



CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE

**WEDNESDAY 18 OCTOBER 2006
7.30 PM**

SUB-COMMITTEE AGENDA (SCRUTINY)

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

MEMBERSHIP (Quorum 4)

Chairman: Councillor Mark Versallion

Councillors:

**G Chowdhury
Jean Lammiman
Julia Merison
Narinder Singh Mudhar
Dinesh Solanki
Yogesh Teli
Jeremy Zeid**

**B E Gate (VC)
Mitzi Green
David Perry**

Representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece

Representatives of Parent Governors: Mr Humphrey Epie/Mr Russell Sutcliffe

Reserve Members:

1. Mrs Lurline Champagne
2. Mrs Camilla Bath
3. Salim Miah
4. Mrs Myra Michael
5. Anthony Seymour
6. Joyce Nickolay
7. -
8. -

1. Ms Nana Asante
2. Bill Stephenson
3. Mrs Sasi Suresh

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

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Tel: 020 8424 1883 E-mail: zoe.crane@harrow.gov.uk**

HARROW COUNCIL

CHILDREN AND YOUNG PEOPLE SCRUTINY SUB-COMMITTEE

WEDNESDAY 18 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:**

That the minutes of the meeting held on 26 June 2006 be taken as read and signed as a correct record.

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. **References from Council and Other Committees/Panels:**
To receive any references from Council and/or other Committees or Panels.
- Enc. 9. **Terms of Reference of the Children and Young People Scrutiny Sub-Committee:** (Pages 1 - 2)
To note the amended terms of reference (italicised) of the Sub-Committee.
- Enc. 10. **Final Report of the Light Touch Review of the Education of Looked After Children:** (Pages 3 - 24)
Report of the Director of People, Policy and Performance.
- Enc. 11. **Update on Extended Schools:** (Pages 25 - 34)
Report of the Director of Lifelong Learning and Culture.
12. **Verbal Feedback on the challenge session looking at the Corporate Assessment and JAR self-assessment:**
Verbal Report of the Director of Childrens Services.
- Enc. 13. **School Food Improvement Strategy:** (Pages 35 - 42)
Report of the Director, Strategic Services, People First.
- Enc. 14. **Consultation Draft of the Refreshed Community Plan:** (Pages 43 - 66)
Report of the Director of People, Policy and Performance.
- Enc. 15. **Work Programme:** (Pages 67 - 76)
Report of the Director of People, Performance and Policy.
16. **Any Other Business:**
Which the Chair has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

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**Terms of Reference of the Children and Young People Scrutiny
Sub- Committee**

The Children and Young People Scrutiny sub-committee has the following powers and duties:

a) to develop a work programme for scrutiny of the children and young people relate functions of the Council and partners in consultation with the Overview and Scrutiny Committee;

b) to have specific responsibility for policy development and scrutiny of the following functions:

- *Every Child Matters outcomes (including health)*
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- *Education Authority functions*
- *Youth participation and engagement*
- *Youth offending*
- *0 – 19 learning*
- *Early Years Services*
- *Extended Schools*

c) to hold the HSP and its management groups to account for the delivery of the Local Area Agreement;

d) to review and make reports and recommendations to the Executive and the Council in respect of the functions within its terms of reference;

e) assist the Council and the Executive in the development of the budget and policy framework by analysis of policy issues;

f) conduct research, community and other consultation in the analysis of policy issues and possible options;

g) to consider, report and make recommendations on any matter within the sub-committee's terms of reference affecting the area and/or those who live, work or travel through Harrow;

h) to conclude reviews promptly, normally within 6 months;

i) to contribute to the annual report of the work of scrutiny.

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Meeting:	Children and Young People Scrutiny Sub-Committee
Date:	18 October 2006
Subject:	Final Report of the Light Touch Review of the Education of Looked After Children
Responsible Officer:	Paul Najsarek - Director, People, Performance and Policy
Contact Officer:	Nahreen Matlib – Senior Scrutiny Officer
Portfolio Holder:	People First
Key Decision:	No
Status:	Part 1

Section 1: Summary

Decision Required

The Sub-Committee is asked to:

1. Note the final report of the light touch review of education of looked after children.
2. Endorse the report's findings and recommendations.
3. Forward the report to Cabinet for consideration at the next available opportunity.

Reason for report

At its last meeting on 27 June 2006, the Children and Young People Scrutiny Sub-Committee agreed to establish a group to conduct a light touch review to examine the education of looked after children.

The review group met on two occasions to consider evidence from officers and

the People First Portfolio Holder. The final report of the review group is attached.

Benefits

Approval of the report and its recommendations will allow the Sub-Committee to influence the development of provision for looked after children in Harrow's care. In particular, the report addresses fulfilling statutory duties as 'corporate parents' as given by section 52 of the Children Act 2004 and should help inform the authority's preparations for CPA and JAR.

Cost of Proposals

There are no immediate financial implications contained in this report, although some of the recommendations if approved could involve expenditure for Children's Services and Member Development for which funding would need to be identified.

Risks

Not applicable.

Implications if recommendations rejected

1. Scrutiny will be unable to impact upon a statutory responsibility for members and an important area of service provision.
2. Scrutiny will limit the ways in which it influences the preparations for the authority's CPA and JAR.

Section 2: Report

Brief History

Section 52 of the Children Act 2004 places a duty on the local authority in its role as corporate parent to promote the educational achievement of looked after children.

At its meeting on 27 June 2006, the Children and Young People Scrutiny Sub-Committee commissioned a light touch review of the education of looked after children in Harrow's care, to report back to its next meeting on 18 October.

The scope of the review examined the way in which the council and its members fulfill the role of corporate parents and in doing so, promoted better

understanding of the roles and responsibilities as well as assessing the adequacy of services to looked after children.

Following an initial meeting to set its terms of reference, the Review Group conducted much of its evidence gathering and analysis in an 'online' fashion, culminating in a 'Question and Answer Session' with the People First Portfolio Holder and the Director of Children's Services.

Consultation

Members of the Review Group and officers directly involved its work have been consulted on the findings and recommendations in the report.

Financial Implications

This report is not seeking any additional financial resources. Review expenses will be met from the agreed scrutiny budget for 2006/07 which is £340,400. Of this, £266,050 is paid in salaries and £74,350 is available for projects and other expenditure. There were no further costs of this review, in addition to scrutiny resources (i.e. officer time and printing).

Some of the recommendations if approved could involve expenditure for Children's Services and Member Development for which funding would need to be identified.

Legal Implications

There are no legal implications arising from this report.

Equalities Impact

None specific to this report.

Section 17 Crime and Disorder Act 1998 Considerations

None specific to this report.

Section 3: Supporting Information/ Background Documents

- Final report of the Light Touch Review of the Education of Looked After Children
- Appendices

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CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE 2006/07

LIGHT TOUCH REVIEW OF THE EDUCATION OF LOOKED AFTER CHILDREN September 2006

REVIEW GROUP:

Councillor Mark Versallion – Review Group Chairman

Councillor Margaret Davine

Councillor Mitzi Green

Councillor Narinder Mudhar

Councillor Sasikala Suresh

Councillor Jeremy Zeid

Mr Alton Bell – Association of Harrow Governing Bodies

CHAIRMAN'S INTRODUCTION

The aim of this committee's scrutiny of the education of Looked After Children is to identify ways in which Harrow Council can improve educational attainment whilst also promoting the better understanding of Members' roles and responsibilities as corporate parents.

The Children and Young People Scrutiny Sub-Committee conducted a Light Touch Review from July to September 2006. This review had limited time and resource and so focused its attention on specific areas to ensure value-added recommendations, of which there are five.

Further work in this area would be of benefit to both Looked After Children and Harrow Council's policy development and service delivery. This review provides a good foundation for future investigations.

I would like to thank all the officers and members who participated in this review and my particular thanks to Mr Alton Bell, who represented the Association of Harrow Governing Bodies and who is also a foster carer. I very much appreciate everyone's time and commitment in supporting this committee's work and its recommendations.

Councillor Mark Versallion
Chairman
Children and Young People Scrutiny Sub-Committee



EXECUTIVE SUMMARY

Section 52 of the Children Act 2004 places a duty on the local authority in its role as corporate parent to promote the educational achievement of looked after children.

At its meeting in June 2006, the Children and Young People Scrutiny Sub-Committee commissioned a light touch review of the education of looked after children in Harrow's care, to report back to its next meeting in October.

The scope of the review examined the way in which the council and its members fulfil the role of corporate parents and in doing so, promoted better understanding of the roles and responsibilities as well as assessing the adequacy of services to looked after children.

Following an initial meeting to set its terms of reference, the Review Group conducted much of its evidence gathering and analysis in an 'online' fashion, culminating in a 'Question and Answer Session' with the People First Portfolio Holder and the Director of Children's Services.

The Review Group makes the following recommendations:

Recommendation 1: Information that can identify children who are at risk of being taken into care should be given special attention and monitored regularly with the aim of the Council supporting these children and their families through preventative work. As this covers a spectrum of issues across children's services, the Children and Young People Scrutiny Sub-Committee should consider this matter for inclusion in its future work programme.

Recommendation 2: That this authority continues rewarding LAC for their achievements and that the views of LAC are sought in exploring the best ways to celebrate these successes in an awards ceremony – whether an inclusive event for all children and young people or an event especially for LAC. The Review Group recommends that following this consultation a budgeted proposal is developed on the options for such an event, including details on funding options e.g. corporate sponsorship.

Recommendation 3: The Corporate Parenting Group ensures that every member of the Council attends as many as possible LAC events per year to ensure they remain in touch with looked after children and young people and fulfil their responsibilities as corporate parents.

