

Overview and Scrutiny Committee Agenda

Date: Tuesday 20 October 2020

Time: 6.30 pm

Venue: Virtual Meeting - Online

Membership (Quorum 4)

Chair: Councillor Sachin Shah

Labour Councillors: Dan Anderson
Jeff Anderson
Sarah Butterworth
Honey Jamie

Conservative Councillors: Stephen Greek (VC)
Jean Lammiman
Chris Mote
Kanti Rabadia

Representatives of Voluntary Aided Sector: Mr N Ransley / Reverend P Reece
Representatives of Parent Governors: Mr M Chandran / Ms M Trivedi

(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.)

Representative of Harrow Youth Parliament

Labour Reserve Members:

1. Jerry Miles
2. Chloe Smith
3. Angella Murphy-Strachan
4. Sasi Suresh

Conservative Reserve Members:

1. Philip Benjamin
2. Stephen Wright
3. Norman Stevenson
4. Ramji Chauhan

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Useful Information

Meeting details

This meeting is open to the press and public and can be viewed on www.harrow.gov.uk/virtualmeeting

Filming / recording of meetings

Please note that proceedings at this meeting may be recorded or filmed. If you choose to attend, you will be deemed to have consented to being recorded and/or filmed.

The recording will be made available on the Council website following the meeting.

Agenda publication date: Monday 12 October 2020

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

3(a) Minutes of the Ordinary Meeting held on 2 June 2020: (Pages 7 - 26)

That the minutes of the meeting held on 2 June 2020 be taken as read and signed as a correct record.

3(b) Minutes of the Special Meeting held on 7 July 2020: (Pages 27 - 38)

That the minutes of the meeting held on 7 July 2020 be taken as read and signed as a correct record.

3(c) Minutes of the Special Meeting held on 1 September 2020: (Pages 39 - 50)

That the minutes of the meeting held on 1 September 2020 be taken as read and signed as a correct record.

4. Public Questions *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, 15 October 2020. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

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. Question and Answer Session with the Chief Executive and Leader of the Council on the Council's ongoing Emergency Response to the Covid-19 Pandemic

8. Borough Plan Update

Presentation from the Director of Strategy and Partnerships.

9. Equalities, Diversity and Inclusion Strategic Framework

Presentation from the Director of Strategy and Partnerships.

10. Refreshed Scrutiny Work Programme 2020/21 to 2021/22 (Pages 51 - 64)

Report of the Director of Strategy and Partnerships.

11. Scrutiny Annual Report 2019-20 (Pages 65 - 86)

Report of the Director of Strategy and Partnerships.

12. Any Other Business

Which cannot otherwise be dealt with.

Agenda - Part II - Nil

*** Data Protection Act Notice**

The Council will audio record item 4 (Public Questions) and will place the audio recording on the Council's website, which will be accessible to all.

[Note: The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Thursday 15 October 2020
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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

2 JUNE 2020

Chair:	* Councillor Sachin Shah	
Councillors:	* Dan Anderson * Jeff Anderson * Sarah Butterworth * Stephen Greek	* Honey Jamie * Jean Lammiman * Chris Mote * Kanti Rabadia
Voting Co-opted:	(Voluntary Aided)	(Parent Governors)
	* Mr N Ransley * Reverend P Reece	Mr M Chandran * Ms M Trivedi
Non-voting Co-opted:	* Harrow Youth Parliament Representative [Thomas O'Hare – Leader of Harrow Youth Parliament]	
In attendance: (Councillors)	Ghazanfar Ali Graham Henson Dr Lesline Lewinson Vina Mithani Pritesh Patel Natasha Proctor Kiran Ramchandani Rekha Shah Adam Swersky	Minutes 108 and 117 Minutes 108 and 117 Minutes 108 and 117 Minutes 108 and 117 Minutes 108 and 117 Minutes 108 and 117 Minutes 108 and 117 Minutes 108 and 117 Minute 117

* Denotes Member present

106. A Welcome and Notification of a Replacement of a Councillor on the Overview and Scrutiny Committee

The Chair welcomed all present to the first virtual meeting of the Overview and Scrutiny Committee and made some general announcements. He informed the Committee that the meeting would be audio and video recorded and would be available on the Council's website. Also present at the meeting were Members of the Scrutiny Sub-Committees who had been invited to the meeting to participate in the Question and Answer Session.

The Chair also welcomed Councillor Stephen Greek to the Overview and Scrutiny Committee and, in accordance with Council Procedure Rule 1.5, he advised that Councillor Stephen Greek had replaced Councillor Richard Almond on the Committee. On behalf of the Committee, the Chair thanked Councillor Almond, a former Vice-Chair of the Committee, for the contributions made to the work of the Committee whilst upholding the spirit in which scrutiny operated by working across party lines.

107. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

108. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Item 10 - The Council's Response to COVID 19 - Question and Answer Session with the Leader of the Council and the Chief Executive

Councillor Sarah Butterworth, a member of the Committee, declared non-pecuniary interests in that she was:

- a teacher at an Academy High School in Harrow
- a member of the NEU and the GMB
- a school NEU Representative
- a member of the Harrow NEU Committee
- a member of the NEU Councillor Network
- an assistant to the Portfolio Holder for Young People and Schools with the remit of 'youth initiatives'
- a local authority appointed governor at Whitmore High School.

She would remain in the room whilst the matter was considered and voted upon.

Councillor Jean Lammiman, a member of the Committee, declared non-pecuniary interests in that she was Chair of Governors at Shaftesbury High School and a Trustee of Harrow Association of Disabled People (HAD). She would remain in the room whilst the matter was considered and voted upon.

Councillor Stephen Greek, a member of the Committee, declared non-pecuniary interests in that he was employed by the London Assembly and that

he was a governor of Weald Rise Primary School. He would remain in the room whilst the matter was considered and voted upon.

