00	21%
Over 12 Years old (Non Resident)	1,856.00	2,240.00	21%
Interment Fee			
Over 12 Years old (Resident)	362.00	440.00	22%
Over 12 Years old (Non Resident)	724.00	880.00	22%
Memorial Rights			
Lawn Section	105.00	170.00	62%
Traditional Section (Over 12 years old)	211.00	335.00	59%
<u>Cremation plots - exclusive right of burial inc. Deed of Grant and Number Tablet</u>			
Resident	236.00	286.00	21%
Non-resident	472.00	572.00	21%
Interment Fee			
Resident	121.00	146.00	21%
Non-resident	242.00	292.00	21%
Memorial Rights Resident & Non-resident	105.00	170.00	62%

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Meeting:	Overview and Scrutiny Committee
Date:	10 th October 2006
Subject:	Action in response to Scrutiny Review of the Middle Management Review
Key Decision: (Executive-side only)	No
Responsible Officer:	Paul Najsarek, Director of People, Performance and Policy
Portfolio Holder:	David Ashton
Exempt:	No
Enclosures:	None

SECTION 1 – SUMMARY AND RECOMMENDATIONS

RECOMMENDATIONS:

That the report be noted.

This report sets out the action taken by the Council in response to the recommendations from the Overview and Scrutiny Committee Review of the Council's Middle Management Review.

SECTION 2 - REPORT

In July 2005 the Overview and Scrutiny Committee established a Group to conclude its review the council's Middle Management process. The MMR Phase 2 Review Group reported its findings to Overview and Scrutiny Committee on 27 March 2006 and made a series of recommendations, which were subsequently endorsed by Cabinet on 6 April 2006.

The Review Group recommendations are set out below together with the action taken in response

1. The organisation immediately recognises and acknowledges the significant impact that the MMR process has had on the staff who have been through it.

Cabinet formally acknowledged this when it considered the O&S report at its meeting on 6 April 2006 and resolved that:

- (1) the impact that the MMR process has had on middle managers in the Council be acknowledged and that these managers be thanked for their continued commitment and professionalism during the review;
- (2) the action already being taken which responded to the recommendations made by the Review be endorsed;
- (3) the further actions suggested in the report be noted;
- (4) recommendations 4, 5, 6, 9 and 10, as set out in the report of the Review Group, be used to guide the future Management of Change in the organisation.

2. The organisation immediately addresses the growing confusion surrounding the service manager and senior professional roles.

Directors and middle managers have received additional guidance so that they are clear on the principles and purpose that underpin service manager and senior professional roles. Advice and draft role profile templates are also available on the intranet.

3. The organisation brings the process to a conclusion in accordance with its own published timescale of 31st March 2006.

The MMR process formally concluded on 31st March 2006. The change management team remained in place for a further 3 months to support employees who had been displaced. Currently 17 members of staff have been displaced i.e. either not applied or failed to be appointed to one of the new Management roles. All but three have now been offered redundancy; redeployment or a temporary assignment intended to last upwards of six months.

4. The lessons to be learnt from the MMR process are captured and applied to future reorganisation – in particular the BTP. These would include:

- **A blueprint for change**
- **Clear project planning and risk assessment**
- **Effective project and risk management**
- **Effective two-way communication**
- **Assured adherence to agreed protocols**
- **Timely completion**

The most significant re-organisation undertaken since the O&S report has been the BTP change management programme associated with implementing Access Harrow. The change process directly affected 64 staff, with a further 40 indirectly affected, and followed the project planning and communication principles set out in the O&S recommendations and has been recognised by both staff and trade unions as being a well managed process.

5. The organisation ensures that all future negotiations/ communications with the trade unions follow agreed formal protocols and all are formally logged by both sides.

The BTP change management programme included setting up a formal consultative framework and a log where issues are recorded and signed off when resolved.

Consultation with the trade unions on the savings plan for 2006/07 is also being managed through formally recorded meetings.

6. The organisation monitors the potential impact of the MMR process on other staff and on the council's wider reputation. We expect this information, including information regarding absenteeism and voluntary leavers, to be incorporated into the annual HR report submitted to the Overview and Scrutiny committee and to form part of the portfolio holder's 6-monthly presentation to the committee. The information should also be provided on a quarterly basis in the information circular to the Overview and Scrutiny committee.

The absenteeism and turnover figures are reported as part of the council's strategic performance report, which Overview and Scrutiny Committee receive. They are also key indicators, which will be included in the portfolio holder's report.

7. An audit process be put in place urgently to monitor of the costs of the MMR project and for all future such projects. Information from this to be made available in an appropriate format, for all councillors on a monthly basis. Details of the audit process to be reported to the Overview and Scrutiny Committee at the earliest opportunity.

A review of the financial impact of MMR has been carried out.

The underlying principles were:

- Old M grade posts were classified as either managerial or professional in nature
- Directorates were to lose the budget for the old managerial posts and receive a budget for agreed Group Manager and Service Manager posts, based on the average cost
- This was expected to deliver a net saving
- Directorates were to manage any remaining costs associated with new Senior Professional roles themselves

For a number of reasons, the net cost over time is slightly higher than anticipated

- There were more GM higher and SM higher posts than expected
- There was some grade drift (in other words some of the new Group and Service Managers were appointed above the mid-point of the grade)
- The final number of posts that were classified as managerial was lower than expected, for instance because they were grant funded

The 2005-06 budget included an anticipated saving arising from the restructuring of £0.7m. The additional cost of the structure and this saving were both managed by allocating targets to Directorates. Each Directorate then reviewed its entire structure to meet the target.

The Business Transformation Partnership is currently the largest project being undertaken by the Council. It provides a monthly update to the Portfolio Holder, and reports to Cabinet on a quarterly basis. Members are also represented on the overall Partnership Board with Capita. In addition it reports to Overview and Scrutiny committee on a monthly basis, where it reports payments made to Capita under the agreed payments process. A report has been presented to the October Committee. These reporting arrangements are in addition to normal internal progress reports to Directors. A comprehensive benefits management process has been established to track the delivery of the agreed savings from the project.

- 8. Further investigation of the cost effectiveness of the MMR process be undertaken by the Overview and Scrutiny committee as part of its proposed review of the overall value for money delivered by the New Harrow Project. This review is proposed for 2006/07.**

This is considered in an item elsewhere on this agenda

- 9. Monitoring of the use of external consultants, at an appropriate level, be introduced in order to ensure there is compliance across the organisation with the following principles:**

- **A clear business case for the use of external consultants has been established**
- **Clear terms of reference and objectives for each specific project have been established**
- **An appropriate, internal managerial structure is in place to ensure the consultants' direct accountability to the organisation and the chief**

officer and portfolio holder responsible for the management of this should be clearly stated

- **Cost of the use of consultants is closely monitored**

The council has introduced a proforma for monitoring the use of consultants, which complies with the principles set out in the O&S recommendations. The council makes all consultants aware that they are bound by the council's code of conduct and what delegations they may have. The new Enterprise Resource Planning system enables detailed monitoring of expenditure on capital projects and against revenue budgets.

- 10. Steps are taken to ensure that the MIS stream being developed as part of BTP is able to furnish councillors with financial and other monitoring information they require to undertake their role.**

The MI project went live on September 18th. This project delivers significant improvement in the capability to monitor service, HR and financial performance. Discussions are planned with members about the best way for councillors to use this new capability.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Finance Officer	<input checked="" type="checkbox"/>	Name:.....
		Date:
Monitoring Officer	<input checked="" type="checkbox"/>	Name:
		Date:

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	YES/ NO
2.	Corporate Priorities	YES / NO
3.	Manifesto Pledge Reference Number	

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Meeting:	Overview & Scrutiny Committee
Date:	10 October 2006
Subject:	Business Transformation Partnership
Responsible Officer:	Director of Business Development
Contact Officer:	Director of Business Transformation
Portfolio Holder:	Finance and Performance Management
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

None – The report provides Overview and Scrutiny with an update on the performance of Business Transformation Partnership and its early Projects It also outlines issues and developments in HITS in their transformation plan.

Reason for report

Part of the regular reporting requirement.

Benefits

N/A Report for Update only

Cost of Proposals

N/A Report for review of performance only

Risks

The summary of key risks currently being managed are:

- The potential adverse impact of other Council Projects on the BTP
- The impact of large amounts of business change on the Council
- The required amount of benefits to be delivered by BTP

Implications if recommendations rejected

N/A

Section 2: Report

1 Programme Overview

The programme is managing its most difficult period as Access Harrow moves to its second phase and ERP and MIS go live. As a result development teams are leaving the programme, and teams responsible for stabilisation and new projects are being mobilised.

This is complex at a technical and organisational level as to some degree a new programme teams are being created at a time of maximum output. In parallel the benefits flowing from the new systems need to be harvested.

2 Access Harrow (formally First Contact)

The project is addressing areas of poor performance in the One Stop Shop and Contact Centre. This is primarily related to 'call' and waiting times for Housing Benefit enquiries. More active management has resulted in resources being more accurately matched to demand at busy times of the day. Regular break times for staff are an essential requirement in such an environment, but were creating a problem during peak periods. Greater flexibility in taking breaks will eliminate these problems and allow the Council to improve its response. The Committee will receive a full report on the Service Improvement Plan at its next meeting.

3 Access Harrow – Phase 2

The key documents related to the plans for phase two are being cleared internally. The programme team have agreed a revised delivery profile that reflects the priority of the Council to enable and realise benefits across the organisation. This revised approach has been developed following a discovery phase carried out by the BPR/Benefits team which has indicated those areas that will provide most benefit.

The whole Access Harrow project is now scheduled to complete in September 2007. The team required to deliver the 9 workstreams within this project are being engaged this month. It is expected that a further 25 resources will be brought on to the team by Capita.

The first three blueprints have been delivered for review to the Partnership management team.

Targets for the coming period:

- Complete resourcing (End September)
- Blueprint for Complaints, LLPG/ECC, Service Area Improvement (End September)
- Blueprint for Change of Address automation (October)

4 ERP

The ERP system went live on 4 September. In completing such a deployment in 11 months the Partnership has achieved one of the quickest implementations in local government of a system of this size and complexity. Following “go live” a large stabilisation team was mobilised to help the Council through its expected early difficulties. This team will maintain this level of support for 6-10 weeks, and will progressively hand over responsibilities to the Council to manage and support the system. Capita will continue to carry responsibility for key elements of the service.

Early problems included desktop deployment and the provision of user id’s but HITS have helped to resolve these issues in a timely manner. A concerted effort has been made by the team to increase attendance rates at training courses.

After two weeks of operation about 150 staff members (including support staff) are using the system per day. This is low when compared to the number of expected users. The month end finance activity and the completion of procurement training will show a significant step change in the numbers of users.

Targets for the coming period:

- Completion of project training (End September)
- Stabilisation (Early November)
- Benefits cards (Early November)

4.1 Training

The ERP training plan was the largest single training activity ever undertaken by the Council. It encountered early technical problems as the performance of the training environment (the computer based systems) was unsatisfactory, resulting in the need to cancel and rearrange training courses. In addition the courses had a disappointing attendance rate of 66%, again resulting in a need to lay on additional courses. The original training plan ran until the end of September, with essential users being trained in August. This was revised to ensure that “business critical users” received their training within 2 weeks of the system going live.

Feedback on training continues has improved week by week. At 8 September 1517 have responded and described the course, training and administration as “good”, in contrast to the early period when it was described as “fair” to “good”.

Following the return of schools, nurseries and colleges in September, arrangements were made for training week commencing 18 September.

The Council is now considering options for incorporating the training requirements in its normal processes of induction and skills training.

5 MI

It was decided to delay the launch of the MI system to 18 September. This was to allow more time to complete system testing and to resolve a link into the framework-i social care system. The decision to delay the launch was based on a view that there were no benefits lost to the Council, and that the additional time would significantly increase confidence in the performance of the system. An additional benefit has been the further time available for training and refinement of the key scorecards.

Targets for the coming period:

- Final go-live (18th September)
- Training completion (End September)

6. Benefits realisation

Benefits are reviewed weekly and considered at the Programme's Operational Board. They are managed through the development, and agreement to Benefits Cards. The cards progress through a series of stages before the Council will sign them off as agreed. This table monitors progress on the current series of benefits cards.

	Total Benefit Opportunities	Stage 1 Identified (no. of SID's)	Stage 2 Under validation	Stage 3 Presented	Stage 4 Enablement	Stage 5 Testing	Stage 6 Full Sign off
ERP	36	6	8	18			
Procurem't	42	9	8		14	7	4
Access Harrow	22	10	12				
MI	1	0	1				
Cross Cut	12	12					

7. UNISON consultation

GMB requested 2 days facility time on BTP projects. This was considered at the Joint Consultative Forum on 14th September, where it was agreed to quantify more exactly resource requirements.

Unison and GMB have raised concerns about the management of health and safety within Access Harrow. This has culminated in a Hazard Notice being issued by Unison at the end of November. The BTP operational and project management teams have now responded to the notice, and will discuss its content urgently.

The issues log has been circulated to Members of the Committee.

8. Risks and issues

Risk is managed at Strategic, Programme, and Project levels. These have a process of escalation and management.

The strategic risks are regularly reviewed, and integrated into the Council's wider risk management processes.

The significant Programme risks currently being managed are as follows:

- a) Competing programmes, projects and initiatives across the Council may impact BTP in terms of resource availability at critical times during the implementation. The mitigating action is to coordinate a schedule of all programmes highlighting key dependencies and for BTP to regularly communicate resource impacts across the Directorates.

- b) The level of change within the Council in relatively short timescales may have an adverse impact on morale affecting new operational processes. The mitigating action is to continue with rigorous change and communication activities across all Council Directories.
- c) The BTP may not deliver all anticipated benefits. The mitigating action is to effectively monitor, track and review all benefit cards as part of the governance process as part of the deployment of the new approach on benefits management.

9. Financial Implications

BTP Budgets relating to Capital and Revenue continue to be closely monitored. We have made Milestone Payments to Capita of £11.2m.

10. HITS Update

ERP Go-Live

Understandably, ERP/MIS go-live has been the main focus of HITS' endeavours in recent months. Staff across the department have been involved to a greater or lesser extent but the project had a particular impact on the Infrastructure and Customer Service teams who, even with extra temporary resource providing support, were very stretched during the final 4-6 weeks. Both teams continue to play a significant part in the stabilisation phase although current pressures are down from the extreme highs experienced in the run-up to go-live.

HITS Transformation Plan

The Transformation Project Initiation Document was signed off by the Project Board in July (copies were subsequently circulated to members of Overview and Scrutiny Committee). Progress is being made (most notably with the communications workstream) but the speed of progress elsewhere has suffered as a result of allocating resource to the ERP go-live project. With that now out of the way, resource has been reallocated to the Transformation project and the speed of progress will pick up significantly throughout September and beyond.

HITS Restructure

The last three MMR posts were filled on 23 August. Three members of staff at risk of displacement are currently going through the clearing house procedure. None is expected to give rise to particular problems.

Once those three members of staff have been placed/displaced, several key vacancies can be filled (subject to securing an exemption from the general vacancy freeze in place across the Council). Filling these vacancies would allow HITS to return to normal levels of support resilience (some applications currently have only a single member of staff supporting them) and to establish better systems for managing future projects.

Service Desk Improvements

Performance levels continue at a high level with first-line Service Desk staff routinely closing more than 95% of calls within SLA. In July, three permanent members of staff were recruited (before the vacancy freeze was announced) to fill vacancies previously covered by contractors/temps. All staff, new and old, played a major part in the successful ERP go-live.

Workload/Resource Management

The procedures adopted earlier this year to help manage the flow of work coming from BTP colleagues enabled HITS to respond in a timely fashion and helped fulfil HITS' obligations to the ERP project. However, having operated the procedures for some time, managers and staff have identified a number of ways in which they could be improved. Work is currently under way to refine the procedures with the aim of applying them to all work requests.

Legal Implications

None

Equalities Impact

None

Section 17 Crime and Disorder Act 1998 Considerations

None

Supporting Information/Background Documents

None

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Meeting:	Overview and Scrutiny Committee.
Date:	10.10.06
Subject:	Follow up report progress report following recommendation of the HSE inspection Jan 2005.
Key Decision: (Executive-side only)	No
Responsible Officer:	Myfanwy Barrett, Director of Finance and Business Strategy.
Portfolio Holder:	David Ashton, Portfolio Holder for Business Development.
Exempt:	No
Enclosures:	none

SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out activities undertaken to meet recommendations in the HSE inspection report of Jan 2005.

RECOMMENDATIONS:

The Committee is requested to:

Note the progress being made with respect to meeting the HSE inspection of January 2005 recommendations.

REASON: Request for an update from the Overview and Scrutiny Committee of April 2006.

SECTION 2 – REPORT

2.1 Brief History

The overarching reason for the HSE's inspection and audit programme is built around central governments "Revitalizing Strategy" and government targets for reductions in cases of work-related ill health and injury. Harrow Council, along with other local authorities in London has been targeted for audit by the HSE because we are;

- A major employer of labour.
- Enforcers of health and safety legislation in the community.
- A major client of other sectors as a procurer of goods and services.

Hence Harrow Council is in a strong position to influence and to lead businesses in their communities, particularly small and medium sized organizations to help them improve their own health and safety standards.

A comprehensive inspection was carried out by the HSE during a two week period in January and February of 2005. The inspectors gave feedback to the organization in a series of seminars during February 2005.

Post Inspection Action Plan.

This document details the work that has been done to meet the recommendations in the HSE inspection feedback of 2005. The action plan has been structured in accordance with the HSE document "HSG 65 Successful Health and Safety Management" and sets out work done as at October 2006. A summary of some of the key work done is set out below.

The key driver to meet most of the recommendations in the HSE feedback is the successful implementation of the Group Health and Safety Plan template across the whole organisation. This was echoed by the HSE during their re-inspection of April 2006.

HSE revisit on the 13.04.06

A follow up visit by the HSE visit took place on the 13th of April where two inspectors met with the Acting Chief Executive and Health and Safety Service Manager. This visit was followed up with a letter from Mark Farrell of the HSE. The letter states:

".....it is clear that much effort has gone into revitalising your Health and safety management System.

You have achieved much, but as I said there is still work to do in terms of rolling out or implementing the new policies and putting in place the Group Plans. Of course the Health and safety partnership Board has a key role in monitoring the implementation plans and also in monitoring performance against your detailed Service Plan objectives. I would welcome an update in due course on how the partnership Board is developing this aspect of its role".

The main activity that has taken place to meet the requirement in Mark Farrell's request is the development of a health and safety scorecard. This corporate scorecard will monitor performance across the organisation in key performance areas with particular reference to the effective implementation of Group Health and Safety Plans.

Update of work done since the HSE inspection of 2005.

Some of the key work done since the original inspection is as follows:

- The structure and date of current health and safety documents has been reviewed. A revised format of documentation has been agreed which is - policy, codes of practice and guidance modelled along similar lines to that produced by the HSE.
- Policy, Code of Practice (COP) and Guidance documents issued since the inspection and available on both the intranet and the London Grid for Learning are listed as follows;
 - Corporate Health and Safety Policy
 - Executive Directorate Health and Safety Policy People First
 - Executive Directorate Health and Safety Policy Business Development
 - Executive Directorate Health and Safety Policy Urban Living
 - Executive Directorate Health and Safety Policy Chief Executives.
 - Group Health and Safety Plan template.
 - Legionella Policy.
 - Stress Policy
 - Control of Contractors Policy
 - Management of contractors COP
 - Permit to work procedures COP
 - Contractor assessment and selection COP
 - Risk assessment COP
 - Manual handling COP
 - Fire safety Risk Assessment COP
 - COSHH COP
 - Stress Risk Assessment COP
 - Personal safety COP
 - Personal safety in Council premises COP
 - Display screen equipment COP
 - Legionella risk assessment COP
 - Accident reporting COP
 - Lone Working COP
 - PAT COP
 - Work at height – risk assessing means of access COP
 - Agency workers COP
 - Construction Design and management regulations Guidance note
 - General safety rules for contractors

- Two mandatory health and safety training courses for new staff and new managers are now in place and running successfully. A 25-page health and safety guide has been issued to assist managers to understand their health and safety duties.
- The Health and safety Service in conjunction with Organisational Development successfully launched a specific Harrow Rules module called "Risky Business". This focuses on both health and safety management and business continuity.
- A half-day training session was undertaken for all senior managers was delivered during September and was found very useful.
- In May 2006 the Health and Safety Service was presented with a destination Harrow performance award for its efforts.
- A number of lunchtime health and safety sessions have been run for staff on various subjects including stress and legionella.
- A training matrix has been developed to identify a comprehensive training programme for all staff. Approved suppliers have been chosen and a full training calendar for 06/07 is in place. Over 2000 staff took part in health and safety training delivered or facilitated by the Health and Safety Service during 05/06.
- Health and safety was included in the annual staff satisfaction survey and the 2005 results found that 58% of respondents agree that their job provides a safe working environment. Overall 52% of respondents feel that their workloads are generally reasonable, while 25% disagree and the remainder take a neutral view.
- Through the BTP projects work related sickness absence, cause and duration of absence information is beginning to be captured. This data will help to inform the Council of key areas of concern and inform the health at work programme that is being developed.
- A Health at Work Group has been formed. This group will develop a comprehensive strategy to effectively coordinate the future direction of health at work issues at Harrow.
- The HSE management standards have been used in HITS and an action plan is being implemented to address the issues raised.
- The Health and Safety Partnership Board and Executive Directorate Groups have been meeting to drive forward health and safety issues within Directorates.
- The 05/06 Annual Health and Safety Report was presented to the Health and Safety Partnership Board, Employees Consultative Forum and Corporate Management Team. The report also went as an information item to Cabinet

HSE Inspection development meeting.

The Health and Safety Service Manager arranged a liaison meeting of London Boroughs safety Representatives and Ron Wright the Principal Inspector of Health and Safety in London. Ron and his colleagues found the meeting very useful and will clearly help inform their future inspection work in Local Authorities across London.

Assuring Harrow

In summary, the main future activities to ensure continued improvement in health and safety standards and to achieve the objectives set out in the post inspection action plan are:

- The effective implementation of the Group Health and Safety Plan across the organisation with all areas defined in the plan template under control.
- Regular and effective meetings of the bodies that oversee and develop management of health and safety at Harrow. This includes the Health and Safety Partnership Board, Executive Directorate Health and safety Groups, The Education Health and Safety Forum and the Health at Work Group.
- Further development of policy, codes of practice and guidance on behalf of Harrow that is then effectively implemented at an operational level.

The scorecard that has been developed to track effective implementation of the key requirements as detailed in the update information is available on request. The full tabulated post inspection action plan is also available.

Financial Implications

Staff in directorates will implement the proposals with the assistance of the Health and Safety Service within existing budgets.

Legal Implications

The Council's responsibilities to its employees and others for their health, safety and welfare are set out in the Health and Safety At Work etc. Act 1974 and other legislation.

Equalities Impact

Since initial development of the post inspection action plan, a review of Health and Safety under the Race Equality Scheme and an Equality Impact assessment have been carried out and these are currently being consulted on. The feedback and recommendations arising from those will be incorporated into the plan along with targets for service delivery.