Recommendation 4: That the list of all teachers and governors in the borough with designated responsibilities for LAC within their schools includes details of peers who can be contacted to share advice and experience. This development is practical, feasible and affordable and could tie in with the training already provided to support these roles.

Recommendation 5: That the Member Development Panel organises a seminar on corporate parenting for the current intake of councillors, and considers the valuable input that the Corporate Parenting Group can play in this training.

BACKGROUND: NATIONAL CONTEXT

Definitions

A 'looked after child' is a child or young person who is living away from home in a setting arranged and supported by the local authority either voluntarily (under s20 of the Children Act 1989¹) or as a result of court proceedings and a care order. They can be of any age from birth to 18 years. Furthermore if they were in care at or after their 16th birthday ('care leavers') the local authority retains the responsibility for them 'as a good parent' until they are 25 years old.

'Corporate parent' refers to the role local authorities have with regard to the children and young people in their care, whereby they are responsible for all aspects of their welfare as if they were a parent.

As education spans more than that received just during school, the duty to promote educational achievement includes under 5's and those leaving care and going on to education, employment or training. Likewise, achievement goes beyond academic achievement as it is recognised that there are many other ways to demonstrate an ability to achieve.

The national picture

Over 61,000 children and young people are looked after at any one time in England². Each year about 90,000 are looked after, 42% of whom return home within six months. A number of studies have concluded that children and young people who are looked after still face serious challenges in their lives and are often disadvantaged as a result, in particular educationally.

In a study published in 2003³, the Social Exclusion Unit identified a range of barriers that prevent looked after children and young people from achieving their educational potential. These included placement instability, time out of school or other learning settings, insufficient help with their education if they get behind, insufficient support and encouragement at home and not enough help with emotional, physical or mental health and wellbeing.

Over the last few years, children's services have increasingly come under the spotlight, not least as a response to the Victoria Climbié Inquiry⁴. This has led to the Every Child Matters Green Paper⁵, the Children Act 2004⁶ and the Change for Children Programme⁷, which sets out the agenda for change to achieve the objectives of Every Child Matters.

¹ *The Children Act 1989*, HMSO 1989. This Act gives the basic framework which provides the legal underpinning for all services for children, in particular children and young people in need or in public care.

² *Children Looked After in England*, DfES 2005.

³ *A Better Education for Children in Care*, Social Exclusion Report, Office of the Deputy Prime Minister, September 2003.

⁴ Report of an Inquiry by Lord Laming, Department of Health and Home Office, January 2003.

⁵ *Every Child Matters* – Green Paper presented to Parliament, Treasury September 2003.

⁶ *The Children Act 2004*, HMSO 2004. This provides the legal underpinning for *Every Child Matters: Change for Children* – a series of documents that have been published to provide guidance under the Act, to support local authorities and their partners in implementing new statutory duties.

⁷ *Every Child Matters – Change for Children Programme*, DfES 2004.

*Every Child Matters – Change for Children*⁸ sets out the five mutually reinforcing outcomes that are most important to children and young people: be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being.

The Children Act 2004

The Children Act 2004 secured Royal Assent on 15 November 2004 and provides the legislative spine on which to build the reform of children’s services in England. This Act sits within and extends the Children Act 1989 and is supported by extensive statutory and good practice guidance.

Section 52 of the Children Act 2004 extends section 22(3)a of the Children Act 1989 (the general duty of local authorities in relation to children looked after by them) as follows:

(3A) the duty of a local authority under subsection (3)(a) to safeguard and promote the welfare of a child looked after by them includes in particular a duty to promote the child’s educational achievement.

Section 52 of the Act places a duty on the local authority in its role as the corporate parent to promote the educational achievement of looked after children. This will ensure that decisions on issues such as placement and stability support better educational achievement. The statutory duty to promote the educational achievement of looked after children and safeguard and promote their welfare came into effect from 1 June 2005.

Local authority roles and responsibilities with regard to s52

In supporting the role and responsibility of corporate parent, there is a wealth of regulations and guidance to accompany the new duties. DfES statutory guidance on the duty on local authorities to promote the educational achievement of looked after children (December 2005) states that local authorities:

“should be doing at least what any good parent would do to promote their child’s educational aspirations and support their achievements”.

BACKGROUND: LOCAL CONTEXT

Harrow’s Looked After Children

As at 31 July 2006, Harrow’s Children’s Services had lead responsibility for 165 looked after children (LAC), a figure fairly consistent with previous years. 95 of Harrow’s 165 LAC (58%) represent BME groups. The gender split for the LAC is: 101 (61%) are male and 64 (39%) are female. The ages of the LAC in Harrow’s care are given in Table 1.

Table 1: Ages of the looked after children in Harrow’s care

Age group	Number of children	Percentage of all LAC
0-4years	22	13%
5-9years	17	10%
10-15years	72	44%
16-18years	54	33%

⁸ *Every Child Matters: Change for Children*, HM Government 2004. This launches a national programme of change *Every Child Matters: Change for Children* which sets out the action local areas will want to take to ensure that services meet the needs of children, young people and families and what Government will do to support local areas.

Harrow has 19 LAC cases open with the Children with Disabilities team and there are 30 LAC with statements of special educational needs. The allocation of placements of Harrow's LAC is given in Table 2.

Table 2: Placements for looked after children in Harrow's care

	In Harrow	Out of Borough
Number of children in foster care	46	28
Number of children in residential care / semi independent living	49	24
Number of children in kinship	19	1

Total number of LAC = 167 (figures as at May 2006)

With regard to educational attainment, in 2004, of all Harrow's LAC, 46% left care with no GCSE's and 11.5% achieved five or more Grade C+. In 2005, 58% of all pupils for whom Harrow is responsible left care with no GCSEs, 8.3% achieving five or more Grade C+. The comparative figures for those pupils educated in Harrow are 28.3% and 18.2% respectively.

REVIEW METHODOLOGY

In seeking to continuously improve scrutiny in Harrow, scrutiny councillors have recently introduced new ways to undertake their investigations of issues, policies or performance. One of these new ways of working is the light touch review - commissioned by a committee at one meeting (in this case, Children and Young People Scrutiny Sub-Committee, 27 June 2006) to report back to the next (18 October 2006) with either some key findings or recommendations as appropriate. This is particularly pertinent for issues that do not warrant the detailed consideration of an in-depth review, at least not in the first instance.

A light touch review methodology provides new members a good induction to scrutiny, the subject area and also, in this instance, their responsibilities as corporate parents. This is especially timely and relevant given the new legislation. However a light touch review must be more selective in its focus and activities. For example, the Review Group acknowledges that, in part due to the timeframe of this review covering the summer holiday period, it did not have an opportunity to speak directly to children, young people or their participation officers.

The Review Group set its scope⁹ as the following:

- To examine, analyse and make proposals on the way the council and its members fulfil the role of corporate parents to the borough's looked after children, especially with reference to meeting the roles and responsibilities given in Section 52 of the Children Act 2004.
- In doing so, promote better understanding of the roles and responsibilities of corporate parents and assess the adequacy of services to looked after children to inform the council's improvement agenda.

⁹ The scope document and project plan for the Review Group's work are included in the Appendices of this report.

During the course of this review, the Review Group met on two occasions, with the rest of the work conducted 'online' by members and officers. Activities included gathering and examining performance data sets, developing a questioning plan to seek further elaboration on the most pertinent issues and holding a Question and Answer session with the relevant Portfolio Holder and the Director of Children's Services. This latter meeting involved a local school governor and foster carer in the questioning and subsequent discussions. Integral to the process of the Review Group's work was the use of an IDeA/LGA guide¹⁰ as the toolkit for scrutinising this topic area. This draws upon the expertise and knowledge of local authority staff, councillors and young people who have experience of being looked after, and suggests a number of questions by which to explore the most pertinent issues in relation to the new responsibilities under s52 of the Children Act 2004.

FINDINGS AND CONCLUSIONS OF THE REVIEW

The findings and conclusions from the Review Group's evidence gathering and discussions¹¹ follow by the key areas of responsibilities, as given in the new duty for corporate parents (s52 of the Children's Act 2004). The local authority's progress on serving looked after children and ensuring their educational achievement will contribute to the annual Comprehensive Performance Assessment and will also be subject to in depth scrutiny as part of the Joint Area Review (both in November 2006). The findings from this review should inform this work.

Strategic planning and accountability

Responsibilities: Children's Services Authorities have a duty to publish a 'Children and Young Person's Plan' which should address the specific issue of the need to make steady improvements in the achievements of children and young people who are looked after by the local authority.

Directors of children's services and lead members are, respectively, professionally and politically, responsible for discharging the authority's duties to looked after children and ensuring their educational attainment is improving.

The Portfolio Holder for People First and the Director of Children's Services are agreed that the single **key** aspiration of the authority for the children and young people who are looked after is that they should achieve the educational outcomes as do their peers. LAC represent a disadvantaged group, not because they are in care but because of what has happened in their lives which has led them to be cared for by the local authority.

The Council has recently started using a new Management Information System to manage its performance data. This will allow a more sophisticated interrogation of the information the authority holds on its LAC and their educational attainment. The Review Group is pleased to hear that performance information reports are produced every six weeks and disseminated to senior management (Chief Executive, Directors, Group Managers,

¹⁰ *Show Me How I Matter: A Guide to the Education of Looked After Children*, Improvement and Development Agency and Local Government Association, March 2006.

¹¹ Witnesses questioned by the Review Group over the course of the review: Paul Clark (Director of Children's Services Department), Gail Hancock (GM, Safeguarding and Family Support Group), Councillor Janet Mote (Portfolio Holder, People First) and Paul Wedgbury (GM+ Children and Families Group).