Councillor Dan Anderson, a member of the Committee, declared a non-pecuniary interests in that:

- in his employment, he had helped to raise funds for Northwick Park Hospital;
- he was an assistant to the Portfolio Holder for Community Engagement and Accessibility with the remit of 'engagement with local groups' and would not participate in the question and answer session relating to the community and voluntary sector.

He would remain in the room whilst the matter was considered and voted upon.

Councillor Chris Mote, a member of the Committee, declared a non-pecuniary interest in that he was 'shielding' due to the coronavirus pandemic and that, to date, he had not sought or received any support from the Council but that he might require assistance in the future. He would remain in the room whilst the matter was considered and voted upon.

Mr Ransley, a co-opted Member of the Committee, declared non-pecuniary interests in that he was Chair of St John Fisher Catholic Primary Academy, Vice-Chair of the Blessed Holy Family Catholic Academy Trust and a governor of St Dominic's 6th Form College in Harrow. He would remain in the room whilst the matter was considered.

Councillor Jeff Anderson, a member of the Committee, declared a non-pecuniary interest in that he was 'shielding' due to the coronavirus pandemic and that he was in receipt of services from the Council. He added that he was a Director of Harrow Labour Hall Wealdstone Trust. He would remain in the room whilst the matter was considered and voted upon.

Ms Mandeep Trivedi, a co-opted member of the Committee, declared an interest in that she was a governor of Stanburn Primary School. She would remain in the room whilst the matter was considered.

Councillor Honey Jamie, a member of the Committee, declared a non-pecuniary interest in that she was 'shielding' due to the coronavirus pandemic and that, to date, she had not sought or received any support from the Council. She would remain in the room whilst the matter was considered and voted upon.

Councillor Kantilal Rabadia, a member of the Committee, declared non-pecuniary interests in that he was a governor of an early years educational setting and that his son was a pupil at St. Dominic's College in Harrow. He would remain in the room whilst the matter was considered and voted upon.

Councillor Ghazanfar Ali, who was not a member of the Committee, declared a non-pecuniary interest in that he was a governor of Norbury Primary School.

He would remain in the room whilst the matter was considered and voted upon.

Councillor Rekha Shah, who was not a member of the Committee, declared a non-pecuniary interest in that she was 'shielding' due to the coronavirus pandemic. She would remain in the room whilst the matter was considered.

Councillor Natasha Proctor, who was not a member of the Committee, declared a non-pecuniary interest in that she had been 'shielding' which had ended on 1 June 2020. She would remain in the room whilst the matter was considered.

Councillor Dr Lesline Lewinson, who was not a member of the Committee, declared a non-pecuniary interest in that her father was being cared for in a Care Home in Harrow. She would remain in the room whilst the matter was considered.

Councillor Vina Mithani, who was not a member of the Committee, declared a non-pecuniary interest in that, by virtue of her employment, she had been involved in the work relating to Covid-19. She would remain in the room whilst the matter was considered.

Councillor Graham Henson, who was not a member of the Committee, declared non-pecuniary interests in that he was a governor of Alexandra School and a member of the GMB (General, Municipal, Boilermakers) Trade Union.

109. Minutes of the special meeting held on 23 January 2020

RESOLVED: That the minutes of the special meeting held on 23 January 2020, be taken as read and signed as a correct record.

110. Minutes of the meeting held on 11 February 2020

RESOLVED: That the minutes of the ordinary meeting held on 11 February 2020, be taken as read and signed as a correct record.

111. Appointment of Vice-Chair

RESOLVED: To appoint Councillor Stephen Greek as Vice-Chair of the Overview and Scrutiny Committee for the 2020/21 Municipal Year.

112. Public Questions

RESOLVED: To note that no public questions were received.

113. Petitions

RESOLVED: To note that no petitions had been received.

114. References from Council/Cabinet

None received.

RESOLVED ITEMS

115. Establishment of Sub-Committees 2020/21

RESOLVED: That the Sub-Committees of the Overview and Scrutiny Committee be established for the Municipal Year 2020/21 with the memberships and Chairs detailed in Appendix I to these minutes.

116. Appointment of Scrutiny Leads 2020/21

RESOLVED: That the Scrutiny Lead Members and their areas of responsibility, as set out in Appendix II to these minutes, be agreed.

117. The Council's Response to COVID 19 - Question and Answer Session with the Leader of the Council and the Chief Executive

The Committee received a report of the Chief Executive setting out the Council's response to Covid 19 which had been considered by Cabinet on 21 May 2020. The Committee also received a presentation from the Council's Chief Executive which had been circulated with the supplemental agenda, which provided an overview of the national and London position, an update on Harrow Services such as the Community Hub/Hardship Fund/Business Grants, the position in relation to Care Homes, the availability of PPE, central government's Test, Track and Trace programme, the Council's budget position and the restart and recovery phase.

The Chair welcomed the Chief Executive and his Corporate Strategy Board to the meeting. He also welcomed the Leader of the Council, the Portfolio Holder for Finance and Resources, Councillors and advisors serving on the Health and Social Care Scrutiny Sub-Committee and the Performance and Finance Scrutiny Sub-Committee. He stated that the Committee would focus their questions on the following areas: Health, Finance, Business Grants, Schools and the New Normal.

The Chief Executive referred to his report and presentation and paid tributes to staff and Councillors for their hard work to meet the challenges brought about by the Coronavirus pandemic (Covid-19). The Leader of the Council also paid a tribute to the Voluntary Sector which had risen to the challenges and had helped the Council to put services together from scratch. He was saddened to report that, as at 5 May 2020, the number of Harrow residents who had lost their lives due to Coronavirus was 359.

The Chief Executive added that his career in local government had spanned 30 years but the challenges brought about by the pandemic had been the most demanding. The Council had performed well in difficult circumstances but there were lessons to be learnt. As London had now passed the peak in

infections, the focus would be on the New Normal, the Recovery and how best to restore Council services.

