

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 19 March 2013

TIME: 7.30 pm

VENUE: Committee Rooms 1&2
Harrow Civic Centre

MEMBERSHIP (Quorum 4)

Chairman: Councillor Jerry Miles

Councillors:

Sue Anderson
Ann Gate
Krishna James
Zarina Khalid

Kam Chana
Barry Macleod-Cullinane
Paul Osborn (VC)
Stephen Wright

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

Representatives of Parent Governors: Mrs A Khan/1 Vacancy

Representative of Harrow Youth Parliament

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Reserve Members:

1. Nana Asante
2. Ben Wealthy
3. Victoria Silver
4. Sasi Suresh
5. Krishna Suresh

1. Chris Mote
2. Tony Ferrari
3. Christine Bednell
4. Susan Hall

Contact: Alison Atherton, Senior Professional - Democratic Services
Tel: 020 8424 1266 E-mail: alison.atherton@harrow.gov.uk

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 disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

3. MINUTES (Pages 1 - 10)

That the minutes of the meeting held on 26 February 2013 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS

To receive questions (if any) from local residents/organisations under the provisions of Committee Procedure Rule 17 (Part 4B of the Constitution).

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. REFERENCES FROM COUNCIL/CABINET

(if any).

7. INTRODUCTION BY THE CORPORATE DIRECTOR OF ENVIRONMENT AND ENTERPRISE

Oral report of the Corporate Director of Environment and Enterprise

8. FAMILIES FIRST - TROUBLED FAMILIES (Pages 11 - 26)

Report of the Divisional Director of Quality Assurance, Commissioning and Schools

9. DATA QUALITY ASSURANCE (Pages 27 - 38)

Report of the Assistant Chief Executive and Divisional Director of Strategic Commissioning

10. SCOPE FOR ACCESSIBLE TRANSPORT REVIEW (Pages 39 - 46)

Report of the Divisional Director of Strategic Commissioning

11. ANY OTHER BUSINESS

Which the Chairman has decided is urgent and cannot otherwise be dealt with.

12. MOTION TO EXCLUDE THE PRESS AND PUBLIC

To resolve that the press and public be excluded from the meeting for the following item of business, on the grounds that it involves the likely disclosure of confidential information in breach of an obligation of confidence, or of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972:

<u>Agenda Item No</u>	<u>Title</u>	<u>Description of Exempt Information</u>
8.	Families First – Troubled Families	Information under paragraph 2 (contains information likely to reveal the identity of individuals).

AGENDA - PART II

13. FAMILIES FIRST - TROUBLED FAMILIES (Pages 47 - 50)

Case studies in relation to the report of the Divisional Director of Quality Assurance, Commissioning and Schools

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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

26 FEBRUARY 2013

Chairman:	* Councillor Jerry Miles	
Councillors:	* Sue Anderson * Ann Gate * Susan Hall (4) * Zarina Khalid	* Barry Macleod-Cullinane * Paul Osborn * Sasi Suresh (4) * Stephen Wright
Voting Co-opted:	(Voluntary Aided) † Mrs J Rammelt Reverend P Reece	(Parent Governors) † Mrs A Khan
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance: (Councillors)	Keith Ferry Thaya Idaikkadar Sachin Shah	Minute 359 Minutes 356, 360 Minute 362

- * Denotes Member present
- (4), (4) Denote category of Reserve Members
- † Denotes apologies received

351. Attendance by Reserve Members

RESOLVED: To note the attendance of the following duly constituted Reserve Members:

Ordinary Member

Councillor Kam Chana
Councillor Krishna James

Reserve Member

Councillor Susan Hall
Councillor Sasi Suresh

352. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

353. Minutes

RESOLVED: That the minutes of the meeting held on 18 December 2013 and of the Special meeting held on 16 January 2013, be taken as read and signed as correct records subject to the amendment that the last paragraph of Minute 344 should read 'that it was stressed that the Cabinet Members should ensure that reports were complete, correct and meaningful'.

354. Public Questions

RESOLVED: To note that no public questions were received.

355. Petitions

RESOLVED: To note that no petitions had been received.

RECOMMENDED ITEMS

356. Corporate Plan

The Committee received a report of the Assistant Chief Executive which formed part of an integrated series of papers, including the budget papers, which had been considered by Cabinet on 14 February and were due to be considered by Council on 28 February 2013.

The Chair welcomed the Leader of the Council and the Divisional Director of Strategic Commissioning to the meeting. The Leader, in introducing the report, stated that the Corporate Plan set out the Council's strategic direction, vision and priorities for the next two years. In addition, for the first time, a balanced budget for next two years was proposed.

Some Members expressed concern that there appeared to be no base lines in terms of performance management. It was unclear what the indicators meant and what the measures were. A Member expressed the view that clearly defined measurable outcomes were required. The Divisional Director, whilst acknowledging the comments, responded that the Plan aimed to set out the core outcomes which aimed to articulate in greater detail the corporate priorities. As the Council moved more towards the measurement of outcomes, the Plan set out what these measures could be, and more work was ongoing to agree these with targets for the Corporate Scorecard. The Plan itself

included more specific actions than previous plans as to what was being set out to be achieved, and progress against these would be measured. The Corporate Scorecard could be made available for a future meeting of the Committee, or the Performance and Finance Committee.

In considering the Corporate Plan, Members made comments and asked questions including the following:

- The Safety Deposit Scheme did not appear to be included in the Plan and the Member requested that he be provided with details of the work on the scheme to date. The Leader advised that it had not been included as a detailed study to identify potential usage was being progressed.
- A commitment to introduce the Harrow Card was included in the Plan and it was questioned how this could be done without the completion of a feasibility study. The Leader advised that it was right that the Plan included the aspirations of the Administration and it was right that this was included.
- Concern was expressed in relation to the Environment department and the Leader was questioned as to how he could reconcile the proposed £3m savings with the corporate priority of keeping neighbourhoods clean, green and safe. The Member went on to state that not locking parks and cemeteries at night would result in a rise in crime. The Leader responded that a higher grant from Government would have enabled the Council to deal with issues in a different way but that the reality of the situation was that alternatives had to be found. He advised that, for example, on the spot fines for dropping litter may act as a deterrent.
- Referring to the grant the Council had received from Government a Member stated that Merton Council received less than Harrow per head but had, unlike Harrow, frozen its Council Tax. The Leader stated that to his knowledge Merton had significant financial difficulties but that he would look at their budget papers.
- In terms of the priority 'Supporting and Protecting people who are most in need', a Member stated that a representative of Mencap had recently advised that the most vulnerable tended to receive proper care and it was in fact those who were vulnerable, but not so drastically, that required the most support.
- Referring to the aspiration that contractors offer the London Living Wage, a Member questioned how this was costed, the timescale, how this could be measured and what the indicators were to show that this was on track. The Leader responded that whilst all directly employed staff received the London Living Wage, it was an aspiration to extend this to contractors.
- Following a Member's concern that a proposal in his ward would increase the risk of flooding, which appeared to contradict the aspiration in the Corporate Plan, the Divisional Director undertook to look at whether an indicator in relation to flooding could be developed.
- A Member expressed the view that the outcomes listed under each corporate priority heading in the plan did not seem to match the delivery of outcomes. For example, in terms of mental health it was unclear how the outcomes would be delivered from the projects

mentioned. Similarly, the stated desired outcome of reducing fear of crime did not appear to be addressed by the projects listed, but instead the reduction of crime. She stated that it would be helpful to include mention of measures such as the dispersal zone and types of street lighting in the Plan to enable Members to see the success or otherwise in terms of delivery.

- Referring to the corporate priority 'Supporting our town centre, our local shopping centres and businesses', a Member questioned how key projects would be delivered given the proposed savings in the Planning department. The Leader stated that it was expected that £2m development would be attracted to the town centre as a result of the projects/initiatives.