Portfolio Holder) and the relevant information is fed through to frontline staff. Managers meet regularly to monitor performance and identify any arising issues.

Whilst new systems inevitably take time to embed and acclimatise to, the Review Group is heartened that new data analysis is now coming forward, problems highlighted more efficiently and informing policies to improve the educational attainment of LAC more effectively. Further interrogation of new data sets should allow for more in depth analyses capturing the real issues facing the young people we look after in this borough.

The Children and Young People Scrutiny Sub-Committee has considered the Harrow Children and Young People's Plan¹² at previous committee meetings. Harrow has a fully integrated Children's Services department and a relatively low number of looked after children, however given the nature of the borough and the changing demographics, new families with specific needs may be entering the borough. Local services need to plan for this and the potential increase in thresholds. Members are keen that children on the borders of risk, in terms of potentially needing local authority care, are considered. Supporting these children and their families is vital so that any future risk can be lessened.

The amount of money available within this borough is low compared to all other boroughs in London however Harrow provides better value for money than suggested by its position in the league table of actual funding. Harrow's Children's Services find that there is a need to concentrate resources on those most in need and this sometimes makes it less easy to be engaged in prevention and early intervention when the focus is on reactive services to ensure the safety and well being of children.

RECOMMENDATION 1:

Information that can identify children who are at risk of being taken into care should be given special attention and monitored regularly with the aim of the Council supporting these children and their families through preventative work. As this covers a spectrum of issues across children's services, the Children and Young People Scrutiny Sub-Committee should consider this matter for inclusion in its future work programme.

Involving children and young people

Responsibilities: Every authority should involve children, young people, their carers and parents in planning for, developing and improving services both individually and collectively.

There is a statutory responsibility to ensure that young people's views, wishes and needs are taken into account in decisions about their care and each time their needs are assessed¹³. Formal mechanisms are in place to ensure that this is the case in Harrow and therefore that children and young people are formally involved in discussions about their

¹² A strategic plan by the local authority and its partners (see section 17 of the Act) which is a key element in implementing children's trusts.

¹³ Each LAC has a care plan – a formal plan agreed by all involved of how a child or young person who is looked after will have their needs met – what, when and by whom.

care every six months at the very least. Reviews¹⁴ of each LAC's case involve face-to-face interviews with the young person and this feeds into their Personal Education Plan¹⁵. Furthermore, LAC have contributed to the Council's response to the Every Child Matters consultation.

Efforts are made by the authority to ensure that children and young people have real access to the Director of Children's Services and the relevant Portfolio Holder. The Director meets regularly with groups of LAC, the Youth Councils and School Councils. Through the All Party Special Interest Group on children, a number of decision makers meet regularly with over 100 young people. An illustration of where such access and communication has proved successful is when twice a year the Director meets with the Young Care Leavers to look at their service and debate with them things that could help them improve their future. For example changes have been made in the system of helping young people pass their driving test. Given a limited budget, eligibility criteria needed to be developed and the young people themselves undertook this task, in the process setting rather challenging criteria e.g. 95% attendance for two terms at college before being able to request driving lessons funded by the local authority.

The authority has two participation officers who work with a group of young people in care under the name of Young Voices. This group has produced a DVD on the role of young people in their reviews and a Key Health Facts document for young people.

The Review Group is satisfied that Children's Services is doing a good job in adequately involving children and young people and engaging with them on a practical level.

Supporting educational achievement and aspirations

Responsibilities: The local authority should do at least what any good parent would do to promote their child's educational aspirations and support their achievements.

Currently Harrow's achievements academically for LAC are slightly above the London average but will need to improve dramatically to keep pace with the generally high achievement of children in the borough. This is the focus for Children's Services and especially the new multi-agency team for LAC.

Whilst LAC have a number of complex problems and experiences in life that need specifically addressing, the Review Group equally recognises that their achievements and attainments must be celebrated and rewarded. Harrow has demonstrated this in a number of ways including:

- An Awards Ceremony for Children Looked After by the authority
- An Annual Youth Achievement Awards where young people are nominated by their peers
- A Foster Carers' Award, including awards for children
- A visit to Tate Britain, including a special award from the Portfolio Holder
- The Director of Children's Services writing out to all those taking exams to wish them luck

¹⁴ There is a legal requirement to review a child or young person's care plan after one month, three months and then every six months when they start to live in care.

¹⁵ A personal education plan is a plan for how a young person who is looked after gets their educational needs properly met.

- Providing work experience to individuals to help with their studies e.g. working with the council photographer to complement a Media Studies course

Extra-curricular educational support is also available. This month has seen the start of a new specialist homework club to support LAC, their parents and foster carers – the “Sunshine Project” operates at the Teachers’ Centre and is aimed at primary and junior school children, providing computing facilities to aid their learning. Throughout the summer, LAC are fully integrated into all of Harrow’s summer activities.

The Review Group has learnt that due to budgetary constraints, all awards ceremonies are being merged into one event and therefore there will no longer be a separate event dedicated to LAC. The Review Group has discussed the merits of an inclusive and integrated event for all children and young people regardless of their background, against the need to give young people who have experienced particular hardship or adversity, a special event and a well-deserved ‘pat on the back’. Each approach had its advantages and these should be explored further.

The People First Portfolio Holder has said that from her own experience she has enjoyed these events for LAC, as they present an opportunity to informally meet the young people at a social event - an opportunity that does not often present itself on other occasions. The Portfolio Holder has stated her wish to see these separate events for LAC continue, however she recognises the financial constraints associated with this and therefore the only way forward may be to merge with other events or seek sponsorship to fund the event. It is agreed that the views of LAC should be sought in deciding the best way to proceed with regard to celebrating the success of LAC in the borough.

The Portfolio Holder reiterated that all councillors are corporate parents and so have a responsibility to support LAC, recognise their achievements and thus should be involved in such events.

RECOMMENDATION 2:

That this authority continues rewarding LAC for their achievements. The Review Group recommends that the views of LAC are sought in exploring the best ways to celebrate these successes in an awards ceremony and that a budgeted proposal is developed on the options for such an event, including details on funding options e.g. corporate sponsorship.

RECOMMENDATION 3:

The Corporate Parenting Group ensures that every member of the Council attends as many as possible LAC events per year to ensure they remain in touch with looked after children and young people and fulfil their responsibilities as corporate parents.

Securing appropriate education

Responsibilities: When children and young people come into public care, allocated social workers, supported by the local authority infrastructure, should ensure that the children have a suitable educational placement that minimises disruption to their education, have a

named lead person responsible for their personal education plan and have the services provided to support that plan within set time periods. Admission policies must reflect the priority given to children and young people who are looked after.

Harrow's admissions criteria give clear priority to LAC in attaining school places. The Review Group is satisfied that the admissions policy is working in this respect and is reassured by the authority's strategy of prevention through early intervention in LAC moving schools i.e. 'managed moves'. However, as noted in Recommendation 1, those children and young people 'on the border' of becoming looked after by the authority must be borne in mind. In some cases, additional work on challenging the attitude of some schools and teachers towards these young people who may sometimes be seen as having challenging additional needs, may need to be undertaken.

Effective personal education plans

Responsibilities: All children and young people who are looked after should have a personal education plan (PEP) whatever their educational circumstances.

PEPs are very important in developing and charting the educational lives of LAC. However, they should not be seen as merely another document to be completed for children and young people but rather as a living document that evolves as the needs and circumstances of the young person changes. LAC themselves can write reports for their PEPs so the PEP is a living document. At the hub of an effective PEP should be allowing the young person to get hold of the educational opportunities they need for their development and personal growth. The Review Group stresses the need to ensure that the quality of PEPs is equally as robust for those young people educated out of borough.

A critical factor in ensuring placement stability is increased multi-agency and multi-disciplinary support to placements. In June 2006¹⁶, Harrow launched its proposal to focus long-term corporate care for LAC through one dedicated LAC team of professionals, and partners were invited to help develop these plans. The social care core is ready with the team manager's post currently advertised. This team will bring together a number of professionals from other agencies and disciplines to manage a LAC 'virtual team' which includes a LAC education officer, Connexions worker, youth worker, LAC nurse, CAMHS worker, drugs and alcohol outreach worker, social worker and an youth offending team outreach worker. The inclusion of an educational psychologist will help ensure that PEPs are education driven. This 'virtual team' will look at issues impacting upon LAC and their carers, focus on LAC life chances and outcomes and replace a number of previous groups/forums. Governance arrangements will mean that this group reports to the Children's Services Management Team and the Corporate Parenting Group. The Review Group endorses the development of this multi-agency/discipline group and believes it should progress the steady work towards a Children's Trust for Harrow by 2008.

Supporting the educational achievements of children leaving care

Responsibilities: The duty to promote the educational achievement of children and young people who are looked after extends to those young people who are leaving care (s23a-s23d Children Act 1989). Local authorities should ensure that each young person's Pathway Plan into independence builds on their educational progress when they were looked after, includes details of how they will be supported to stay in further or higher

¹⁶ Children Looked After Team Launch, 5 June 2006 at Harrow Teachers' Centre

education, and ensures they are given support to access services to prepare for and obtain employment, education or training.

Time constraints did not allow the Review Group to consider this area of responsibility in any depth.

Sharing information effectively through interagency and inter-authority co-operation

Responsibilities: Local authorities should, in the context of statutory guidance, on information sharing establish and maintain inter-authority and interagency arrangements and protocols for sharing relevant information about care placements and education.

Time constraints did not allow the Review Group to consider this area of responsibility in any depth.