The Chief Executive reported that, given the pressures, Council services were performing well, including Adult Social Care. The Council had set up two new services such as the Community Hub and the Hardship Fund which had brought about additional challenges in the distribution of Business Grants. The pandemic had also resulted in a significant loss of income for the Council thereby increasing the existing budget gaps for 2020/21 and beyond. The emergency funding of £30m received from central government would only cover costs for a period of four months and he hoped that additional money would be provided to local authorities. He invited questions from Members.

Democratic Accountability

Questions:

To what extent had democracy in Harrow stopped? On the basis that more decisions would have been taken by officers, what impact had there been on politicians being able to pursue policy? To-date, there had been no real engagement with the Members of Overview and Scrutiny Committee and given its statutory function to hold the Executive to account, how would this change given that a second wave of the infection was expected?

The Chief Executive stated that, due the emergency, the decisions and actions taken had been exercised under the powers delegated to officers. Both the Leader of the Council and the Leader of the Opposition had been kept informed. The pace at which the changes had to be implemented had been phenomenal and officers had engaged with Cabinet Members during this period. More recently, democratic accountability had been restored and formal decision-making bodies were now meeting virtually supported by changes in legislation.

The Leader of the Council added that after the lockdown on 23 March 2020, officers worked extended hours to put measures in place in order to deliver priority services only. Cabinet Members became more involved during the lockdown and he assured the Committee that there had been democratic oversight from the outset. The new IT facilities had helped virtual meetings to take place and ensure democratic oversight was in place in the manner Councillors were accustomed to. The Portfolio Holder for Finance and Resources added that the level of engagement between Councillors and officers had increased albeit on an informal basis and that the majority of the decisions had been made by central government and Councils had been tasked with their implementation. More recently, lead Councillors had been fully involved in providing a political steer, particularly in relation to parks to ensure that they remained open whilst social distancing being observed.

Additional questions were asked on the need to maintain democratic accountability, particularly if there was a second wave of infection. The Leader of the Council stated that all Councillors had been kept informed by emails and officer attendance at virtual political Group meetings. His was of

the view that different or additional measures were not required to be put in place. The Chief Executive assured the Committee that meetings would continue to be held but virtually. They added that the Council was in a better position to deal with a second wave as relationships with the CCG and hospitals had continued to improve, including work across party lines. The Gold Command Model ought to be applauded.

The Chief Executive undertook to discuss the future involvement of the Committee and its Sub-Committees with the Scrutiny Leadership Group and he was open to suggestions on how the scrutiny process could add value. The Leader added that, following the lockdown, staff in Democratic Services had been allocated different work areas but with the new technology now in place, formal decision-making bodies were now meeting. A Member pointed out that Scrutiny Councillors ought to be invited to the meetings held by the Leader with the CCG.

Business Grants

Questions:

Why was there a disparity in figures in businesses eligible for grants in Harrow? The Chief Executive's report mentioned 2500 but his presentation made reference to a figure of 2800 whilst central government's figure was 2050. What was the correct figure?

Why were the figures so low when Harrow had a large number of small businesses?

Why was the Council in the lowest quartile in London in terms of the grants given? What was the average length of time that it took to process the applications and make the payments?

The Corporate Director of Resources reported that the currently estimated number of businesses eligible for the grant in Harrow was 2050 and the money the Council had expected to allocate was based on that figure. This was lower than the amount of money central government had initially estimated that the Council would allocate. However, the Council had received more applications than 2050 and the number of applications had risen over time resulting in the two different figures quoted in the question. There had also been a number of duplicate applications which had also changed the 'total applications number'. The latest figures had been sent out weekly to Members in the Covid-19 update brief.

The Corporate Director added that Harrow had a large number of micro businesses, but many were not registered on a Council database. He reminded Members of the brief recently sent out to all Members, as part of the Covid-19 weekly updates, which had outlined the challenges specific to Harrow Council in processing the grants. He explained that there were several stages to processing an application and that they were done in batches.

Members asked a number of follow up questions – was it acceptable to take two months to process applications, why was the Council in the lower quartile

when other local authorities that had received more applications to process had performed better than Harrow, was the IT a challenge for the Council, what would happen to businesses that had gone into administration/liquidation as a result of the delay and what was the reputational impact on the Council?

The Corporate Director of Resources added that he was not aware of any businesses in Harrow having to go into administration/liquidation as a result of not receiving a grant on time, but he asked Members to send him details of any that they felt had been so affected.

The Portfolio Holder for Finance explained the process of grant giving adopted by the Council in that it was important to ensure that:

- the grant given was to the correct business;
- in many cases, the businesses had intermediaries who were trying to take a significant share of the grant;
- the name of the applicant and the bank account details had not always tallied resulting in further checks having to be made. Some businesses had been taken over and others had not had their leases in place. He requested that any queries from businesses be sent to him so that they could be investigated.

The Portfolio Holder accepted that businesses may have found the process frustrating, but it was important to recognise that central government had only opened the application process at the beginning of April 2020 and that the Council had made excellent progress during a short space of time. He acknowledged that the Council's decision to apply the central government's recommended level of scrutiny, when allocating grants, had attracted negative publicity. However, it had been the best way to ensure that the money went to the right businesses and people, and to ensure the Council's budget would not be adversely affected if/when the Council had to repay, to central government, grants incorrectly issued. The Corporate Director of Resources stated that he was confident that central government's proposed future audit in this area would show that the Council's approach would be commended.

The Chief Executive clarified that the Council was expecting to pay £31m in grants and that 92% of the grant money received had been paid to businesses. The number of businesses that were eligible for a grant was in the region of 2000 and not 3000. Certain factors, some within the Council's control and others beyond its control, had hindered the process. The Leader of the Council added that although the Council had made great strides to improve remote working enforced upon us by Covid-19, the Council's IT suffered from many years of underfunding as result of central government cuts. Moreover, it was important to ensure that the principles of 'best value' were applied when allocating grants for what essentially was money belonging to tax payers.