The Chair thanked the Leader of the Council and the Divisional Director of Strategic Commissioning for their attendance and responses.

Resolved to RECOMMEND: (to Council)

That the Committee's comments be considered.

RESOLVED ITEMS

357. References from Council/Cabinet - Response to Scrutiny Review of Housing Revenue Account Self Financing

The Committee received the response from Cabinet to the Scrutiny Review of Housing Revenue Account Self Financing.

The Chair of the Review Group reported that there had been a lengthy discussion at Cabinet on the report and he expressed his thanks to all those who had been involved in the review.

RESOLVED: That the report be noted.

358. Introduction by the Corporate Director of Environment and Enterprise

The Chair informed the Committee that whilst the Corporate Director of Environment and Enterprise had been invited to attend the meeting she had unfortunately been unable to attend. He therefore proposed that the item be deferred.

Some Members, whilst acknowledging that circumstances sometimes meant that it was not possible for officers to attend meetings, expressed concern that the agenda had specifically been organised around environment issues and that this was not the first meeting that the Corporate Director had not attended. Members also expressed their dissatisfaction that the Portfolio Holder for Environment and Community Safety, although invited to the meeting, was not in attendance and that no reason had been given.

RESOLVED: That (1) the item be deferred to the next meeting;

(2) the Corporate Director of Environment and Enterprise be invited to attend the next meeting of the Committee;

(3) in accordance with paragraph 43 of the Committee Procedure Rules (Part 4B of the Council's Constitution), the Portfolio Holder for Environment and Community Safety be requested to attend the next meeting of the Committee.

359. Parking Policy

The Committee received a report of the Corporate Director of Environment and Enterprise which provided an update on the principles underpinning the Council's parking policy, outcomes of the parking review undertaken in 2011, links between parking policy and implementation of the Harrow card, the overall impact of parking policy and proposals on identified issues and the status of all proposals.

The Chair welcomed the Portfolio Holder for Planning and Regeneration, the Divisional Director of Environment and other officers to the meeting. In response to questions, the Portfolio Holder explained that in terms of implementation, the feasibility study had not yet been completed but that he was happy to share it with scrutiny colleagues. The Harrow card, free parking and tiered charges were all interconnected and it was necessary to have a programme to ensure that they were introduced in an ordered way. The Harrow card did not delay the introduction of cashless parking.

Members then made comments and asked questions as follows:

- A Member expressed concern at the implementation of the policy, the expense of altering the pay and display machines and sought clarification on the cost of the Harrow card. The Portfolio Holder advised that the card would cost £10 but that at this stage he could not confirm that it would be progressed.
- In response to a Member's question as to what measures would be used to mitigate the likely worsening of air quality as a result of the parking policy, an officer advised that promotion of use of the card would have an effect on the use of other modes of transport but that it may encourage people to shop more locally.
- A Member questioned the use of the Harrow card to reduce vandalism to parking meters and street crime. The officer undertook provide the data requested and indicated that the provision of a cashless system would reduce the number of machines required.
- A Member expressed concern at the estimated cost of the Harrow card implementation, stated that the interfaces with the IT systems had not been addressed and that, in his view, the Harrow machines would not be able to accommodate the variety of payment methods proposed. The officer confirmed that the internal workings of 150 machines would require replacement.
- In response to a Member's question in relation to the estimated take up of the Harrow card, the Portfolio Holder advised that it was expected that approximately 10% of the Harrow population would take up the

card and that the fee for distributing the card would be £10. The card would be valid for 3-4 years.

- In response to a Member's question, the Portfolio Holder advised that the 20 minute parking limit had seemed reasonable and would allow sufficient time for shoppers to visit a shop for items such as milk and newspapers. It would also facilitate the movement of cars from parking bays as there was little point in having 20 minutes free parking if there was nowhere to park. If, however, the parking meters could only be modified to provide 30 minute slots, further consideration may be required.
- A Member stated that there appeared to be a contradiction between paragraphs 2.3.7 and 2.4.6 of the report and expressed concern in relation to some of the financial information. The Portfolio Holder responded that the feasibility study had indicated that there would be 10% take up in the initial year, with a further 10% (that is £210,000) in the following year and the same again in the third year. It would be an incremental increase as people realised the benefit of the card. Even if there were a high take up of the card, the business model would not change much.
- Clarification was sought as to whether Harrow residents would benefit from cheaper parking as a result of the card and was advised that there would be different forms of the card. For example, there would be an under 21s card that would have photograph could be used as proof of age and there would also be a non Harrow resident card.
- A Member expressed concern that the project was not included on the risk register and was advised that risks would be addressed in the feasibility study.
- Some Members expressed concern at the deliverability of projects given the savings proposed for the Environment and Enterprise directorate.

The Chair thanked the Portfolio Holder and officers for their attendance and responses.

RESOLVED: That (1) the report be noted;
(2) the results of the feasibility study be reported to a future meeting of the Committee.

360. Climate Change Action Plan and Delivering Warmer Homes Report

The Committee received a report of the Corporate Director of Environment and Enterprise which provided responses to Members comments raised on the draft Climate Change Action Plan and Delivering Warmer Homes (HECA) report when it had previously been considered on 18 December 2013. The Chair drew Members attention to the Lead Member report which appeared on the supplemental agenda. The Committee agreed to consider the Lead Member report as a matter of urgency for the reasons set out on the supplemental agenda.

Members noted the correction to page 69 of the report in that it was Cabinet Members not officers who needed to ensure that reports were complete, correct and meaningful. The Lead Members stated that the results of their meeting with officers would feed into the consultation process and advised that it had been a useful exchange.

A Member sought clarification on the position in terms of Harrow's application to be a fair trade borough, including how much had been spent to date and how much would be spent going forward. The Director of Environment advised that whilst he did not have this information available he understood that work was underway. The Leader of the Council stated that an error had been made in a response to a Freedom of Information Act (FOI) request in relation to this issue and the cost to date was in the region of £2,000, not £30,000. He added that responding to FOI requests had cost the Council approximately £300,000.

In response to a Member's question in relation to the launch of London Big Switch, an officer advised that the Council would be launching Harrow's Big Energy Switch to help residents to reduce their fuel bills.

In response to a Member's question as to the cost of compliance in meeting the climate change agenda, an officer advised that the officer cost of meeting the statutory requirements such as Display Energy Certificates, the Carbon Reduction Commitment (CRC) scheme, Greenhouse Gas (GHG) reporting and administering the Council's energy reduction programmes was in the region of £100,000 a year. In the current year, the Council had invested £500,000 in its carbon reduction capital programme resulting in a saving of £100,000 in energy costs per year. Making investment in energy efficiency therefore represented a sensible business case going forward. The government's programme to reduce carbon emissions and fossil fuel use was designed to avoid significantly adverse changes to the global climate and ensure the country's future energy security in a world where energy costs were rising and energy frequently came from politically unstable parts of the world.

A Member expressed concern that the Committee would not have the opportunity to comment on Appendix B, which would set out the revised measurement methodology for the Climate Change strategy, prior to its consideration by Cabinet. It was suggested that either a challenge panel be established or the leads and other interested Members meet to discuss the appendix prior to Cabinet.

The Director reported that the Government had recently published its Carbon Reduction Commitment performance league table for 2011/12 and that Harrow was in the top quartile nationally and in the top 3 in London. Members congratulated officers on this success.

The Chair thanked officers for their attendance and responses.

RESOLVED: That (1) the relevant Scrutiny Leads and other interested Members consider appendix B prior to its consideration by Cabinet;

(2) the Committee's comments be forwarded to Cabinet for consideration.

361. Lead Members Report on Climate Change Action Plan and Delivering Warmer Homes

The Committee received the report of the lead Members and considered it in conjunction with the substantive officer report.