Actively supporting schools and raising their awareness about the needs of children and young people who are looked after

Responsibilities: Local authorities should ensure that schools understand the duties on the local authority and their powerful role in significantly improving the educational experiences and life chances of children and young people who are looked after, and make suitable arrangements for designated teachers to fulfil their responsibilities.

Each school has a designated teacher and governor who has received specialist training in meeting the needs of LAC and child protection issues. In the borough there exists a list of these professionals with designated responsibilities however nothing beyond that. In the absence of any formal network, the Review Group strongly believes that these specialists would benefit from access to advice and the sharing of experience from others with similar responsibilities. It would be particularly important to share learning and experiences if their school were to take a LAC. The People First Portfolio Holder is in agreement that a support network would be useful to exchange good practice.

RECOMMENDATION 4:

That the list of all teachers and governors in the borough with designated responsibilities for LAC within their schools includes details of peers who can be contacted to share advice and experience. This development is practical, feasible and affordable and could tie in with the training already provided to support these roles.

Reducing unnecessary out of authority placements

Responsibilities: Local authorities should take steps to reduce their dependence on external placement where external placements are not in the best interests of the child.

Time constraints did not allow the Review Group to consider this area of responsibility in any depth.

Supporting children and young people who are looked after in secure accommodation or placed in a youth justice setting

Responsibilities: Where children and young people who are looked after are placed in secure settings they should have full access to education and training consistent with their statutory entitlements and minimal disruption to their education on entering or leaving that setting.

Time constraints did not allow the Review Group to consider this area of responsibility in any depth.

Providing training, development and support for carers, teachers and local authority staff

Responsibilities: Foster carers, residential social work staff, designated teachers and social workers are trained in their responsibilities to promote educational achievement, and receive the right support to do so.

Corporate parenting is a vitally important responsibility for every elected member and must be delivered within the 'Every Child Matters: Delivering Change for Children' agenda established by the Children Act 2004. A Green Paper setting out the government's new strategy for looked after children is due out shortly and the National Children's Bureau, funded by the DfES, will also launch a new toolkit for councillors to help them fulfil their corporate parenting role towards LAC and care leavers.

As part of members' induction in Harrow, councillors are advised of their corporate parenting duties. This could be broadened, perhaps led by the Corporate Parenting Group in informing, educating and encouraging peers about their responsibilities.

RECOMMENDATION 5:

That the Member Development Panel organises a seminar on corporate parenting for the current intake of councillors, and considers the valuable input that the Corporate Parenting Group can play in this training.

FURTHER INFORMATION

For more information on the work of Review Group, please contact:

Nahreen Matlib

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Website: www.harrow.gov.uk/scrutiny

APPENDIX A: SCOPE DOCUMENT

**CHILDREN & YOUNG PEOPLE
SCRUTINY SUB-COMMITTEE
2006/07**



LIGHT TOUCH REVIEW OF LOOKED AFTER CHILDREN

1	SUBJECT	Looked after children
2	COMMITTEE	Children and Young People Scrutiny Sub-Committee
3	REVIEW GROUP	<p>Members:</p> <p>Councillor Mark Versallion – Review Group Chairman Councillor Margaret Davine Councillor Mitzi Green Councillor Narinder Mudhar Councillor Sasikala Suresh Councillor Jeremy Zeid</p> <p>Co-optees: Mr Alton Bell - Association of Harrow Governing Bodies</p>
4	AIMS/ OBJECTIVES	<ul style="list-style-type: none"> • To assess how well the council is performing as corporate parents against the duties contained in new legislation (Section 52 of the Children Act 2004) • To help position the authority as part of the preparations to respond to the Joint Area Review and Comprehensive Performance Assessment processes. • To consider ways in which the council, schools and other agencies can promote good educational attainment for looked after children. • To suggest ways in which the council and partner organisations can best deliver services for looked after children in order to stimulate dialogue and understanding between members and managers.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Identification of the performance of the council as corporate parents so as to best meet the needs of looked after children in the borough. • Establishing a means of dialogue in order to contribute usefully to improved outcomes for looked after children. • To ensure all members understand their roles as corporate parents to assist in a more effective corporate parenting function within the organisation.
6	SCOPE	<ul style="list-style-type: none"> • To examine, analyse and make proposals on the way the council and its members fulfil the role of corporate parents to the borough's looked after children, especially with reference to meeting the roles and responsibilities given in Section 52 of the Children Act 2004.

		<ul style="list-style-type: none"> In doing so, promote better understanding of the roles and responsibilities of corporate parents and assess the adequacy of services to looked after children to inform the council's improvement agenda.
7	SERVICE PRIORITIES (Corporate/Dept)	<ul style="list-style-type: none"> Make Harrow safe, sound and supportive Empower Harrow youth
8	REVIEW SPONSOR	Lynne McAdam, Service Manager Scrutiny
9	ACCOUNTABLE MANAGER	Paul Clark, Director of Children's Services
10	SUPPORT OFFICER	Nahreen Matlib, Senior Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	Existing resources from within the Scrutiny Team
12	EXTERNAL INPUT	<ul style="list-style-type: none"> Stakeholders: children and young people, foster carers Partners: schools (headteachers and governors) Experts: IDeA, Local Government Association, other local authorities
13	METHODOLOGY	<p>Stages for the light touch review:</p> <ul style="list-style-type: none"> Identify current policies Examine how performance matches policies – consider responses to the IDeA suggested questions (written) Identify issues arising – question senior managers and members (written/oral) Seek external input – children and young people and schools (e.g. primary/secondary school governors), either through existing data or fresh information (e.g. invite to a meeting, focus group, questionnaire) Determine how to inform policies <p>The Review Group will meet on two occasions (at the start and end of the process) with most of the work conducted 'online', outside of meetings:</p> <ul style="list-style-type: none"> Meeting 1 (31 July 2006) - to agree scope and determine questions for senior managers. August – collation of responses and data. Meeting 2 (18 September 2006) – to seek elaboration on responses from appropriate Director and portfolio holder(s). Second part of the meeting for Review Group members to agree observations, draft findings and frame recommendations. Final report to be completed by the end of September. Report to be presented to the next meeting of the Children & Young People Scrutiny Sub-Committee (18 October).
14	EQUALITY IMPLICATIONS	The involvement of children and young people in this review would give due consideration to their individual needs e.g. taking account of their own experiences, the need for confidentiality, language requirements, disability needs, familiarity with a setting

		as formal as council committees.
15	ASSUMPTIONS/ CONSTRAINTS	<ul style="list-style-type: none"> • That council officers and children and young people will be willing to engage, especially given the timeframe covers the lead up to the Joint Area Review. • That the timescale will be sufficient to prepare a considered and relevant report with recommendations, especially given that the timeframe covers the holiday period and there may limit access/availability of members, schools and children and young people.
16	SECTION 17 IMPLICATIONS	There are none.
17	TIMESCALE	Light touch review of three months, reporting back to the next meeting of the Children and Young People Scrutiny Sub-Committee on 18 October 2006.
18	RESOURCE COMMITMENTS	Scrutiny Officer, with administrative support where required.
19	REPORT AUTHOR	Scrutiny Officer with review group.
20	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>To Service Director <input checked="" type="checkbox"/> When: September meeting</p> <p>To Portfolio Holder <input checked="" type="checkbox"/> When: September meeting</p> <p>To CMT <input type="checkbox"/> When.....</p> <p>To Cabinet <input type="checkbox"/> When.....</p>
21	FOLLOW UP ARRANGEMENTS (proposals)	To be confirmed – in project plan.

CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE
2006/07



LIGHT TOUCH REVIEW OF LOOKED AFTER CHILDREN

OUTLINE PROJECT PLAN

Activity	Member Input <i>Who is involved?</i>	Officer Resource <i>Who is involved?</i>	When
Children and Young People Scrutiny Sub-Committee commissions a light touch review of looked after children, to report back to its next meeting	Children and Young People Committee		27 June 2006
Develop scope	Chairman – Councillor Mark Versallion	Nahreen Matlib (Senior Scrutiny Officer) in consultation with Paul Clark (Director of Children’s Services)	Early July
Preparation period - preliminary research and desk top data gathering	Review Group (“online”)	NM	Early July
Initial contact with stakeholders – Harrow governors (including article in Harrow Governors’ Newsletter)	MV	NM Neetha Atukorale (Governor Services Co-Ordinator)	Late July
Meeting 1: <ul style="list-style-type: none"> Review Group agrees scope Briefing on new statutory responsibilities (Section 52 of Children Act 2004) Identification of information/data needs 	Review Group	Paul Wedgbury (Group Manager+, Children and Families)	31 July
Collation & evaluation of preliminary data/evidence	Review Group	PW	7 August onward
Identification of questioning plan for question and answer session with portfolio holder and Director of Children’s Services	Review Group (“online”)	NM	W/c 14 August

Activity	Member Input <i>Who is involved?</i>	Officer Resource <i>Who is involved?</i>	When
Meeting 2: <ul style="list-style-type: none"> Review of information received Final preparation of questioning plan Question and Answer session with portfolio holder and Director of Children's Services Consider observations and frame findings and recommendations (review group determines thrust of report) 	Review Group Review Group Review Group Councillor Janet Mote - Portfolio Holder People First Review Group	NM PC NM	18 September
Draft report	MV	NM	By 26 September
Review Group comments on draft report and accountable manager confirms factual accuracy	Review Group ("online")	PC	By 3 October
Comments incorporated into final draft of report		NM	By 4 October
Review Group agree final report	Review Group ("online")		By 6 October (agenda dispatch 9 October)
Final report of Review Group to Children and Young People Scrutiny Sub-Committee, for approval	Children and Young People Committee		18 October
Consider if there is a need to publicise report findings	Review Group	NM	Late October
Final report published & referred to Executive for consideration (Cabinet/Portfolio Holder/Directorate – depending on issues/recommendations)	MV	NM	November/ December
Evaluation of review process	Review Group	NM	November
Follow up/Monitoring of outcomes	Children and Young People Scrutiny Sub-Committee	NM	Work programme 2007/08

Contact : Nahreen Matlib, Senior Scrutiny Officer, Scrutiny Unit, Harrow Council

Background Papers:

'Show Me How I Matter: A Guide to the Education of Looked After Children', Improvement and Development Agency and Local Government Association, March 2006.