The Chair of the Committee reported that the Scrutiny Leadership Group was in the process of discussing whether to conduct a Scrutiny Challenge Panel of this area.

The Financial Impact of Covid 19 on the Council

Questions:

The Leader of the Council had written to central government to highlight the financial impact of the pandemic on the Council and the Performance and Finance Scrutiny Sub-Committee would examine the Council's financial situation in detail. What had been the impact on the Council's finances and how concerned should politician be?

The Portfolio Holder for Finance and Resources responded as follows:

- the Council's financial situation had deteriorated and was worrying, which stemmed from the central government's dictum that we were all in this together and that support to local government would be provided. Councils had played a major role in delivering the agenda set by central government but it had not kept its promise;
- £13m had been awarded to the Council but this money did not cover the loss of income from fees and charges, including Council Tax which the Council largely depended on and which had dropped materially. Some local authorities appeared to be considering the issuing of Section 114 Notices – a formal notice that there was not enough money in the system to provide adequate public services – but the Council was not currently in that situation. Councils were expected to help deliver the Track and Trace programme but this was at risk if adequate funding was not provided. Central government needed to cover the Council's losses; otherwise many proposals would need to be shelved and the Council would not be able to cover its costs in the near future.

The Chief Executive confirmed the financial position, including the implications for future years if additional funding was not made available. The Director of Finance added that there would significant gaps in the budget in future years if costs were not met by central government.

In response to additional questions on the budget, the Chief Executive added that he would be commencing discussions on the options available to the Council. A report on the Council's finances would be submitted to the July 2020 meeting of Cabinet and it would be irresponsible to wait until the financial situation had become irretrievable.

A Member was of the view that it was disingenuous to blame all of the Council's financial situation on Covid 19 when it had suspended some of its services unnecessarily, such as waste recycling. This had led to an increase in fly tipping which had resulted in increased costs to the Council. Such wastage was impacting on the Council's budget and he questioned why the issue of additional costs had not been considered when popular and income generating services were being closed/shut.

The Leader of the Council and the Portfolio Holder for Finance and Resources explained that waste recycling services across the country had had to be shut due to the pandemic and the budget situation was not wholly being blamed on Covid 19. The planning by central government of local government finance was poor and the government had not provided money to the Council to cover the loss of income of £23m, excluding the existing gaps in the budget prior to the pandemic. The garden waste service had recommenced but had had to be closed initially due to staffing issues.

The Portfolio Holder for Finance concluded by responding to the final question on the proportion of fees and charges that the Council had lost. He stated that income lost from car parking charges and property rent was significant.

Finally, Members noted that a further opportunity to scrutinise the finances of the Council would be available at the July 2020 meeting of the Performance and Finance Scrutiny Sub-Committee. The Chair stated that, due to the technical difficulties experienced by a Councillor at the meeting, it was noted that the following question would be sent to relevant officers for a response: Would the Committee receive a fully disclosed schedule of budget shortfall encountered thus far, including details of all the funds received from the government and those anticipated, including a contingent plan in case there was a second wave?

Health

Questions:

What measures would the Council be implementing due to the disproportionate impact of Covid 19 on BAME community?

What had been the impact of Covid 19 on the BAME community of Harrow?

Did the Council have adequate PPE for staff and care homes? Was there adequate PPE for those working at Northwick Park Hospital?

What measures had the Council put in place for BAME staff?

The Chief Executive reported that this was an important but complicated issue. The Council would need to work with its partners such as the NHS and initially look at the issue in the context of the second wave. Thereafter, the Council would need to address the issue for the medium and long term in terms of the overall health of the BAME population in Harrow and the inequalities they suffered. He was pleased to report that the Health and Social Care Scrutiny Sub-Committee on 24 June 2020 would be moving this issue forward.

In terms of the impact on the BAME community in Harrow, the granularity of information was awaited and, once the data was received, it would be analysed and shared with Members.

The Committee were informed that there was a good supply of PPE, which had been purchased through the West London Alliance. At the meeting on 24 June 2020, Members might want to address the issue of the availability of

PPE at Northwick Park Hospital and the challenges it had faced, including those faced by Care Homes.

The Corporate Director of Resources reported that the majority of the Council's staff were working from home and vulnerable staff had been advised that they should not work in the Civic Centre. Staff who were unable to work would continue to receive their salaries. The health and well-being of the staff was of paramount importance and guidance for managers to support staff was constantly being developed and updated. The pressures of working from home were understood.

There would be a watching brief in respect of the Track and Trace programme and measures would need to be put in place if there was an outbreak in any particular community. A number of people had been identified for contact tracing but the cases of infection in London were low.

In conclusion, the Leader of the Council stated that communication was a key issue and the Council would examine at how it ought to communicate public health information to the BAME community.

Schools

Questions:

What was the position of the schools in Harrow?

With the requirement to clean schools on a continuous basis and the expense that this would incur, particularly when all schools were required to open, what support had been and would be provided by the Council?

What would happen to teachers who had tested positive for coronavirus?

What support was being provided to school governors?

The priority of getting children into the school and in a safe environment was key. Had reassurances been provided to Year 6 pupils, how was the Council dealing with Admission Appeals and what measures were being put in place for Year 11 pupils? How would the cuts in subsidies by TfL (Transport for London) impact on those affected and would level of Council support be provided to them?

As more schools start to open, what support had been and will be provided to teachers and other staff to return to work, including HR (Human Resources) support?

What were the Council's concerns in respect of children who were not at school when they were expected to be, including those in the vulnerable category?