RESOLVED: That the report be noted.

362. Monitoring Council Tax Collection Rate

The Committee received a report of the Divisional Director of Collections and Housing Benefits which provided an update on what council tax collection monitoring data existed and the plans for future monitoring of the area. The Committee agreed to consider the report as a matter of urgency for the reasons set out on the supplemental agenda.

The Chair welcomed the Divisional Director of Collections and Housing Benefits and the Portfolio Holder for Finance to the meeting. The Divisional Director outlined the content of the report and provided some context.

A Member sought clarification as to which other local authorities had set a target of 70% collection rate, what the average collection rate was and what the Council would do if there was an overspend. The Divisional Director responded that three other London boroughs had set a target of 70% with the remainder between 30-60%. The average was 50%. He explained that Harrow had been in the top quartile for collection for a number of years and that in the longer term it was expected that caseload would reduce. The Welfare Reform Debt Management Sub Group had considered the issue of vulnerable residents and that the team was working on identifying and developing a vulnerability policy which would define vulnerability in respect of debt. One of the Council's Baliff contractors had also recently set up a vulnerability team. Work was underway to identify those residents with a mental health issue or extreme physical disability in order that those case were not passed to the bailiffs for action. He advised that there would be a further report to the Committee later in the year.

RESOLVED: That the report be noted.

363. Report of the Performance and Finance Scrutiny Sub-Committee Chair

RESOLVED: That the report be noted.

364. Scrutiny Lead Member Report

The Committee received the report of the Divisional Director of Strategic Commissioning which accompanied the reports from the Scrutiny Lead Members.

RESOLVED: That the report be noted and the actions proposed be agreed.

365. Termination of Meeting

In accordance with the provisions of Committee Procedure Rule 14.2.1.2 (b) (Part 4B of the Constitution) it was

RESOLVED: At 9.57pm to continue until 10.15pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.30 pm).

(Signed) COUNCILLOR JERRY MILES
Chairman

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REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	19 March 2013
Subject:	Families First - Troubled Families
Responsible Officer:	Leora Cruddas, Divisional Director - Quality Assurance, Commissioning & Schools
Scrutiny Lead Member area:	Councillor Mitzi Green – Portfolio holder for Children, Schools & Families
Exempt:	No but with Part II Annex 3 Case Studies – by virtue of Paragraph 2 of Schedule 12A to the Local Government Act 1972 in contains information likely to reveal the identity of individual individuals
Enclosures:	<ol style="list-style-type: none">1. Criteria for identifying Troubled Families2. Payment by results criteria3. Families First Case Studies: Understanding Families, Assessing Impact (Exempt Case Studies)

Section 1 – Summary and Recommendations

The government's Troubled Families initiative is designed to turn around families who have a range of complex difficulties.

The government has calculated that nationally there are 120,000 such families who because of their complex needs, are of high cost to the public purse. Through calculations and data available from the child poverty index (CPI) and the multiple deprivation indices (MPI) the government has estimated that Harrow has at least 395 families who could be defined as 'troubled'.

Families First is Harrow's approach to the government's Troubled Families initiative. Families First must identify and work with 395 families during the project including 150 families in 2012/13 and up to 200 families in 2013/14.

Families are identified against 2 out of 3 criteria: school attendance; crime & ASB; worklessness

Families First

Families First aims to change the way we work with families:

- Move from individual to a whole family approach
- Ensure families have suitably experience and trained Key Worker
- Offer personalised support package

Current Situation

- Project commenced 3 September 2012
- Early Intervention Service is the main delivery arm of the project
- 120+ Families identified and allocated a Key Worker – target for 2012/13 is 150
- Positive feedback from the use of individual commissioning

Recommendations:

The Committee is invited to consider and comment on the report.

Section 2 – Report

1. Background

1.1 Following the London riots the Prime Minister identified 120,000 families most at risk (the top 2% most vulnerable) and set up the Troubled Families Unit in the Department for Communities and Local Government (DCLG). All project work in this area was moved across from Department for Education and merged into the Troubled Families Programme that will run until 2015. Six government departments contributed funding to create a budget for the Prime Minister's new policy initiative.

1.2 The Top Families project, which started in Harrow in October 2011, was incorporated fully into Harrow's delivery of the Troubled Families Programme. The Top Families project aimed to analyse in detail a cohort of families and develop a considered and research based approach to developing a new model of delivery. It grew from the Community Budget and Total Place principles which are embedded in the Troubled Families initiative: principally to coordinate and integrate service delivery around complex families; to pool resources and make savings; to identify families at risk earlier.

1.3 The aim of the Troubled Families programme is, as defined by Government, to 'turn round' 120,000 families nationally. Harrow's share is 395 families.

1.4 A troubled family is a household where there is evidence of youth crime and / or anti social behaviour (ASB); unauthorised absence from school of more than 15% and / or exclusion from school; and a family member on benefits. (Please see Annexe 1 for full details)

2. What the government expects us to do

2.1. The government expects us to identify 150 families in the first year of the project (2012-13). We are expected to help these families change some of

their behaviours in order to make life better for their children. Specifically, we are expected to help families:

- Get their children back into school and reduce school exclusions;
- Reduce youth crime and anti-social behaviour;
- Put the adults in the household on a path back to work.

2.2 The Government's approach is driven by the need to reduce costs to the public purse. Local authorities are invited to try innovative approaches to join up local services and deal with each family's problems as a whole rather than individually.

3. Identifying families

3.1 The Council has committed to work with 395 families during the life of the Families First project up until May 2015. The project must work with 150 families in 2012 /13 who meet the Troubled Families criteria.

3.2 The Government has invited local authorities to choose a fourth, discretionary criteria to identify families. We have focussed on those which enable us to develop a set of local outcomes that address family preservation and place particular emphasis on households where there is evidence of domestic violence.

3.3 The initial identification was completed in the summer of 2012. The total number of identified families in Harrow at this stage was 345. This number falls short of the indicative total provided by government but reflects the general pattern across other local authorities in London.

3.4 We expect to identify additional families who meet the criteria as the project progresses, and remain confident we will have worked with 395 families by the end date of the project in May 2015. We already identify families at the point of entry via the children's access team.

4. Families First

4.1 Families First is Harrow's approach to the Government's Troubled Families initiative. We will use the initiative as an opportunity to change the way we work with families. Our New Operating Model in the Children and Families Directorate means that we are well-placed to try evidence-based and innovative approaches to improve outcomes for vulnerable families.

4.2 Our Early Intervention Service was positively commented on by Ofsted during the recent inspection and this will become the key delivery agency of Families First.

4.3 In addition to focussing on the key criteria of the Troubled Families initiative, Families First will introduce a step change in service delivery from focussing on individual children to working with a whole family. The project will assign a budget holding key worker to each family, who will work intensively with them and have the power to purchase interventions to help turn their lives around.

4.4 There are four key building blocks to our approach:

Personalisation

- Each family will have a Key Worker to get to grips with their problems and identify their issues
- Each family will have access to an individual budget as part of the Families First support package
- The support package will address the personal needs of each family and the budget will support long term change and sustainable outcomes

Participation

- We will look to establish and make links with Parent Groups to act as stakeholder reference groups to advise us throughout the project
- We allocated resource from central funding to work with evaluation partner, to ensure we are responding to the needs of families and making a difference to their lives

Partnership

- We will use an invitational consent based model when working with families
- Develop strong partnerships with Police, Health and the third sector to work collaboratively with families

People

- We will ensure our workforce are trained and skilled in working differently with families

4.5 The underlying principle of the project will be a family partnership model. We will commit to working with families to find solutions in a respectful way that builds family preservation and resilience. Families will initially be invited to join the project, not coerced.