Meeting:	Children and Young People Scrutiny Sub Committee
Date:	18 October 2006
Subject:	Update on Extended Schools
Responsible Officer:	Javed Khan, Director of Lifelong Learning and Culture
Contact Officer:	John Kennedy, Group Manager Community and Area Development (020 8420 9331)
Portfolio Holder:	Cllr Janet Mote People First
Key Decision:	No – information item
Status:	Public

Section 1: Summary

This report provides an update on progress regarding extended schools since the Community Schools Pilot Evaluation (Nov 2005) was presented to the Overview and Scrutiny Committee on 30 January 2006. Since that time progress has been made in a number of areas:

1. The roll-out of extended schools has been completed and there are 7 extended school clusters operational with cluster co-ordinators appointed in each of these.
2. Work has focussed on ensuring that the development of children's centres and extended schools is joined-up at a strategic and operational level. The aim of this is to maximise human and financial resources, avoid duplication of effort and services and maximise potential. A corporate extended services group was established to take this forward led by the Group Manager for

Community and Area Development and the Group Manager for Early Years, Childcare and Parenting.

3. A draft extended schools strategy has been drawn up to be sent for consultation from October to December 2006 to headteachers, chairs of governors, councillors, key officers, representatives of the community, voluntary and faith sectors and other staff supporting the development of extended services (see appendix 1).
4. Consultation will also include the proposed structural arrangements to support the development of extended services which builds on existing systems with an aim of ensuring that support is provided in a consistent and effective way while recognising the issues of staff capacity and resource pressures.
5. Alongside this strategy, updated guidance will be sent to schools taking on board recent national guidance on the provision of extended services.
6. There are now more clearly defined roles for the Local Authority which is central to supporting schools, cluster co-ordinators and ensuring that quality assurance measures are in place and monitoring / evaluation is regularly carried out and reported centrally.
7. Schools are working towards the target of delivering the core offer by 2010 with at least 11 schools being identified during the autumn term as delivered all the elements of the core offer

Decision Required

FOR INFORMATION

That the Scrutiny and Young People Sub Committee notes the report

Reason for report

The aim is to provide a progress report on developments relating to extended services and the plans in place for 2006-7.

Benefits

Supporting extended school developments is central to the government's vision for the future of schools and the outcomes for children set out in *Every Child Matters*. A revised Ofsted framework will also mean that schools will be inspected on the contribution they make to the delivery of these outcomes. The DfES (2005) *Prospectus on Extended Schools* sets out expectations on delivering the "core offer" which all Harrow schools will be required to meet by 2010. The DfES (2006) *Choice for Parents* sets out an expectation that children's centres and extended schools will be developed in a co-ordinated way.

Cost of Proposals

There are sufficient resources available for extended schools in 2006-07. Funding is provided from the Council Budget (£398k) and until March 2008, Sure Start Revenue (£105k annually) and Standards Fund (£409k annually).

Risks

Without sustained budget provision beyond 2008 schools will not be in a position to deliver the core offer. Furthermore the cluster arrangements will be undermined and will lead to a fragmentation of service delivery.

Implications if recommendations are rejected

No recommendations – for information only

Section 2: Report

Brief History

Extended schools have been defined nationally as those that “provide a range of services and activities, often beyond the school day, to help meet the needs of children, their families and the wider community”. Harrow’s extended school development began in 2003 with the piloting of community schools and since that time has expanded to take on board ever increasing expectations on local authorities and schools to develop a range of extended services which will contribute to the achievement of the five outcomes of *Every Child Matters*: Be Healthy, Stay Safe, Enjoy & Achieve, Make a Positive Contribution and Achieve Economic Well-Being; and the standards set out in the *National Service Framework for Children and Young People*. Harrow has built its extended school developments on cluster arrangements and this is regarded as good practice both locally and nationally.

There is now a specific expectation that all schools should be in a position to provide the “core offer” by 2010 which includes, as a minimum: (a) high quality 'wraparound' childcare provided on the school site or through other local providers available 8 am-6pm all year round; (b) study support and a variety of activities such arts and crafts, special interest clubs; (c) parenting support, including family learning (d) ensuring easy and swift referral from schools to a wider range of specialist services and (e) widespread community use of the school's facilities.

It is also expected that there will be an integral link between the development of and strategy for extended school developments and the strategy for children's centres in Harrow (now referred to together as extended services). The development of existing extended service will be expected to form a key part of developing front line delivery of integrated services in local areas. To enable this to be implemented and supported a number of developments have taken place.

The Local Authority Education Leadership Group will take a specific lead in overseeing the strategic direction of travel for extended services. An Extended Services Partnership will be established which will ensure that all those involved in the development of extended services can share and discuss issues related to extended services best practice and services delivery, analyse and interpret data to inform service delivery, ensure evaluation of service delivery takes place to measure impact and maximize the potential for interdepartmental working. (see appendix 2).

In addition to this group there will be a number of working groups responsible for specific areas of delivery, e.g. the family support group will plan and co-ordinate the development of parenting and family support throughout Harrow.

An extended schools strategy has been drafted which sets out the vision, aims, targets and support for extended school development. In addition, updated guidance is being made available to school taking in account recent national guidance.

Options considered

National guidance and expectations from the DfES sets out an expectation that extended school and children's centre developments support each other and Harrow's vision for extended services is that they should be provided by the statutory, voluntary or private sector through schools, children's centres or other community venues to enable children, young people and their families access early intervention, prevention and support services in a timely and effective way.

Consultation

Headteachers, chairs of governors, councillors, key officers, representatives of the community, voluntary and faith sectors and other staff supporting the development of extended services will be consulted on the above strategy and support framework between October – December 2006. At the same time young people and parents are being consulted on the provision of extended services through extended schools and children's centres consultation events.

Financial Implications

There are no financial implications to the Council for 2006-7. It is unclear at this stage what grant funding will be available beyond March 2008.

Legal Implications

Section 27 of the Education Act 2002 gives power to schools to provide services and facilities for the benefit of the community. The governing bodies of the schools will retain responsibility for the control of the school premises, unless agreements to transfer control are entered into.

Equalities Impact

The extended schools programme contributes to the corporate equalities plan and race equality scheme in a number of ways. The priorities identified aim to build cohesive communities, provide opportunities to succeed, achieve aspirations, provide access to services, combat disadvantage and promote social inclusion.

The extended schools programme links to the Harrow's Corporate Priorities for making Harrow safe, sound and supportive.

Section 17 Crime and Disorder Act 1998 Considerations

Extended services contribute to the Crime, Disorder & Drugs Strategy (2005-2008) Priority Area 4 *Young People and a Safer Harrow*, to develop partnership working with young people and encourage their participation in all Safer Harrow initiatives, promoting the development of Youth Inclusion Support Panels, support voluntary sector services and parenting support programmes and encourage increased access to youth services. Developments will also contribute to the cross-cutting theme of support for community cohesion.

Section 3: Supporting Information/ Background Documents

Background documents:

John Kennedy, Jackie Vaz, Kashmir Takhar (2005) *Community Schools Pilot Evaluation Report*.

People First (2006) *Draft Extended Schools Updated Guidance*

Any person wishing to inspect these papers should telephone 020 8420 9331.

Extended Schools Strategy (draft for consultation) 2006 Appendix 1

Introduction

This strategy sets out the Harrow approach to the extended schools initiative in order to streamline provision of the extended schools core offer through shared understanding. It makes explicit the links between partners with related agendas, especially the development of Harrow's Children's Centres. The strategies for extended schools and children's centres should be read together as they provided the strategic direction for the development of extended services in Harrow,

Vision

Harrow schools will be centres providing high quality teaching and learning focused on high standards of attainment, and also acting as community centres offering access to the support, often delivered by partners, that children and their families need in order to thrive and achieve. They will contribute to wider plans to ensuring that children and young people stay safe and healthy, enjoy and achieve, achieve economic well-being and make a positive contribution

Underlying principles and beliefs.

- Higher standards of attainment go hand in hand with promoting the well-being of children and young people.
- Additional activities and services enable children and young people to pursue wider interests, develop new skills and access any specialist help that they might need to resolve difficulties and fulfil their potential.
- Educational change must be owned and driven by schools and parents.