The Corporate Director of People reported that the schools in Harrow had not closed and had continued to educate the children of key workers and those that were vulnerable.

Following the requirement to open schools – Reception, Year 1 and Year 6, pupils from 1 June 2020, 25 of the 40 primary schools in Harrow had opened and the number of children attending was expected to increase. The data gathered would be shared in due course.

The Corporate Director added that schools were responsible for managing their own cleaning but the Council would help with any procurement proposals and provide access to PPE. The Council would also help with any other requirements, including procurement of science equipment which had been donated by the schools.

The Director of Public Health reported that the Council was working closely with Public Health England and a Local Plan for Schools would be available soon. It would set out the various requirements for teachers, including the need to isolate if they had the symptoms of coronavirus or had been identified as having been affected as part of the Track and Trace programme. There were no plans to test those asymptomatic but there would be surveillance in light of the issues experienced at a school in Derby. The Chief Executive added that with the Test/Trace/Track programme, it should be assumed that schools and other settings, such as local authorities, might have to implement partial closures.

The Corporate Director of People addressed the issue of the support provided to school governors. He explained that a great deal of time had been spent by officers in providing general guidance, including public health guidance. Assistance was provided on how best schools could communicate with the wider community and a document had been shared by the Portfolio Holder for Young People and Schools in this regard.

A Member of the Committee paid tribute to the Director of Public Health and the Corporate Director of People for the assistance their staff had provided to a special needs school of which she was a governor. She highlighted the challenges that parents would have faced at home and asked how these had been addressed. In response, the Corporate Director of People stated that officers had augmented what schools already had in place and supported the different ways of learning, including putting in place any bespoke arrangements required. The demands placed on officers had been significant but they had risen to the challenges and prepared strategies to assist whilst continuing with the dialogue with parents.

The Corporate Director added that a large number of Year 6 pupils had attended school during the first two days than had been anticipated. His Directorate would continue to work on their transition to secondary schools by working with the pupils and their parents/guardians. The Council had delivered on the National Day for School Appeals and that the appeal process would be conducted virtually. The government was looking to 'introduce' face to face meetings with Year 11 pupils before the summer holiday and schools were already reaching out and liaising with pupils/parents/guardians.

The Corporate Director reported that a great deal of work would be required to understand the implications of the cut in subsidies by the TfL, including the associated risks. The Council would examine its statutory duty to support

children as it was expected that this proposal would impact on approximately 6,000 students. Risk and impact assessments would need to be carried out to ensure that children were not adversely affected by this proposal. The Council was working on the detail of the proposal in collaboration with parents/guardians.

The Corporate Director concluded that schools were primarily responsible for their staff but the Council would assist in any area. The Council was collaborating with schools and providing leadership and support. He assured the Committee that the number of vulnerable children and those of key workers attending school in the relevant years had risen. Vulnerable children were supported by key staff who had carried out risk assessments and, where appropriate, distance learning was being provided.

The New Normal

Questions:

What plans did the Council have for encouraging increased cycling and walking? Had Councillors been consulted in this regard?

How would the Council be supporting the borough's High Streets – Town and District Centres?

What the position in relation to rough sleepers?

What had been the impact of Covid 19 on the Council's Regeneration Scheme and the timetable previously put in place?

Would the Council be reviewing its planning policies in light of Covid 19 to help families overcome overcrowding issues - in the context of the Local and London Plans in order to meet the needs of the people of Harrow?

What plans were in place to support places of worship, particularly those that were not well resourced?

How would the Council continue to safeguard the vulnerable adult population of Harrow?

The Corporate Director of Community reported that the TfL had allocated £45m towards the widening of pavements, increasing cycling and walking, including the provision of safer walking routes and had invited bids from local authorities. The Council had submitted its plans to the TfL and his Directorate would involve Ward Councillors once responses had been received and the funding available. The Corporate Director undertook to share the bids with Members of the Committee.

The Corporate Director explained that £20k had been awarded to the Council for use in the opening of the Town and District Centres, queuing arrangements for shops and associated traffic measures. The Council was working with the TfL, the police and the public protection team to allow to put measures in place by 15 June 2020 when many businesses were expected to open. The Chief Executive reported that, to date, essential retail shops in Harrow had opened but some had chosen to remain shut. A big shift was expected from 15 June when non-retail essential shops had been given the

go ahead by central government to re-open and the Council was planning forward.

The Council had accommodated 21 rough sleepers across the borough and was developing a strategy to ensure that they did not return back to the streets when the funding stopped at the end of June 2020. This was being done in collaboration with the ongoing London-wide campaign on this issue.

The Chief Executive responded to the question on the Council's Regeneration Scheme and its timetable. He assured the Committee that the Council would be thorough in its approach to the Regeneration Programme but, if possible, the July 2020 timetable would be met by the holding of a special Cabinet meeting as there was a commitment to make progress in this regard. He assured the Committee that it too would be consulted.

The Chief Executive explained that various issues relating to Covid 19 would need to be addressed both in the short and medium term. A vaccine and a change in behaviour would help with the challenges facing all communities but it was early to make judgements and alter planning policies.

In respect of support for places of worship, the Chief Executive explained that the Council had limited resources but it would support organisations by providing advice.

The Chief Executive reported that, in his capacity as the Chair of the London Safeguarding Board, it had become evident that the pandemic had resulted in new challenges for local authorities, many of which had responded well. During the lockdown, extra vigilance had been required on the subject of abuse. The relaxation of the lockdown rules had resulted in new and additional challenges and work was underway in identifying risks and how these could be addressed.