Section 17 Crime and Disorder Act 1998 Considerations

The purpose of this report is to highlight the action that the Council is taking to reduce risk from health and safety hazard, some of which will have crime and disorder connotations.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Finance Officer	<input checked="" type="checkbox"/>	Name:.....
		Date:
Monitoring Officer	<input checked="" type="checkbox"/>	Name:
		Date:

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact: P Williams, Health and Safety Service Manager, x2362



Meeting: Overview and Scrutiny Committee
Date: 10 October 2006
Subject: Consultation draft of the refreshed Community Plan
Responsible Officer: Paul Najsarek
Contact Officer: Mike Howes
Portfolio Holder: David Ashton
Key Decision: No
Status: Public

Section 1: Summary

Decision Required

The Committee is asked to consider the consultation draft of the refreshed Community Plan and make comments.

Reason for report

All Scrutiny Sub-Committees have been invited to consider the consultation draft of the refreshed Community Plan to ensure that it reflects the interests and needs of key groups in the community.

Benefits

The aspirations in the existing Community Strategy have either been achieved or have been overtaken by events. Harrow Strategic Partnership Board therefore commissioned a refresh and agreed to a new structure.

After consultation, the adopted plan will help to align the priorities of the organisations that make up the Partnership and achieve better outcomes for Harrow.

Cost of Proposals

There costs of producing the Community Plan are contained within existing budgets. There are no costs arising directly from the content of the plan.

Risks

- The medium term ambitions contained in the plan have been developed in consultation with the constituent members of the Partnership and reflect their aspirations and forecast capacity to deliver. There is a risk that these ambitions may not be met but as they are deliberately aspirational and are intended to guide activity rather than act as targets to be achieved, this is not considered to be a serious risk.

Implications if recommendations rejected

If the Committee does not comment, the Community Plan will be less complete than it could be.

Section 2: Report

Brief History

The existing Community Strategy was adopted in May 2004. The process of building the strategy was as important as the document itself as it developed a partnership style of working and an appreciation of other organisations' perception of Harrow, its communities and their needs. Because of this, the plan was deliberately comparatively short-term and the actions it contained have now either been achieved or have been overtaken by events.

The original strategy was based on the outcomes of a series of public meetings and the knowledge of the agencies in the partnership. This refreshed strategy has built on this beginning and taken it forward through a further Summit held at Kodak in July this year. The outcomes of the Summit have shaped most of the medium term ambitions in the new Plan.

In addition, the new Plan brings in targets from the Local Area Agreement which constitutes a significant proportion of the Partnership's workload.

Consultation

As mentioned earlier, the medium term ambitions contained in the Plan are largely drawn from the outcomes of the Summit which involved 70 or so local groups and community leaders. The early drafts of the Plan have been seen and

improved by the Chairs of the LAA Management Groups and the services responsible for delivering the ambitions.

This is a consultation draft which has been sent, together with a summary of the issues and options for the Local Development Framework, to almost 3,000 groups and individuals in the Borough. It is hoped that the Community Plan will also be publicised on the council's and partners' websites, and will be available in libraries and other public buildings.

Financial Implications

There costs of producing the Community Plan are contained within existing budgets. There are no costs arising directly from the content of the plan.

Legal Implications

There are no legal implications arising from this report

Equalities Impact

The draft Community Plan seeks to improve the quality of life for all sections of the community but recognises that different groups have differing needs and seeks to address these explicitly.

Section 17 Crime and Disorder Act 1998 Considerations

Much of the draft Plan is devoted to making Harrow safer. There are no other crime and disorder considerations arising from the report.

Section 3: Supporting Information/ Background Documents

Appendices

The consultation draft Community Plan for Harrow 2006 – 2020 is attached.

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A Community Plan for Harrow 2006 - 2020

Draft Consultation Document

September 2006



Closing date for comment **Friday 27 October 2006**

Consultation exercise

This is a draft Community Plan produced for consultation. Comments, suggestions, ideas and proposals are welcome from everyone in Harrow's community.

If you would like to comment on this Community Plan, you can

- email Mike Howes at mike.howes@harrow.gov.uk
- send a fax to 020 420 9254, headed Community Plan Consultation
- send by mail to Policy and Partnerships, Harrow Council, PO Box 57, Civic Centre, Station Road, Harrow HA1 2XF
- if you would like to speak to Mike Howes, you can contact him on 020 8420 9637

The closing date for your comments on this Plan is **Friday 27 October 2006**

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Harrow in 2020

By 2020 much will have happened in the world, in London and in Harrow.

Memories of the London Olympics may have faded, although the legacy facilities will still be used across the Capital. The pattern of work will have continued to change with ever fewer jobs in manufacturing but more in services. Life expectancy will have continued to increase with growing numbers reaching 90 years and more. The effects of climate change are likely to be more dramatic.

This plan shows how the organisations making up Harrow Strategic Partnership will try to shape the effects of global, national, regional and local trends and events to work towards successful outcomes for Harrow.

Introduction

This is a community plan – it belongs to the community. Everyone – residents, voluntary and community organisations, businesses, the police, the health service and the council – has a part to play in making sure that the aims of the plan are achieved.

The plan is in three parts, but only Parts One and Two are included in this Consultation Draft.

Part One - Vision

Harrow will be a place which offers the best of capital and country and is loved by its residents. It will:

- Have a choice of housing in distinctive neighbourhoods

- Be entrepreneurial and an ideal place to set up high skills businesses
- Have the lowest crime and fear of crime in London
- Celebrate what we have in common and capitalise on our diversity
- Be a place where people are healthy and stay healthy
- Be a place where children and young people are healthy and safe, fulfil their potential and help other people
- Have vibrant neighbourhood centres and the Premier Town Centre in North-West London
- Be family friendly and promote older people's independence
- Be easy to get around for everyone and offer the best commuter experience by public transport in the south east and
- Protect its green spaces.

In short, Harrow will be a desirable place to live, work and play

The key public, private and voluntary organisations in Harrow will deliver this vision and ensure value for money in the services we provide for you.

But we also need all our residents to play their part by:

- Recycling more of your waste
- Considering alternatives to using your car
- Being tolerant and welcoming as the Borough grows
- Considering voluntary work which gives something back to the local community
- Taking advantage of local leisure and cultural facilities and
- Acting responsibly in public spaces.

Part Two – Medium Term Ambitions

This is the most important part of the plan as it sets out the partnership priorities for the next four to six years. Although the plan talks about Harrow in 2020, it is very difficult to project detailed actions that far into the future. Instead, we aim to update this plan every four or five years so that it takes account of progress made and refreshes the challenges for the next period.

The ideas contained in this section were mostly generated at a summit for local groups and community leaders held in July 2006 and our thanks go to those involved. These ideas have been added to by looking at the Harrow Vitality Profiles which are Harrow's vital statistics and provide very localised information about who lives here, how services are developed and relative deprivation. The plan also takes into account the results of the 2006 Quality of Life survey which gives information about the services people in Harrow most value and those that they want to see improved.

Part 3 – Three Year Action Plan

Finally, there will be a rolling three-year action plan which will be updated every year and made available with the Plan.

The three-year action plan will draw from the numerous existing partner plans such as the council's Corporate Plan and the borough Policing Plan. Actions from these plans will be pulled together to help achieve collectively the communities' medium term ambitions.

Context

This plan follows on from the first Community Strategy for Harrow

published in May 2004. That document established a sense of partnership and a sense of direction for the Borough. It was, deliberately, fairly short-term and the actions it proposed have now either been achieved or overtaken by events. One such event is the Local Area Agreement between the partnership and Central Government which focuses attention on performance against 48 key outcomes covering sustainable communities, safer communities, stronger communities, healthier communities and children and young people in Harrow. These key outcomes can only be achieved through partnership work and, as they form a major part of our work plan, we have built this plan around the same framework.

At the same time as we are preparing this plan about the sort of place we want Harrow to be in the future, we are also working on the Local Development Framework which is concerned with where change and development will take place in Harrow and how it should be managed over the next 15 - 20 years. It will be the most important planning document the council prepares, and all other statutory planning documents the council prepares will need to be consistent with it.

Harrow now

Harrow is an outer London Borough in the northwest of the capital. It has an estimated population of more than 211,000, a comparatively high average standard of living, low unemployment, good public transport links into the centre of London and road links to the rest of the country.

The most distinctive aspect of Harrow is the diversity of its population. Over 40% of the people living in Harrow are from minority ethnic communities. (Census 2001). The population includes people from at least 137 different countries and based upon the seven religions listed in the standard tables from the census, Harrow has the highest level of religious diversity of any local authority in England and Wales. This gives Harrow both a fascinating range of experience, cultures and skills but also challenges around communication and cohesion.

Social and cultural cohesion is measured through surveys which collect information about how people get on together. Currently, (June 2006¹) 52% of Harrow residents agree or strongly agree that people from different backgrounds get on well together in their local neighbourhood and 15% disagree. This gives the area a strong base level of engagement, tolerance and respect to build on in continuing to strengthen our communities.

Harrow is also justly famous for the quality and quantity of green belt land in the borough. Not only does this provide easy access to nature and recreation for many local people, complimenting the borough's range of urban parks and open spaces, but also encourages visitors.

Outside the green belt, Harrow is intensively built up with little or no vacant land. Whilst it has good quality housing, schools and shopping facilities, development pressure for housing is changing the character of parts of the borough.

Harrow has many of the characteristics of a typical outer London borough. Many residents work elsewhere, in particular in other parts of west London and central London where earnings are higher. Harrow has an increasing population including a growing number of older people and a richly diverse and changing child population. It has a continuing need for more homes, partly to meet the needs of the increasing population and partly due to the increase in the number of households.

Employment levels and household earnings are relatively high, skill levels are impressive and people work predominantly in sectors and types of job where demand is growing. This can create an image that is attractive in many respects but off-putting in others, not least because housing is relatively expensive to buy.

Harrow's overall health indicators are good and people born in Harrow can expect to live longer than the London and England averages. However Harrow does have areas of relative deprivation with residents who have serious health needs. The biggest killers in Harrow, accounting for over half of all deaths, are circulatory diseases and cancers, which disproportionately affect the poorest.

The 2006 Quality of Life survey conducted by Harrow Strategic Partnership found that 67% of people in the borough are satisfied or very satisfied with Harrow as a place to live, with just 16% disagreeing. Within that

¹ Quality of Life Survey – June 2006

encouraging picture, however, there are geographical variations with as many as 25% dissatisfied in Central Harrow. This is an area which corresponds to the wards with the highest levels of deprivation in the borough. Members of Black and Minority Ethnic Communities are more likely to be satisfied with their neighbourhood and much more likely to be satisfied with Harrow as a place to live.

The 2006 Quality of Life survey also gave information about the issues of most concern to Harrow residents and highlighted road and pavement repairs, the level of traffic congestion, the cleanliness of streets and health services for improvement. Crime was also a priority as, in common with most areas of the country, it has a high profile with Harrow residents. Although Harrow has the lowest crime rate amongst all London Boroughs, the fear of crime still plays a significant part in shaping residents' attitudes and social activities.

The fear of crime is falling compared to 2005: 6 in 10 residents feel unsafe in their neighbourhood after dark and 1 in 4 residents feel unsafe in their home if they are alone after dark. People felt less safe in parks than on public transport or in their town centre. The extent of fearfulness was measured against a scale of 1 - crime has no effect on quality of life - to 10 - crime has a total effect. The overall score in Harrow was just below 5.

Finally, residents are more likely to be positive about both the future and recent change than they were in 2005. The proportion that say overall quality of life in their local area has got worse in the last three years has fallen from 34% to 29%, while there has been an increase in the proportion who think that things will improve in the next three years from 17% to 21%. As in 2005, residents tend to be more optimistic about the future than the past three years; twice as many people think their local area will improve in the next three years as say it has got better over the previous three years.

Sustainable Communities in Harrow

A sustainable community is a place where people want to live and work now and in the future, meets the needs of the present and builds a basis for a sustainable future.

Sustainable communities meet the diverse needs of existing and future residents; are sensitive to their environment; and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all. A sustainable community balances and integrates the social, economic and environmental components of their community; and respects the needs of other communities in the wider region.

Locally, creating a sustainable borough means moving towards sustainable construction involving carbon neutral buildings; harnessing the use of energy from renewable sources; reusing grey water, and seeking to use partnerships to address climate change. It also means protecting environmentally sensitive areas while accommodating development for housing and employment in accessible locations; reducing domestic and business waste, promoting recycling, and public transport while recognising that the car is an integral part of life.

The Harrow Strategic Partnership has a responsibility to encourage businesses and residents to reduce emissions, to find cost effective measures to tackle climate change and to respond to extreme weather events through emergency planning.

Around 60% of Harrow's working population travel out of the borough to their job. This section of the workforce earns, on average, more than the workers who remain in Harrow. It is important that this proportion

does not change too drastically in the coming years, since a decline in the in-borough workforce could lead to fewer spending opportunities in the borough and, as a result, less of the money earned outside Harrow being spent here.

Locally, most employment is in retailing, the public sector, the service sector and the growing number of small businesses. In the medium term, there is very little scope for growth in public sector employment, and competition from surrounding areas suggests that, unless Harrow town centre is modernised, which is part of the long term plan, retail employment will decline. The service sector depends largely on the success of other enterprises, some of which fall into the small business category. It is here that there is the best chance for increased employment.

Recent history suggests that expanding small businesses move out of Harrow, taking with them the benefits that would have accrued to the local economy. To counteract this tendency, there needs to be suitable premises and support available. Retaining a larger proportion of expanding businesses would also support the service and retail sectors.

There is also scope for employment growth in tourism-related businesses – perhaps mostly through accommodation for visitors seeking the best of capital and country.

Locally, in the next four to six years, the partnership will aim to

- achieve and conserve a balance and variety of well managed green spaces, bring half of the borough's parks up to Green Flag standard and protect and improve bio-diversity;
- prevent anti-social behaviour in parks;
- retain in Harrow a greater proportion of small business enterprises which start here and support them to recruit local people;
- encourage affordable housing to be developed in accessible locations;
- continue to improve the rates of both domestic and business recycling and reduce litter in the borough;
- promote sustainability in new buildings, through efficient energy use, increasing the amount of energy produced from renewable sources, and the use of grey water and rain water;
- make traffic improvement through schemes for walking and cycling to reduce reliance on private cars and reduce congestion;
- create a positive and cohesive identity for the borough that welcomes, involves and satisfies the visitor;
- promote the regeneration of Harrow Town Centre by increasing its retail offer, creating a distinctive public realm and securing a 21st century transport hub.
- work towards Unesco world heritage status for Harrow on the Hill
- have in place comprehensive emergency plans in response to climate change.

Safer Harrow

Harrow currently has the lowest recorded crime rate of all the boroughs in London. This is recognised locally because fewer than one resident in ten say that they live in a high crime area. It is also demonstrated by a reduction in the number of people who identify crime as increasing in 2006 compared to 2005.

Compared to 2005, the Quality of Life survey records:

- a reduction in the number of people who feel unsafe at night when alone at home or walking alone in their local area.
- a nine percentage point reduction in the numbers identifying crime levels as an issue that needs improving in Harrow, down from 53% to 44%.

Nevertheless, the fear of crime is real and has a significant impact on people's lives.

The most recent figures available show crime in both London and Harrow falling by between 4% and 5%. The data on crimes that people in Harrow have experienced suggests that it could mostly be categorised as anti-social behaviour rather than serious or violent crime.

The fear of crime does not, therefore, appear to be strongly related to people's actual experience of crime or anti-social behaviour. Fear might, therefore, be addressed by targeted neighbourhood activity that provides reassurance as well as action to reduce further the incidence of crime and anti-social behaviour. This is one of the motivations for the formation of Safer Neighbourhood Teams. There will be 21 teams of Police Officers and Community Support Officers each dedicated to policing single wards in the borough. Officers

working in Safer Neighbourhood Teams will get to know residents in their area and will respond to neighbourhood concerns reported by residents about areas which attract crime or anti-social behaviour. By the end of 2006/07, each Safer Neighbourhood Team in Harrow should be fully staffed and operational.

The Council's efforts to ensure a cleaner, greener and tidy built environment also contribute to increasing feelings of security. Abandoned cars, fly tipping, graffiti, litter and the effects of low-level criminal damage can give an impression of an area being uncared for and run down. The council has focused on addressing these issues and has achieved significant increases in the proportion of the public who say issues like control of litter are improving (from 21% in 2003/4 to 40% in 2006)

Locally, Community Safety is managed by Safer Harrow, which comprises the Police, the Council, the Primary Care Trust, and the Fire Service amongst others. Safer Harrow's current priorities are:

- to improve the quality of life by reducing the impact of crime and anti-social behaviour;
- to reduce violent crime and increase detection rates;
- to reduce property crime and increase detection rates;
- to reduce the number of young people who are victims of crime and the number of young people who commit crime;
- to target prolific and priority offenders and so reduce crime ;
- to increase access to treatment for those misusing drugs and alcohol; and
- to increase community involvement in enhancing community safety.

communication and practice around protecting children from harm and promoting their welfare.

Broadly, Safer Harrow seeks to work with specific groups of people, those who are offenders or are at risk of offending and in specific places which have a history of particular crime types. Safer Harrow also uses education and awareness to help prevent crime from occurring. In combination with the reassurance work of Safer Neighbourhood Teams, Safer Harrow has an integrated approach to addressing crime and the fear of crime.

In addition to the work that is already planned and proposed for future years, the Partnership will, over the next four to six years, aim to

- focus on the quality of the built environment by tackling litter, graffiti and fly tipping to improve the quality of life;
- ensure that data is shared between partners to inform the planning of activities and services;
- implement controlled drinking zones where appropriate to address anti-social behaviour;
- reduce the fear of crime amongst the population of Harrow;
- reduce the percentage of people who regard anti-social behaviour as a big or a fairly big problem;
- increase the number of Neighbourhood Watch schemes;
- reduce the level of non-residential burglary in the borough;
- reduce the level of residential burglary where the victim is over 75 years of age;
- increase the number of sites accepting third party reports of crime, particularly sites accessible to the BME communities;
- promote building design and layout that discourages crime and disorder; and
- deliver the targets of the Local Safeguarding Children Board together with the voluntary and community sector, to ensure sound multi-agency

Stronger Communities in Harrow

Stronger communities are the product of neighbourhoods where people feel they belong, where people look out for one another, where local people have a greater voice and influence over local decision-making, where people from different backgrounds get on well together and where the most disadvantaged are valued. Stronger communities increase the quality of life for residents and make an area the sort of place where people want to live.

Harrow has a very diverse population, with just over 40% of residents being from minority ethnic communities and home to people from at least 137 different countries. Nonetheless, Harrow's people have a lot in common. For a start, more than twice as many people feel that they strongly belong in their neighbourhood compared to those who feel only a loose association with their area. Residents who live in East and Central Harrow are least likely to feel a strong sense of belonging to their area. Those feeling a strong sense of belonging come equally from the Black and Minority Ethnic (BME) and non-BME communities.

It should not be surprising that people identify with their neighbourhood in Harrow as 38% of residents have lived in their current area for 21 years or more and seven out of ten people have lived in their current area for between six and ten years. This compares with an average length of tenure of only four years nationally. This stability provides underlying strength to Harrow's communities and provides the confidence to welcome new people.

This can be seen in that, currently:

- 52% of Harrow residents agree or strongly agree that people from different backgrounds get on well together in their

local neighbourhood with 15% disagreeing².

- 54% of residents say that, in their area, people respect ethnic differences with 12% disagreeing.
- just 6% of residents say that they do not regularly meet and talk to people from different ethnic origins.

One of the hallmarks of a strong community is the degree to which people feel that they have influence over decisions that affect their area. In Harrow, 13% of residents feel that they can influence decisions as an individual but 42% feel that by working together, the community can make its voice heard. An example of an initiative to help improve people's influence over decisions is the creation of Prosperity Action Teams (PATs) by the council.

The PAT's will be a vehicle for residents to influence physical improvement to their neighbourhood. There are also opportunities for Partnership agencies to increase cohesion and local influence by joined up consultation and resident involvement in setting priorities. For example, there is scope for joint working between Safer Neighbourhood Panels established by the Police and Prosperity Action Teams being developed by the council.

An active and focused voluntary and community sector, including the faith sector, is vital for a healthy and cohesive community. Not only does the sector provide a wide variety of services to people in the borough but offers the opportunity for residents to participate in voluntary work. One in five Harrow residents over the age of 18 say that they take part in voluntary work for an average of two or more hours a week.

² Quality of Life Survey – July 2006

This is a total of more than 35,000 people, which demonstrates strength within Harrow's communities. Volunteering gives individuals self-esteem, a different perspective on life and a feeling that they are helping to shape the direction of their neighbourhood. At the same time, volunteering adds to the social capital and infrastructure of a community.

Over the next four to six years, the partnership will aim to

- ensure that a further 1,500 volunteers are recruited;
- increase, by six percentage points, the proportion of residents who report that their area is a place where people from different backgrounds get on well together;
- work to co-ordinate support for the voluntary and community sector and fund groups that help to deliver the ambitions in this strategy;
- devise joined up opportunities for local communities to influence the direction of their neighbourhood's development and the pattern of local services;
- put in place improved methods of sharing information between partners and making it accessible to the public;
- identify further opportunities for people to participate in sport and leisure activities which support community cohesion;
- help to develop skills in the voluntary and community sector;
- ensure continuous improvement in the quality of housing, affordability and choice of type, size, and tenure; and
- deliver a Community Development Strategy.

Healthier Harrow

Harrow is a very healthy place. For example, a female child born in 2006 in Harrow would have an average life expectancy of 82.7 years and a male child 78 years. These are the second highest life expectancy figures in North West London and higher than the London or England averages. Health is linked with affluence. As a whole, Harrow is ranked 5th most affluent borough in London and so above average life expectancy could be anticipated.

These results hide disparities within the borough. Male life expectancy varies by 6.4 years between Wealdstone at 73.9 years and Pinner South and Headstone North both at 80.2. For women, the highest life expectancy is 85.7 years in Pinner South compared with 78.9 years in Wealdstone.

These differences are due to the effects of relative affluence and deprivation. The less well off have significantly higher mortality rates from nearly all causes of mortality. The reasons for this include lifestyle issues such as the prevalence of smoking, dietary factors and employment, education and transport.

One of the main aims of Harrow Primary Care Trust is to address health inequalities. This will require the efforts of all members of the partnership. This is because these inequalities are not due, for the most part, to the quality of or access to General Practitioners or acute health services and therefore extend beyond the remit of the health service alone.

One of the social rather than clinical reasons for health inequalities is smoking. The partnership is committed to reducing smoking through increasing the number of people signing up to smoking cessation courses and being smoke-free four weeks

later. The partnership is also encouraging smoke free environments, domestic as well as business, to protect non-smokers from the smoke of others. A 'Smokefree Homes' initiative particularly aims to protect the health of children and older people. Other examples of preventative action are: a series of targets to address obesity including the Healthy Schools Programme, increasing Body Mass Indicator screening and increasing adult participation in sport and active recreation.

It is recognised that there are groups for whom access is an issue. Therefore, a targeted approach aimed at removing barriers to information and services is a key objective of the partnership.

A function of increasing good health and life expectancy is that Harrow has a growing number and proportion of older people. As people live longer, they tend to need more clinical and social care, particularly as they become frail. There are a number of actions that the council, the health service and the voluntary and community sector can take to improve the quality of life and independence of older people. These include reducing the waiting time for assessments, providing intensive homecare where necessary and making direct payments so that older people control their own care packages.

One of the ambitions of both service providers and consumers is better integration of clinical and social care to overcome boundary issues and questions of responsibility. Joint planning and commissioning arrangements between the Primary Care Trust and the Council are addressing this issue. This means individuals' needs can be met by one provider even where the needs change over time between clinical and social care.