Over-arching aims

- Improve achievement and raise standards
- Address the particular needs of under-achieving and disadvantaged groups
- Increase parental involvement
- Meet the requirements of the Every Child Matters (ECM) agenda
- Provide better services for children, families and local communities
- Establish partnerships with other services to support respective targets.
- Services will be developed which are sustainable, affordable, meet local needs and contribute to making communities stronger

Core offer of extended services

By 2010 Harrow's aim is that all schools will have developed the five 'core' services:

- Varied study support activities
- Access to high quality, affordable childcare year round
- Swift and easy referral to a wide range of specialist support services
- Support for parents and carers, including adult and family learning

- Access to schools' resources for local communities

Targets

- By 2010 every school can provide access to core extended services and every community will also have access to a Children's Centre, providing multi-agency support for children up to age five and their families.
- By 2008 core services will be provided by 50% of first and middle schools and 33% of high schools
- By 2006, core services will be provided by at least 11 schools

Development of Services

- Services will be provided with the support of governing bodies
- Schools and children's centres will work together in clusters to plan, coordinate and deliver services
- Cluster co-ordinators and children's centre managers will work with the Local Authority, headteachers, and partner agencies, the private sector and community, voluntary and faith groups to deliver extended services
- Services will be funded primarily through Government funding, Council specific funding and supported through school's own delegated budgets

Strategic Support

- The Local Authority Education Leadership Group takes a strategic lead in planning and auditing extended services and ensures corporate support across Council Services
- Working groups to include: Family Support, Training and Quality, Health and SEN, Commissioning Services, Childcare Development, Cluster Groups and the Extended Services Partnership Group
- Support from Harrow's Extended Schools Remodelling Adviser (ESRA), Council officers from People First Directorates and other council directorates, particularly Urban Living.
- Support from other statutory services including health and police, voluntary, faith and community groups.

Specific support which will be provided for extended service developments

- Information about existing patterns of provision and service gaps in local areas, including the current demand for, and provision of, childcare in each local area
- Information on lifelong learning opportunities
- Advice about how to use the funding available
- Training, skills, advice and support on all aspects of extended services
- information about other children's services and providers who are willing to work with extended schools
- Model policies on charging for services such as childcare
- Advice on working with third party providers and model contracts

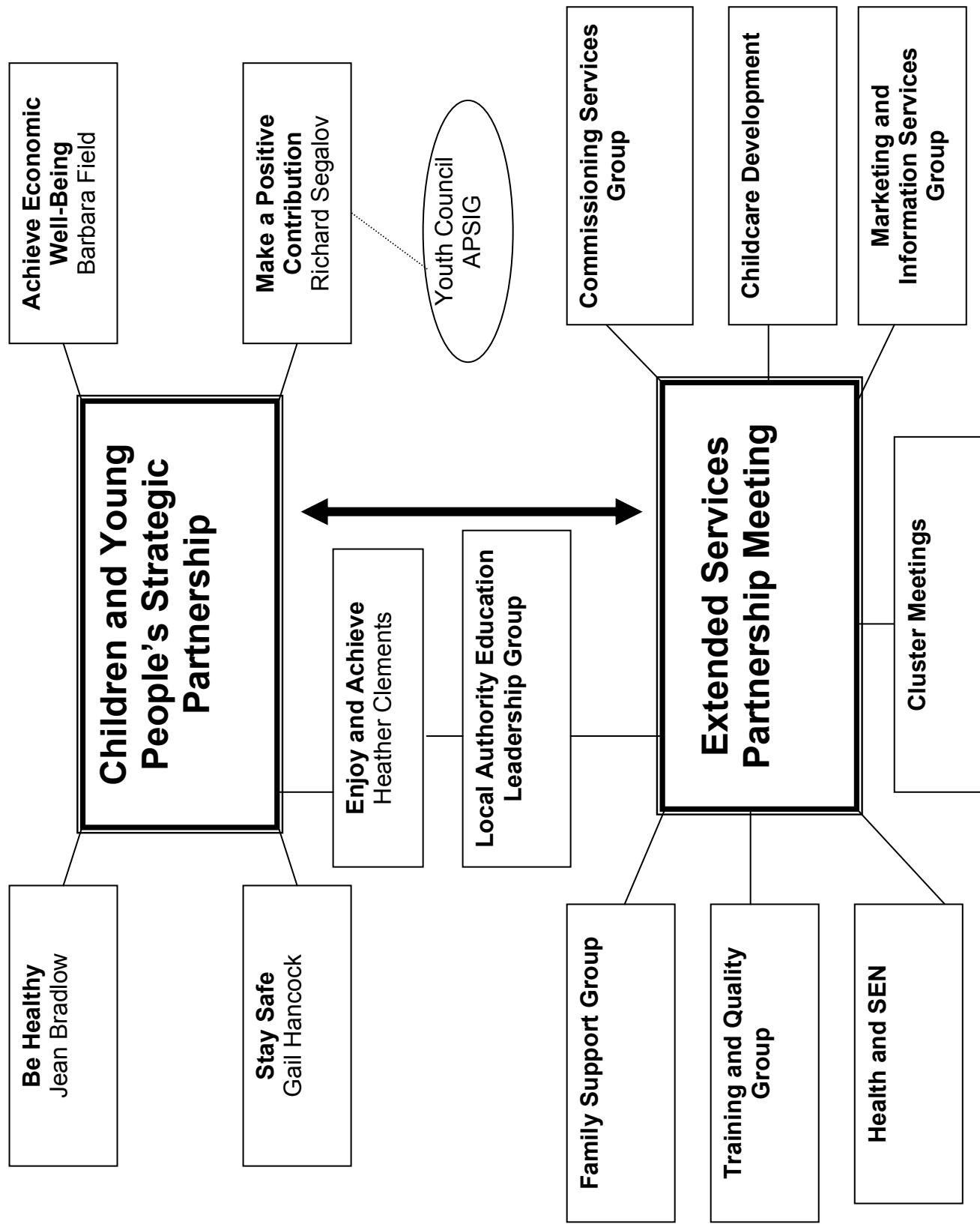
- Advice on health and safety and safeguarding
- Advice on how to consult effectively and what resources are available to support the consultation process.

Quality Assurance

Impact will be measured against:

- pupil achievement
- participation of young people, parents, carers and the local community in shaping activities
- numbers of parents moving into adult education
- impact that services have on pupils, parents and the local community.

The Children and Young People's Strategic Partnership – links with Extended Services Partnership Meetings
Appendix 2



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Meeting:	Children and Young People Scrutiny Sub-Committee
Date:	Wednesday 18 October 2006
Subject:	School Food Improvement Strategy
Key Decision:	For Information
Responsible Officer:	Geoff Wingrove, Director, Strategic Services, People First
Portfolio Holder:	Councillor Janet Mote
Exempt:	No
Enclosures:	N/A

SECTION 1 – SUMMARY AND RECOMMENDATIONS

The purpose of this follow up report is to advise the Children and Young People's Scrutiny Sub-Committee of the progress achieved so far in relation to the new food-based standards, with special reference to the provision of drinking water in schools.

RECOMMENDATIONS:

The Children and Young People's Scrutiny Sub-Committee is requested to receive this report for information.

SECTION 2 - REPORT

2.1 Background

The Government has announced new standards for school food, which are to be introduced in three parts, all of which are to be phased in by September 2009. The new standards cover all food and drink sold or served in schools, which include: breakfast, lunch and after-school meals; and tuck, vending, mid-morning breakfast and after-school clubs.

There is growing recognition from government agencies that getting children to drink more water throughout the school day has many benefits including improved nutrition and wellbeing, better behaviour and academic performance. One of the requirements of the new food-based standards for drinks in schools outlined in the *'guide to introducing the Government's new food-based standards for school lunches from the School Food Trust'*, is that 'free, fresh drinking water should be available at all times'.

The Government has introduced a transitional grant to support the new school food agenda. A further £240m over and above the existing £220m will also be made available to continue to subsidise ingredients until 2011. It is anticipated that schools utilise the grant facility alongside delegated budgets to meet the new requirements.

A high-level School Meals Improvement Strategy has been developed, which sets out Harrow's vision and goals in response to the government's new school food agenda. The outcomes in this document are aligned clearly with Harrow's "Change for Children" Framework, which has at its foundations the Every Child Matters Agenda for Change. A year-on-year action plan has been developed to support the strategy, which sets-out the steps needed to ensure that every child in school benefits from a healthy balanced diet, particularly those children who are nutritionally at risk.

Details of the food-standards to be introduced by September 2009 are provided in **Appendix 1**, for further information.

2.2 Statutory and Policy Framework

The following information provides the policy and institutional context:

- **The Education (school premises) Regulations 1999:** require a school to have a wholesome supply of drinking water for domestic purposes, including a supply of drinking water.
- **The Healthy Living Blueprint for Schools:** drinking water should be available to pupils throughout the day at a number of points within a school, and not from taps or drinking fountains in the toilets.

- **National Healthy School Standards:** schools should have easy access to free, clean and palatable drinking water.
- **Food in Schools Programme:** that access to water is a fundamental human right and necessary for good health. Schools can play their part in provision of drinking water.

3. Current Position

A telephone survey was carried out involving schools in the borough during July and September 2006 to gather baseline information about the current water provision in schools. A questionnaire was developed to support this process, and a further survey will be commissioned to include those schools that were unable to respond in the first survey.

Overall, 61 schools were surveyed:-

- 50 First & Middle Schools
- 10 High Schools
- 1 Special School

Of all schools surveyed:

- Currently, all schools provide access to drinking water throughout the school day. However, there is a mixed economy in terms of provision, availability and accessibility to pupils.
- The majority of schools promote water consumption as part of the overall school culture.
- Traditional drinking water fountains are located at all school sites, with the exception of one special school.
- The provision of water is variable across schools (i.e. the availability and accessibility of water during lunchtimes and at after school clubs).
- 81% of all schools had procured water dispenser solutions from a third-party supplier.
- Staff Room's provide teaching and non-teaching staff with either bottle-fed or mains fed point of use (POU) water dispensers.

First and Middle Schools

- Of those First and Middle Schools surveyed all pupils are encouraged to bring in named water bottles on a daily basis, which can be re-filled at designated water outlets.
- 54% of schools provide drinking tap water either in every classroom or via the Medical/Welfare Office.