4.6 Evidence shows that appointing a single key worker to get to grips with each family's problems and work intensively with them helps families change for the long term. We want this key worker to fulfil a family support worker role. We will identify a key worker from an existing service (Early Intervention, PRU, YOT) for every family in the project. Their role will be to work intensively with families to get underneath the core issues that families have, and work in partnership with the family to resolve the issues.

4.7 As part of our innovation, we have already trialled an element of personalisation through budget-holding key workers who will work with each family to commission a programme of costed interventions. This is already producing results and positive feedback from both practitioners and families

5. Progress

5.1 Families First has made significant progress working with 120 families since September against a target of 150 in 2012/13 from DCLG. We will have to work with a further 198 families in 2013/14.

5.2 The main delivery agent is the Early Intervention Service (EIS) but there will be greater input from other teams in the Children & Families service as the project progresses.

5.3 There are positive early signs the project is having an impact on families and we expect this to increase as we embed whole family working across the directorate.

5.4 Following the Spring Term we will complete a large scale analysis of the impact on families against the government's criteria. This will be completed prior to our first claim for Payment by Results in July 2013.

5.5 The government criteria are an indicator of progress and bring some financial reward, but it is important to consider how we measure success beyond these criteria. In one example we know of a family where the children have improved their school attendance from 2% to 84%. This may not result in any payment but it is clearly a significant progress toward better outcomes for the family.

5.6 It is a substantial challenge to measure impact and ensure we are intervening effectively with families. We also need to get under the skin of the costs and financial benefits of intervening with families. Their needs are complex and fall across multiple areas of need, and consequently fall across a range of internal and external services. The coordinated whole family approach will have an impact on some of this need. This is very much work-in-progress but from it we can lay the foundations of financial cases for investment in new ways of working

6. Financial Implications

6.1 The project is funded by DCLG Troubled Families grant allocation and some LAA Reward funding.

6.2 DCLG will make available up to £4,000 for each eligible family as a combination of up-front attachment fees and PBR. The ratio of PBR increases in each year of the project:

2012/13 - £3,200 per family; maximum PBR £800 per family
2013/14 - £2,400 per family; maximum PBR £1600 per family
2014/15 - £1,600 per family; maximum PBR £2400 per family

(Please see Annexe 2 for description of PBR in 2012/13)

6.3 DCLG assumes we are making full use of the European Social Fund provision in Harrow. They consider around one-sixth of our 395 families will access this provision and consequently only fund five-sixths of our family cohort (329 families)

E.g. Year 1 funding in Harrow

Committed to work with 150 families in Year 1
DCLG will fund 125 families at £3,200 per family
Total funding in Year 1, 125 x £3,200 = £400,000

6.4 In addition, DCLG pay a further £75,000 which funds the salary of the Troubled Families coordinator.

7. Performance Issues

7.1 Harrow Council has committed to work with 395 families before the end of the Troubled Families initiative in May 2015.

7.2 The Council agreed to identify and work with 150 families in 2012/13 and before 1 April 2013. The project is currently on target to hit the commitment of working with 150 families before 1 April 2013, and has already passed the threshold of 75% set by DCLG to secure funding for Year 2.

7.3 DCLG expects local authorities to work with 50% (198) of their family cohort in 2013/14, and to have commenced work with 85% (335) of the total family cohort by April 2014.

8. Environmental Impact

There is no specific environmental impact associated with this report.

9. Risk Management Implications

The Troubled Families initiative has a number of inherent risks which are summarised below.

Reputational

9.1 Reputational risk to the council will if the project is not delivered with sufficient impact. There is significant pressure from DCLG to deliver the project and to provide evidence of the impact on the lives of 'troubled families'.

Financial

9.2 The project must demonstrate sufficient impact on families to claim payment by results. Many of the families who meet the criteria will have complex multiple needs and prove difficult to turn around.

9.3 The 'worklessness' element of the project, where families are expected to use existing provision as a pathway to work, is already raised as a significant risk due to the current poor delivery of the European Social Fund provision.

Operational

9.4 The project may fail to identify sufficient numbers of families who meet the government criteria.

9.5 Harrow must identify and work with 395 families who meet the government criteria. As stated earlier the initial data analysis in 2012 identified 340 families. This number falls short of the indicative total but reflects the general pattern of family identification across local authorities in London.

10. Equalities Implications

10.1 An Equality Impact Assessment is in progress and will reflect the impact on staff and on the users of the service. Equality data is being recorded and collated as part of the programme.

Section 3 - Contact Details and Background Papers

Contact: Kevin Bartholomew tel: 020 8424 1547

Background Papers: None

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Annexe 1

Criteria for identifying Troubled Families

To identify troubled families, the Department for Communities & Local Government has asked councils to look for the following:

1. **Crime/anti-social behaviour**

Identify young people involved in crime and families involved in anti-social behaviour, defined as ‘households with one or more under 18-year-old with a proven offence in the last 12 months’

AND/ OR

“Households where one or more member has an anti-social behaviour order, anti-social behaviour injunction, anti-social behaviour contract, or where the family has been subject to a housing-related anti-social behaviour intervention in the last 12 months (such as a notice of seeking possession on anti-social behaviour grounds, a housing-related injunction, a demotion order, eviction from social housing on anti-social behaviour grounds)”

2. **Education**

Identify households affected by truancy or exclusion from school, where a child “has been subject to permanent exclusion; three or more fixed school exclusions across the last three consecutive terms”

OR

“Is in a pupil referral unit or alternative provision because they have previously been excluded; OR is not on a school roll”

AND/OR

“A child has had 15% unauthorised absences or more from school across the last three consecutive terms”

3. **Work**

Once every family that meets criteria one and two has been identified, households which also have an adult on Department for Work and Pensions out of work benefits (Employment and Support Allowance, Incapacity Benefit, Carer’s Allowance, Income Support and/or Jobseekers Allowance, Severe Disablement Allowance) are identified

4. **Local discretion**

To make sure the government’s target is met, councils can then use their discretion to identify other ‘high cost’ families as long as two of the measures above. Such local criteria could include:

- Families containing a child who is on a Child Protection Plan or where the local authority is considering accommodating them as a looked after child
- Families subject to frequent police call-outs or arrests or containing adults with proven offences in the last 12 months, such as those who have been in prison, prolific and priority offenders, or families involved in gang-related crime
- Families with health problems such as emotional and mental health problems, drug and alcohol misuse, long-term health conditions, health problems caused by domestic abuse, under-18 conceptions

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Annexe 2 – Payment by Results, 2012/13

Result	Attachment fee	Results payment	Total
<p>They achieve all 3 of the education and crime/ASB measures set out below where relevant:</p> <ol style="list-style-type: none"> 1. Each child in the family has had fewer than 3 fixed exclusions and less than 15% of unauthorised absences in the last 3 school terms; and 2. A 60% reduction in anti-social behaviour across the family in the last 6 months; and 3. Offending rate by all minors in the family reduced by at least a 33% in the last 6 months. 	£3,200 per family	£700 per family	£4,000 per family
<p>If they do not enter work, but achieve the 'progress to work' (one adult in the family has either volunteered for the Work Programme or attached to the ESF provision in the last 6 months).</p>		£100 per family	
OR			
<p>At least one adult in the family has moved off out-of-work benefits into continuous employment in the last 6 months (and is not on the ESF Provision or Work Programme to avoid double-payment).</p>	£3,200 per family	£800 per family	£4,000 per family

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Families First: Understanding Families, Assessing Impact

February 2013

Families First is Harrow's approach to the government's Troubled Families initiative. The approach explores ways to deliver a whole family approach with our children and families to improve outcomes at less cost to the public purse.

This report provides 3 case studies describing the impact of the approach on workers, families and key partner agencies.

Impact

Measuring the impact of preventative work is notoriously difficult, particularly where the aim is to change families. It is essential we are able to judge how effective the approach is in making a difference to families.