In concluding the discussion on the New Normal, the following remarks were made by the Chief Executive, the Portfolio Holder for Finance and Resources and the Leader of the Council:

- the challenges brought about by Covid 19 had been intense and complicated but it had also been a learning exercise. New services had been successfully delivered and the silo mentality had been broken down further. Virtual working had been a positive experience;
- the risks associated with climate change needed to be at the forefront of any agenda;
- procurement and the new models put in place to respond to the needs of residents as a result of the pandemic, including IT which had received the biggest investment to allow for a wider transformation, had worked well;
- in relation to criminality, a great deal of work had been undertaken with the police and all reported cases had been followed up. Domestic violence and hidden harm were not at the levels experienced by other

boroughs and the measures put in place previously in the reporting of such incidents had been successful.

Prior to concluding the meeting, the Chair of the Overview and Scrutiny Committee thanked the Councillors, Co-opted Members, Harrow Youth Parliament, Leader of the Council and Cabinet Member(s), Corporate Strategy Board for attending the meeting. He also thanked IT for facilitating this meeting and staff in Democratic Services for the support provided to him during the meeting.

(Note: The meeting, having commenced at 6.00 pm, closed at 8.51 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

SCRUTINY SUB COMMITTEES

(Membership in order of political group nominations)

Labour

Conservative

(1) CALL-IN SUB-COMMITTEE (5)

(3)

(2)

Members	Angella Murphy-Strachan (CH) Natasha Proctor Chloe Smith	Stephen Greek * Norman Stevenson
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II. Reserve Members	1. Jeff Anderson 2. James Lee 3. Pamela Fitzpatrick	1. Jean Lammiman 2. Lynda Seymour
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CH = Chair
***** = Denotes Group Members for consultation on Administrative Matters

(2) CALL-IN SUB-COMMITTEE (Education) (9)

(5)

(4)

Labour

Conservative

I. Members

Jeff Anderson
Niraj Dattani
Angella Murphy-Strachan
Chloe Smith (CH)
Sasi Suresh

Camilla Bath
Ramji Chauhan
Janet Mote *
Lynda Seymour

II. Reserve Members

1. Pamela Fitzpatrick
2. Primesh Patel
3. Honey Jamie
4. Vacancy
5. Vacancy

1. Marilyn Ashton
2. Jean Lammiman
3. Mina Parmar
†4. Norman Stevenson
†5. Stephen Wright

Voting Co-opted Members:

- (1) Two representatives of Voluntary Aided Sector
- Mr N Ransley/Reverend P Reece
- (2) Two representatives of Parent Governors
- Ms M Trivedi (Primary)/Mr M Chandran (Secondary)

CH

= Chair

* = Denotes Group Members for consultation on Administrative Matters

†

[Note: The appointed number of Reserves for each Group is in excess of the Committee Procedure Rule 3.2 provision, by virtue of Resolution 17: Overview and Scrutiny Committee (18.7.06).]

(3) HEALTH AND SOCIAL CARE SCRUTINY SUB-COMMITTEE (5)

(3)

(2)

Labour

Conservative

**I.
Members**

**Michael Borio
Natasha Proctor
Rekha Shah (CH)**

**Dr Lesline Lewinson
Vina Mithani ***

**II.
Reserve
Members**

**1. Niraj Dattani
2. Dan Anderson
3. Chloe Smith**

**1. Chetna Halai
2. Chris Mote**

(4) PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE (5)

(3)

(2)

Labour

Conservative

**I.
Members**

**Ghazanfar Ali
Honey Jamie
Kiran Ramchandani (CH)**

**Nitesh Hirani
Pritesh Patel ***

**II. Reserve
Members**

**1. Dean Gilligan
2. Ajay Maru
3. David Perry**

**1. Ameet Jogia
2. Amir Moshenson**

APPENDIX II

SCRUTINY LEAD MEMBERS 2020 – 2021

Lead Member	Councillor 2020/21
Community	Councillor Ghazanfar Ali Councillor Jean Lammiman
Health	Councillor Michael Borio Councillor Vina Mithani
People	Councillor Jerry Miles Councillor Janet Mote
Resources	Councillor Honey Jamie Councillor Kanti Rabadia

OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) MINUTES

7 JULY 2020

Chair:	* Councillor Sachin Shah	
Councillors:	* Dan Anderson * Jeff Anderson * Sarah Butterworth * Stephen Greek	* Honey Jamie * Jean Lammiman * Chris Mote * Kanti Rabadia
Voting Co-opted:	(Voluntary Aided) * Mr N Ransley † Reverend P Reece	(Parent Governors) Mr M Chandran * Ms M Trivedi
Non-voting Co-opted:	* Harrow Youth Parliament Representative [Elia Yousf representing HYP]	
In attendance (Councillors)	Graham Henson Krishna Suresh Adam Swersky	Minute 121 Minute 120 Minute 121

- * Denotes Member present
- † Denotes apologies received

118. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

119. Declarations of Interest

RESOLVED: To note that

- (1) the Declarations of Interests published in advance of the meeting on the Council's website were taken as read and the following further declaration made at the meeting by Councillor Jean Lammiman in respect of agenda item 4 be also noted:

Vice-Chairman of Heath Robinson Museum Trust – Non-Pecuniary interest.

- (2) Members and Co-opted Members who had declared interests remained in the virtual meeting whilst the matters were considered and voted upon.

RESOLVED ITEMS

120. Covid-19 - Impact on Policing - Question and Answer Session

On behalf of the Committee, the Chair welcomed Acting Chief Inspector Ed Baidon of the Metropolitan Police NW-CU (North West Command Unit) to the meeting. The Chair also welcomed the Portfolio Holder for Community Cohesion and Crime to the meeting.

The Chair added that since the death of George Floyd in the USA, the operations of the Police had come under increased scrutiny around the world. In Harrow, Councillors had felt that in light of the Covid-19 pandemic and the issues raised by the Black Lives Matter movement, it was timely for the Committee to discuss their impact on policing and to address the following key points:

- enforcement of the lockdown and changes as lockdown measures were being relaxed;
- impact on general crime and disorder and Community Safety in Harrow;
- impact of Covid-19 on BAME communities, including the inequalities they faced;
- partnership working.