High Schools

- Water availability in High Schools is less visible compared with First and Middle Schools, and water maybe seen by pupils as a less attractive option than alternative drinks. However, schools are working proactively and collaboratively with the local authority to improve water provision and accessibility to pupils throughout the school day.
- 55% of those High Schools surveyed provide vending facilities on-site where still or sparkling water can be purchased.
- 18% provide extra water for pupils during lunchtimes. For those remaining schools, water can be accessed at designated water outlets.

4. Key Challenges

To support schools in-line with new standards by:-

- Promoting the benefits of water consumption.
- Making sure that water is available, freely accessible and free of charge to all pupils where they are having lunch, and available for after school activities.
- Signpost water stations in dining room areas.
- Assessing whether drinking water fountains located in play areas and in toilets, is suitable for a modern day school setting.
- Identifying robust, affordable and sustainable solutions to ensure that water is available and accessible to school pupils throughout the school day.

5. Progress to Date

- A survey of schools has been undertaken to establish current water provision within schools.
- An exercise has been undertaken to identify third-party suppliers who specialise in providing water solutions specifically for schools. Preferential packages have now been secured for Harrow schools.
- A meeting has been held with the Corporate Procurement Team and support has been secured for schools, if required, in the development of contracts with third-party suppliers.
- Contact with neighbouring local authorities is currently underway to identify areas of best practice in this respect.
- Rooks Heath College are organising a '**Promoting Healthy Lifestyles**' event in November, and the local authority will be providing a display on the importance of water in schools.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Finance Officer	<input checked="" type="checkbox"/>	Name: Myfanwy Barrett
		Date: 29 September 2006.....
Monitoring Officer	<input checked="" type="checkbox"/>	Name: Helen White.....
		Date: 4 October 2006

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact: Melanie Irons, Professional Officer, Project Management & Policy, People First ext: 7529

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Background Papers:

Harrow Council’s Draft School Meals Improvement Strategy.

School Food Trust – A guide to introducing the Government’s new food-based standards for school lunches, June 2006.

IF APPROPRIATE, does the report include the following considerations?

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

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APPENDIX 1

The Government's new standards for food in schools

The new standards	Timetable for meeting the new standards
Interim food-based standards for school lunches (covered by this guidance)	All schools by September 2006
Food-based standards for school food other than lunch	All schools by September 2007 (schools are recommended to adopt these from September 2006)
Nutrient-based standards and new food-based standards (i.e. not interim) for school lunches	Primary schools by September 2008 at the latest Secondary schools by September 2009 at the latest

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Meeting: Children and Young People's Scrutiny Sub-Committee
Date: 18 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.

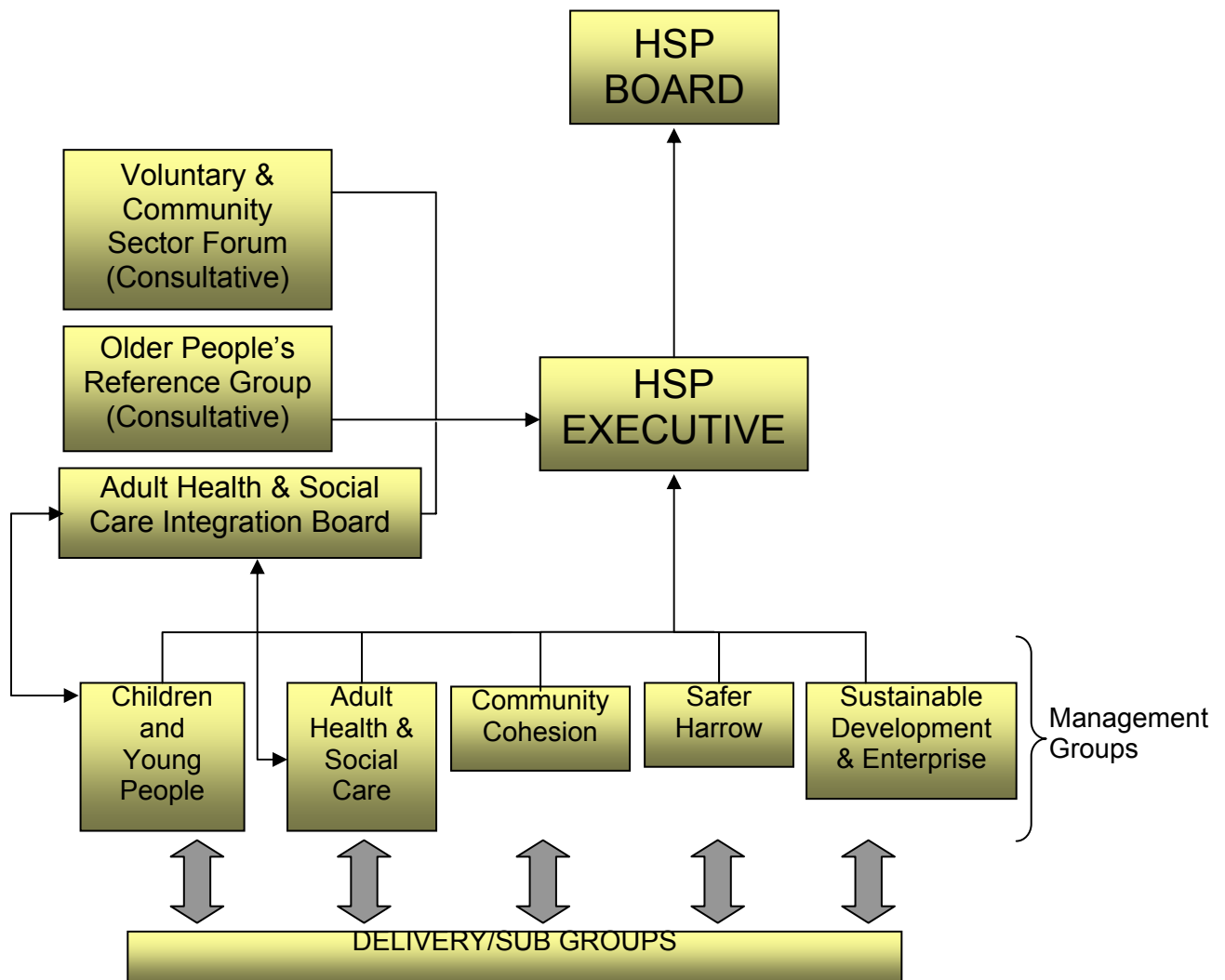
(to be completed in later version)

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:	Children and Young People Scrutiny Sub-Committee
Date:	18 October 2006
Subject:	Scrutiny Work Programme
Responsible Officer:	Paul Najsarek, Director, People Performance and Policy
Contact Officer:	Nahreen Matlib, Senior Scrutiny Officer
Portfolio Holder:	Business Development
Key Decision:	No
Status:	Part I

Section 1: Summary

Decision Required

That the Sub-Committee:

- Considers and agrees upon the main topics to be included in the work programme for 2006/07.
- Considers the scheduling of longer term topics for the four-year programme of work (2006-2010).

Reason for report

At its last meeting (27 June 2006), the Sub-Committee received a report outlining suggested topics for its work programme 2006-10. This report gives more detail on the possible prioritisation of topics, the programming of this work and suggests appropriate methodologies. This should help the Sub-Committee determine a more concrete work programme.

When agreed the Sub-Committee's work programme will be provided to the Overview and Scrutiny Committee for information.

Benefits

The Sub-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 Sub-Committee has the opportunity to:

- Gain maximum benefit out of the value it can add.
- Be strategic in the areas it targets.
- Consider its work levels and any resource implications that may be present.

Cost of Proposals

The work programme will be managed within the scrutiny budget. No additional funding will be sought.

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 provide this to Overview and Scrutiny would mean this Committee would not be able to meet its constitutional responsibilities.

Section 2: Report

2.1 Brief History

Developing the work programme

2.1.1 At its last meeting, the Sub-Committee considered a preliminary version of a work programme for 2006-2010 and discussed the topics within it. This report provides more detail to this work programme with regard to prioritisation and suggested methodology for topics.

2.1.2 The revised work programme for the Children and Young People Scrutiny Sub-Committee is attached as Appendix A and details the main suggested areas of focus with scheduling details.

2.1.3 The work programme should be seen as an evolving document which will be proactive in its scheduling but with scope to also react to issues that may emerge during the course of the year.

2.1.4 Members will need to consider the resources available to them in undertaking projects. It will be feasible for the Sub-Committee to

undertake one in-depth review at any one time. However, where projects form part of a larger programme of work, the Sub-Committee should consider staggering projects to allow for shorter pieces of work such as a challenge panel or light touch review.

- 2.1.5 In addition to member resources, consideration should also be given to the availability of officer resources, both in terms of within the Scrutiny Team and the teams/directorates subject to review.

Specific issues for the Children and Young People Scrutiny Sub-Committee

- 2.1.6 This section outlines very briefly the rationale for the topics included in the work programme:

Year One

- **Every Child Matters** – This sets out the five mutually reinforcing outcomes that are most important to children and young people: be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being. All organisations involved with providing services to children are required to team up in new ways, sharing information and working together, to protect children and young people from harm and help them achieve what they want in life.
- **Children and Young People’s Plan** – The CYPP is a major non-statutory plan. The Plan sets out the framework for improving services and outcomes for young people over the next three years. Members may wish to review performance against the plan, and this may include the Annual Performance Assessment (APA) and the Local Area Agreement.
- **Special Educational Needs** – this topic has been addressed by scrutiny on several occasions previously and updates will keep members abreast of progress following scrutiny’s reviews.
- **Healthy Lifestyles** – officer recommendation to follow up outcomes arising from recent internal **review of catering** services. Scrutiny perspectives on potential areas for cost-efficiencies could be sought, as could particular focuses on social care elements or school meals. This would also relate to previous scrutiny work on healthy schools.
- **Development of a Children’s Trust** – all areas are required to have a Children’s Trust in place by 2008 and the committee may wish to ensure that local progress in this is on track.
- **Education of looked after children** - Section 52 of the Children Act 2004 places a duty on the local authority in its role as corporate parent to promote the educational achievement of looked after children. A recent publication by the IDeA/LGA has provided a toolkit by which to assess how well the authority is meeting this new legislative requirement.
- **Sixth form collegiate** – this is a key development in the borough and progress, as well as emerging issues, will need to be kept within the committee’s attentions. More in-depth work by scrutiny may be warranted once the sixth form facilities have all been rolled out.
- **Parent partnership service** – an issue raised by members as necessary to receive an update on the situation.
- **JAR self assessment and Post JAR programme** – performance issue for the authority.