Over the next four to six years, the partnership will aim to:

- decrease harm from smoking and second-hand smoke and reduce the number of adults smoking;
- increase integration of services for older people to improve quality, access and efficiency;
- increase the range of preventative health measures in place to promote healthy lifestyles;
- improve health outcomes for all communities and people with disabilities;
- support independent living for older people;
- develop and deliver programmes to tackle alcohol abuse;
- develop and deliver a multi-agency programme to prevent and tackle obesity; and
- improve access to open space and sports and leisure facilities.

Young Harrow

There are 52,000 children and young people up to 19 years of age in Harrow of which, 29,000 are pupils at Harrow's schools. Specific services for young people are provided by the council, the Primary Care Trust and the voluntary and community sector. Children and young people also use a wide range of general services such as transport and policing.

The providers of specific services and representatives of some of the general services have formed a Children and Young People's Strategic Partnership. This partnership is taking forward the issues highlighted in the Government's strategy "Every Child Matters", namely:

- being healthy
- staying safe
- enjoying and achieving
- making a positive contribution
- achieving economic well-being.

The partnership is investigating a Children's Trust approach to planning and providing services to make progress on each of these issues so that all services are delivered from a single, integrated body.

The partnership will focus its efforts on the delivery of the targets in the Children and Young People's Plan.

The partnership addresses needs across the children and young people's age range. This includes the above average number of children with low birth weights; improving nutrition from schools meals; making sure play areas are safe and secure; supporting schools in developing their provision for young people's personal and social development; providing access to Connexions' education, training and

employment advice to hard to reach young people amongst many other specific proposals.

As well as addressing the quality and reach of general services, the partnership has special responsibility for Children Looked After and children on the At Risk Register. The partnership will work closely with the Local Safeguarding Children Board. To improve the life chances of Looked After Children, the partnership will work with schools to improve their academic attainment by reducing exclusions, improving attendance and creating flexible pathways and personalised learning opportunities. For children on the At Risk Register, the partnership will improve the tracking of young people at risk at all stages in order to ensure targeted support is timely, relevant, sufficient and preventative where possible.

Over the next four to six years, the partnerships will aim to:

- work to give children the best start in life by increasing the rate of breastfeeding;
- reduce school exclusions and improve attendance;
- improve the skills base of Harrow and the employability of residents;
- improve the life chances of young people by reducing the percentage of young people who are not in education, employment or training;
- identify ways of ensuring that children and young people have the social and emotional skills required for them to thrive in their communities;
- work to ensure that young people are respected by the wider population;
- increase the uptake of sexual health services;

- reduce the rate of teenage pregnancies in areas of greatest need; and
- ensure the voice and views of young people are heard, and involve them in designing services for themselves.

Harrow Strategic Partnership

The Strategic Partnership Board comprises representatives of:

Community Linkup
Harrow Association of Voluntary Service
Harrow Citizens Advice Bureau
Harrow Council
Harrow in Business
Harrow Police
Harrow Primary Care Trust
Kids Can Achieve
Kodak Limited
Metropolitan Police Authority
MIND in Harrow
North West London Chamber of Commerce
Stanmore College
University of Westminster

Additionally, the following organisations are members of the various management and reference groups that help to make the aspirations in the Community Plan a reality.

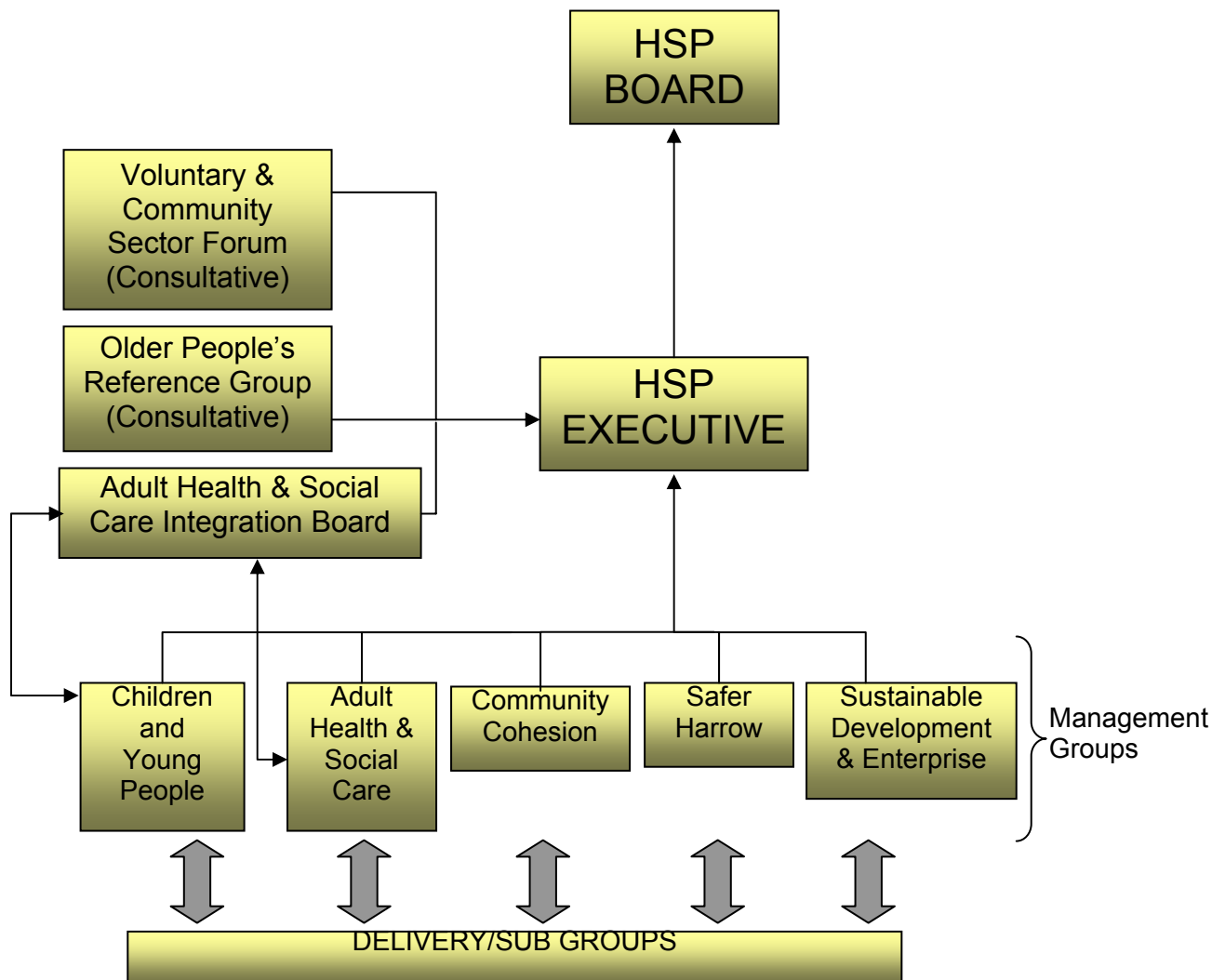
(to be completed in later version)

Harrow Strategic Partnership governance

The Harrow Strategic Partnership brings together the public, private, business, community and voluntary sectors to deliver a shared vision for the future.

The HSP joins up partners' activities across a range of issues, enabling each of them to meet their own targets and goals and tackle common issues more effectively.

The structure and the decision making process of the HSP



A major benefit of partnership working is the effective use of resources. A future ambition of the partnership is to increase the number of budgets held by different organisations but which are aligned to achieve agreed outcomes and to pool funding to help achieve the aims of this Plan, delivering better value for money.

Please call the number below for a large print version of this document, or a summary of this document in your language.

- Albanian** Nëqoftëse gjuha Angleze nuk është ghuha juaj e parë, dhe keni nevojë për përkthimin e informatave të përmbajtura në këtë dokumentë, ju lutemi kontaktoni numërin dhënë.
- Arabic** اذا كانت الانجليزية ليست لغتك الاولى وتحتاج لترجمة معلومات هذه الوثيقة، الرجاء الاتصال على رقم
- Bengali** যদি ইংরেজি আপনার মাতৃভাষা না হয় এবং আপনি যদি এই প্রচারপত্রের তথ্যগুলোর অনুবাদ পেতে চান তাহলে যে টেলিফোন নম্বর দেওয়া আছে সেখানে দয়া করে যোগাযোগ করুন।
- Chinese** 如果你主要說用的語言不是英語而需要將這份文件的內容翻譯成中文，請打註明的電話號碼提出這個要求。
- Farsi** اگر انگلیسی زبان اول شما نیست و شما نیاز به ترجمه اطلاعات موجود در این مدرک را دارید، لطفاً با شماره داده شده تماس بگیرید
- Gujarati** જો ઈંગ્લિશ તમારી પ્રથમ ભાષા ન હોય અને આ દસ્તાવેજમાં રહેલ માહિતીનો તરજૂમો (ટ્રાન્સલેશન) તમને જોઈતો હોય તો કૃપા કરી જણાવેલ નંબર ઉપર ફોન કરો
- Hindi** यदि आपको अंग्रेज़ी समझ नहीं आती और आपको इस दस्तावेज़ में दी गई जानकारी का अनुवाद हिन्दी में चाहिए तो कृपया दिए गए नंबर पर फोन करें।
- Punjabi** ਜੇ ਤੁਹਾਨੂੰ ਅੰਗਰੇਜ਼ੀ ਸਮਝ ਨਹੀਂ ਆਉਂਦੀ ਤੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚ ਦਿੱਤੀ ਗਈ ਜਾਣਕਾਰੀ ਦਾ ਤਰਜਮਾ ਪੰਜਾਬੀ ਵਿਚ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਦਿੱਤੇ ਗਏ ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ।
- Somali** Haddii Ingiriisku uusan ahayn afkaaga koowaad aadna u baahan tahay turjumidda xog ku jirta dokumentigan fadlan la xiriir lambarka lagu siiyey.
- Tamil** ஆங்கிலம் உங்கள் தாய்மொழியாக இல்லாதிருந்து இப்பத்திரத்திலிருக்கும் தகவலின் மொழிபெயர்ப்பு உங்களுக்கு தேவைப்பட்டால் தயவுசெய்து தரப்பட்ட தொலைபேசி எண்ணில் தொடர்பு கொள்ளவும்.
- Urdu** اگر انگریزی آپ کی مادری زبان نہیں ہے اور آپ کو اس دستاویز میں دی گئی معلومات کا اردو ترجمہ درکار ہے، تو براؤ کر دیئے گئے نمبر پر رابطہ کریں۔

020 8420 9637



Meeting:	Overview and Scrutiny Committee
Date:	10 th October 2006
Subject:	Corporate Assessment Challenge Panel
Key Decision:	Not applicable
Responsible Officer:	Director People, Performance and Policy
Portfolio Holder:	Strategic Overview and External Affairs Portfolio Holder
Status:	Part I
Encs:	Report of the Scrutiny Challenge Panel on the Corporate Assessment Self Assessment

SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out the findings of the challenge panel held by the Overview and Scrutiny Committee to consider the council's draft self-assessment for the forthcoming corporate assessment.

RECOMMENDATIONS:

Members of the Overview and Scrutiny committee are requested to:

1. Note the findings of the challenge panel in the attached report
2. Endorse the recommendations included in the attached report

SECTION 2 - REPORT

Brief Background

The council will undergo corporate assessment, a significant part of the Comprehensive Performance Assessment, in November and December of this year. An important component of the corporate assessment is the self-assessment, submitted by the council prior to the onsite work by the Audit Commission. The challenge panel was set up to consider the rigour of the document that was being submitted to the Audit Commission and to ensure that the council presents a valid assessment of our strengths and weaknesses. The panels findings are incorporated in the attached report

Issue to be determined

Councillors are being asked to endorse the findings of the panel.

Benefits

Acceptance of the recommendations of the panel will support the development of the final submission to the Audit Commission.

Costs of proposals

There are no costs associated with the recommendations in this report

Resources, costs and risks associated with recommendation

There are no costs associated with the recommendations in this report

Implications if recommendations rejected

If the reports recommendations are rejected the Overview and Scrutiny committee will have lost the opportunity to place on record its comments with regard to the self-assessment.

Options considered

Not appropriate to this report

Option recommended and reasons for recommendation

Not appropriate to this report

Staffing/workforce consideration

The capacity of the council to deliver its ambitions is a key line of enquiry for the corporate assessment. The challenge panel has incorporated this into its deliberations.

Equalities Impact consideration

The capacity of the council to deliver its ambitions and thus the extent to which it recognises and reflects the diversity of its residents is a key line of enquiry for the corporate assessment. The challenge panel has incorporated this into its deliberations.

Current KPI's and Likely impact of decision on KPI's

There are no specific performance indicators related to this report.

Section 17 considerations

The capacity of the council to integrate its crime and community safety work is a key line of enquiry under the 'achievements' block. This challenge panel has incorporated this into its deliberations.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Financial Officer	<input checked="" type="checkbox"/>	Barry Evans
Monitoring Officer	<input checked="" type="checkbox"/>	Jill Travers

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact:

Lynne McAdam, Service Manager Scrutiny, x 5387

Background Papers:

Draft Corporate Assessment Self Assessment
CPA The Harder Test – Audit Commission 2006

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	NO
2.	Corporate Priorities	YES
3.	Community Safety (s17 Crime & Disorder Act 1998)	YES
4.	Manifesto Pledge Reference Number	All

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September 2006

Overview and Scrutiny Committee

Report of the Scrutiny Challenge Panel

Corporate Assessment Self Assessment

Members of the Review Group

Cllr Brian Gate (Chairman)
Cllr Jean Lammiman
Cllr Margaret Davine
Cllr Mitzi Green
Cllr Richard Romain
Cllr Mark Versallion

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ACKNOWLEDGEMENTS

The challenge panel would like to thank council officers and partners for the time they contributed to the challenge panel. In particular the panel acknowledges the work that has been undertaken by Tom Whiting, Group Manager Strategy and Performance, Mala Kripalani, Corporate Assessment Project Manager and Paul Najsarek in producing the draft self assessment in time for our deliberations. We are also grateful for the contribution of the following officers who attended the panel session: Heather Clements, Group Manager Achievement and Inclusion; Penny Furness Smith, Director Community Care; Michael Hart, Director of Strategy, Urban Living; John Kennedy, Area Manager, Area Developments; Gareth Llywelyn Roberts, Chief Environmental Health Officer; Jon Turner, Head of Human Resources. We are particularly pleased that our deliberations were assisted by 2 of our key external partners Bob Carr, Borough Commander, Metropolitan Police Harrow and Julia Smith, Chief Executive of Harrow Association of Voluntary Service. Finally, our thanks to Lynne McAdam in the Scrutiny Team for her organisation and production of our report.

This report has been compiled by the Members named on the front cover. The views expressed are solely ours.

INTRODUCTION

In November this year Harrow Council will undergo its second corporate assessment. The corporate assessment is a key component of the Comprehensive Performance Assessment (CPA) which was introduced in 2002 in order to draw together the significant elements of local authority audit and inspection work and to provide an overall view of councils' performance and their capacity to improve services to the public. The principle reference point of the corporate assessment is the self-assessment which helps to inform judgements made by inspectors and the decision made about the scope and focus of the inspection team's onsite work. The self-assessment is evidence of the council's self-awareness and needs to demonstrate a clear understanding of the challenges and opportunities faced by the council and a realistic evaluation of strengths and weaknesses. The self-assessment should present a valid and balanced picture of performance.

This is a crucial event in the life of the council and the preparation of a robust self-assessment is essential. Although the self-assessment would be considered in a number of different forums, councillors felt that the Overview and Scrutiny committee should also contribute to the document before submission to the Audit Commission in order to add/offer a robust challenge and ensure its rigour.

To this end the challenge panel was established comprising:

Cllr Brian Gate (Chairman)

Cllr Jean Lammiman

Cllr Margaret Davine

Cllr Mitzi Green

Cllr Richard Romain

Cllr Mark Versallion

The panel met on 7th September and its findings and recommendations are included in the pages that follow.

METHODOLOGY

Councillors decided to undertake this project by means of a challenge panel as this approach was felt to be a more robust and challenging process than simply considering the document as an item on the committee agenda. The Corporate Assessment is a significant event which will have long-term implications for the council. The degree of inquiry offered by the challenge panel process was felt to be the most appropriate methodology for scrutiny to ensure that the associated self-assessment presents the most rigorous representation of the council to the Audit Commission.

Challenge panels were introduced in July 2006. On many occasions – particularly when a policy is being developed – officers appreciate feedback on proposals from members. The committee environment may not be suited to this, mainly because of time constraints. Challenge panels comprise a small group of officers and members that are able to discuss a particular policy or strategy, or in this instance, the corporate assessment self-assessment, more informally and in more detail. They provide an opportunity for members to provide an alternative, ‘real time’ perspective to council business, and lend additional accountability to the policy development process. This level of detailed challenge would not be possible as a single item on a packed committee agenda.

An initial briefing document, outlining some of the basic principles of Comprehensive Performance Assessment and Corporate Assessment was prepared for councillors in order that they had a basis from which to challenge the content of an early draft of the self-assessment. The document was very lengthy – almost 3 times the permitted 25 pages – and in order to focus their deliberations in the time available and to ensure a strategic approach, councillors held a panel preparation meeting to decide on their approach to the investigation. It was agreed that councillors would:

- Identify the key messages that they felt ought to drive each section of the self-assessment:
 - *Context within which the council operates*
 - *What is the council, together with its partners, trying to achieve?*
 - *What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?*
 - *What has been achieved?*
- Comment on the evidence that had been included in the document to support these messages.

The panel took place on 7th September as a round table discussion between councillors, council officers and representatives of partner agencies.

RECOMMENDATIONS

The Corporate Assessment challenge panel recommends:

1. The general messages identified during discussion been reflected in the tone of the final document
2. The specific points identified during discussion be considered as part of the overall edit of the document (It is acknowledged that the challenge panel is one of a number of consultation processes and in some instances comments made by the panel have been superseded by further comments and by the necessity of reducing the document from the draft seen to the final 25-page submission).
3. A final draft of the document be circulated to members of the panel
4. The document is signed off by the Executive before submission to the Audit Commission

FINDINGS

The principle points that the panel wished to emphasise are:

With regard to content

- There should be more emphasis on innovative partnerships
- Community engagement should be a key feature – Harrow People should be highlighted
- The reconfiguration of the directorates is a key strength that will enhance leadership
- There has been a cultural shift in the organisation – Partnership is a key message, Harrow as part of London and commitment to ending isolation and to working with others
- Communication and engagement is a priority for the council
- Harrow is a learning organisation and the lessons learnt and their application should be highlighted
- Staff are a valued part of the organisation – the ambition to achieve corporate Investor in People status needs to be emphasised

With regard to document design/structure

- The self-assessment should be signed off by the Executive
- All assertions in the document need to be substantiated
- The document should demonstrate main messages using case studies
- Thought should be given to ‘shadowing’ photographs into the background of the document
- Too many people have contributed to the document – a consistent style needs to be derived

The self-assessment was considered in more detail under the following headings:

- *Context*
- *What is the council, together with its partners, trying to achieve?*
This measures:
 - Ambition for the community
 - Prioritisation
- *What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?*
This measures:
 - Capacity
 - Performance management
- *What has been achieved?*
This measures achievement in terms of the shared priorities:
 - Sustainable communities and transport
 - Safer and stronger communities
 - Healthier communities
 - Older people
 - Children and young people

Context

The general points with regard to this section were:

- The organisation has undergone significant change over the last 4 years, particularly in relation to children’s services and the impact of the New Harrow Project and the Middle Management Review

- Community engagement has a growing importance for the council and the work around extended schools, the Hear/say scrutiny review and the community engagement strategy. There has been a cultural shift in the way councillors and officers work with local people with far more complex issues being dealt with on a ward basis.
- Resident express high fear of crime and there is an imbalance between the actual incidence of crime and residents anxiety.
- Partnership working in the borough is successful in particular the through the Safer Harrow Partnership, the safer neighbourhoods work and this offers the council and partners an excellent platform from which to expand neighbourhood working.

What is the council, together with its partners, trying to achieve?

The general points with regard to this section were:

- The section is not strong enough - the council is a 'flagship that is not waving'
- Partnership is a key priority for the council and in particular partnership with local people – there should be greater emphasis on the community engagement principles and strategy
- Prosperity Action Teams offer another opportunity for revitalising the relationship between local people and the council.
- The diversity of the borough is its driving force. It is being successfully replicated in the diversity of the political leadership of the council
- Vitality profiles have been an excellent resource which have enabled the council to successfully profile the borough and target resources appropriately

What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?

The general points with regard to this section were:

- The document needs to incorporate comment regarding the capacity of councillors – this has a growing importance in relation to the development of members and their increasing responsibilities for community leadership
- The successful procurement exercises and their strategic relevance should be emphasised
- Business Transformation Partnership will make a significant contribution to the capacity of the organisation
- The development of children's centres and the opportunity they bring for enhanced partnership working will again increase the capacity of the organisation
- Partnership is a key component of the council's capacity – not just in terms of business relationships but also within the organisation and between the council and other organisations
- The council has increased its capacity by learning from previous experience – e.g. learning from the MMR process
- The position of the Chief Executive/Acting Chief Executive needs to be addressed. We note that there is now an official acting chief executive pending the new appointment.

What has been achieved?

Sustainable communities

The general points with regard to this section were:

- The section feels 'dry'
- Case studies would benefit from being cross-sectional
- There are a number of useful examples that could be woven in to the document
- The examples could highlight – and link back to engagement of local people.

Safer and stronger communities

The general points with regard to this section were:

- The section needs a better structure – Crime and Disorder Reduction Partnership and Local Area Agreement should be the drivers for the section
- Consistent statistics need to be used throughout the document – linking evidence in one section with another
- There is insufficient information re stronger communities – evidence could include successful community cohesion, community development officer, response to emergency situations

Healthy communities

The general points with regard to this section were:

- The vitality profiles should be the context around which this section is structured with case studies built in as illustrations
- There are good stories regarding supporting people
- The council still has an older people's champion and reference should be made to the Partnership with Older People (POP) panel
- The positive contribution to public health should be highlighted but in a way that acknowledges current financial difficulties

Older People

The general points with regard to this section were:

- This section should not just be about statutory provision for older people but should be about how the council and partners contribute to the health, well being and quality of life of older people. In this context the POP panel, the voice of older people on all matters relating to older people needs to be emphasised should drive the structure of the section
- The implications of ethnicity and age should be addressed

Children and Young People

Although the corporate assessment will not consider the provision of children's services (this will be investigated through the concurrent Joint Area Review) the self-assessment may still wish to make reference to children's experiences under some of the other headings.

BACKGROUND INFORMATION

WHAT IS COMPREHENSIVE PERFORMANCE ASSESSMENT?

Comprehensive Performance Assessment was introduced in 2002 in order to draw together the significant elements of local authority audit and inspection work and to provide an overall view of councils' performance and their capacity to improve services to the public. The assessment is published annually and enables the relative performance of local authorities to be compared. Its predecessor, the Best Value regime, also made public announcements about services that were subject to Audit Commission inspection but did this only for specific services and not the council as a whole.

CPA has been seen as an important driver for improvement which it has delivered by:

- Reporting publicly how well each local authority is performing **overall**
- Supporting councils to focus on their own improvement and targeting support for this
- Providing an independent challenge to local authorities and thus contributing to the improvement in public services

CPA has 4 component parts the first 3 of which are summarised below, the 4th is the key focus of the challenge panel:

- Direction of Travel judgement
- Use of resources assessment
- Service assessment
- Corporate assessment

The annual **Direction of Travel** assessment assesses an authority's duty to make arrangements to secure continuous improvements. There are 4 levels of judgement:

- Improving strongly
- Improving well
- Improving adequately
- Not improving adequately or not improving

The direction of travel assessment is carried out by a council's Audit Commission relationship manager using set key lines of enquiry to determine:

- What evidence is there of the council improving outcomes
- How much progress is being made to implement improvement plans to sustain future improvement

The **Use of Resources** assessment is also conducted annually and examines an authority's:

- Financial reporting
- Financial management
- Financial standing
- Internal control
- Value for money

The assessment is carried out by the council's auditors.