Systems are in place with families to judge the impact of intensive key workers, through the use of tools such as the Impact Circle where we map out with each family the progress toward their objectives. These are linked to the overall aims of the whole family support model in the Early Intervention Service.

We will also collect hard data on the 3 main objectives set out by DCLG: school attendance and exclusions; youth crime and ASB; adults claiming benefits. These outputs will contribute to the claiming of payment by results

The case studies in this report demonstrate the impact key workers are having on families as they grapple with the issues surrounding a family. There are signs the personalised budget is proving effective in encouraging families to make the necessary steps toward lasting change. Working with families brings benefits, which can be mapped across a range of services around the family. At this stage it is a work in progress, and these are only early indications, but it is progress towards direct financial savings.

In addition, we have allocated resources to invest in an evaluation partner to help measure and develop practice with a focus on demonstrating cashable savings. In future we will have a much greater understanding of a cohort well beyond our target of 395 troubled families.

Background

Troubled families are those that have problems and often cause problems to the community around them, putting high costs on the public sector. In December 2011, the government launched a new programme to turn around the lives of 120,000 troubled families in England by 2015. The aims of the Troubled Families Programme are to get children back into school, reduce youth crime and anti-social behaviour, put adults on a path back to work and bring down the amount public services currently spend on them.

The project is funded from central government in a combination of up-front payments and payment by results. Harrow Council must work with 395 families before the end of the project in May 2015. Children from troubled families often go to be the next generation of troubled families. By working together and intervening earlier with families we can reduce the incidence of intergenerational cycles and improve outcomes for the families.

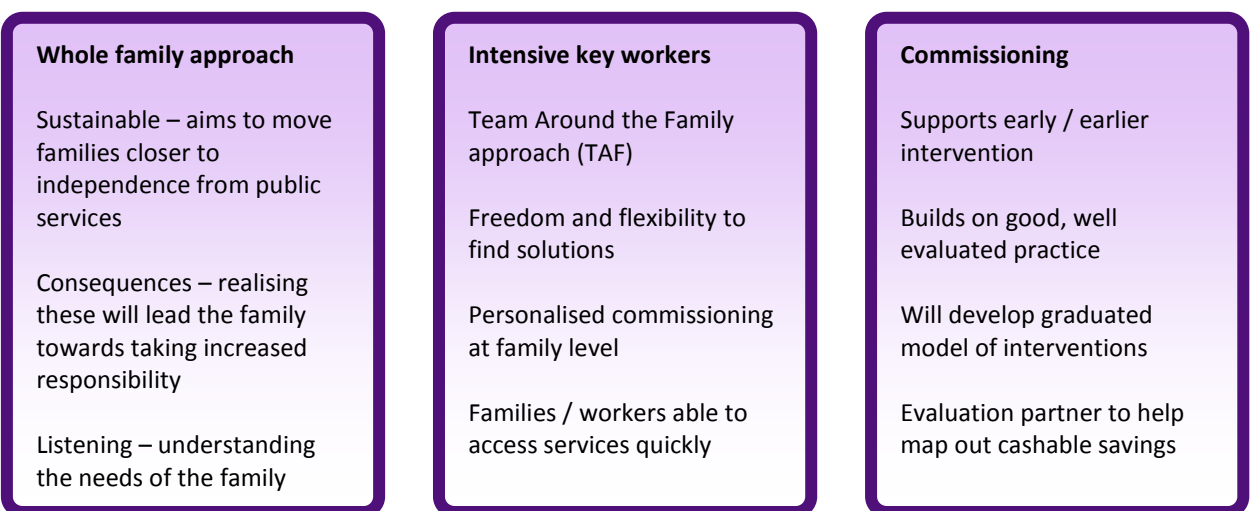
National Picture

The government are clear about the impact the project must have and about the approach local authorities should adopt when working with troubled families. They expect local authorities to work towards joining up local services and deal with a family's problem as a whole. This involves appointing a single key worker to get to grips with a family and adopt the following approaches:

- Practical hands on support
- A persistent approach
- Consider the family as a whole
- A common purpose and agreed action

Harrow

Families First is adopting this approach as it aims to change the way we work with families, and to achieve more effective sustainable long-term outcomes for families while delivering cost effective services. This includes securing a step change in service delivery from focusing on individual children to working with a whole family; developing joined up local services; ensuring each family has an experienced and well trained key worker that can support families to understand their needs and support them to bring about sustainable change; and research into the interventions used by services to develop outcomes focused commissioning.



Case Studies

These 3 case studies go some way to outlining the approach of Families First in Harrow. They also map out the effect the approach is having on families and children, and on some internal and external services.

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	19 March 2013
Subject:	Data Quality Assurance
Responsible Officer:	Tom Whiting, Assistant Chief Executive, Alex Dewsnap, Divisional Director Strategic Commissioning
Scrutiny Lead Member area:	All
Exempt:	No
Enclosures:	Data Quality Policy

Section 1 – Summary and Recommendations

- 1.1. There are many examples of good work across the authority to improve and maintain high standards of data quality. Work to check accuracy and completeness of databases through exception reporting, reconciliations and trend analysis leads to a high level of data quality on many local systems. However, Harrow's approach to data quality has not been consistent across the authority, and recent problems have highlighted the need for a more robust approach to data quality assurance.
- 1.2. Current work on information management, security and governance provides aims to bring rigour and consistency to data quality across the authority. New Data Quality Procedures are being introduced and will be supported by compliance software to provide online training including compulsory test questions.
- 1.3. Additional assurance on data quality within Children's and Adults Social Care is being obtained via the work on the Information Governance Tool Kit which is being completed in preparation for the 'N3 connection' with NHS systems.
- 1.4. Data quality is being considered for inclusion in the Internal Audit plan for 2013-14.

1.5. The work above will inform the annual governance review and Annual Governance Statement, which is overseen by the Corporate Governance Group and GARM.

Recommendations:

1.6. Scrutiny Members are asked to note the work taking place across the authority to improve data quality.

1.7. Scrutiny Members may wish to indicate support for coverage of data quality in the 2013-14 internal audit plan.

Section 2 – Report

Introduction

- 2.1. At the meeting of 14 November, Scrutiny Members asked that a report be submitted to the next meeting by the Assistant Chief Executive and Divisional Director of Strategic Commissioning on the issues raised in relation to performance data and data quality in Children’s Services.
- 2.2. Following the meeting, the specific instances referred to above were discussed further in a meeting with the Vice Chair of Overview and Scrutiny - the Chair was invited but could not attend - and it was agreed that a report would be widened to consider data quality in relation to performance information across the local authority. This report provides details of the specific issues in children’s services and further details of the work done across directorates to check and improve data quality for information that is used in monitoring performance internally and for submission to central government and regulators.

Background

- 2.3. High quality data is vital to the local authority to manage services, inform service users and regulators, to aid decision making and account for performance. Poor data quality can be the result of a lack of training or individual error, but can also point towards inadequate systems or checks within the data cycle. There is always a risk that individuals will make errors in entering data, and it is crucial to have adequate levels of support, systems and controls to minimise the risk that inaccurate data will be used within the authority or submitted to central government.
- 2.4. There are examples of good practice on data quality from across the authority which are detailed in the remainder of this report. However, the approach is not consistent, and recent issues around data quality, most notably in the Youth Offending Team, suggest that more

attention is needed. Work has already begun at a corporate level to provide more consistency and rigour to data quality across the authority.