The Director of Strategy as the lead officer on Community Safety welcomed the opening remarks made by the Chair and recognised the need for an open dialogue. He referred to the significant challenges faced by the BAME communities during the pandemic both internationally and nationally and cited the example of the disproportionate representation of BAME communities in areas such as the criminal justice system.

The Director referred to the need to work together to help understand the issues and to create better outcomes for Harrow's communities. The Portfolio Holder for Community Safety and Crime referred to Harrow's diverse community which had pulled together during the pandemic. The Portfolio Holder spoke about a leaflet which set out how the different communities of Harrow could protect themselves and that this had been translated in different languages for circulation to the residents of Harrow.

Members of the Committee were invited to ask questions of the Police, Portfolio Holder and Officers.

Question 1:

In Harrow, the Black Community was seven times more likely to be Stopped & Searched than other Communities. Was this justified?

The Acting Chief Inspector reported that Stop & Search was not based on ethnicity. Various types of crime, intelligence and demographics of an area ought to be factored into this. Parts of Harrow had different demographics and all aspects, including age and ethnicity, would be examined.

In response to additional questions on whether there was a statistical error rather than a systematic issue, the Acting Chief Inspector explained that he was not saying that there was a statistical error but that additional information also needed to be factored in. He reported that, in Harrow, 1294 White people and 1474 Black people had been Stopped & Searched for the period July 2019 to June 2020. Whilst this did not equate to seven times, it was disproportionate in terms of the population of Harrow.

Question 2:

Allegations had been made that BAME Police Officers were more likely to be the subject of misconduct investigations. How were they supported? How was the representation of the BAME communities being increased within the Police Force?

There were 1597 Police Officers in the NWCUC of which 329 were from the BAME Communities and this equated to 20%. The Metropolitan (Met) Police carried out recruitment drives with a view to increasing representation from the BAME Communities. Across London, representation of BAME Communities in the Police Force was lower than in the NWCUC. A number of schemes had been put in place to support officers and to also increase female representation in all aspects of the Met.

The Portfolio Holder for Community Cohesion and Crime reported that Harrow was the second safest borough in London with very low levels of crime and this needed to be recognised.

Question 3:

What challenges did the Police face in policing the protests and Covid-19?

The Acting Chief Inspector reported that during the lockdown, London as a whole had experienced an increase in anti-social behaviour (ASB) although the overall level of crime had dropped significantly. Reports on anti-social behaviour mainly related to social distancing issues in parks and other places. He acknowledged that the Police had been slow in using various forms of IT available to communicate with its communities but changes were now in place to replace older forms of communication such as street briefings and face to

face meetings. However, some of the traditional methods of communication would still be required, such as face to face meetings.

In terms of staffing levels, these had been maintained as levels of holidays taken and training courses attended had reduced. The powers derived from Covid-19 legislation had been enforced and the levels of fixed penalty notices issued in Harrow had been the lowest in London and only 36 arrests had been made in the whole of London which had related to Covid-19 issues. Members were informed that there had been a decline in overall crime in Harrow and 1039 incidents had been recorded for April 2020, the lowest figure since 2016. However, since April, there had been an increase but it was below the average. Police Officers in Harrow had supported their colleagues in central London and in other parts of the country which they were used to accustomed to doing prior to the pandemic.

Question 4:

What were the biggest challenges for the Police and did these require additional resources and training?

The Acting Chief Inspector reported that the Police Force had learnt to evolve with reduced staff. More recently, a number of trainees had joined the North West Command Unit. Overall, training had to be adapted to suit the new ways of working and changes made to the development of the new recruits as work due to a reduction in the street patrols.

In due course, a period of reflection would become necessary together with a review of the methods employed during the pandemic in order to ascertain which areas needed to be prioritised. Lessons would also need to be learnt. Digital communication methods could become the norm.

Question 5:

How were the leaflets in different languages being distributed? As Community Centres had been closed, it was important to clarify the distribution of the leaflets. Had the Police and the Council become detached from the community?

The Portfolio Holder for Community Cohesion and Crime undertook to provide the leaflets produced to Councillors.

The Director of Strategy reported that as part of the Test, Track and Trace System, the Council was currently working with the Somali community. Posters had been produced, including a video, and it was intended to roll out this method of communication to other communities in Harrow. This method of communication would become particularly relevant should a local lockdown become necessary. The Council needed to work with its diverse communities and manage communications with them.

The Director added that the Council was keeping in contact with Harrow's faith communities and the previous work carried out with temples would be resumed.

In response to additional questions from Members, the Director explained that the video produced was specific to the Somali community but it was intended to replicate it for other communities.

Question 6:

Reports indicate that there had been an increase in domestic violence during the lockdown. What was the Harrow perspective?

What had been the impact of efficiency savings?

The Acting Chief Inspector reported that there had been concerns that the levels of domestic violence would rise during the lockdown. This concern had been based on the experiences during the Christmas break when levels of domestic violence normally rose as a result of families being together at home for a longer period of time during the holiday. He undertook to provide the statistics for Harrow.

The Director of Strategy informed the Committee that incidents of domestic violence in Harrow had increased and were above the general trend. However, there had not been a spike in domestic violence in Harrow. Incidents of domestic violence cases involving injury had remained static. The Director acknowledged that it was also important to consider the impact fear of domestic violence had on families and reported that the Council worked with the Police in this regard and to support victims. He added that MOPAC (The Mayor's Office for Policing and Crime) had funded a post which was based at Northwick Park Hospital on the basis that the majority of domestic violence cases would present themselves at A&E (Accident & Emergency).

The Committee was informed that the funding would be reviewed and the commissioning process reviewed/conducted at the end of this Calendar Year.