Service assessment scores are also published annually and combine a score for the performance indicator set relevant to the service with the score from any relevant inspection published during the previous 3 years. Where inspection information is used it is only the score on the performance of the service (how good is the service) that counts. Annual assessment scores for children's services, social care services for adults and benefits services are provided to the Audit Commission for the annual service assessment and overall CPA refresh by Office

for Standards in Education (OFSTED), Commission for Social Care Inspection (CSCI) and the Benefit Fraud Inspectorate (BFI) respectively.

The Corporate Assessment

'Corporate assessment focuses on the importance of a sound corporate engine to drive good services. It measures how effectively the council is working corporately and with its partners to improve services and deliver improved outcomes for local people..... Key Lines of Enquiry (KLOE) measure how well councils understand their local communities and neighbourhoods and provide community leadership; how this understanding of local people and places translates into council's ambitions and priorities; their capacity to deliver these; and what, in practice, councils are achieving'¹

In its latest guidance, the Audit Commission has determined that all councils will undergo corporate assessment once in the period 2005 – 2008. After this time there are proposals for a change in the means by which the relative performance of councils is assessed, the Audit Commission is currently consulting on arrangements to replace CPA². This means that this is likely to be the second and final time that the council will go through the process and that therefore the results of this assessment will last for the foreseeable future and it will possibly be what the council carries as its final reputation for many years – if the system is radically changed. It is worth noting that the corporate assessment is now much tougher than at the council's previous assessment in 2002 and the Audit Commission has placed much greater emphasis on how a council addresses the following issues:

- Community leadership
- Diversity
- User focus
- Value for money
- Partnership

This tougher test will make it much harder for the council to improve on its current corporate assessment score of 2 (fair) and emphasises the importance of us being able to present a robust and well articulated assessment of our performance.

Under corporate assessment a council is assessed against the following key lines of enquiry (KLOE):

Question 1: What is the council, together with its partners, trying to achieve

This measures:

- Ambition for the community
- Prioritisation

Question 2: What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?

This measures:

- Capacity
- Performance management

¹ CPA – the harder test framework for 2006

² Assessment of local services beyond 2008 – Corporate Discussion Paper August 2006, Audit Commission

Question 3: What has been achieved?

This measures achievement in terms of the shared priorities:

- Sustainable communities and transport
- Safer and stronger communities
- Healthier communities
- Older people
- Children and young people

Self-Assessment

The key component of the corporate assessment is the submission, prior to the actual on site inspection period of a self-assessment of the council's performance. The self-assessment is the principal reference point for the corporate assessment and helps to inform judgements made by inspectors and the decision made about the scope and focus of the inspection team's onsite work. It is evidence of the council's self-awareness and needs to demonstrate a clear understanding of the challenges and opportunities faced by the council and a realistic evaluation of our strengths and weaknesses. The self-assessment should present a valid and balanced picture of our performance.

The self-assessment is divided into two sections:

Context and summary – outlining the general background of the authority, the challenges and opportunities it faces and the impact of these. This section sets the scene providing information about the locality and the council's structures and financial resources. The corporate assessment now requires council to demonstrate its community leadership, the diversity of the community and how it focuses on the needs of the user. This section of the self-assessment should demonstrate how well the council understands its community and how well this understanding underpins the decisions and choices made. Information on the locality can include:

- Economic and business opportunities
- Major initiative, projects or pilots
- Key features of the communities – demography, deprivation

Contextual information about the council can include:

- Information about decision-making structures
- Key partnerships
- Arrangements for consulting and engaging with residents/undertaking research
- Financial resources
- Areas of work which are not part of local or shared priorities but are nonetheless important to understanding the borough

Corporate assessment – which should evaluate the performance of the council under the headline questions above. It should 'tell the story' of the borough, demonstrating how we understand the locality as outlined in the context section and how this is translated into ambitions and priorities for the community and how the capacity of the council is being developed to turn these ambitions and priorities into real outcomes and achievements. It should identify both strong performance and areas for improvement under each theme.

The achievement theme needs to demonstrate how well the council balances local needs with national policy objectives. In the achievements section, the self-assessment should show how and why priorities have been chosen and the rationale for how resources and activities are targeted.

APPENDIX ONE

SCOPE FOR THE CORPORATE ASSESSMENT CHALLENGE PANEL

1	SUBJECT	Corporate Assessment
2	COMMITTEE	Overview and Scrutiny committee
3	REVIEW GROUP	Councillor Brian Gate – Chairman Councillor Jean Lammiman Councillor Margaret Davine Councillor Mitzi Green Councillor Richard Romain Councillor Mark Versallion
4	<u>AIMS/ OBJECTIVES/ OUTCOMES</u>	<ul style="list-style-type: none">• To challenge the integrity of the council’s self assessment for corporate assessment and ensure the most robust case for the council’s performance has been made• To challenge the evidence base upon which the self-assessment is based and to make sure good practice has been captured.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none">• Panel provides robust challenge to the self assessment• Scrutiny input into the final self assessment document agreed
6	SCOPE	The panel will consider the council’s self-assessment under the key lines of enquiry of the corporate assessment: Context within which the council operates What is the council together with its partners trying to achieve? <ul style="list-style-type: none">• <i>Ambition</i>• <i>Prioritisation</i> What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve <ul style="list-style-type: none">• <i>Capacity</i>• <i>Performance management</i> What has been achieved <ul style="list-style-type: none">• <i>Sustainable communities and transport</i>• <i>Safer and stronger communities</i>• <i>Healthier communities</i>• <i>Older people</i>• <i>Children and young people</i>

7	SERVICE PRIORITIES (Corporate/Dept)	Making Harrow safe, sound and supportive Getting Harrow moving Protecting our environment Tackling waste and giving real value for money Harrow youth Sports, leisure and amenities
8	REVIEW SPONSOR	Acting Chief Executive
9	ACCOUNTABLE MANAGER	Corporate Assessment/Joint Area Review Board
10	SUPPORT OFFICER	Service Manager Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny Review Administrator
12	EXTERNAL INPUT	Borough Commander, Metropolitan Police Service Chief Executive, Primary Care Trust Chief Executive, Harrow Association of Voluntary Service
13	METHODOLOGY	Preparatory meeting <ul style="list-style-type: none"> • To consider draft self assessment and identify key questions Panel meeting <ul style="list-style-type: none"> • To receive presentation from officers • To put key questions to officers under each of the key lines of enquiry and to ensure that the self assessment addresses: <ul style="list-style-type: none"> • Community leadership • Diversity • User focus • Value for money • Partnership Panel report
14	EQUALITY IMPLICATIONS	Diversity and User focus are key components of the framework against which the council's performance will be measured. It is critical therefore that the self assessment addresses this effectively and that the panel highlights this in its investigation
15	ASSUMPTIONS/ CONSTRAINTS	The completed self assessment must be submitted to the Audit Commission by 16 th October 2006. Therefore the panel's deliberations must be available for incorporation in accordance with this timetable.
16	SECTION 17 IMPLICATIONS	The extent to which the council addresses section 17 of Crime and Disorder Act 1998 is one of the key lines of enquiry within the 'Safer and Stronger Communities' achievement block. This is being addressed by a challenge panel by the Safer and Stronger Communities scrutiny sub committee.

17	TIMESCALE	Panel to meet on 7 th September 2006 Draft report to panel by 22 nd September 2006 Report to Corporate Assessment/Joint Area Review Board by 29 th September 2006 Self assessment submitted to the Audit Commission by 16 th October 2006
18	RESOURCE COMMIMTENTS	See attached
19	REPORT AUTHOR	Panel members Lynne McAdam
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To CA/JAR Board <input checked="" type="checkbox"/> By 29 th September To Portfolio Holder <input type="checkbox"/> When..... To CMT <input type="checkbox"/> When..... To Cabinet <input type="checkbox"/> When..... To O&S committee <input checked="" type="checkbox"/> 10 th October 2006
	FOLLOW UP ARRANGEMENTS (proposals)	Corporate Assessment report to Overview and Scrutiny committee March 2007



Meeting: Overview and Scrutiny Committee
Date: 10th October 2006
Subject: Scopes for Scrutiny Reviews
Responsible Officer: Director People, Performance and Policy
Contact Officer: Lynne McAdam
Portfolio Holder: Business Development
Key Decision: No
Status: Public

Section 1: Summary

This report introduces scopes for the summer/autumn scrutiny reviews which have been agreed as part of the Overview and Scrutiny committee's work programme for 2006 – 10. It also identifies some of the methodological changes that have been introduced since the election in May 2006. A full evaluation of these new methodologies will be reported to the January meeting of the Overview and Scrutiny committee.

Decision Required

Councillors are asked to:

- Agree the scopes for each of the following reviews:
 - Standing Scrutiny Review of NHS Finances (Overview and Scrutiny)
 - Budget Challenge Panel
 - Investor In People Challenge Panel
- Note the scope for the Corporate Assessment Challenge Panel which was undertaken in September 2006.

Reason for report

A number of items were agreed as part of the Overview and Scrutiny committee work programme at its last meeting in July. These items were agreed in accordance with the Scrutiny Principles and Protocols (agreed September 2005). In order for these projects to be undertaken, existing procedures state that the commissioning committee (in this case O&S) should agree the scope and methodology.

Benefits

Committee consideration and agreement of the scope and methodology of the agreed projects ensures that there is accountability in the delivery of the committee's work programme

Cost of Proposals

Costs of delivering these projects will be met from within the existing scrutiny budget.

Risks

The scopes contain proposals with regard to the methodology for delivering each piece of work. A number of new ways of working have been introduced and there may be unidentified problems in assigning particular methodologies to particular projects. An appraisal of the effectiveness of the new methodologies will be included in both the final report from each project and in the overall evaluation report scheduled to be presented to Overview and Scrutiny committee in January 2007.

Implications if recommendations rejected

Not agreeing the scopes for the items included in the Overview and Scrutiny work programme projects may mean that either these projects are delayed or that accountability for their delivery is undermined

Section 2: Report

Brief History

At its meeting in July, the Overview and Scrutiny committee gave initial consideration to the 2006 – 10 work programme and identified a range of early projects that could be undertaken during the summer/autumn period of 2006. The projects identified were:

- Corporate Assessment, self assessment challenge panel
- Standing review of NHS finances
- Budget challenge panel
- Investor in People challenge panel

Scrutiny procedures direct that each piece of work commissioned by a scrutiny (sub) committee should have its scope and methodology agreed by the commissioning body in order to secure accountability.

Because this is a new administration, it was agreed that each (sub) committee would try to carry out at least one project over the summer recess in order to familiarise new councillors with scrutiny processes. For the Overview and Scrutiny committee this piece of work was the Corporate Assessment Challenge Panel, which took place on 7th September. The scope for this review was agreed by the chairman of the committee and is attached for information as Appendix Four. The scopes for the other projects are attached as follows:

- Standing review of NHS finances Appendix One
- Budget challenge panel Appendix Two
- Investor in People challenge panel Appendix Three

Options considered

Not appropriate to this report.

Consultation

Not appropriate to this report.

Financial Implications

The scrutiny budget for 2006/07 is £340,400 which is made up of £282,090 for salaries and £58,310 for projects and other expenditure. These projects will be delivered within this provision.

Legal Implications

There are no legal implications associated with this report

Equalities Impact

The report introduces scopes for scrutiny reports which have been drawn up with an eye to the council's performance. Both the Investor in People and the Standing Scrutiny Review of NHS Finances can contribute to the council equalities performance both as an employer and thorough its work to challenge the financial performance of local health providers.

Section 17 Crime and Disorder Act 1998 Considerations

There are none specific to this report.

Section 3: Supporting Information/ Background Documents

Appendices

Appendix One: Standing review of NHS finances

Appendix Two: Budget challenge panel

Appendix Three: Investor in People challenge panel

Appendix Four: Corporate Assessment, self assessment challenge panel

Appendix One: Standing review of NHS finances

STANDING SCRUTINY REVIEW OF NHS FINANCES - DRAFT SCOPE

1	SUBJECT	Review of the financial recovery proposals of NW London NHS Trust and Harrow PCT, the strategic consequences and the impact on Harrow residents
2	COMMITTEE	Overview and Scrutiny committee
3	REVIEW GROUP	Councillor Myra Michael - Chairman Councillor Margaret Davine – Vice Chairman Councillor Jean Lammiman, Chairman Overview and Scrutiny Committee Councillor Chris Noyce Councillor Rekha Shah Councillor Stanley Sheinwald
4	AIMS/ OBJECTIVES/ OUTCOMES	<p>The Standing Scrutiny Review of NHS Financial Performance will consider the financial performance and consequent strategic direction of the Harrow PCT and NW London Hospitals Trust and investigate the impact of the financial deficits and related recovery plans on the quality of life and well being of Harrow residents by:</p> <ul style="list-style-type: none"> • reviewing the effectiveness of respective financial recovery plans; • receiving regular financial updates from the respective Chief Executives on the delivery of these plans; • considering strategic proposals of the trusts • gathering evidence of the specific experiences of local people; and • investigating the impact of financial difficulties at the interface between health and social care <p>The Standing Review will support local health providers to return to financial balance.</p> <p>The Standing Review will report its proceedings to the Overview and Scrutiny Committee</p>
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Comments from review endorsed by health providers • Impact of financial deficit minimised • Indicators suggest Trusts returning to balance
6	SCOPE	<ul style="list-style-type: none"> • Analysis of the trusts' financial position • Challenge of the proposed recovery plans – how robust are they? Have the real source(s) of financial difficulty been identified and effective solutions identified? • Investigation of the strategic proposals resulting from the financial position. Are they viable? Will they deliver the sustainable financial savings needed? • Investigation of the impact of the recovery plans and associated strategic proposals on the well-being of local residents.
7	SERVICE PRIORITIES (Corporate/Dept)	Making Harrow safe, sound and supportive Tackling waste and giving real value for money
8	REVIEW SPONSOR	Acting Chief Executive

9	ACCOUNTABLE MANAGER	Chief Executive Harrow PCT Chief Executive NW London Hospitals NHS Trust
10	SUPPORT OFFICER	Service Manager Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny review administrator
12	EXTERNAL INPUT	<p>Review group members to include:</p> <ul style="list-style-type: none"> • CfPS expert advisor • Community experts • Expert patients/PPI • Group Manager People First Finance • Director Community Care • Director Children's Services <p>Advisors</p> <ul style="list-style-type: none"> • Health Care Commission <p>Witnesses to include:</p> <ul style="list-style-type: none"> • Chief Executives and financial directors – NW London Hospital NHS Trust, Harrow PCT • Director of Recovery • NHS auditors • Other NHS Trusts • Other boroughs dealing with NHS deficits
13	METHODOLOGY	<p>Background to Health Service financial systems and policy framework – desk top research and expert briefings</p> <p>Written and oral evidence of</p> <ul style="list-style-type: none"> • NHS policy and financial framework • Financial situation • Recovery plan and health impact assessment • Methodology for development of recovery plan • Strategic proposals – NWP and CMH hospital reconfiguration <p>Challenge of evidence presented:</p> <ul style="list-style-type: none"> • Robustness of recovery plan • Alternative approaches to restoring financial balance • Comparison with other health providers. • Expert witnesses – auditors opinion of recovery plan. <p>Regular monitoring and update of financial information</p> <p>Case studies: Impact of recovery proposals and resultant reconfigurations on quality of life of local residents – care pathway analysis – separate specific scopes to be provided.</p> <ul style="list-style-type: none"> • NW London Hospitals Trust reconfiguration • School Nursing • Domiciliary Care

14	EQUALITY IMPLICATIONS	Changes in the availability of health service may have a disproportionate impact upon the health and well being of the more vulnerable, elderly, less mobile members of the community or those whose first language is not English
15	ASSUMPTIONS/ CONSTRAINTS	Availability of expert advice to the review group
16	SECTION 17 IMPLICATIONS	None
17	TIMESCALE	18 months – 2 years
18	RESOURCE COMMITMENTS	See attached
19	REPORT AUTHOR	Review group members Service Manager Scrutiny
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To accountable managers [] When January 2007 To O&S [] When <i>Interim report</i> [N] <i>When March 2007</i> <i>Quarterly updates</i> [N] <i>When from March 2007</i> <i>Final report</i> [N] <i>When March 2008 (approx)</i> To Portfolio Holder [] When To CMT [N] When June 2008 To Cabinet [N] When June 2008
21	FOLLOW UP ARRANGEMENTS (proposals)	Regular reports to O&S

OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Pre-scope session	Chairman, Vice Chairman, Chairman Overview and Scrutiny 0.25 x 3	Service Manager Scrutiny 0.5		27 th July 2006	Chairman SMS
Finalise scope & obtain O&S/Sub-Committee endorsement	Review group members 0.25 x 6	Service Manager Scrutiny 0.5	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 0.25 x 7	September October 2006	Chairman SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 5	Director Community Care Group Manager People First Finance Director Children's Services 0.5 x 3	August/ September 2006	SMS
Meetings/Witnesses/ Visits (specify)	12 meetings (estimate) 0.5 x 6 (x12) plus preparation –0.25 x 6 (x12)	Service Manager Scrutiny 0.5 x 12 plus preparation – 0.25 x 12	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors	From September 2006	Chairman, Vice Chairman, SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
		0.5 x 12 x 7 plus preparation – 0.25 x 12 x 7		
Collation & evaluation of data/evidence	Review group members 0.5 x 6	Service Manager Scrutiny 0.5 Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors 0.5 x 7	Ongoing but by December 2007 (approx) for final report	Chairman, Vice chairman, SMS
Review Group determines thrust of report				
Draft report		Service Manager Scrutiny 2	January 2008	SMS
Review Group agrees early draft of report	Review group members 0.5 x 6	Service Manager Scrutiny 0.5 Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors 0.5 x 7	January 2008	Chairman, Vice chairman, SMS
Early draft report to accountable manager for confirmation of factual accuracy	Chairman, Vice Chairman 0.25 x 2	Service manager Scrutiny 0.25	January 2008	Chairman, Vice Chairman

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
		Chief Executive NW London Hospital NHS trust		SMS
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)				
Review Group sign off report & refer to O&S/Sub-Committee for information/approval	Review group members	Service Manager Scrutiny	February 2008 (approx)	Chairman, Vice chairman, SMS
Review Group's presentation of report to CMT/DMT (if appropriate)	Chairman, Vice chairman 0.25 x 2	Service Manager Scrutiny 0.25	February 2008	Chairman Vice Chairman SMS
Final report to accountable manger				
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Chairman, Vice chairman 0.25 x 2	Service Manager Scrutiny 0.25	March 2008 (approx)	Chairman, Vice chairman
Final report to Chief Executive of Harrow PCT and Chief Executive of NW London Hospitals NHS Trust and appropriate boards	Chairman, Vice Chairman 0.25 x 2		April 2008 (approx)	Chairman, Vice chairman
Final report to CMT/Cabinet	Chairman, Vice chairman 0.25 x 2	Service Manager Scrutiny 0.25	April 2008 (approx)	Chairman, Vice chairman
Consider if there is a need to publicise report findings				

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Final report published & referred to Executive for consideration* (Cabinet/Portfolio Holder/Directorate – depending on issues/recommendations) * for information		Scrutiny Officer 0.25	April/May 2008 (approx)	SMS
Evaluation of review process	Review group members 0.25 x 6	Service Manager Scrutiny 0.5	May 2008	SMS
Follow up/Monitoring of outcomes				
TOTALS	56.25 days (average 9.375 days per councillor)	19.75 days		
		75 days (average 10.75 per person)		

Contact : Lynne McAdam. Service Manager Scrutiny, Scrutiny Unit, Harrow Council

Scopev2

Appendix Two: Budget challenge panel

BUDGET CHALLENGE PANEL - DRAFT SCOPE

1	SUBJECT	Budget
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	To be confirmed
4	AIMS/ OBJECTIVES/ OUTCOMES	To challenge the assumptions behind the budget setting process and analyse the impact of changes in the budget
5	MEASURES OF SUCCESS OF REVIEW	Scrutiny panel able to input into the budget setting process
6	SCOPE	<ul style="list-style-type: none"> • Analysis of context within which the budget is being set – including policy drivers • Analysis of service finances • Investigation of particular areas of concern
7	SERVICE PRIORITIES (Corporate/Dept)	Tackling waste and giving real value for money
8	REVIEW SPONSOR	Director People, Performance and Policy
9	ACCOUNTABLE MANAGER	Director of Finance and Business Strategy
10	SUPPORT OFFICER	Service Manager Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny Review Administrator
12	EXTERNAL INPUT	External Auditor The committee might like to consider the involvement of the Open Budget Group and the cross cutting portfolio holders
13	METHODOLOGY	<p><i>Pre panel meeting</i></p> <p>To receive:</p> <ul style="list-style-type: none"> • Contextual information regarding the budget including key policy drivers • Analysis of service finance performance <ul style="list-style-type: none"> ○ <i>What are the priorities</i> ○ <i>What are the 'hot spots'</i> ○ <i>How are 'hot spots' being addressed</i> ○ <i>What are the risks in the budget</i> ○ <i>How are these being addressed</i> ○ <i>Impact of previous year's budget decisions</i> ○ <i>How does service measure value for money and how does it compare.</i> • Development of specific lines of enquiry for the panel meeting <p><i>Panel meeting</i></p> <ul style="list-style-type: none"> • Information from auditor re use of resources judgement • Presentation from Director of Finance and Business Strategy re context and key policy drivers • Investigation of specific lines of enquiry <p><i>Post panel meeting</i></p> <ul style="list-style-type: none"> • To consider evidence and formulate initial findings

14	EQUALITY IMPLICATIONS	The panel should consider the impact that the budget has on equalities in its considerations
15	ASSUMPTIONS/ CONSTRAINTS	
16	SECTION 17 IMPLICATIONS	The panel should consider the impact that the budget has on section 17 responsibilities in its considerations
17	TIMESCALE	October/November 2006
18	RESOURCE COMMIMTENTS	See attached
19	REPORT AUTHOR	Panel members Service Manager Scrutiny
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To Service Director <input checked="" type="checkbox"/> When November 2006 To Portfolio Holder <input type="checkbox"/> When..... To CMT <input checked="" type="checkbox"/> When December 2006 To Cabinet <input checked="" type="checkbox"/> When January 2007
21	FOLLOW UP ARRANGEMENTS (proposals)	Annual event

OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Pre-scope session				
Finalise scope & obtain O&S/Sub-Committee endorsement	Overview and Scrutiny Committee	Service Manager Scrutiny 0.25	October 2006	Chairman SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 5	September/October 2006	SMS
Meetings/Witnesses/ Visits (specify)	Preparation meeting Panel members 0.5 x Panel meeting Panel members 0.5 x Post panel meeting Panel members 0.5 x	Service Manager Scrutiny 1.5	October/November 2006	Chairman SMS
Collation & evaluation of data/evidence	Panel members 0.5 x	Service Manager Scrutiny 0.5	November 2006	SMS
Review Group determines thrust of report				
Draft report		Service Manager Scrutiny 2	November 2006	SMS
Review Group agrees early draft of report	Panel members 0.25	Service Manager Scrutiny 0.25		Chairman SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Early draft report to accountable manager for confirmation of factual accuracy	Chairman 0.25	Service Manager Scrutiny 0.25	November 2006	SMS
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)				
Review Group sign off report & refer to O&S/Sub-Committee for information/approval				
Review Group's presentation of report to CMT/DMT (if appropriate)	Chairman 0.25	Service Manager Scrutiny 0.25	December 2006	Chairman SMS
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Chairman 0.25	Service Manager Scrutiny 0.25	January 2007	Chairman SMS
Consider if there is a need to publicise report findings				
Final report published & referred to Executive for consideration (Cabinet/Portfolio Holder/Directorate – depending on issues/recommendations)		Scrutiny Officer 0.25	January 2007	SMS
Evaluation of review process	Panel members 0.25 x	Service Manager Scrutiny 0.5	Early October and as part of evaluation work on shop in November	SMS Senior Scrutiny Officer

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Follow up/Monitoring of outcomes			Annual event	
TOTALS	TBA – dependent upon number of councillors	11 days TBA advised dependent upon number of officers		

Contact : Lynne McAdam, Scrutiny Unit, Harrow Council

Appendix Three: Investor in People challenge panel

CHALLENGE PANEL INVESTORS IN PEOPLE - DRAFT SCOPE

1	0	Corporate Investors in People Standard
2	COMMITTEE	Overview and Scrutiny committee
3	REVIEW GROUP	TBA
4	AIMS/ OBJECTIVES/ OUTCOMES	To ensure that the action plans for the delivery of corporate IIP accreditation are robust and that they are being effectively delivered
5	MEASURES OF SUCCESS OF REVIEW	Scrutiny panel able to contribute to successful corporate IIP accreditation
6	SCOPE	Consideration of the efficacy of each service area's action plans for securing corporate IIP accreditation and the progress being made on each of these
7	SERVICE PRIORITIES (Corporate/Dept)	Tackling waste and giving real value for money
8	REVIEW SPONSOR	Chief Executive
9	ACCOUNTABLE MANAGER	Senior Professional Work Development
10	SUPPORT OFFICER	Service Manager Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny Review Administrator
12	EXTERNAL INPUT	
13	METHODOLOGY	<p>Pre-panel meeting</p> <ul style="list-style-type: none"> • Detail of the IIP standard • The gaps/problems in the accreditation process in Harrow. • How effectively action plans will enable the council to meet the criteria for accreditation • Progress on implementing the action plan • Specific areas for more in-depth investigation – director/portfolio holder to be advised • Specific lines of enquiry to be pursued – director/portfolio holder to be advised • Other witnesses to be asked to attend to pursue specific lines of enquiry (e.g. if there appears to be a particular problem, there may be experience elsewhere which might help resolve) <p>Panel meeting</p> <ul style="list-style-type: none"> • <i>Presentation from Senior Professional Work Development re action required to deliver council-wide accreditation</i> • Presentation from strategic leads on progress made on implementation of action plans • Specific lines of enquiry <p><i>Post panel meeting</i></p> <ul style="list-style-type: none"> • Consideration of evidence • Development of conclusions/findings/recommendations

14	EQUALITY IMPLICATIONS	The effective consideration of equalities issues is a core criteria for corporate IIP accreditation																		
15	ASSUMPTIONS/ CONSTRAINTS	None																		
16	SECTION 17 IMPLICATIONS	N/A																		
17	TIMESCALE	November/December 2006																		
18	RESOURCE COMMIMTENTS	See attached																		
19	REPORT AUTHOR	Lynne McAdam																		
20	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process: To Senor Professional Work Development</p> <table> <tr> <td></td> <td><input checked="" type="checkbox"/></td> <td>When December/January 07</td> </tr> <tr> <td>To Service Director</td> <td><input checked="" type="checkbox"/></td> <td>When December/January 07</td> </tr> <tr> <td>To O&S</td> <td><input checked="" type="checkbox"/></td> <td>When January 07</td> </tr> <tr> <td>To Portfolio Holder</td> <td><input type="checkbox"/></td> <td>When.....</td> </tr> <tr> <td>To CMT</td> <td><input checked="" type="checkbox"/></td> <td>When February 07</td> </tr> <tr> <td>To Cabinet</td> <td><input checked="" type="checkbox"/></td> <td>When February 07</td> </tr> </table>		<input checked="" type="checkbox"/>	When December/January 07	To Service Director	<input checked="" type="checkbox"/>	When December/January 07	To O&S	<input checked="" type="checkbox"/>	When January 07	To Portfolio Holder	<input type="checkbox"/>	When.....	To CMT	<input checked="" type="checkbox"/>	When February 07	To Cabinet	<input checked="" type="checkbox"/>	When February 07
	<input checked="" type="checkbox"/>	When December/January 07																		
To Service Director	<input checked="" type="checkbox"/>	When December/January 07																		
To O&S	<input checked="" type="checkbox"/>	When January 07																		
To Portfolio Holder	<input type="checkbox"/>	When.....																		
To CMT	<input checked="" type="checkbox"/>	When February 07																		
To Cabinet	<input checked="" type="checkbox"/>	When February 07																		
21	FOLLOW UP ARRANGEMENTS (proposals)	Report on progress towards corporate accreditation to future O&S																		

OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Pre-scope session				
Finalise scope & obtain O&S/Sub-Committee endorsement	Overview and Scrutiny committee	Service Manager Scrutiny	October 2006	SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 2	September / October 2006	SMS
Meetings/Witnesses/ Visits (specify)	Planning meeting 0.5 x Panel meeting 0.5 x Post panel meeting 0.5 x	Service Manager Scrutiny 1.5	November / December 2006	SMS
Collation & evaluation of data/evidence	Panel members 0.5 x	Service Manager Scrutiny 0.5	December 2006	SMS
Review Group determines thrust of report				
Draft report				
Review Group agrees early draft of report	Panel members 0.25 x	Service Manager Scrutiny 0.25	December / January 2006	SMS
Early draft report to accountable manager for confirmation of factual accuracy	Chairman 0.25	SMS 0.25	December / January 2006	Chairman SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)				
Review Group sign off report & refer to O&S/Sub-Committee for information/approval				
Review Group's presentation of report to CMT/DMT (if appropriate)	Chairman 0.25	Service Manager Scrutiny 0.25	February 2006	Chairman SMS
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Chairman 0.25	Service Manager Scrutiny 0.25	January 2006	Chairman SMS
Consider if there is a need to publicise report findings				
Final report published & referred to Executive for consideration (Cabinet/Portfolio Holder/Directorate – depending on issues/recommendations)	Chairman 0.25	Service Manager Scrutiny 0.25	February 2006	Chairman SMS
Evaluation of review process	Panel members 0.25 x	Service Manager Scrutiny 0.5	March 2006	SMS Senior Scrutiny Officer
Follow up/Monitoring of outcomes	Report to O&S on final outcome			
TOTALS	TBA dependent upon number of councillors	7.75 days		TBA dependent upon number of officers

Contact : Lynne McAdam, Scrutiny Unit, Harrow Council

Appendix Four: Corporate Assessment, self assessment challenge panel

CORPORATE ASSESSMENT CHALLENGE PANEL - DRAFT SCOPE

1	SUBJECT	Corporate Assessment
2	COMMITTEE	Overview and Scrutiny committee
3	REVIEW GROUP	Councillor Brian Gate – Chairman Councillor Jean Lammiman Councillor Margaret Davine Councillor Mitzi Green Councillor Richard Romain Councillor Mark Versallion
4	AIMS/ OBJECTIVES/ OUTCOMES	<ul style="list-style-type: none"> To challenge the integrity of the council's self assessment for corporate assessment and ensure the most robust case for the council's performance has been made To challenge the evidence upon which the self-assessment is based and to make sure good practice has been captured.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> Panel provides robust challenge to the self assessment Scrutiny input into the final self assessment document agreed
6	SCOPE	<p>The panel will consider the council's self-assessment under the key lines of enquiry of the corporate assessment: Context within which the council operates What is the council together with its partners trying to achieve?</p> <ul style="list-style-type: none"> <i>Ambition</i> <i>Prioritisation</i> <p>What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve</p> <ul style="list-style-type: none"> <i>Capacity</i> <i>Performance management</i> <p>What has been achieved</p> <ul style="list-style-type: none"> <i>Sustainable communities and transport</i> <i>Safer and stronger communities</i> <i>Healthier communities</i> <i>Older people</i> <i>Children and young people</i>
7	SERVICE PRIORITIES (Corporate/Dept)	Making Harrow safe, sound and supportive Getting Harrow moving Protecting our environment Tackling waste and giving real value for money Harrow youth Sports, leisure and amenities
8	REVIEW SPONSOR	Acting Chief Executive
9	ACCOUNTABLE MANAGER	Corporate Assessment/Joint Area Review Board
10	SUPPORT OFFICER	Service Manager Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny Review Administrator

12	EXTERNAL INPUT	Borough Commander, Metropolitan Police Service Chief Executive, Primary Care Trust Chief Executive, Harrow Association of Voluntary Service
13	METHODOLOGY	Preparatory meeting <ul style="list-style-type: none"> To consider draft self assessment and identify key questions Panel meeting <ul style="list-style-type: none"> To receive presentation from officers To put key questions to officers under each of the key lines of enquiry and to ensure that the self assessment addresses: <ul style="list-style-type: none"> Community leadership Diversity User focus Value for money Partnership Panel report
14	EQUALITY IMPLICATIONS	Diversity and User focus are key components of the framework against which the council's performance will be measured. It is critical therefore that the self assessment addresses this effectively and that the panel highlights this in its investigation
15	ASSUMPTIONS/ CONSTRAINTS	The completed self assessment must be submitted to the Audit Commission by 16 th October 2006. Therefore the panel's deliberations must be available for incorporation in accordance with this timetable.
16	SECTION 17 IMPLICATIONS	The extent to which the council addresses section 17 of Crime and Disorder Act 1998 is one of the key lines of enquiry within the 'Safer and Stronger Communities' achievement block. This is being addressed through a challenge panel carried out by the Safer and Stronger Communities scrutiny sub committee.
17	TIMESCALE	Panel to meet on 7 th September 2006 Draft report to panel by 22 nd September 2006 Report to Corporate Assessment/Joint Area Review Board by 29 th September 2006 Self assessment submitted to the Audit Commission by 16 th October 2006
18	RESOURCE COMMIMTENTS	See attached
19	REPORT AUTHOR	Panel members Lynne McAdam
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To CA/JAR Board <input checked="" type="checkbox"/> By 29 th September To Portfolio Holder <input type="checkbox"/> When..... To CMT <input type="checkbox"/> When..... To Cabinet <input type="checkbox"/> When..... To O&S committee <input checked="" type="checkbox"/> 10 th October 2006
	FOLLOW UP ARRANGEMENTS (proposals)	Corporate Assessment report to Overview and Scrutiny committee March 2007

OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Pre-scope session				
Finalise scope & obtain O&S/Sub-Committee endorsement	Panel chairman (Agreed by chairman O&S)	Service Manager Scrutiny	August 06	SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 2	August/ September 06	SMS
Meetings/Witnesses/ Visits (specify)	Planning meeting 0.25 x 6 members Panel meeting 0.5 x 6 members	Planning meeting 0.5 Service Manager Scrutiny Panel meeting 0.5 Service Manager Scrutiny	September 2006	Chairman SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Collation & evaluation of data/evidence	Panel members 0.5 x 6	Service Manager Scrutiny 0.5	7 th September 2006	Panel Chairman
Review Group determines thrust of report				
Draft report		Service Manager Scrutiny 2	22 nd September 2006	SMS
Review Group agrees early draft of report	Panel members 0.25 x 6			
Early draft report to accountable manager for confirmation of factual accuracy				
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)				
Review Group sign off report & refer to O&S/Sub-Committee for information/approval				
Review Group's presentation of report to CMT/DMT (if appropriate)				
Final report to accountable manager		Service Manager Scrutiny	29 th September	SMS
Final report of Group to O&S/Sub- Committee for approval (if necessary)	Panel chairman 0.25	Service Manager Scrutiny 0.25	10 th October	SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person
Consider if there is a need to publicise report findings				
Final report published & referred to Executive for consideration* (Cabinet/Portfolio Holder/Directorate – depending on issues/ recommendations) * for information	Scrutiny Officer 0.25		After 10 th October	SMS
Evaluation of review process	Panel members 0.25 x 6	Service Manager Scrutiny 0.5	Early October and as part of evaluation work shop in November	SMS Senior Scrutiny Officer
Follow up/Monitoring of outcomes				
TOTALS	10.75 days (6 councillors – average 1.8)	6.5 days		
		10.5 days (average .875 per person)		

Contact : Lynne McAdam. Service Manager Scrutiny, Scrutiny Unit, Harrow Council



Meeting: Overview and Scrutiny Committee
Date: 10th October 2006
Subject: Scrutiny Work Programme
Responsible Officer: Director People, Performance and Policy
Contact Officer: Lynne McAdam
Portfolio Holder: Business Development
Key Decision: No
Status: Public

Section 1: Summary

This report outlines the proposed scrutiny work programme for 2006 – 10.

Decision Required

Members are asked to:

- Consider the proposed work programme for the Overview and Scrutiny committee, attached as Appendix One and agree those items they wish to pursue and the methodology they wish to use
- Note the work programmes for the Safer and Stronger Communities and Sustainable Development and Enterprise sub committees attached as Appendices Two and Three respectively
- Note the full list of agenda items for the scrutiny committees attached as Appendix Four and refer it to Full Council for information
- Request that the work programmes for the Children and Young People and Adult Health and Social Care sub committees are presented to the meeting in November
- Identify chairmen for the budget and Investor in People challenge panels and for the procurement review programme
- Set up the working group to consider the cultural services inspection improvement plan

Reason for report

It is a constitutional requirement that the work programme for the Overview and Scrutiny committee is agreed by the committee. It is also a constitutional requirement that the scrutiny sub committees' work programmes are considered by the Overview and Scrutiny sub committee

Benefits

The committee has the opportunity to contribute to the improvement of services for local people and the work of the council in a number of ways. By carefully structuring the work programme, the committee has the opportunity to:

- Gain maximum benefit out of the value they can add.
- Target the areas of the most strategic importance.
- Consider its work levels and any resource implications that may be presented.

Cost of Proposals

The cost of delivering the scrutiny work programme will be met from within existing resources. There are no additional costs associated with the recommendations in this report.

Risks

Failing to consider the work programme in detail may mean opportunities for scrutiny to contribute to the improvement of services for local people and the work of the council may be diminished.

Implications if recommendations rejected

The Overview and Scrutiny committee is required to agree a work programme each year. Each sub committee contributes to this process by determining its own work programme and feeding this into the Overview and Scrutiny Committee. Failure to agree its work programme would mean this committee would not be able to meet its constitutional responsibilities

Section 2: Report

Brief History

The July meeting of the Overview and Scrutiny committee received a report outlining initial proposals regarding the scrutiny work programme for 2006 – 2010. This meeting was the first following the elections in May and given there had only been limited consultation on the proposals, it was recommended that the work programme be considered during the summer recess period and a final report brought to this October meeting.

In September 2005, the Overview and Scrutiny committee agreed the 'Principles and Protocols of Scrutiny'. This document outlines the process by which the work programme will be developed. In particular, the document states that items included in the committees' work programme should:

- Be identified as a particular concern to residents (residents surveys/consultation exercises) and not necessarily solely within the remit of the council
- Focus on areas of poor performance (for example as highlighted by Best Value Performance Indicators (BVPIs))
- Focus on areas of apparent high cost and poor performance
- Focus on the delivery of improved outcomes for local people not simply the internal structures or functions of local organisations
- Assist the council to achieve its corporate priorities
- Be identified by either senior officers or cabinet as a problematic area where the resources of overview and scrutiny would help identify service solutions
- Focus on the source of a high level of complaints
- Focus on an area in which the council wishes to develop policy
- Focus on an area in which government legislation is being developed and which would benefit from early consideration by overview and scrutiny committee/sub committees
- Be informed by the programme of inspection work to be undertaken by external inspectors in order to support rather than duplicate investigation (if appropriately programmed scrutiny could assist in identifying problematic areas, identifying solutions and thus contributing towards improved inspection score)
- Be informed by services own service improvement programme, adding value to this process by offering support to service investigations rather than duplicating.

Members are asked to bear these principles in mind when agreeing the work programme.

The projects included as Appendix One were identified through:

- Executive directorate service plans
- Meetings with the relevant directors/managers to discuss key issues in their areas
- Issues arising from performance monitoring – services requiring attention (poor performance) (council and partner)
- Joint priorities for the council and partners arising from the Local Area Agreement (LAA)
- Central government policy direction and areas identified by inspectorates.

This report also includes the agreed work programmes for the scrutiny sub committees for consideration by the committee

The report to the July committee included detail as to why the particular projects have been included in the work programme. This information is reproduced below.

- **Corporate Assessment Challenge Panel** – the council is due to undergo its corporate assessment in November 2006. At its July meeting the Overview and Scrutiny committee agreed to undertake this piece of work. The report from the panel is included on the agenda of this evening's meeting.
- **Budget Challenge Panel** – the Overview and Scrutiny committee has responsibility to scrutinise the council's budget and budget setting process. It has been suggested that scrutiny of the budget would be more effectively delivered outside of the formal committee structure. It is therefore proposed that a ½ day session to which all appropriate officers, the Director of Finance and Business Services, the Leader and Deputy Leader are invited to discuss the budget is held. It is proposed that this process be undertaken on an annual basis. The scope for this project is included elsewhere on the agenda for this evening's meeting. Members are asked to identify a chairman for this project.
- **Investors in People Challenge Panel** – At its meeting in July, the Overview and Scrutiny committee agreed to hold a challenge panel to support the delivery of corporate Investor in People accreditation. The scope for this project is included elsewhere on the agenda for this evening's meeting. Members are asked to identify a chairman for this project.
- **NHS Financial Situation** – the financial crisis faced by the local health service trusts is serious and is having considerable impact upon services across the council. In order to investigate the performance of local trusts, to monitor the delivery of the respective recovery plans and to identify the impact that this crisis has on residents in general, the Standing Scrutiny Review of NHS Finances (O&S) has been established. The scope for the work of this review is included in the scoping report also on the agenda of this evening's committee.
- **Procurement Programme**– there are a number of components to this programme of work, which could include the effectiveness of procurement arrangements as they currently exist, the management and monitoring of procurement arrangements and the exploitation of growing opportunities for extending procurement arrangements across partnerships. Members are asked to identify a chairman for this programme of work.

- **Culture Programme** –The July meeting of the Overview and Scrutiny committee agreed to consider the detail of the cultural services inspection improvement plan to identify a programme of work. It was agreed that a planning meeting would be held in order to support this proposal. Members are asked to identify membership for this project.
- **Community Strategy** – A report introducing the council’s refreshed community strategy is on the agenda for this evening’s meeting.
- **MORI Quality of Life Survey** – the council is currently undertaking a survey of residents satisfaction with services, the area and quality of life in general. This is an important piece of research which should be used to help shape the longer term work programme of the committee and the sub committees
- **Local Area Agreement refresh** – the council will need to consider refreshing the Local Area Agreement targets. Scrutiny might like to hold a specific challenge panel to consider this in the light of progress made so far and the findings of the MORI survey and the refreshed community strategy
- **Community Engagement strategy** – councillors may wish to revisit the implementation of the council’s recently agreed community engagement strategy through a report to committee
- **Power enquiry** – members might like to consider the final report and response to the council’s ‘Open Budget’ process, which took place in 2005. It is suggested that this takes the form of a report to committee
- **HR Programme** – a number of pieces of work have been suggested during discussions with officers, which should contribute to the effective development of staff and staff processes and may also address some of the issues raised in the 2006 staff survey.
- **Olympic programme** – this is an item that has been carried over from the previous committee’s work programme. Members have agreed a programme of work to ensure that the benefits that can accrue to the local community from the London Olympics and Paralympics are maximised and the negative impacts are minimised.
- **Audit and Risk** – this is a regular item on the committee’s agenda. It is suggested that a focussed challenge panel will deliver a more effective analysis of the council’s performance in this important area. It is suggested that this is held on an annual basis.

- **Community Calls to Action** – Both the ‘Our Health, Our Care’ White Paper and the Police and Justice Bill have proposed the introduction of ‘community calls to action’ and an enhanced role for scrutiny. As these proposals are clarified, particularly in the light of the anticipated Local Government White Paper, a report on the implications for the organisation of the scrutiny committees and potential impact on the work programme will be presented to councillors.
- **Ombudsman’s Annual Report** – each year the Local Government Ombudsman produces a report on the number of complaints received and investigated and the findings with regard to these complaints. It is important that the committee is made aware of trends with regard to the level and outcome of Ombudsman’s investigations in order that any potential more systemic issues are identified at an early stage.
- **Services for People with Special Educational Needs** – the review of adult and community learning which was undertaken by the Lifelong Learning sub committee last year identified concerns with regard to how adults with special educational needs access services. A number of issues around strategic thinking and priority setting have also been raised. This project would probably need to be undertaken via in depth review and would not be able to start before the next municipal year and then subject to prioritisation alongside other items included in the work programme for 2007/09
- **New Harrow Project** – the Overview and Scrutiny committee has for some time proposed to undertake a review of the value for money of the New Harrow Project and the phase 2 review of MMR recommended also recommended that this review be undertaken in order to investigate the cost effectiveness of the MMR process. The proposal has been included in year two of the programme as there are no resources within the team to carry this piece of work out at present.

At each of their meetings in July, the scrutiny committees agreed to undertake projects over the summer period using more streamlined methodologies. Final decisions on their work programmes have been made by the Safer and Stronger Communities and Sustainable Development and Enterprise sub committees. These are attached as Appendices Two and Three respectively. Children and Young People and Adult Health and Social Care sub committees will submit their finally agreed work programme to the Overview and Scrutiny committee meeting in November.

A report on the deliberations of the corporate assessment challenge panel, commissioned by Overview and Scrutiny committee is included on this meeting's agenda. In order to assess the efficacy of the new methodologies, all scrutiny councillors will be invited to participate in an evaluation seminar which will take place in November 2006. The findings of this seminar and the results of consultation with officers who have participated in these processes will be presented to Overview and Scrutiny committee in January 2007.

The report also includes, as Appendix Four, the complete list of agenda items for all committees for 2006 –07.

Options considered

Options for inclusion in the work programme are included in the appropriate appendices.

Consultation

Consultation on the development of the work programme was undertaken with:

- Relevant Executive Directors and Directors;
- The community via Harrow's website;
- All Members of council;
- Key partners – Harrow PCT, Metropolitan Police Service

Financial Implications

The scrutiny budget for 2006/07 is £340,400 which is made up of £282,090 for salaries and £58,310 for projects and other expenditure. These projects will be delivered within this provision.

Legal Implications

There are none specific to this report

Equalities Impact

Scrutiny reviews make a significant contribution to the improvement of services for Harrow's multicultural community. When considering any item on the work programme across the year, the committee specifically takes into consideration how to engage with and meet the diverse needs of residents.

Section 17 Crime and Disorder Act 1998 Considerations

Individual scrutiny reviews may impact on crime and disorder and details are given in the Appendices.