- 2.5. The Annual Governance Statement (AGS) of the Council, which refers to the importance of the 'reliability, integrity, timeliness and usefulness of information is reviewed annually by GARM. In its work on the AGS during 2012-13, Internal Audit noted that although Harrow has a Data Quality Policy in place (See appendix A) it is not up to date nor consistently applied. As a result, the Information Manager has agreed to review the policy as part of the work on improving compliance around information security. This is due to be completed by March 2013.
- 2.6. As part of the cross-council work on Information Management, policy compliance software is being introduced to improve understanding and ownership of data, and all managers will be required to complete an online training module. This module will require managers to demonstrate knowledge of the new data quality policy through a compulsory test.
- 2.7. Risks around information management are also considered as part of the work on Management Assurance that take place annually across the authority. The Information Management Team is introducing stronger systems and controls around information security, including annual risk assessments and establishment of information owners and controllers, making responsibility for action clear. 'Information Asset Registers' have been established and are maintained for each Directorate.
- 2.8. The Information Asset Register provides the foundation for work on data quality as it identifies all of the important databases held within the authority, including those which provide information for key decisions, for planning and commissioning, for monitoring performance and for providing information to central government and regulators. Data quality is being considered for inclusion in the 2013-14 internal audit plan, which is currently under development. The plan is risk based, and although the data issues in the YOT will feed into the risk assessment, it is not expected that data quality would have a particularly high risk rating corporately, as there have been no other major problems reported in the last year.

Data quality in Children's Services

Youth Offending Team

- 2.9. The YOT was inspected in September 2011 by HM Inspectorate of Probation and received an unsatisfactory result. In addition to a number of weaknesses in the work of the YOT, poor recording on the case management system and data quality were identified as areas for urgent attention.

- 2.10. The improvement plan which was developed following the inspection identified that major work was needed to ensure that YOT workers were recording assessments of and interventions for, young offenders in an accurate and timely way. There had been no regular, consistent management information produced on completeness and timeliness of records, nor of management oversight of the work. Significant changes have been made to staff and management in the YOT and there is now regular reporting of these issues.
- 2.11. Managers are now informed of missing, incomplete and inconsistent records on a monthly basis and have been able to take action to significantly improve data quality. Ongoing support is being provided by a dedicated analyst to enable staff to record activity accurately and completely. Steady improvement is now being reported to the Youth Offending Executive Board.

Children's Social Care

- 2.12. Children's social care is heavily scrutinised by central government and inspectors. Data is submitted to DfE each year covering a broad range of activity around child protection, children looked after, fostering, adoptions and more. A detailed record of social care interventions for every Child in Need is submitted to DfE annually from which a number of performance indicators are calculated. The Children's performance team carries out a wide range of checks on every data return before submission including reconciliations with local records, internal consistency checks and comparison with previous periods. DfE have given Harrow's social care returns the highest available data quality rating of 'good' for each of the 4 years since this measure was introduced.
- 2.13. In addition to quality assuring statutory returns, work takes place to improve the quality of social care records held on Harrow's database. Monthly data quality reports are produced which identify missing and inconsistent data and these are provided to social workers and managers for action. The Children and Families Management Team holds each social work team to account on the completeness and accuracy of its records. This work is supported through regular 'Data Days' across the services where teams take a day out of normal activity to bring records up to date. Maintaining a high quality electronic social care record in line with statutory requirements is an ongoing challenge in every local authority, and continues to be a priority for Harrow.
- 2.14. The issue referred to at O&S in November related to an increase in referrals to social care that resulted in no further action ('NFA'). It was an example where poor practice showed up through monitoring of data over time. Senior management became aware that the rate of referrals resulting in NFA was increasing to unexpected levels. Initially, it wasn't obvious why the rate would be increasing, but further data analysis and checking of case files showed that cases were being closed and reopened to improve the chances of meeting assessment timescales. Appropriate management action was taken as a result.

Further examples of work on data quality across Children and Families

- 2.15. Education data submitted to DfE each year includes pupil level data around attendance and achievement. Some of this is submitted directly by the schools with the local authority carrying out a support and quality assurance function. Other data returns are collected and submitted directly by the local authority education team and are subject to a series of internal checks before data is sent to DfE.
- 2.16. The data quality requirements of the DfE are high and both the schools and the authority also expect a very high level of accuracy in pupil records. Checking is done to ensure that records are brought up to date in the schools before termly census data is submitted. In addition, dedicated staff in the local authority work to ensure consistency and a high level of accuracy in the central pupil database which is populated by weekly uploads from the 60 individual schools' databases. Any data quality issues, for example, an unexpected change in a child's details, are checked with the school each week. It is vital that this database is kept accurate as it is used in school place planning, admissions and for a wide range of monitoring.
- 2.17. Data about families using, and services provided at, our Children's Centres is held on the eStart database. The data input at each Children's Centre is checked monthly by the Early Years Analyst, who runs reports on completeness and consistency of data. A priority for Children's Centres is to ensure that they are accessible to the most vulnerable families in the community and it is therefore crucial that information such as ethnicity, disability and worklessness are captured. The Early Years Analyst has provided training and carried out data quality assurance that has meant that the recording of such characteristics has improved year on year. Trend analysis is also an important part of this work as the service aims to increase its 'reach' to Harrow's changing community each year. Progress on improving local knowledge of communities and service users was recognised by Ofsted at the last Children's Centre inspection

Data quality work in other directorates

Adults Social Care

- 2.18. Monthly Data Quality reports are produced which both provide a 'health check' of the indicators being monitored locally and a series of more general data quality indicators, highlighting missing and inaccurate data. Monthly case audits are completed giving a more detailed analysis of randomly selected files. Issues which are identified are passed on to the relevant service managers and highlighted at Data quality meetings chaired by the Head of Commissioning (who also acts as the Caldicott Guardian for the authority).
- 2.19. Recent work by the Data Quality Analyst identified that support plans were missing from some service user records, and Adults Social Care have made it a priority to ensure that these plans are complete and

held on the appropriate case file. A control is being introduced so that a budget cannot be allocated until a support plan is fully in place.

- 2.20. Adults Social Care sees consistently high performance in satisfaction for reablement and has used data quality checks as a means to verify this. Through cross referencing the number of complaints received against those that report their satisfaction it was possible to confirm that satisfaction with the support from the in-house reablement team continues to be more than 95%.

Public Health

- 2.21. In preparation for the transfer of Public Health to the local authority from April 2013, a standard NHS Information Governance checklist is being completed, which covers a wide range of issues including data quality. This is required to be completed by March 2013 to enable Harrow to access Public Health IT systems. The work focuses in particular on Children's and Adults Social Care data and the work is providing additional assurance in these areas.

- 2.22. Achievement of the required standards of governance will enable an 'N3 connection' to be established giving access to national applications including NHS 'Spine' Services, Choose and Book and NHSmail.

Housing

- 2.23. In housing, data returns to government are validated at point of entry onto system. The checks do not allow for data which is outside of tolerance margins. While collating the data, housing staff carry out a detailed review to identify any items which will fall outside these margins. Where there are significant variations or inconsistencies, work is carried out with managers to understand and make corrections where necessary.

Enterprise and Environment

- 2.24. The main database in E&E is MVM which records public realm activity. Data is analysed and a quarterly assessment is given by the Service Manager, and further work is carried out on any significant or unexpected changes in data. Trend data is analysed and any inconsistencies are investigated, with an explanation being sought from the data owner.
- 2.25. Performance data around waste undergoes a number of statistical reviews, and it must pass through checks to ensure accuracy. Once the data for a quarter has been entered it must be 'rolled up' by the inputter to allow sign off to the next level. A separate authorisation is carried out by a manager, who has a separate password and access rights to the website. Data is then released to the National Level for validation. The latter stages of this data validation are carried out by organisations external to the local authority.