- **Achievement and attainment** – performance monitoring. Members may wish to consider the format and content of performance information that members should receive. Work is underway to establish when data is available in provisional and finalised forms.
- **School nursing** – Concerns have been raised by schools and the Director of Public Health, as well as following up previous scrutiny work on healthy lifestyles in schools. There are particular issues around recruitment and retention, service performance and the interface between the provider (North West London Hospitals Trust) and commissioner (Harrow Primary Care Trust). School nurses are currently assigned to specific clusters but this approach has been inhibited by staff absence. This is a small service and therefore scrutiny would have to consider whether it would add value through any review work.
- **Extended schools** – an examination of the use of schools buildings as community facilities would also need to take account of any work undertaken by the Safer and Stronger Communities Sub-Committee.
- **Community strategy** – strategic issue for the local authority, in which priorities for children and young people will need to be reflected.
- **Question and Answer session** – with the relevant portfolio holder(s) as part of scrutiny's role in holding decision makers to account.
- **Young people's sexual health** – priority area for the PCT and nationally. In particular, Harrow's teenage pregnancy rate is an area of concern as it has risen. Any scrutiny work could relate to the outcomes of the PCT review of sexual health service and seek the views of young people on sexual health services open to them.
- **Obesity** – public health priority area suggested for scrutiny by the PCT. Harrow has a high prevalence rate of diabetes and this has links to obesity. The borough has an Obesity Strategy whose implementation could be explored, as could the use of national funding and specific reference to childhood obesity. Scrutiny of this area could provide the opportunity for cross-committee work as it could tie in with work undertaken by the Adult Health and Social Care Sub-Committee.
- **Diabetic care** – public health priority area suggested by the PCT. Harrow has a high prevalence rate of diabetes and this poses a high risk to obesity. Joined up care from council and PCT services could be explored, perhaps in reference to the Health Equity Audit.
- **Children's health** – children's health is distinct from adult health and so will require separate consideration. In addition, service delivery is changing as a result of the requirement for a children's trusts and the development of children centres.

Year Two (additional topics to above)

- **14 – 19 strategy** – area of policy development. The outcome of a bid to the Learning and Skills Council is imminent. Members may wish to consider means through which the bid is realised; alternatively if it is unsuccessful Members may wish to examine ways in which the council can move forward.
- The **Annual Performance Assessment** and **CYPP/LAA** are also important elements of the committee's role in monitoring performance.
- **Future of schools – demography** – service delivery issue – it has been suggested that the changing demography of the borough may have an

- impact on schools in terms of support that they provide to an increasingly diverse range of pupils.
- **School exclusions** – performance issue – there is potential for evaluating outcomes arising from a consultant’s report on exclusions in 2005 and measures such as the rapid intervention team.
 - **Youth engagement** – there is potential for review of effectiveness implementation of strategy for youth participation. Members may wish to explore the impact of the Harrow strategy so far and how this should be developed in future.
 - **Early years and childcare** – area of policy development, linked to development of a children’s trust and the children’s centres model.

Year Three (additional topics to above)

- **Schools’ organisation** – there is scope to contribute to the shift to age 11 transfer and impact of changing demography of borough.

2.2 Consultation

Consultation on developing the work programme was undertaken with:

- Relevant Executive Directors and Directors;
- The community via Harrow’s website;
- All Members of council.

2.3 Financial Implications

The scrutiny budget for 2006/07 is £340,400 which is made up of £266,050 for salaries and £74,350 for projects and other expenditure. This programme of work will be delivered within this provision.

2.5 Legal Implications

There are no legal implications in this report.

2.6 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 sub committee specifically takes into consideration how to engage with and meet the diverse needs of residents.

2.7 Section 17 Crime and Disorder Act 1998 Considerations

Individual scrutiny reviews may impact on crime and disorder and where relevant details are given in the Appendix.

Section 3: Supporting Information/Background Documents

Appendix A: Proposed Children and Young People Scrutiny Sub-Committee work programme 2006 – 2010

**APPENDIX A:
PROPOSED CHILDREN & YOUNG PEOPLE SCRUTINY SUB-COMMITTEE WORK PROGRAMME 2006--10**

THEME	YEAR ONE (2006/07)	YEAR TWO (2007/08)	YEAR THREE (2008/09)	YEAR FOUR (2009/10)
AGREED FOR INCLUSION IN PROGRAMME				
EVERY CHILD MATTERS	ECM outcome - achieve economic well-being ➤ Report in April 2007	ECM outcome – enjoy and achieve ➤ Report ECM outcome – make a positive contribution ➤ Report	ECM outcome – be healthy ➤ Report ECM outcome – stay safe ➤ Report	NSF on children's health and maternity ➤ Report
ISSUES FOR CHILDREN'S SERVICES	Children and Young People Plan ➤ Update report in February 2007 Special Educational Needs ➤ Update in June 2006 Healthy Lifestyles - Review of catering services (including reference to provision of drinking water in schools) ➤ Report in October 2006			
	Development of a Children's Trust ➤ Report in 2007 Looked after children	Development of a Children's Trust		

THEME	YEAR ONE (2006/07)	YEAR TWO (2007/08)	YEAR THREE (2008/09)	YEAR FOUR (2009/10)
	<ul style="list-style-type: none"> ➤ Light touch review, reporting back in October 2006 			
	<ul style="list-style-type: none"> ➤ Sixth form collegiate Report in June 2006 	<ul style="list-style-type: none"> ➤ Sixth form collegiate Report ➤ 14 – 19 strategy ➤ ½ day challenge panel 	<ul style="list-style-type: none"> ➤ Sixth form collegiate In depth review 	
	<ul style="list-style-type: none"> ➤ Parent partnership services ➤ Report in October 2006 			
ASSESSING PERFORMANCE	<ul style="list-style-type: none"> ➤ Joint Area Review self assessment ➤ ½ day challenge panel – conducted by Overview and Scrutiny Committee in September 2006, as part of Corporate Assessment/JAR self assessment 			
	<ul style="list-style-type: none"> ➤ Joint Area Review outcomes and action plan ➤ Report in January 2007 	<ul style="list-style-type: none"> ➤ Post Joint Area Review programme ➤ Report 		
		<ul style="list-style-type: none"> ➤ Annual Performance Assessment ➤ ½ day challenge panel 	<ul style="list-style-type: none"> ➤ Annual Performance Assessment ➤ ½ day challenge panel 	<ul style="list-style-type: none"> ➤ Annual Performance Assessment ➤ ½ day challenge panel
ACHIEVEMENT AND ATTAINMENT	<ul style="list-style-type: none"> ➤ Achievement and attainment – including performance information 	<ul style="list-style-type: none"> ➤ Achievement and attainment – including performance information 	<ul style="list-style-type: none"> ➤ Achievement and attainment – including performance information 	<ul style="list-style-type: none"> ➤ Achievement and attainment – including performance information

THEME	YEAR ONE (2006/07)	YEAR TWO (2007/08)	YEAR THREE (2008/09)	YEAR FOUR (2009/10)
COMMUNITY ISSUES	<ul style="list-style-type: none"> for schools ➤ Report in February 2007 School nursing ➤ Challenge Panel in Autumn 2006 Extended schools ➤ Update report in October 2006 Community strategy ➤ Consultation on refreshed strategy in October 2006 	<ul style="list-style-type: none"> for schools ➤ Report in February 2008 	<ul style="list-style-type: none"> for schools ➤ Report in February 2009 	<ul style="list-style-type: none"> for schools ➤ Report in February 2010
SCHOOLS				
HOLDING DECISION MAKER(S) TO ACCOUNT	<ul style="list-style-type: none"> Question and Answer session with portfolio holder(s) ➤ Special meeting in January 2007 	<ul style="list-style-type: none"> Future of schools – demography ➤ In depth review 	<ul style="list-style-type: none"> Schools' organisation ➤ In depth review – linked to demography review 	<ul style="list-style-type: none"> Question and Answer session with portfolio holder(s)
FLEXIBLE - TO BE CONSIDERED FOR PROGRAMME IF TIME ALLOWS				
INDIVIDUAL TOPICS	<ul style="list-style-type: none"> Young people's sexual health ➤ In depth review Obesity /Diabetic Care ➤ In depth review, linking with work by Adult 	<ul style="list-style-type: none"> School exclusions ➤ Report 		
		<ul style="list-style-type: none"> Youth engagement ➤ In depth review, using policing and youth as a 		

THEME	YEAR ONE (2006/07)	YEAR TWO (2007/08)	YEAR THREE (2008/09)	YEAR FOUR (2009/10)
	Health and Social Care Committee	case study		
	Children and Young People's plan ➤ ½ day challenge panel or report	Early years and childcare ➤ In depth review		
	➤ Children's health specific - ½ day challenge panel			

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