Section 3: Supporting Information/ Background Documents

- Appendix One: Suggested topics for the Overview and Scrutiny committee work programme 2006 – 2010
- Appendix Two: Agreed topics for the Safer and Stronger Communities scrutiny sub committee work programme 2006 – 2010
- Appendix Three: Agreed topics for the Sustainable Development and Enterprise scrutiny sub committee work programme 2006 – 2010
- Appendix Four: Complete list of agenda items for all committees for 2006 – 07

Appendix One: Suggested topics for the Overview and Scrutiny committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Budget ½ day challenge panel	Budget ½ day challenge panel	Budget ½ day challenge panel	Budget ½ day challenge panel
Impact of NHS financial situation Working party	Impact of NHS financial situation Working party		
Procurement programme • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR	Procurement programme • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR	Procurement programme • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR	Procurement • Management/ monitoring IDR • Delivering savings IDR • Procurement partnerships IDR
Community Engagement strategy Report	NHP Value for Money LTR		
Community strategy Report	Services for People with Special Educational Needs IDR		
Corporate assessment ½ day challenge panel			
Power enquiry Report			
HR Programme • Motivating and rewarding staff - IDR • Harrow council as an employer IDR • Internal communications LTR • Recruiting BME staff IDR • Revised strategy for people – ½ day challenge			

<ul style="list-style-type: none"> Management development post MMR – LTR 				
Olympics programme	Olympics programme	Olympics programme	Olympics programme	Olympics programme
Audit/Risk	Audit/Risk	Audit/Risk	Audit/Risk	Audit/Risk
½ day challenge panel	½ day challenge panel	½ day challenge panel	½ day challenge panel	½ day challenge panel
MORI outcomes	MORI outcomes			
Report	Report			
	Equalities programme	Equalities programme	Equalities programme	Equalities programme
Community calls to action – implications of the Local Government white paper(s)				
Report				
Ombudsman’s annual report	Ombudsman’s annual report	Ombudsman’s annual report	Ombudsman’s annual report	Ombudsman’s annual report
Report	Report	Report	Report	Report
	Service and corporate planning			
	LTR			
	Embedding performance management			
	LTR			
Culture programme	Culture programme	Culture programme	Culture programme	Culture programme
<ul style="list-style-type: none"> Cultural strategy ½ day challenge panel Arts culture Harrow LTR 				
Investor in People				
½ day challenge panel				
Local Area Agreement refresh				
½ day challenge panel				

Appendix Two: Agreed topics for the Safer and Stronger Communities scrutiny sub committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
<p>Safer communities programme</p> <ul style="list-style-type: none"> • Decision making processes (S17 mainstreaming) - challenge 	<p>Safer communities programme</p> <ul style="list-style-type: none"> • RFOC – report • People (ASB, social cohesion) – IDR • Physical (Licensing, enforcement, envirocrime – IDR 	<p>Safer communities programme</p> <ul style="list-style-type: none"> • Fear of crime reassessment – report • ASB – IDR • Enforcement/ Envirocrime - IDR 	<p>Safer communities programme</p> <ul style="list-style-type: none"> • Fear of crime reassessment – report • ASB – IDR • Enforcement/ Envirocrime – IDR
<p>CDRP 6 – monthly assessments Report/challenge</p> <p>Anti-poverty programme</p> <ul style="list-style-type: none"> • Financial inclusion (links to voluntary sector programme – capacity building) • Fuel poverty IDR <p>Strategic Objectives for community cohesion Report</p>	<p>CDRP 6 – monthly assessments Report/challenge</p>	<p>CDRP 6 – monthly assessments Report/challenge</p>	<p>CDRP 6 – monthly assessments Report/challenge</p>
	<p>Voluntary Sector Programme</p> <ul style="list-style-type: none"> • Developing a strategic relationship with the sector • Future role/purpose of 	<p>Voluntary Sector Programme</p> <ul style="list-style-type: none"> • Developing a strategic relationship with the sector • Future role/purpose of 	

	<p>grant funding</p> <ul style="list-style-type: none"> Arts culture Harrow Increasing the voluntary sector's capacity 	<p>grant funding</p> <ul style="list-style-type: none"> Arts culture Harrow Increasing the voluntary sector's capacity 	
	<p>Public Realm infrastructure Liveability and public spaces IDR</p>		
	<p>Phone booth provision LTR</p>		
	<p>Area working programme</p> <ul style="list-style-type: none"> Extended schools – LTR Neighbourhood working 	<p>Area working programme</p> <ul style="list-style-type: none"> Extended schools – LTR Neighbourhood working 	<p>Area working programme</p> <ul style="list-style-type: none"> Extended schools – LTR Neighbourhood working
Community plan Report			

Appendix Three: Agreed topics for the Sustainable Development and Enterprise scrutiny sub committee work programme 2006 – 2010

Year One	Year Two	Year Three	Year Four
Impact of changes in Harrow's demography Programme	Impact of changes in Harrow's demography Programme	Impact of changes in Harrow's demography Programme	Impact of changes in Harrow's demography Programme
Drought preparations ½ day challenge panel COMPLETE			
Borough-wide economic development ½ day challenge panel REPORT IN NOVEMBER			
Tourism Review ½ day challenge panel REPORT IN NOVEMBER			
Residents' Information Pack LTR COMPLETE	Energy consumption LTR		
	West London Alliance (ACL case study) IDR	Accessibility LTR	
		Traffic management IDR	
	Housing Programme of work / working pty	Housing Programme of work / working pty	Housing Programme of work / working pty

Appendix Four: Complete draft list of agenda items for all committees for 2006 –07

DRAFT LIST OF AGENDA ITEMS FOR 2006/07

OVERVIEW AND SCRUTINY COMMITTEE

Meeting	Item
10 October 2006	
	<ul style="list-style-type: none"> • Business Transformation Partnership/IT Update
	<ul style="list-style-type: none"> • Health and Safety Executive Inspection Update
	<ul style="list-style-type: none"> • Business Continuity Planning – Update
	<ul style="list-style-type: none"> • Community Strategy – Refresh
	<ul style="list-style-type: none"> • Efficiency Projects
	<ul style="list-style-type: none"> • Corporate Assessment Challenge Panel Report
	<ul style="list-style-type: none"> • Scopes - IIP Scope/ Budget Scope/ St Scrutiny Review of NHS finances (O&S)
	<ul style="list-style-type: none"> • Scrutiny Project Plan/Work Programme
	<ul style="list-style-type: none"> • Corporate Governance
	<ul style="list-style-type: none"> • Procurement
	<ul style="list-style-type: none"> • Scrutiny Discussion Forum
	<ul style="list-style-type: none"> • MMR Update for October
	<ul style="list-style-type: none"> • Financial Position
14 Nov 2006 (Special)	
	<ul style="list-style-type: none"> • Question and Answer Session with the Leader and the Acting Chief Executive (Budget)/Deputy Leader
	<ul style="list-style-type: none"> • Open Budget Process
	<ul style="list-style-type: none"> • Budget Challenge Panel
21 Nov 2006	
	<ul style="list-style-type: none"> • Q&A Session on - <ul style="list-style-type: none"> - Delivering the Corporate Strategy - Budget/Financial issues - Access Harrow - Acting Chief Executive's priorities.
	<ul style="list-style-type: none"> • One Stop Shop – Update/ Business Transformation Partnership/IT Update
	<ul style="list-style-type: none"> • Cultural Services Programme
	<ul style="list-style-type: none"> • MORI
	<ul style="list-style-type: none"> • Local Area Agreement (LAA) – Current Performance
	<ul style="list-style-type: none"> • Procurement - Scope
	<ul style="list-style-type: none"> • Communications Strategy for Scrutiny
	<ul style="list-style-type: none"> • Olympics 2012

Meeting	Item
	<ul style="list-style-type: none"> • Teachers' Centre report
	<ul style="list-style-type: none"> • Improvement Approaches in Local Government (including update on Peer Review)
29 Jan 2007 (Theme - Human Resources)	
	<ul style="list-style-type: none"> • Invite HR Portfolio Holder
	<ul style="list-style-type: none"> • Strategy for People (Q&A)
	<ul style="list-style-type: none"> • Level 4 Equality Standards + comparison with other boroughs
	<ul style="list-style-type: none"> • IIP
	<ul style="list-style-type: none"> • MORI
	<ul style="list-style-type: none"> • Local Area Agreement (LAA) - Current Performance
	<ul style="list-style-type: none"> • Review of New Way of Working
	<ul style="list-style-type: none"> • Results of the Budget Challenge Panel
	<ul style="list-style-type: none"> • NHS Finance Review
	<ul style="list-style-type: none"> • Business Transformation Partnership/IT Update
	<ul style="list-style-type: none"> • Corporate Governance
	<ul style="list-style-type: none"> • Future of Inspection
27 March 2007	
	<ul style="list-style-type: none"> • Business Transformation Partnership/IT Update
	<ul style="list-style-type: none"> • Corporate Assessment Result
	<ul style="list-style-type: none"> • Community Engagement Strategy
	<ul style="list-style-type: none"> • Hear Say Review
24 April 2007	
	<ul style="list-style-type: none"> • Business Transformation Partnership/IT Update
	<ul style="list-style-type: none"> • Annual Report of the Overview and Scrutiny Committee
	<ul style="list-style-type: none"> • Scrutiny Report Format
	<ul style="list-style-type: none"> • IPAD
	<ul style="list-style-type: none"> • Update on Corporate Governance
	<ul style="list-style-type: none"> • Best Value Performance Plan
	<ul style="list-style-type: none"> • Corporate Plan
	<ul style="list-style-type: none"> • Review of Reconfiguration of Scrutiny Committees

NB: Regular reports at each meeting

- Strategic Performance Report
- Progress Reports on Reviews - Members' Verbal Updates
- Current Scrutiny Work Programme *Info Circ*

6 Monthly Reports

- Update on Corporate Governance

Also need to programme in:-

- Six-monthly/annual attendance by the Leader and the Chief Executive and the Business Development PH (re: Performance)
- Outcome of Executive consideration of completed reviews
- Reports on issues arising related to risk
- Reporting of External Assessments once they have been considered by Cabinet
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet

DRAFT LIST OF AGENDA ITEMS FOR 2006/07

SUSTAINABLE DEVELOPMENT AND ENTERPRISE SCRUTINY SUB-COMMITTEE

Meeting	Item
September 25	
	Report of Light Touch Review of Residents' Information Pack
	Report of Challenge Panel Investigation of Drought Planning Work Programme
	Demography Review Programme – Information on Scoping
	Borough-Wide Economic Development – Planning
	Tourism – Planning
	Strategic Performance Report (info circ)
November 28	
	Demography Review Programme – Scope
	Report of Challenge Panel Investigation of Borough-Wide Economic Development
	Report of Challenge Panel Investigation of Tourism Review
	Parking and Planning Issues Single report to consider various parking issues and other matters related to the Local Development Framework. Portfolio Holder to attend.
	Community Strategy
	Update on Local Area Agreement
	Feedback on Comprehensive Performance Assessment (verbal)
March 8	
	Demography Review – Update
	Housing Programme – Information on Scoping
	West London Alliance – Scope
	Energy Use – Scope
	Confirmation of 2007/08 work programme
	Water management review update
June (date tbc)	
	Demography Review – Report on First Topic and Scope on Second Topic
	Housing Programme – Scope
	ACL / West London Alliance – Update
	Energy Use – Update

Meeting	Item
	Annual Update – 2005/06 Review of Adult and Community Learning
	Attendance of Portfolio Holder
	Town Centre Redevelopment – Update
	Update on Local Area Agreement
September (date tbc)	
	Demography Review – Update on Second Topic
	West London Alliance – Update
	Energy Use – Report

NB: Regular reports at each meeting

- Reporting of relevant extracts from the Strategic Performance Report (Min 216 of O&S on 19/10/04 refers).
- Progress Reports on Reviews
- Quarterly Monitoring of NHP Public Realm Maintenance Implementation (to include Community Safety LPSA targets) *Info Circ*
- Work Programme for the Sustainable Development and Enterprise Scrutiny Sub-Committee 2006/07 *Info Circ*

6 Monthly Reports

- Update on Corporate Governance

Also need to programme in:-

- Annual/six-monthly attendance by the Urban Living - Public Realm/Property, Housing Planning (Development) & Planning (Strategic) Portfolio Holders
- Outcome of Executive consideration of completed reviews
- Monitoring of recommendations arising from completed reviews
- Reporting of External Assessments once they have been considered by Cabinet
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet

ADULT HEALTH & SOCIAL CARE SCRUTINY SUB-COMMITTEE

Meeting	Item
21 June 2006	
	<ul style="list-style-type: none"> • Policy Context for Adult Health and Social Care Scrutiny Sub-Committee
	<ul style="list-style-type: none"> • Work Programme for 2006/07
	<ul style="list-style-type: none"> • Local Area Agreement
	<ul style="list-style-type: none"> • Harrow PCT - Update on the Financial Position
	<ul style="list-style-type: none"> • Planning for a Flu Pandemic - Report from Harrow PCT - Pandemic Flu Arrangements
	<ul style="list-style-type: none"> • Harrow Primary Care Trust Community Facilities Review (Update)
	<ul style="list-style-type: none"> • Burns and Plastics at Mount Vernon Hospital
	<ul style="list-style-type: none"> • Wheelchair Services – Harrow PCT
	<ul style="list-style-type: none"> • Northwick Park Hospital – Update on Maternity Services Action Plan
	<ul style="list-style-type: none"> • Joint Overview and Scrutiny Committee for Northwick Park Hospital redevelopment
13 Sept 2006	
	<ul style="list-style-type: none"> • Department of Health White Paper – ‘Our Health, Our Care, Our Say’
	<ul style="list-style-type: none"> • Harrow Primary Care Trust – Update on Financial Position, including Recovery Plan
	<ul style="list-style-type: none"> • North West London Hospitals Trust – update on financial position including financial recovery plan
	<ul style="list-style-type: none"> • Northwick Park Hospital – Maternity Issues and General Developments
	<ul style="list-style-type: none"> • Harrow PCT Community Facilities Consultation: Update and Outcomes
	<ul style="list-style-type: none"> • Outcomes from the PCT Review of Sexual Health
	<ul style="list-style-type: none"> • Letter of response from the Sub-Committee to the PCT regarding consultation on transferral of clinic services <i>INFO CIRC</i>
	<ul style="list-style-type: none"> • Burns and plastics at Mount Vernon Hospital <i>INFO CIRC</i>
	<ul style="list-style-type: none"> • Community Plan for Harrow 2006-2020 (formerly Community Strategy Refresh)
	<ul style="list-style-type: none"> • Central and North West London NHS Mental Health Trust – Application to become an NHS Foundatin Trust

Meeting	Item
31 Oct 2006	
	<ul style="list-style-type: none"> • Strategic Performance Report (2006/07 quarter 1) <i>INFO CIRC</i>
	<ul style="list-style-type: none"> • Outcomes from the North West London Strategic Health Authority Review of Healthcare in North West London (<i>Our Healthy Future</i>)
	<ul style="list-style-type: none"> • Draft scope for a review on domiciliary care
	<ul style="list-style-type: none"> • Obesity strategy for Harrow
	<ul style="list-style-type: none"> • Community Strategy - Refresh
	NB Consultation on strategic options for North West London Hospitals Trust → Scrutiny working group on NHS finances, but any plans for consultation pre-Nov should come to AHSC Committee
12 Dec 2006	
	<ul style="list-style-type: none"> • CSCI Annual Review Monitoring Letter & Star Rating and Published Tables of the Personal Social Services Performance Assessment Framework (PAF) Indicators
	<ul style="list-style-type: none"> • Annual Report on Social Services Complaints
	<ul style="list-style-type: none"> • Annual Report of Director of Infection Prevention and Control for NWL Hospitals
	<ul style="list-style-type: none"> • Draft scope for review on obesity
	<ul style="list-style-type: none"> • Outcomes from the inspection of mental health services
	<ul style="list-style-type: none"> • Preparations for Question and Answer session with Portfolio Holder
	<ul style="list-style-type: none"> • Strategic Performance Report (2006/07 quarter 2) <i>INFO CIRC</i>
	NB Response to NWLHT consultation Scrutiny will be conducted by Scrutiny working group on NHS finances
20 March 2007	
	<ul style="list-style-type: none"> • Annual Report of the Overview and Scrutiny Committee
	<ul style="list-style-type: none"> • Scrutiny response to NHS Trusts' Annual Health Check Submissions
	<ul style="list-style-type: none"> • Report of the review on domiciliary care
	<ul style="list-style-type: none"> • Question and Answer session with portfolio holder(s)

Meeting	Item
	<ul style="list-style-type: none"> • Strategic Performance Report (2006/07 quarter 3) <i>INFO CIRC</i>
18 April 2007	
	<ul style="list-style-type: none"> • Annual Report of the Overview and Scrutiny Committee
	<ul style="list-style-type: none"> • Northwick Park Hospital – update on implementing maternity services action plan and maintaining changes post-action plan
	<ul style="list-style-type: none"> • Draft scrutiny work programme for 2006/07

Also for inclusion in 2006/2007 Work Programme:

- Mount Vernon Hospital Service Plan and other developments
- Cancer Strategy (Strategic Health Authority Review)
- Work Programme – scope, prioritisation and methodology, Min 13(2), 21 June 2006

NB: Regular reports at each meeting

- Reporting of relevant extracts from the Strategic Performance Report (Min 216 of O&S on 19/10/04 refers).
- Progress Reports on Reviews – written update report
- Work Programme for the Adult Health and Social Care Scrutiny Sub-Committee 2006/07 *Info Circ*

Also need to programme in:-

- Annual/six-monthly attendance by the People First/Issues Facing Older People/Issues Facing People with Special Needs Portfolio Holders and any other relevant portfolio holders
- Outcome of Executive consideration of completed reviews
- Monitoring of recommendations arising from completed reviews
- Reporting of External Assessments once they have been considered by Cabinet
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet

Dec 2006 meeting

Annual Report of Director of Infection Prevention and Control for NWL Hospitals
[INCLUDED ABOVE]

DRAFT LIST OF AGENDA ITEMS FOR 2006/07

CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE

Meeting	Item
27 June 2006	<ul style="list-style-type: none"> • Update on Children Services Issues <ul style="list-style-type: none"> - Children and Young People's Plan - SEN – Summary Report - Healthy Lifestyles - Harrow Sixth Form Collegiate • Work Programme 2006/07
18 Oct 2006	<ul style="list-style-type: none"> • Governors Web Forum • Harrow Teachers' Centre – Update • Sub-Committee Work Programme, 2006/07 <i>Info Circ</i> • Report of the Light Touch review of Looked after Children • Report of the Light Touch Review of School Nursing • Update on Extended Schools • Verbal Feedback on the challenge session looking at the Corporate Assessment and JAR self-assessment (conducted by O&S in Sept) • Review of Catering Services – with special reference to provision of drinking water in schools • Community Strategy - Refresh • Update on Children's Services Issues – Parent Partnership Services – questions from Members • Adoption Inspection – progress report – Action Plan
4 Dec 2006 (Informal – preparation of Q&A Session for 9 Jan meeting)	<p><i>This special has traditionally been a single item meeting to enable consultation on the Council's proposed education budget to take place. However, the Government has decided to provide ring-fenced funding for schools from the Department of Education and Skills (DfES) to local authorities (known as the Dedicated Schools Grant), rather than general local government funding and Council Tax. Local authorities retain responsibility for distributing this funding to schools according to local needs and priorities. In 2005-06 the December special was cancelled and the budget considered as part the People First budget item considered in January as part of the budget and service planning cycle.</i></p>

Meeting	Item
9 Jan 2007 Q&A Session with Portfolio Holder(s)	
	<ul style="list-style-type: none"> • People First Education Budget 2006/07 and Medium Term Budget Strategy
	<ul style="list-style-type: none"> • JAR Outcomes and action plan
	<ul style="list-style-type: none"> • Q&A Session with PHs
	<ul style="list-style-type: none"> • Update on Harrow Sixth Form Collegiate
13 Feb 2007	
	<ul style="list-style-type: none"> • Distribution of SEN statements
	<ul style="list-style-type: none"> • Achievement and attainment including performance information for schools
	<ul style="list-style-type: none"> • Children and Young people Plan - Update
	<ul style="list-style-type: none"> • School Governor Vacancies
	<ul style="list-style-type: none"> • Adult and Community Learning Scrutiny Review update on progress against the action plan
	<ul style="list-style-type: none"> • Annual Report of the Overview and Scrutiny Committee
17 April 2007	
	<ul style="list-style-type: none"> • Every Child Matters – achieve economic well-being
	<ul style="list-style-type: none"> • Annual report of the Overview and Scrutiny Committee
	<ul style="list-style-type: none"> • Draft Scrutiny Work Programme for 2007/08

NB: Regular reports at each meeting

- Performance Reporting (Min 216 of O&S on 19/10/04 refers).
- Progress Reports on Reviews – Members' Verbal Updates
- Work Programme for the Children and Young People Scrutiny Sub-Committee 2006/07 *Info Circ*

NB: Regular report to Jan meetings

- Better Outcomes for Children in Care - to include information on SATs results (Min 240 – 19/10/05 refers)

Also need to programme in:-

- Annual/six-monthly attendance by the People First/Issues facing young people/Issues facing people with special needs/Community Equality Portfolio Holders
- Outcome of Executive consideration of completed reviews
- Monitoring of recommendations arising from completed reviews
- Reporting of External Assessments once they have been considered by Cabinet/Portfolio Holder
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet

October 2006

- Update report on the Harrow Teachers' Centre (Min 243 – 19/10/05 refers)

Six-monthly

- Update on the Harrow Sixth Form Collegiate (Min 11 res 6 – 27 June 2006)
[INCLUDED ABOVE]

Joint meeting of H&SC and LL

1. Preparation for the Joint Area Review (Min 23, Joint meeting held on 18 Jan 2006 refers) – Joint Committees to consider the inspection report as part of the Work Programme, following approval at Cabinet.
2. Update on the Development of People First (Min 25, Joint meeting held on 18 Jan 2006 refers) – to inform the Sub-Committees of the structure once approved by Cabinet. **(ACTIONED)**
3. Adoption Inspection, September 2005 (Min 26, Joint meeting held on 18 Jan 2006 refers) – the action plan to be considered at the next meeting of the Joint Committee.

DRAFT LIST OF AGENDA ITEMS FOR 2006/07

SAFER AND STRONGER COMMUNITIES SCRUTINY SUB-COMMITTEE

Meeting	Item
5 July 2006	
	<ul style="list-style-type: none"> • Crime & Disorder Act Review Recommendations – Implications for Scrutiny
	<ul style="list-style-type: none"> • Scrutiny Work Programme 06/07
	<ul style="list-style-type: none"> • Partnership Working in Harrow and the HSP
	<ul style="list-style-type: none"> • Scrutiny Policy Briefings
	<ul style="list-style-type: none"> • Removal of Public Call Boxes
	<ul style="list-style-type: none"> • Urban Living Briefing
	<ul style="list-style-type: none"> • Reducing Fear of Crime – Update on progress against the recommendations
28 Sept 2006	
	<ul style="list-style-type: none"> • Q&A with portfolio holder for Urban Living - Public Realm
	<ul style="list-style-type: none"> • Section 17 of the Crime & Disorder Act 1998 – challenge panel report
	<ul style="list-style-type: none"> • Community plan refresh
	<ul style="list-style-type: none"> • Scrutiny work programme
23 Jan 2007	
	<ul style="list-style-type: none"> • Alcohol Misuse Strategy
	<ul style="list-style-type: none"> • Attendance by Borough Commander, Harrow Police
	<ul style="list-style-type: none"> • Local Area Agreement refresh and outcomes from the MORI survey
	<ul style="list-style-type: none"> • Reducing fear of crime scrutiny review – Update on progress against the recommendations
	<ul style="list-style-type: none"> • Crime & Disorder Act Review Recommendations
Meeting	
5 April 2007	
	<ul style="list-style-type: none"> • Scrutiny Annual Report
	<ul style="list-style-type: none"> • Crime and Disorder Act review
	<ul style="list-style-type: none"> • Strategic objectives for community cohesion
	<ul style="list-style-type: none"> • Clean Neighbourhoods and Environment Act

NB: Regular reports at each meeting

- Strategic Performance Report (Min 216, O&S, 19/10/04 refers)
- Progress Reports on Reviews
- Work Programme for the Safer and Stronger Communities Scrutiny Sub-Committee 2006/07 *Info Circ*

Also need to programme in:-

- Annual/six-monthly attendance by the Urban Living – Public Realm Portfolio Holder
- Outcome of Executive consideration of completed reviews
- Monitoring of recommendations arising from completed reviews
- Reporting of External Assessments once they have been considered by Cabinet/Portfolio Holder
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet

Six –monthly reports

- Reducing Fear of Crime Scrutiny Review – progress report (Min 14, 5 July 2006)



Meeting:	Overview and Scrutiny Committee
Date:	10 th October 2006
Subject:	Business Continuity Management Update Report
Responsible Officer:	Myfanwy Barrett – Director of Finance and Business Strategy
Contact Officer:	Kan Grover – Business Continuity Officer
Portfolio Holder:	Councillor David Ashton
Key Decision:	No
Status:	Part 1 – Public

Section 1: Summary

Decision Required

- To note the current position with regard to Business Continuity Management within the Council and the promotion of business continuity generally to local small and medium sized enterprises.