- 2.26. Historically, quality checks identified lack of separation of duties – e.g. the officer calculating the indicator was also the officer reviewing the indicator. Clear roles and responsibilities were established, and the system is now more robust, with a separation of data production and authorisation.
- 2.27. For performance on street cleanliness, data is produced and recorded by an independent consultancy. Areas are graded according to their cleanliness (litter, graffiti, detritus etc), and a photograph is also taken, and stored on a database, so the grading can be traced back to source. The process is transparent, and there is a clear audit trail from source to submission to central government.
- 2.28. Data on Planning and Building Regulations applications is also held on the MVM database. The details are input by Technical Support Officers (TSOs) and random sampling is carried out monthly to ensure information is reconciled with the original.
- 2.29. Data regarding Planning applications (decisions, application type and time taken) is provided to Department of Communities and Local Government on a quarterly basis as a statutory requirement. This data is manually checked for accuracy on a random basis. Returns for new house commencements also go to DCLG on a quarterly basis. The information is extracted from the database via validated Crystal Report writing software and reviewed for accuracy.
- 2.30. To improve data quality specific training is given to TSOs to ensure that correct fields are completed on the system. An increasing level of errors was identified by sample checking around one year ago and management action was taken. Additional training has been provided and the error rate has reduced significantly.

Financial Implications

- 2.31. There are no financial implications associated with this report.

Performance Issues

- 2.32. Good data quality is necessary to produce meaningful performance information and underpins all performance indicators used in the authority. Examples of the work that is completed to ensure that performance indicators are accurate is included in the detail above. Harrow Council receives strong indications from central government that data submitted in statutory returns is of good quality.

Environmental Impact

- 2.33. There is no environmental impact associated with this report.

Risk Management Implications

2.34. There are no risk management implications associated with this report.

Equalities implications

2.35. No equalities impact assessment has been undertaken in relation to this report as no changes to service delivery are proposed. However, data quality helps the Council to analyse equalities implications, and therefore allows members to pay due regard to their decisions.

Corporate Priorities

2.36. Good data quality supports all of the Council's Corporate Priorities

Section 3 - Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 6 th March 2013		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 th March 2013		

Section 4 - Contact Details and Background Papers

Contact:

David Harrington, Service Manager Performance
david.harrington@harrow.gov.uk 020 8424 9248

Background Papers:
Data Quality Policy

HARROW COUNCIL'S DATA QUALITY POLICY

1. Background

The Council recognises the importance of basing decisions upon high quality information. The risks in not identifying poor data quality is that information may be misleading, decisions may be flawed, resources may be wasted, poor services may not be improved and policy may be ill founded.¹

Data forms the basis of the work that the council undertakes by itself or in partnership. Data supports our planning process, helps us to identify what we need to do and how to deliver high quality services. It underpins our performance management framework, which helps us to assess when things are working well and when we need to take action to make improvements. We also use data to help us focus services around our customers and ensure that we are making the best use of resources and delivering value for money.

This policy is intended to address the quality of information/data used for decision making and ensure it is fit for purpose. This document sets out the expectations for data quality across the organisation and provides specific policy guidelines for performance data.

The aims of this policy document are:

- *To support the delivery of the Council's objectives and priorities*
- *To develop and embed a data quality culture which can assure the quality of data produced*
- *To become a leading authority on data quality*
- *To provide high quality data to support effective decision making*
- *Meet external audit requirements*

The policy also provides employees and partners with a standard framework to guide what actions are required to meet data quality objectives which will help us to achieve audit standards and requirements.

2. Characteristics of good quality data

'Quality Data' – data will be regarded as high quality if it is:

- Accurate (represents a fair picture of performance)
- Valid (in an agreed format which conforms to recognised Council and national standards or definitions)
- Reliable (data reflects stable and consistent high quality data collection)
- Timely (available when needed and within a reasonable time period)
- Relevant (only relevant data of value is collected, analysed and used)
- Complete (all relevant data is recorded)

¹ Improving information to support decision making: Standards for better quality data (The Audit Commission) March 2007

Accuracy	<p>Data should be sufficiently accurate for its intended purposes. Where possible data should be captured once only, although it may have multiple uses. Accuracy is most likely to be secured if data is captured as close to the point of activity as possible. There must be evidence that data has been checked and validated for accuracy. Checking all data is impractical and sample sizes should be based on risk.</p> <p>The need for accuracy should be balanced against the use, cost and effort of collection. Where compromises have to be made on accuracy, the resulting limitations of the data should be clear to its users.</p>
Validity	<p>Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions. This will ensure consistency between periods and with similar organisations. Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose.</p>
Reliability	<p>Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems, or a combination. Managers and stakeholders should be confident that changes in performance targets reflect real changes rather than variations in data collection approaches or methods.</p>
Timeliness	<p>Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period. Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions.</p>
Relevance	<p>Data should be defined/selected, collected, recorded and analysed with the intended use and audience in mind.</p>
Completeness	<p>Data requirements should be clearly specified based on the information needs of the organisation and data collection processes matched to these requirements. Monitoring missing, incomplete, or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items.</p>

3. Policy Statement

The Council needs reliable, accurate and timely information with which to manage services, inform uses and to account for our performance. Many decisions, often complex, are made about our priorities and how resources are used based on the data available. Service users and more widely members of the public also need accessible information to make informed decisions. As increasing reliance is placed on information gathered there is an increased need for reliable data. Good quality data is the essential ingredient for supporting decision making and the Council needs to put in place arrangements to secure the quality of data.

The council is committed to:

- Communicating roles and responsibilities necessary to achieve high quality data
- Having robust systems and procedures to manage data quality
- Ensuring decisions are proportionate to the level of data quality
- Investing in our people so that they have the right skills for delivering high quality data
- Recognising the integral role of data in managing and improving the delivery of our services.

- Working to exceed the data quality standards set by the Audit Commission.

4. Desirable Outcomes

Governance

- Data quality is fully integrated into the council's planning, monitoring and reporting processes
- Responsibility and accountabilities for data quality is clearly defined for the council and its partners
- Information meets the defined characteristics of data quality
- Lead members, officers and partners understand the importance of data quality

Policies and procedures

- All significant information systems which provide strategic information have accessible guideline documentation
- Have in place information sharing protocols

Systems and Processes

- Arrangements for collecting, recording, analysing and reporting data is part of the business planning process
- The interface between systems and processes are streamlined
- The level of checks is proportionate to the value of the data and risk of poor quality
- Contingency arrangements are in place to ensure data can be delivered when circumstances change
- Quality standards and frequency of exchange are agreed when data is provided by third parties or shared externally
- Systems and processes are fit for purpose

People and Skills

- Staff have the knowledge, competencies and capacity to provide quality data
- Council officers work closely with partners to minimise data quality issues

Data use and reporting

- Data is focused upon directing and supporting organisational priorities and support decision making
- Data is accessible and meaningful to the user
- Data quality issues are taken into account in any interpretation and analysis
- Data provided by our partners is fit for purpose

5 Non-compliance

- Commitment to data quality principles is essential in ensuring that the aims of this policy are achieved.
- Any non-compliance, including partners signed up to this policy, will be reviewed and rectified.
- Appropriate action will be taken to rectify non-compliance, including an open review of management arrangements for data quality for owners of non complaint data.

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	19 th March 2013
Subject:	Scope Accessible Transport review
Responsible Officer:	Alex Dewsnap, Divisional Director, Strategic Commissioning
Scrutiny Lead Member area:	Councillor Sue Anderson, performance lead, Environment and Enterprise Councillor Stephen Wright, policy lead, Environment and Enterprise
Exempt:	No
Enclosures:	Appendix A - Scope Accessible Transport review

Section 1 – Summary and Recommendations

This report accompanies scope for review

Recommendations:

That Members approve the scope of the Accessible Transport review.

Section 2 – Report

Introduction

The Overview and Scrutiny committee has agreed to undertake a review into Accessible Transport. The attached document contains the scope for the review.

Financial Implications

None

Performance Issues

None

Environmental Impact

None

Risk Management Implications

None

Equalities implications

No EQIA has been undertaken in relation to this document as no changes to service delivery are proposed.