Reason for report

- At its meeting on 25th April 2006 the Committee considered a report on Business Continuity Management and requested an update report in October.

Benefits

- Compliance with our statutory duty under the Civil Contingencies Act 2004.
- Ensure that we are providing Business Continuity advice that is consistent with our neighbouring boroughs in West London.
- Effective launch of the Business Continuity Management process in Harrow.
- Assist the local business community in using the Business Continuity Management process, thereby increasing the community's resilience generally.

Cost of Proposals

- No extra costs involved as already contained within budget.

Risks

- Non-compliance with the statutory duty under the Civil Contingencies Act 2004.
- The absence of Business Continuity planning in the local business community could lead to the loss of profit and possible business closures, in the event of an incident such as flu pandemic, flood, power outage, or terrorism.

Implications if recommendations rejected

- None made.

Section 2: Report

2.1 Brief History

2.1.1 The Civil Contingencies Act 2004 placed a number of duties on Local Authorities, including the obligation to make plans to continue providing essential services following a major incident, and to provide Business Continuity advice to the local business community. The Act came into force in November 2005, on the understanding that neighbouring Local Authorities could work together and deliver this long-term initiative over a period of time.

2.2 Options considered

2.2.1 Business Continuity Management (BCM) is a management process that helps manage the risks to the smooth running of an organisation or delivery of a service, ensuring it can continue to operate to the extent required in the event of a disruption. These risks could be from the external environment (e.g. power outages, severe weather) or from within an organisation (e.g. systems failure, loss of key staff).

2.2.2 The Business Continuity Institute defines this process as follows: “Business Continuity Management is a holistic process that identifies potential business impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities.”

2.2.3 The Business Continuity Institute has developed a five-stage process, which has become widely accepted and has been incorporated into a British Standards Institute Publicly Available Specification – PAS 56. This model provides a generic framework that is applicable across the public, private and voluntary sectors.

2.2.4 The five stages of the Business Continuity Institute process are:

- Stage 1: Understanding your business: Using business impact and risk assessments to identify the critical deliverables, evaluate recovery priorities and assess the risks that could lead to a disruption to service delivery.
- Stage 2: BCM Strategies: Identifying the alternative strategies available to the business to mitigate loss, assessing their potential effectiveness in maintaining the business’s ability to deliver its critical functions.
- Stage 3: Developing and implementing a BCM response: Developing the response to business continuity challenges and the plans underpinning this.

- Stage 4: Establishing a BCM culture: This stage looks at the need for businesses to ensure that a continuity culture is embedded in their organisation by raising awareness throughout the organisation and its key stakeholders, and offering training to key staff on BCM issues.
- Stage 5: Maintaining and auditing BCM: Ensuring plans are fit for purpose, kept up to date and quality assured. This should involve exercising plans, rehearsing key staff and testing systems.

2.2.5 Effective BCM is built on “seven Ps”:

- Programme – proactively managing the process
- People – roles and responsibilities, awareness and education
- Processes – all organisational processes, including ICT
- Premises – buildings and facilities
- Providers – supply chain, including outsourcing
- Profile – brand, image and reputation
- Performance – benchmarking, evaluation and audit

2.2.6 The Council appointed a Business Continuity Officer (BCO) within the Audit and Risk Group in February 2006. The BCO set up a work stream for 2006-07 and 2007-08 to deliver Business Continuity training to assist with Business Impact Analysis and the development of Business Continuity Plans throughout the Council, and to promote Business Continuity generally to the local business community.

2.2.7 The previous report of 25th April 2006 to the Committee included the work stream for 2006-07 and 2007-08 as background documents. The BCO is pleased to report that the delivery of the Business Continuity work stream to Harrow Council is running according to the original plan and schedule.

2.2.8 The BCO’s approach and work stream are based on the Business Continuity Institute’s five stage approach and the British Standards Institute Publicly Available Specification – PAS 56. The BCO has attended meetings with other local government colleagues from the West London Alliance. The BCO has fully supported the setting up of the West London Business Continuity Group and has attended their meetings, ensuring that Harrow Council is following a recognised process in line with its neighbouring London Boroughs.

2.2.9 During March and April 2006, the BCO, working together with the Emergency Planning Team, delivered Business Continuity training specifically for Pandemic Flu to Domiciliary Care and Residential Care providers in Harrow. This included guidance material, plan templates and workshops.

2.2.10 Also in April 2006, the BCO attended the Strike Action Group meetings, to discuss the Business Continuity arrangements to cope with the threat of strike action to coincide with the local government elections in England and Wales.

- 2.2.11 The BCO assisted the Emergency Planning Team in its council wide live training exercise in June 2006. Exercise Adelaide involved council staff and outside agencies, such as the WRVS, Salvation Army, St Johns Ambulance, Red Cross, Police Service, Fire Brigade, Ambulance Service, RAF personnel and more. The exercise was deemed a success, testing Emergency Planning and Business Continuity procedures.
- 2.2.12 In June 2006, an introduction to Business Continuity was delivered as part of the Harrow Rules mandatory training for managers. Module 6 of Harrow Rules – Risky Business, incorporates Health & Safety and Business Continuity training for managers. Further sessions are planned for December 2006 and spring 2007.
- 2.2.13 The Council has a duty to promote Business Continuity to local small and medium sized enterprises. In July 2006, a presentation was made to local businesses at the Harrow Business Consultative Forum. Local businesses were able to ask questions and seek guidance on obtaining more information on Business Continuity.
- 2.2.14 In July 2006, the BCO started delivering workshops to help managers identify their critical services, and write their Critical Service Assessments (CSA) for their service areas. It is planned that all managers will have attended this training by December 2006.
- 2.2.15 In spring 2007, the results from all the Critical Service Assessments will be compiled into a Business Impact Analysis (BIA). This BIA will be used by the BCO and senior management to analyse the Council's most critical services. The BCO will then be able to assist senior management in formulating the Council's Business Continuity Plans on a Departmental basis
- 2.2.16 During June, July and August 2006, a series of meetings were held with Harrow IT Services, to discuss Business Continuity and specifically IT Disaster Recovery issues. This has fed into Harrow IT Services preparation of a draft report highlighting various IT Disaster Recovery options. The options include the construction of a second computer room, the use of a back up site, and the retention of a contracted facility providing essential users with 100 personal computers and associated office facilities. The draft report has not yet been finalised, but Harrow IT Services will give progress updates in due course.
- 2.2.17 In August 2006, a series of web pages were designed for the Council's Intranet. These have been approved and will be placed on the Council's website in due course. Also, external material has been developed in conjunction with the West London Alliance, the London Resilience Forum, and London Prepared. This material is in final draft stage, and is due to be approved in September 2006. This will provide a commonality of approach across London.
- 2.2.17 During the autumn of 2006, Business Continuity guidance for the local business community will be published in the Council's local newspaper –

Harrow People. This will include information on the importance of Business Continuity, guidance on the fundamentals of Business Continuity planning, contact details and links to websites for further information and professional advice. Further Business Continuity presentations are also being considered, e.g. with the Brent and Harrow Chamber of Commerce, the Federation of Small Businesses, and West London Business.

Conclusion

- To note the current position with regard to Business Continuity Management within the Council and the promotion of business continuity generally to local small and medium sized enterprises.

2.3 Consultation

2.3.1 London Prepared, neighbouring local authorities and the West London Alliance.

2.4 Financial Implications

2.4.1 Costs associated with this report will be contained within the Audit and Risk Group budget. Costs for specific business continuity planning, for small and medium sized enterprises, will be the responsibility of those businesses respectively. The Council's duty is to promote business continuity in general terms; it is not in a position to offer specific advice.

2.5 Legal Implications

2.5.1 Under the Civil Contingencies Act 2004, all primary Local Authorities are Category 1 Responders, including Harrow Council. The Act places certain duties upon the Council, including the requirement to have business continuity plans in place for the provision of services during a major incident; and also to promote business continuity generally to local small and medium sized enterprises.

2.6 Equalities Impact

2.6.1 Equalities and diversity issues are an integral part of the Council's promotion of Business Continuity Management to local small and medium sized enterprises.

2.7 Crime and Disorder Act Considerations

- 2.7.1 Business Continuity planning, in the community, will strengthen the borough's resilience to adverse incidents, which may arise from a variety of events including crime and disorder issues.

Section 3: Supporting Information/ Background Documents

None

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Meeting:	Overview and Scrutiny Committee
Date:	10 October 2006
Subject:	Procurement Update
Responsible Officer:	Director of Financial & Business Strategy
Contact Officer:	Group Manager Procurement & Community Links
Portfolio Holder:	Business Development and Performance
Key Decision:	No
Status:	Part 1

Section 1: Summary

The following report is a general overview of Procurement activity in 2006/7 to date. The Overview and Scrutiny Panel have requested this information on a quarterly basis.

Decision Required

The report is for information only.

Benefits

N/A

Cost of Proposals

N/A

Risks

N/A

Implications if recommendations rejected

N/A

Section 2: Report

2.1 Brief History

Context

Procurement can of course play a vital role in service transformation and can, depending on the specification, deliver both performance improvement and savings. The primary purpose of the procurement team is to provide professional advice and support to managers across the organisation. This ensures that managers comply with the law and the Council's own rules, use procurement as effectively as possible and secure value for money.

In the current financial climate, where there is considerable pressure on all managers to reduce spending levels, there are service reductions and this considerably reduces the scope for the procurement team to find savings.

Social Care is the Council's major spending area. However social care, particularly residential care, presents particular procurement issues. It is not easy to go through a tender for residential care as, if a new provider is appointed, all the residents will have to move to a new site. Therefore more innovative approaches are required.

However, there is still a role for the Council's procurement team, working closely with Capita staff, to identify efficiencies – this enables the Council to deliver the same service level at a lower cost, or a better service level for the same cost. For example, the telecoms contract has been renegotiated such that the same service is now being provided at less cost.

Cabinet agreed a savings plan for 2006-07 on 3 August and this plan covered the remaining corporate procurement target of £2m. The plan also reduced the BTP target to £1.3m this year. This is being delivered from efficiencies arising from the new systems as well as better procurement. This report includes more details about the current procurement projects.

Capita are currently working on a review of the Council's procurement function which will make recommendations for the future in relation to both functions and structure. This will clarify the role of the procurement team in the future and ensure that it continues to meet the needs of the organisation.

Overview

This report provides an update on the following aspects of Procurement:

- 2.1.1 Working with Capita
- 2.1.2 Current procurement projects
- 2.1.3 Corporate contract management
- 2.1.4 Support to Directorates and other work undertaken this year
- 2.1.5 Waivers
- 2.1.6 Consultancy contracts
- 2.1.7 SAP implementation
- 2.1.8 Collaboration with other boroughs
- 2.1.9 The new Procurement Strategy, Contract Procedure Rules and Small Business Friendly Concordat

2.1.1 Working with Capita

In line with the Business Transformation Project, the Corporate Procurement Team has merged with the Capita Procurement stream to work jointly on delivering project savings. The teams are now co-located in Civic 6. This is an enabler for knowledge and skills transfer between both teams. This is facilitated by regular team meetings and a joint programme of work, supported by project management resources.

Currently the BTP Procurement stream is working on the proposed new organisational model for the Procurement Team. Once consultation is complete, the proposal will be presented to CMT. A detailed plan will clearly analyse the current organisation and identify the issues, extending into the Directorates that have their own Procurement teams. A detailed review of the scope of the new organisation needs to be undertaken to enable clear understanding of resources required. Any new organisation must be aligned with the new SAP processes that will be in place from 4 September.

Working together to deliver savings

To enable the benefits or savings, the procurement stream puts the council in a position where if it so chooses it could realise the benefit or saving. A benefit is considered enabled after the joint team has proved that by the council, for example, implementing a new system, re-designed process or completed negotiation for a supply contract, a saving could be achieved.

This is similar to the way the Corporate Procurement team has always worked with directorates.

The directorate's role is to 'realise the benefit' if it chooses to do so, i.e. "make it happen". Examples of realisation activity could be the use of a re-negotiated supply contract.

So, in summary Procurement and Capita are working in a collaborative and flexible way to deliver the benefits originally validated. It is vital that council colleagues support as much as possible in identifying possible benefits.

Capita's role is to bring an external perspective on current ways of working, continuing to challenge council colleagues in the pursuit of benefit targets.

The shared approach

There are a number of practical steps to achieving benefits.

First of all, both Harrow and Capita colleagues need to agree if a savings opportunity is possible. In doing this, a document called a Savings Identification Document (SID) is completed. It is only an idea at this stage, it is not a full commitment by the partnership to carry out the saving identified – but it does indicate the intention of both Harrow and Capita to explore this possible opportunity together.

The next step is for Capita colleagues to work alongside council colleagues to jointly build the benefits card, analyse the current working environment (often referred to as the 'as is' state) and map the future way of working (or 'to be' solution) that is expected to deliver benefit. This will involve information gathering and design through joint workshops, questioning and some challenge and debate as the card is built. When the benefit card is complete, with the input of both Capita and Harrow colleagues, Harrow colleagues then formally 'sign off' the card. This means that we are all agreed that the information provided has the potential of leading to a

benefit. It is worth noting, however, that this will be subject to testing which will demonstrate the actual benefit.

‘Enablement’ is the more formal name for the step that follows the card sign-off. The type of activity this will involve really depends on the potential benefit identified.

Before the level of actual benefit can be confirmed, the new working environment, process, contract, etc. needs to be tested. Only if the benefit can demonstrate that it will give Harrow more efficient ways to deliver services and create better value for money for our members, partners and customers will it be used. To do this, it is run through as near to real life test environment specifically designed to objectively prove that the solution delivers the benefit stated on the benefits card. Only when, or if, this test is passed are the benefits achieved and formally captured as a benefit (or council saving).

As a partnership, Harrow and Capita are jointly motivated. Capita’s drivers are indeed different to Harrow’s in that Capita is a private sector organisation with some different (but also some shared) stakeholders. Capita’s profit is linked to finding savings opportunities for Harrow. Harrow, however, want to realise all benefits to secure maximum efficiency savings to support the Gershon agenda, meet savings targets and deliver better value for money for members, partners and customers.

2.1.2 Current procurement projects

Capita / Harrow Projects

These projects have been identified and documented in SIDs (Saving Identification Documents). Once the full study is complete and current and proposed pricing is known, a Benefit Card logging the benefits and savings will be logged.

The detail of these projects (including the savings targets and monitoring of these) is reviewed through the governance structure of the partnership with Capita. Where necessary to realise savings, the individual projects will be reported via CMT and Cabinet for a decision.

The below –mentioned projects vary in size, complexity and in the timescale for delivery. The Procurement Team and the Service Areas are dedicating time and resource to ensure the best possible outcome in terms of value for money and service delivery in each case.

2006-07 Core Capita / Harrow Projects Progress Summary

<u>Description</u>	<u>Go-live Date</u>	<u>Notes</u>
Fixed Line Telecoms	Dec-05	Business Case Approved
Temp. Staff	May 06	Business Case Approved
Recruitment Advertising	Oct 06	Data validation and procurement plan in progress
Remaining telecoms	Nov 06	Delayed due to resource availability. Data validation and procurement plan in progress
Travel	Sep 06	Business Case due September 2006. Alternatives being explored. CMT paper pending.
Mobile Phones	Dec 06	Business Case due September 2006. Effective date December 2006
Networking/ Cabling		Quotations from alternative suppliers not offering any savings. Negotiations with existing supplier in progress
Tactical Catering	Dec 06	Data validation and procurement plan started.
Integrated Print	Sep 06	Aproved CMT & Cabinet. Contract start October 2006.
Postage (including trail)	Sep 06	Business Case due September 2006
PC's & Laptops	Sep 06	Business Case due September 2006
Taxi Services	Aug 06	Business Case Approved

Decent Homes – Windows	Sep 06	
Residential Lifts/Hoists	Sep 06	Business Case with budget holder for approval
Uniforms & PPE	Nov 06	Draft Business Case prepared. Tender issued.
Electrical Testing	Oct 06	Business Case with budget holder for approval
Lease Vehicles	Nov 06	
Utilities	Nov 06	SID due to be signed 7/9/06
Temp Staff-nc	Nov 06	Non-cashable. Realisation steps to be identified and agreed with Council

Risks & Issues

- Stakeholder engagement continues to be challenging
- General stakeholder availability during August has been limited due to leave and SAP training. Ongoing SAP training and stabilisation during September is expected to also limit the availability of some Council stakeholders. These circumstances have caused delays to Benefit Card approval during August, and has, therefore contributed to the reduction in forecasted 2006-07 savings to the Council.

2.1.3 Corporate contract management

Performance against corporate contracts is summarised below. The actual saving figures are **£12,731** more than the planned saving, so we are currently on target to meet budgeted saving targets.

Contract	Notes	Saving / Rebate Budget to June 2006	Actual Saving/Rebate to June 2006
Pertemps	Temporary Administrative Staff	£62,500	£100,038
Eden Brown	Temporary Specialist and Technical Staff to June 2006 (including temp to perm savings & NI savings to June 2006)	£130,000	£113,041
ASAP	Operational Staff	£22,500	£11,903
The Print Factory	Print	£6,250	£6,673
WDAD	Recruitment Advertising	£17,500	£15,026
Unique Office Solutions (Rebate)	Office Furniture		£4,800
Other			
	TOTAL	£238,750	£251,481

2.1.4 Support to Directorates and other work undertaken this year

In order to support delivery of savings in service areas, we have supported Directorates on the following projects, which have delivered savings:

Supplier / Contract Information	Details	Annual Spend Pre Procurement Exercise	Department	Actual Saving 2006/7

LW Safety	Inspection and Maintenance of Fire Extinguishers	£49,577	Urban Living	£24,527
National Westminster (Streamline)	Banking & electronic payments using debit and credit cards	£124,408	Business Development	£32,827
Royal Bank of Scotland	Banking Services	£335,617	Business Development	£84,706
Chalfont Line Computer Cabs	SEN – transport: negotiation with current supplier	£850,000	Urban Living	£7,744

Projects completed that do not deliver general fund revenue savings:

The Procurement Team has also worked on the following projects which have delivered savings to Capital, Schools, Grant Funded Services, HRA and the PCT.

Supplier	Details	Annual Spend Pre Procurement Exercise	Actual Saving 2006/7
Fordham Research limited	Housing Needs Assessment (HRA)	£98000	£33,975
Hayward Hugh Gardner	General Building Cleaning (Part Schools)	£295,000 £435,000	None

Other Activities without savings / currently in progress

Finally, the table below shows the team's other activities.

Tender	Supplier	Directorate
Window cleaning (non schools)	Strand Cleaners	People First
Consultancy: CPA analysis, for the development of Council benchmarks, Unit cost and Value for Money	Institute of Public Finance	Business Development
Consultancy: Competency Framework to assist with the restructure of middle management	Institute of Public Finance	Business Development
Provision of a Classroom/Learning centre & Steel Store at Newton farm East	Tingdene Homes Limited	Urban Living
Insurance Services	Risk Management Partners Ltd (AIG Insurance); HSB Engineering Insurance Ltd; ACE European Group Ltd; Capita Absence Management	Business Development

	Services	
IP Telephony	PC World Business / BT-TNS	Business Development
Public Realm	Accord MP	Urban Living
Harrow Town Centre Strategy	Urban Initiatives Ltd	Urban Living
Financial Adviser	In progress	Business Development
Street Lighting PFI	In progress	Urban Living
Special Educational Needs placements	In progress	People First
Fostering - London Centre of Excellence	In progress	People First
Domicillary Care Services	In progress	People First
Connexions	In progress	People First
Welstoc (West London Libraries Stock Consortium) – Contract for the purchase of books for libraries	In progress	People First
Older People floating support service (Grant funded -Supporting People)	In progress	People First
Homelessness Initiative (Grant funded) – Lodgings For Non-Statutory Single Homeless Households In Harrow	In progress	Urban Living
Rock salt	In progress	Urban Living
Library Management System	In progress	People First

2.1.5 Waivers

The numbers of Waivers authorised from April to June 2006 are recorded below. Details of the Waivers are to be found in Appendix 1.

Details of the previous 2 quarters are provided below the current quarter table of information, which indicates that there has been a reduction in the volume of Waivers.

The reduction is due in part to large framework contracts such as the Public Realm contract with AccordMP, which have been let.

	UL	PF	BD	CE	TOTAL
Apr-06	2	3	3	0	8
May-06	2	1	1	0	4
Jun-06	1	3	0	1	5
Q1 2006/7	5	7	4	1	17
Q4 2005/6	14	13	5	2	34
Q3 2005/6	15	7	1	0	23

2.1.6 Consultancy contracts

Consultant forms are to be completed prior to the appointment of non-agency staff consultancy, i.e. those consultants not employed via the three corporate agency staff contracts with Eden Brown, Pertemps or ASAP. Forms are used to track the use of consultants across the Council, and provide detailed management information on usage.

Since May 2005, 46 Consultant Proforma's have been signed and logged with the Procurement Team. Details of these forms can be requested from the Procurement Team. During 2006/7, the Procurement Team have registered 11 forms.

2.1.7 SAP implementation

Over the last 11 months, the Council has been running corporate procurement forums to enable the SAP Procurement function to deliver effectively across all functions. Post 4 September, the Council will have a single view of its procurement activity. The SAP system will drive compliance to corporate contracts and approved vendors, enabling procurement to be a much more proactive function in planning and delivering benefits. This will give full management information to allow aggregation of spend a central contracts database and efficiencies around the 'procure to pay' cycle, e.g. no need for manual signatures on invoices / requisitions.

2.1.8 Collaboration with other boroughs

The West London Alliance of procurement officers in West London boroughs meets regularly, which enables benchmarking and the identification of future opportunities to collaborate. The meetings have recently been extended to include a quarterly West London Finance directors meeting to assist and drive the process. Additionally, a joint West London bid for funding from the London Centre of Excellence is being sought in order to review opportunities for shared services across West London. The Director of the Business Transformation Project would lead on this project for Harrow.

In addition, Harrow is participating in 5 London Centre of Excellence collaborative projects to utilise any potential benefits that arise. This has also enabled Harrow to benchmark information across the Council and use the feedback in order to make improvements in process and value for money. (Refer Appendix 2 for a map showing distribution of participating boroughs across London)

2.1.9 The new Procurement Strategy, Contract Procedure Rules and Small Business Friendly Concordat

In line with the launch of the SAP ERP system on 4 September 2006, various changes in EU legislation and Council processes, the Procurement Strategy and Contract Procedure Rules, which govern the processes around procurement within the Council, have been updated and will be re-launched with the go-live of SAP. These were approved at Cabinet on 3 August. The rules and strategy will be communicated to the Council as part of the wider ERP go-live communication plan, but will be followed by a communication programme, which will be launched as part of elevating the profile of corporate procurement in the Council.

Details of the significant changes to these documents are listed below:

The main changes to the Contract Procedure Rules are:

- Highlighting the importance of procurement decisions to deliver value for money for the Council and the consequences of failure to comply with the Contract Procedure Rules
- Clarity on the roles and responsibilities of Executive Directors, Directors and Officers
- Updates to reflect changes due to the implementation of the new SAP ERP system
- Inclusion of partnership principles and engagement with SME's (signature of the Small Business Concordat attached will assist in driving engagement with SME's)

- Emphasis on the importance of socially responsible procurement, including economic regeneration, sustainability and environmental management and equality and diversity
- Revision of number of quotations for purchases under £1,000 to one written quotation

The main changes to the Corporate Procurement Strategy are:

The Corporate Procurement Strategy supersedes the previous Procurement Strategy issued after the Best Value Review on Procurement in 2001/2, refreshing the strategy in line with Corporate, National and European requirements.

The main objectives of the revised Corporate Procurement Strategy are:

- to ensure compliance with EU legislation and national Regulations
- to continue to evaluate and improve current procurement practices to achieve better value for money and ensure customer/client needs are met
- to ensure good practice examples are identified and applied consistently across the Council
- to align procurement activities with other strategies adopted by the Council and to ensure that corporate objectives are addressed
- to ensure that current and future procurement activities are planned, monitored and reviewed effectively
- to identify opportunities for working with others, both public and private sector, in order to widen the scope for maximising purchasing power and identifying innovation
- to ensure the Council procurement processes take account of diversity, equality, sustainability, economic regeneration, the green agenda, fair trade and fair employment
- the adoption of the 'Small Business Friendly Concordat' and consideration within procurement processes of the Compact with the Voluntary and Community Sector which was approved by the Harrow Strategic Partnership in May 2004.

Small Business Friendly Concordat:

Along with the Contract Procedure rules and the Procurement Strategy, on 3 August, Cabinet also agreed to adopt the Small Business Friendly Concordat, demonstrating commitment to actively engaging with a diverse range of suppliers, including small businesses.

The National Procurement Strategy was jointly published by the Office of the Deputy Prime Minister (ODPM) and the Local Government Organisation (LGA) in 2003. The Strategy seeks for Councils to achieve community benefits through procurement, by actively engaging with a diverse range of suppliers, including small businesses, by adopting the Small Business Friendly Concordat by the end of 2005. Only 71 local authorities have done so to date (10 London boroughs).

The Concordat documents what local authorities can do to support the small business sector. The key commitments (and Harrow status on each commitment) of the Concordat are for Councils to:

Key commitments	Harrow current status
Publish a corporate procurement strategy	Draft revised Procurement Strategy to go to Cabinet 3 August
Publish guidance for suppliers on how to do business with the Council	Currently in draft format. This will be launched when SAP is launched on 4 September.
Advertise contracts using a range of publications to encourage diversity and competition	SAP system will facilitate this with a link on the Business Portal to all current tender opportunities
Applying tendering processes fairly	Current good practice which is in place already
Offer meaningful feedback to suppliers following	Current good practice which is in place already

the procurement process	(online feedback form available on the Business Portal on the Harrow website)
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Small and Medium-sized Enterprises (SME's) are a powerful engine for economic growth and are a crucial part of the economy, as it has been recognised that small businesses can provide value for money in procurement both by engaging with small businesses directly and via subcontracting. They are often able to provide greater innovation and flexibility and drive much business and employment growth in every locality.

A further benefit of evidencing Harrow's commitment to the Concordat, will be recognition of Harrow as a Council committed to local regeneration and small businesses.

2.2 Options considered
N/A

2.3 Consultation
N/A

2.4 Financial Implications
N/A

2.5 Legal Implications
N/A

Section 3: Background Documents

All documents are available on request:

1. Contract Procedure Rules
2. Procurement Strategy
3. Small Business Friendly Concordat
4. Waiver Log

Waivers - April 2006

Waiver No.	Date signed	Officer/Approver	Supplier	Nature of Goods/Service	Reason for Waiver	Reason type	Order value (£)
BUSINESS DEVELOPMENT							
WA460	06-Apr-06	Paul Najsarek	MORI Social Research Institute, Mori House, 79-81 Borough Road, London, SE1 1FY	Harrow Quality of Life Survey 2006 - 3 year contract	Survey required for the LAA by Harrow Strategic Partnership for annual reporting to Central Government. MORI conducted last years survey allowing for comparative analysis and a reduction in cost due to minimal set-up costs.	C	£31,800.00
PEOPLE FIRST							
167			Harrow Churches Housing Association, Penn House, 16 Peterborough Road, Harrow, HA1 2BQ	HIV / Aids Housing Purchase scheme	The requirement is for a registered social landlord which has limited the market. After a number of interested parties were invited to a workshop/presentation to explain the service required, only three parties were interested in pursuing the tender process, and subsequently, only one RSL submitted a tender. The RSL has the skills and experience to undertake the project.	T	£1,900,000.00
WA433	24-Apr-06	Andrew Treherm	Northern Housing Consortium, Websters Ropery, Deptford Terrace, Deptford, Sunderland, Tyne and Wear, SR4 6DJ	Telecare equipment (Assistive Technology) and consultancy services	The NHC have run a full EU procurement process to appoint 2 suppliers able to supply equipment. Harrow will engage Tunstall Ltd. Current resources don't allow Harrow to run a full EU process which will meet timing requirements.	C	£300,000.00
WA467	24-Apr-06	Penny Furness Smith	The National Development Team, Hill View business Park, Old Ipswich Road, Claydon, Ipswich, IP6 0AJ	Training and Development: 1. Person Centred Planning Training - Facilitators, 2. Action Learning Sets - Day Service and Residential Staff. 3. Modernising Day Services.	The National Development Team are a specialist organisation that have extensive and valuable experience of working with the local authorities on modernisation projects across Britain.	C	£31,800.00
WA479	24-Apr-06	Penny Furness Smith				C	£31,800.00

WA481	20-Apr-06	Allen Gibbons	Dell Corporation Ltd, Pugh Computers Ltd	ICT Equipment and software to provide the Learning Gateway for the Harrow Collegiate. The Learning Gateway will provide a virtual learning environment for students and a collaboration environment for staff which can be accessed from any computer connected to the internet.	Equipment and software to link with that existing at Harrow College. Timescale required for this project can be met by suppliers. Saving on VAT can be achieved if orders are placed by Harrow Council.	C	£89,861.97
URBAN LIVING							
WA486	05-Apr-06	Andrew Treherm	Quadrant Video Systems	CCTV Cameras - following an attack on member of staff, Cllr Burchell approved placement of additional CCTV cameras	Via the EU processes, the contractor has been awarded the contract to build the new CCTV control room. The proposed additions will need to link in with the proposed system.	C	£45,000.00

Waivers - May 2006

Waiver No.	Date signed	Officer/Approver	Supplier	Nature of Goods/Service	Reason for Waiver	Reason type	Order value (£)
BUSINESS DEVELOPMENT							
168					Hymans-Robertson LLP has been providing specialist actuarial services and investment advice to the Harrow Pension Fund for many years on an ad hoc basis. This is now being formalised for 2006/7 and 2007/8 as it is not feasible to action a full tender in the current year, due to the requirement for their support in tenders for Private Equity and Currency Management. The requirement for a full tender for specialist actuarial services and investment advice will be reviewed in 2006/7	C	£60,000.00
WA491	23-May-06	Myfanwy Barrett	Hymans Robertson LLP, 20 Waterloo Street, Glasgow, G2 6BD	Continued specialist actuarial services and investment advice for the Harrow Pension Fund			
PEOPLE FIRST							
WA492	23-May-06	Penny Furness Smith	Marie Bergan	Consultant Interim Manager	Timescales and competences required do not allow for compliance with Contract Procedure Rules	C	£20,925.00

WA489	08-May-06	Paul Clark	PDS Consultancy, 22 Richmond Close Ware Herts	The Consultant is required to provide strategic challenge and development to the new Children Services Management Team.	The contract is required with a specific consultant who has a proven track record and of working with senior managers at group manager level and above to influence and develop intergrated leadership and Management.	C	£10,000.00
URBAN LIVING							
WA488	22-May-06	Andrew Trehern	Planning Aid for London	Facilitating public meeting on the Local Development Framework - Specialist consultancy service - for an event on the 24th of May'2006	Planning Aid for London provides free specialist independent professional help, advice and support to community groups or individuals who cannot afford to hire a planning consultant, and complements the work of local authorities.	C	£1,800.00

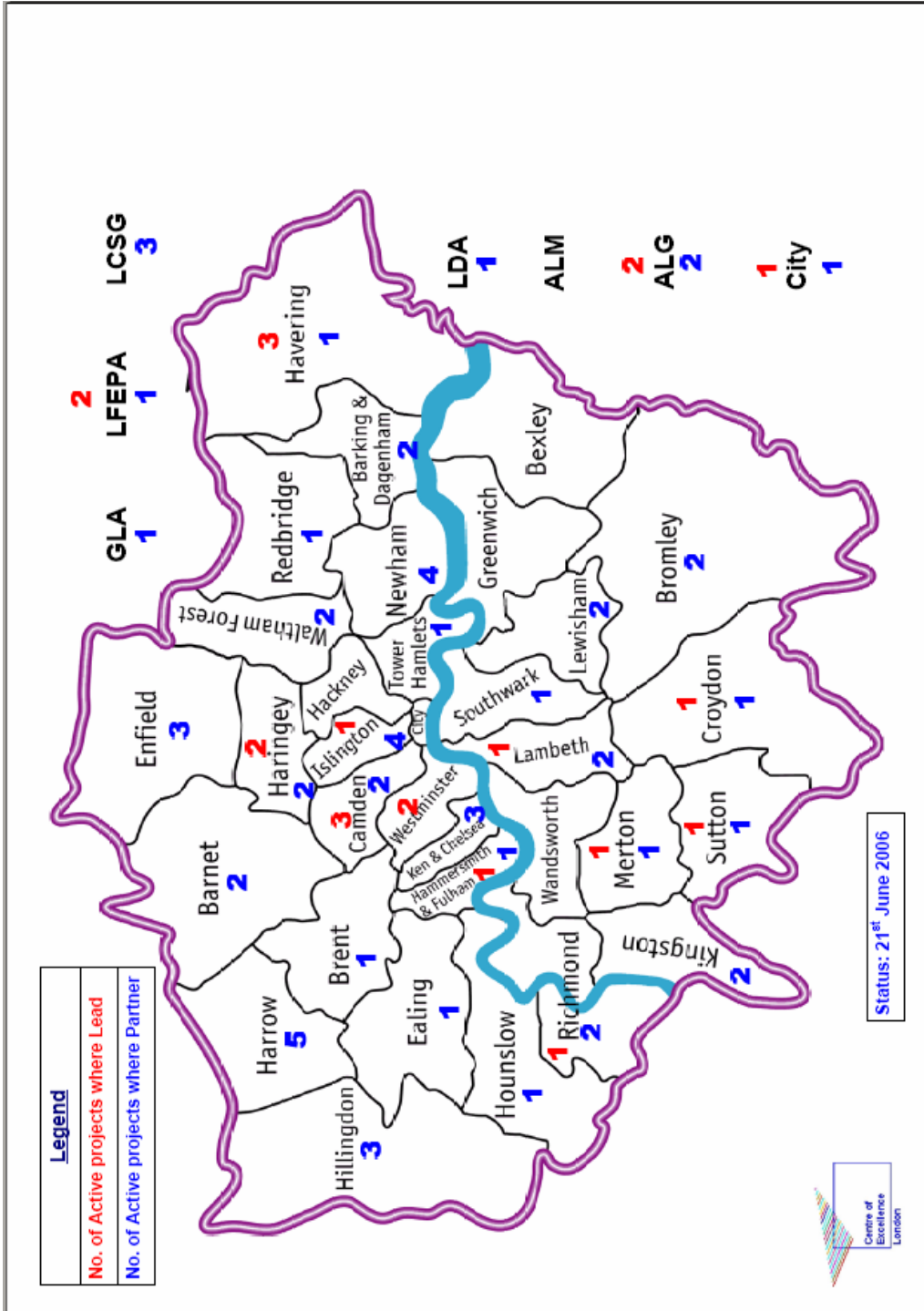
Waivers - June 2006

Waiver No.	Date signed	Officer/Approver	Supplier	Nature of Goods/Service	Reason for Waiver	Reason type	Order value (£)
CHIEF EXECS							
WA490	22-Jun-06	Graham Jones	Donaldsons LLP, 48 Warwick Street London, W1b 5NL	Accommodation Strategy - consultancy advice	Donaldsons is a current contractor Short timescales do not allow for tenders, CMT approved this route	C	£65,000.00
PEOPLE FIRST							
WA477	09-Jun-06	Geoff Wingrove	Wintersgill	Wintersgill consultancy to undertake a refurbishment project at Pinner Wood First and Middle Schools following amalgamation of the schools, to provide joint admin facilities, joint staff facilities and one Headteachers office.	Wintersgill have carried out the initial feasibility study and developed Phase 1 of the proposed amalgamation works to tender stage. Fees are comparable to other architects currently engaged on similar projects. They have previously worked successfully on other school projects for this authority.	C	£73,750.00
WA493	15-Jun-06	Paul Clark	Paralogic Networks Ltd ,Units 20 Bridgegate Buisness Park, Gatehouse Way, Aylesbury, Bucks HP19 8XN	To provide a robust, resilient and fully flexible IT infrastructure that will replace the existing set-up and provide the Grange Middle School with a system that meets all current and future IT requirements	Compatibility with current IT system and time scales	C	£18,000.00

WA496	22-Jun-06	Myfanwy Barrett Ltd	Partners in Education Ltd	Continuation of support to complete capital projects, Primary reorganisation and amalgamation, Neighbourhood Resource Centres, LIFT/PFI, Bessborough Rd Residential facility replacement and Kenton Learning Centre.	This is a continuation of a support already in place. Work is very specialised and will be charged to existing capital programme. Existing contract based on lowest of 3 written quotations.	C	Extension of Contract 31/08/06 20K until 31/12/06 20K
URBAN LIVING							
WA494	05-Jun-06	Andrew Treherm	Radways Doors & Windows Ltd	Window and door replacements within the London Borough of Harrow	The procurement exercise has been conducted in line with the EU legislation (by the London Housing Consortium) and in collaboration with other London Boroughs. Harrow receive a rebate on annual spend greater than that £2m.	C	£1,600,000.00

Waivers fall under two categories:

- (1) Technical reasons (T) (Where officers have complied with Contract Procedure Rules, but due to reasons outside of their control, are unable to satisfy the Council's requirements), i.e. lack of competition in the market where the appropriate number of tenders were issued, but only one or two suppliers submitted bids; or a scenario where the supplier may submit the tender late, but the Council wishes to still include the supplier therefore increasing and ensuring competition.
- (2) Commercial reasons (C) (Where officers have failed to comply with the Contract Procedure Rules by not approaching the correct number of suppliers for certain procurements), e.g. a purchase between £50,000 and £100,000 requires officers to receive three tenders, but officers may have only approached one or two suppliers; or a scenario where urgent works do not allow time to conduct a procurement exercise, therefore we call on known suppliers to the authority to deliver the services or works.



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Meeting:	Overview and Scrutiny Committee
Date:	10 October 2006
Subject:	Scrutiny discussion forum
Key Decision: <i>(Executive-side only)</i>	Not applicable
Responsible Officer:	Paul Najsarek, Director People, Performance and Policy
Portfolio Holder:	Cllr David Ashton, Business Development
Status:	Part I
Encs:	Appendix A: Draft acceptable use policy

SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out proposals for an online discussion forum for scrutiny members.

RECOMMENDATIONS:

That the Committee

- 1) Agree to the establishment of a scrutiny discussion forum.
- 2) Agree to structure the forum around the headings of scrutiny processes, scrutiny projects and scrutiny committees.
- 3) Consider, comment on and agree the attached draft acceptable use policy for the scrutiny online forum.
- 4) Agree that the forum be piloted for a period of three months and that an interim report be provided to the Overview and Scrutiny Committee on progress at that stage.
- 5) Agree that users of the forum be set up with login details and passwords.

Subject to agreement of (1) above, that the Committee recommend to Council

- 6) That the decision of the Overview and Scrutiny Committee to establish an

- online forum for the development of scrutiny activity in Harrow be noted.
- 7) That access to the scrutiny online discussion forum be restricted to non-executive members and officers within the scrutiny team.

SECTION 2 - REPORT

Background

This committee has already given significant consideration to the way in which it communicates messages about its work both within the council to the community. Currently this includes

- Regularly updated pages on the council's internet site www.harrow.gov.uk/scrutiny
- Information on the council's intranet pages
- A quarterly newsletter for members
- Dedicated email address scrutiny@harrow.gov.uk

At the Scrutiny Members evening held in July members suggested that a scrutiny discussion forum would help members to share ideas. A discussion forum is a web-based service that allows people to post questions, exchange ideas and share information. It is not the same as a blog (or weblog), which is an online diary, usually updated by one person. Examples of national discussion forums include the Centre for Public Scrutiny¹ and the Improvement and Development Agency.²

It is intended that Harrow's scrutiny forum be based on the council's intranet site. The technology is more or less ready to use but there are a number of issues to consider relating to how the forum should operate which are outlined in this report.

Resource implications

The cost of establishing the discussion forum for scrutiny will be in the region of £1000, which will be met from within the existing budget provision for scrutiny.

Options recommended

A small consultation exercise was undertaken with scrutiny members. Members are now invited to consider the issues outlined below.

1. Access to the forum

There has been a mixed response to the question around whom should have access to the forum and whether this should include non-executive members who are not part of scrutiny or executive members. It is proposed that access be restricted to all non-executive members (whether members of scrutiny or not) on the basis that they may wish to debate issues either relating to the holding to account of the executive or alternatively pertaining to the process of carrying out of scrutiny. In addition it is recommended that members of the scrutiny team also have access. These arrangements could be reviewed at a later stage.

¹ <http://www.cfps.org.uk/talk/>

² <http://www.idea.gov.uk/idk/forum/discussions.do>

2. Acceptable use of the forum

The forum will be based on the intranet site. As a closed forum is proposed (access would be restricted to those whom it is agreed should have access) it is likely that the forum will not need to be moderated. However, in order to ensure propriety, there will need to be some form of acceptable use policy. A policy has been developed corporately for staff and a slightly amended version is attached for Members' consideration. Members using the forum will of course have regard to other existing guidance such as the Code of Conduct for Councillors (Part 5A of the Council's constitution). Members are requested to consider the appropriateness of the attached draft policy.

3. Structure of the forum

It is recommended that the forum be structured initially around the following headings:

- Scrutiny processes – for example issues relating to methodology, scoping
- Scrutiny projects – for example specific reviews or projects
- Scrutiny committees – for example agenda setting, developing questions for Q&A sessions

4. Registering with the forum

To access the forum members will need to have remote access to the council's intranet site. In addition, members will need to register with the forum.

The first option is to request members to go to the discussion forum page and then to create login details. The drawback with this option is that there is likely to be a short delay with this option because the member will need to be given specific access rights. The second option is for members to be set up with a login and given a password. This option is potentially less secure, although Members will be able to alter the password subsequently. However, it would mean that members could access the forum and start to contribute threads immediately; in any case this approach will be less problematic because the forum will be closed.

5. Piloting the forum

It is recommended that the forum be piloted initially for three months in order to evaluate whether it provides members with the means of discussion that they were looking for. It is recommended that a report be submitted to the January meeting of the Committee for this purpose.

The final decision relating to the forum will need to be referred to full Council because of the proposal that access be restricted to non-executive Members.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Financial Officer	<input type="checkbox"/> Y
Monitoring Officer	<input type="checkbox"/> Y

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact:

Heather Smith, Scrutiny Officer, 0202 8420 9203, heather.smith@harrow.gov.uk

Background Papers:

- Overview and Scrutiny Committee, 30 January 2006, presentation on Scrutiny Communications
- Overview and Scrutiny Committee, 10 October 2005, Communications Strategy for Scrutiny
- Overview and Scrutiny Committee, 10 October 2005, Principles of scrutiny

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	Tackling waste and giving real value for money
3.	Manifesto Pledge Reference Number	D

Appendix A – Online Intranet Discussion Forum – Draft Acceptable Use Policy for Scrutiny Online Froum

1. Introduction

This Acceptable Use Policy is intended to help create an atmosphere in which freedom of speech is balanced by self-discipline and a mature attitude to discussion. Members are encouraged to join these discussions and it would therefore be very surprising if exchanges did not occasionally become a little heated!

By virtue of your participation in a discussion, you are deemed to have agreed to abide by the rules. Although the Council cannot take responsibility for monitoring every message that is posted to the Intranet, it must reserve the right to remove inappropriate messages and prohibit use by anyone who repeatedly ignores these rules. Misuse of forums may constitute misconduct and will be dealt with by the Council's disciplinary procedures.

2. Forum creation

Requests for new forums must be made to the Web Editor, Communications Section. Forums will not generally be moderated but the requestor will be deemed to be the owner and will be responsible for informing the HITS system administrators (via HITS HelpDesk) of any inappropriate contributions that require to be deleted. For restricted forums, the owner will also be responsible for identifying who is to be given access to the forum.

3. Personal identification

Some forums may be read by all Intranet users; however in order to make contributions to a forum, users will need to register using their network username and Harrow email address. Do not represent yourself as another person. Anonymous contributions will not be accepted.

4. Use of language and conduct of discussion.

Messages should not be malicious or designed to offend. In particular, the use of swear-words or undue profanity is prohibited.

Your message should be within the scope of the subject under discussion. If you make a contribution that is inappropriate to the subject under discussion, it may be removed or you may be directed by the owner not to raise the matter further or to raise it within a separate discussion group.

Reference should not be made to the personality of other participants in a discussion nor should attacks be made on an individual's character unless the person concerned has already chosen to bring his or her personality into the issue under discussion.

One to one arguments, disagreements and disputes of a personal nature must not be conducted through public discussion. The forum should not be used to discuss individual cases of Member conduct or allegations of misconduct by Members.

You should remember that you are legally responsible for what you write. You must not make statements that are libellous, obscene, seek to incite racial hatred or otherwise break the laws of the United Kingdom.

5. Private email

If a person has sent you a private email you may not reproduce it in a public discussion group without the prior consent of the person who sent it.

6. Advertising

No advertising is allowed except where it is for an event, publication or similar items that has direct relevance to the subject of discussion.

Information about locating and sharing knowledge and expertise is welcomed, but within the specific discussion category provided.

7. Complaints about a breach of these rules

Complaints about a breach of these rules should be made by private email to the Web Editor who will take timely and appropriate action with regard to the complaint.

Please note:

By virtue of your participation in an online discussion forum on the Intranet, you are deemed to have agreed to abide by these rules.

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