Corporate Priorities

- Supporting and protecting people who are most in need
- United and involved communities: a Council that listens and leads

Section 3 - Contact Details and Background Papers

Contact: Simone van Elk, Scrutiny Officer, 020 8420 9203

Background Papers: None

OVERVIEW AND SCRUTINY COMMITTEE

REVIEW OF ACCESSIBLE TRANSPORT - SCOPE

VERSION NUMBER: issue 1

VERSION HISTORY: Incorporating comments from review group

1	SUBJECT	Review of the impact of poor access to public transport on people with disabilities and others with restricted mobility
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	Councillors Cllr Sue Anderson Cllr Stephen Wright Cllr Marilyn Ashton Cllr Jerry Miles Cllr John Nickolay Co-optee Anthony Wood, Chairman of The Harrow Public Transport Users' Association
4	AIMS/ OBJECTIVES/ OUTCOMES	<ul style="list-style-type: none">• To identify the issues arising from using public transport on the life opportunities of people with disabilities or with restricted mobility, as well as other residents in Harrow• To identify priority developments in Harrow to enhance the life experience for people with disabilities or restricted mobility – several priorities could be identified but cost may determine the priority• To support the council's lobbying position with Transport for London• To support the development of the town centre
5	MEASURES OF SUCCESS OF REVIEW	
6	SCOPE	<ul style="list-style-type: none">• Capacity for adaptations to physical transport infrastructure• Capacity for extension of the physical transport infrastructure• Examination of Transport for London's approach to disabled access• Development of alternative travel support schemes for people with disabilities
7	SERVICE PRIORITIES (Corporate/Dept)	
8	REVIEW SPONSOR	
9	ACCOUNTABLE MANAGER	From relevant service area

10	SUPPORT OFFICER	Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	From within the scrutiny team
12	EXTERNAL INPUT	<ul style="list-style-type: none"> • Harrow Council officers • Disability and community groups • Transport providers • Transport lobby groups <p>See Annex 1 for a draft list of external contacts</p>
13	METHODOLOGY	<ol style="list-style-type: none"> 1. Meeting with council officers To discuss the scope of the review with the officers and find out: <ul style="list-style-type: none"> • Current policies regarding accessible transport • What are the different modes of transport and how have each been modified to improve accessibility? • How are priorities for improvements determined: <ul style="list-style-type: none"> ○ Other infrastructure developments? ○ Population characteristics? ○ Increasing revenue opportunities? ○ Regeneration priorities? • Potential to influence/lobby 2. Disabled Journey A practical survey of journeys in the borough together with people with several different disabilities. 3. Seminar with Transport Service Users with disabilities To find out: <ul style="list-style-type: none"> • The real experience of using public transport – in the context of practice described in TfL’s ‘Taking forward the Mayor’s Transport Strategy Accessibility Implementation Plan’ <ul style="list-style-type: none"> ○ What issues do you face when trying to use public transport? ○ How do these issues impact on your life? ○ What changes could be implemented to improve your experience of public transport? • Personal views as to how the principle of the ‘whole journey’ can be delivered • Any ideas for improvements including priorities 4. Public consultation For people who could not attend the seminar as well as other users of public transport in Harrow. To find out: <ul style="list-style-type: none"> • The real experience of using public transport • Personal views as to how the principle of the whole journey can be delivered • Any idea for improvements including priorities

		<p>5. Roundtable discussion</p> <p>Participants:</p> <ul style="list-style-type: none"> • Transport for London • Council planners • Disability service providers • Other public sector service providers • Representatives from disability groups <p>To discuss:</p> <ul style="list-style-type: none"> • Issues raised during the workshop, proposed solutions and to consider best practice. • Potential for physical infrastructure improvements • How far are providers in <i>the borough</i> making use of other access schemes? <ul style="list-style-type: none"> ○ Views of competence of staff? ○ TfL mentoring scheme? ○ Support scheme within the borough? ○ Door to door transport schemes – taxi card, dial a ride?
	EQUALITY IMPLICATIONS	The key focus of this review is to ensure residents with restricted mobility, whether as a result of physical impairment or family responsibilities, do not experience limits to their life opportunities as a result of limited access to public transport.
15	ASSUMPTIONS/ CONSTRAINTS	It is recognised that significant expenditure is required to make physical alterations to the public transport system. However, having noted this, the review hopes to understand how priorities are identified and how these priorities might be influenced in the future.
16	SECTION 17 IMPLICATIONS	
17	TIMESCALE	See Annex 2 for a draft project timetable
18	RESOURCE COMMITMENTS	
19	REPORT AUTHOR	Scrutiny officer with review chair
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To: O&S committee for endorsement When: May
21	FOLLOW UP ARRANGEMENTS (proposals)	

ANNEX 1: LIST OF CONTACTS

- Harrow Council officers:
 - Mohammed Ilyas - Policy officer for Equalities and Diversity
 - Matthew Paterson - Local Development Framework Team Leader
 - Ann Fine - Transport policy officer
 - Hanif Islam - Senior professional Transport planning
 - Philip Greenwood - Head of major development projects
 - David Eaglesham - Service manager Traffic & Highway network management
 - Stephen Kelly - Divisional Director of Planning

- Disability and community groups:
 - ADHD and Autism Support Harrow
 - Age UK Harrow
 - Aspergers Syndrome Access to Provision (A.S.A.P.)
 - Ashiana
 - Alzheimer's Society - Harrow
 - Citizens Advice Harrow
 - Epilepsy Action – South East England branch
 - Flash Musicals
 - Liveability
 - Harrow Association for Disabled People
 - Harrow Asian Deaf Club
 - Harrow Carers
 - Harrow Equality Centre
 - Harrow Mencap
 - Harrow Public Transport Users Association
 - Harrow Rethink Support Group
 - Harrow Talking Newspaper
 - Headway North West London
 - Kids Can Achieve
 - Middlesex Association of the Blind
 - Mind in Harrow
 - MS Society – Harrow and District Branch
 - Norwood

- Transport providers:
 - Metroline
 - Transport for London
 - § Sarah Varnham – Accessibility Manager at Transport for London
 - § Alex Andrews – Borough planning area manager, key contact for the Harrow planning department

- Transport lobby groups:
 - London Travel Watch
 - Harrow Community Transport
 - Transport for All
 - DisabledGo

ANNEX 2: OUTLINE PROJECT TIMETABLE

Event	Date	Time	Key people involved
Review meeting 1	14 th February	Decide scope, evidence sources and project timetable	Review group
Meeting officers	February – March	<ul style="list-style-type: none"> ○ Identify current policy ○ Identify past work towards accessibility ○ Identify priorities for deciding future works ○ Potential to influence/lobby 	Chair/ review group members
Journeys in borough	March	Practical survey of journeys through the borough	Chair/ review group members
Seminar	April/May	<ul style="list-style-type: none"> ○ Examine views of users and their experiences of using public transport ○ Send participants summary of seminar for agreement 	Review group members, scrutiny team
Public consultation	April	<ul style="list-style-type: none"> ○ Examine views of users and their experiences of using public transport 	Review group members, scrutiny officer
Review meeting 2	May	<ul style="list-style-type: none"> ○ Discuss evidence ○ Prepare for round table discussion 	Review group
Round table	End of May	<ul style="list-style-type: none"> ○ Discuss views review group based on evidence from workshop ○ Discuss potential solutions 	Review group members
Review meeting 3	End of May	Discuss recommendations and final report	Review group
Draft report	June	<ul style="list-style-type: none"> ○ Chair and Vice-Chair to agree draft ○ Review group to sign off draft ○ Sent to officers for fact checking 	Scrutiny officer with review chair
Overview & Scrutiny		Report to O&S for endorsement	

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