Members were informed that the work of Police officers was 'close and personal', such as when making arrests. Police Officers had been provided with appropriate PPE (Personal Protection Equipment) such as face masks and hand sanitisers. Risk management exercises had also been undertaken. Additionally, officers had to attend to Covid-19 deaths, alleviate social distancing, assist with Track and Trace Systems. More and more of the back office functions were being carried out by colleagues working from home.

Question 7:

Community Outreach – The perception was that the community and the Police were not on good terms and this had been particularly evident since the death of George Floyd in the USA. The young people in London did not feel safe around the Police. How were the Police going to rebuild and rekindle the relationship with the community?

Knife Crime – There had been a decrease in violent crime during the lockdown but this was likely to alter. What measures were the Police looking at to slow down violent crime and ensure that knife crime was not prolific as had been the case before the lockdown?

The Acting Chief Inspector stated that he did not recognise the picture with regard to the poor relationship between the Police and the community and it was not what they were hearing from the different communities of London. The Acting Chief Inspector challenged the view expressed by the questioner and stated that it had not broken down along the lines being portrayed. He acknowledged that the Police did not always get it right and reported that the Police would be seeking the advice of the Independent Advisory Groups (IAG), set up in each borough, in this regard and to provide feedback. The IAG for Harrow was being revamped.

The questioner – a representative of Harrow Youth Parliament (HYP) - remained of the view that there had been a level of breakdown in relations between the two bodies and that it had largely been due to external factors. However, the problem needed to be acknowledged as, in Harrow, black people were seven times likely to be stopped by the Police.

In response, the Acting Chief Inspector reported that public attitude surveys were conducted by the Police and that these had shown a high level of confidence in the Police. Victims of crime had also felt satisfied with the work carried out by the Police. He referred to the IAG and suggested the setting up of a Youth IAG in order to get feedback from the younger generation. The representative of HYP welcomed this proposal and offered to assist in this regard as he too wanted to ensure a good level of communication between the two parties.

The Acting Chief Inspector acknowledged that under the new normal, crime levels were expected to increase, including knife crime. Instead of merely looking at enforcement and Stop and Search measures, the Police were looking to educate and increase engagement with the youth. The representative of Harrow Youth Parliament welcomed this response.

Question 8:

The Police response in Hatch End Ward during the encampment of travellers had been exemplary. How did the Police approach and manage similar issues, particularly during the pandemic?

The Acting Chief Inspector reported that Police Offices put their lives at risk at all times. In terms of the pandemic, Police Officers had been trained on safety measures, the need to 'give' distance, how to keep safe from physical attacks and staying out of the breathing range of others. Police Officers had also been training during the Ebola and Swine Flu epidemics and periodic ad hoc training was always being carried out.

Members were invited to report criminal activity – drug dealing and enclaves – in their Wards which would be addressed by the SNTs (Safer Neighbourhood Teams). There were a number of ways to report such crimes - telephoning the 101 Service or Crime Stoppers and reporting the crime online. The Police also had the remit to look at the underlying problems and why particular areas/locations were being targeted by drug dealers. There was a need to 'design out' such crimes and the Police relied on intelligence.

Prior to his summing up, the Chair stated that there appeared to be some conflict between the Police and the communities they served. The Black community in particular experienced more incidences of Stop & Search. He cited the recent example of the Police Officers taking pictures of the women who had been killed following a horrific incident in NW London and releasing these online and that this had resulted in confidence levels in the Police dropping further. The Acting Chief Inspector accepted that the Police behaviour in respect of this incident had been unacceptable and confirmed that the Police Officers involved had not served in the NW-CU.

In summing up, the Chair thanked the Acting Chief Inspector for his attendance at the meeting and welcomed the proposal to set up a Harrow Youth IAG. He remarked that the borough was safer because of the work done by the Acting Chief Inspector and his colleagues who worked long hours and put themselves in danger in order to protect the public whilst under increased public scrutiny and criticism. Harrow was proud to be served by those under the his leadership.

121. COVID 19 - Economic Recovery and Update - Question and Answer Session

The Chair welcomed the Leader of the Council and the Portfolio Holder for Finance and Resources to the meeting.

The Director of Strategy introduced the report that would be considered by Cabinet at its meeting scheduled to be held on 9 July 2020. He added that the report was part of the regular reports on Covid-19 submitted to Cabinet and it was being presented to the Overview and Scrutiny Committee for the purposes of the Questions & Answer Session that evening. The report updated Members on the latest situation and advice, including the economic impact of the pandemic and the Council's plans for recovery. The report also addressed the need to learn lessons which had been raised by the Committee at its last meeting.

The Leader of the Council referred to the report and drew attention to the emerging issues, particularly in relation to Children Looked After (CLA). The Leader added that in moving away from the crises, issues around mental health and self-harm had become evident. The Council was also facing significant financial challenges and further government announcements setting out how they would support Councils were awaited. He stated that 10,000 residents of Harrow were on benefits, the income received from Council Tax had dropped and many residents had been furloughed. The economic situation was challenging and many residents were likely to be made redundant and training and development would become vital in order to reskill residents into other types of employment. The Council was working as part of the West London Alliance, which was looking at ways to rebuild the economy and deliver on a low carbon economy.

The Leader was pleased to report that many businesses in Harrow had opened on 4 July 2020 and had managed their venues well by adhering to the guidelines. He thanked officers for their work.

The Committee asked the following questions:

Question 1:

Services provided by the Adult Social Care to those shielding had been impressive.

Questionnaire to residents needs to capture the changes required to critical and social care provision?

What were the pressures as a result of the increase in the number of children in care?

The Leader agreed that those shielded had received an excellent service from the Council and had been looked after well. Adult social care staff had been offering welfare calls to those on the shielded list during the early part of the pandemic, as part of the 7 day per week service. He added that the pressures in social care were challenging but the Council was working well in this area.

The Corporate Director of People outlined the issues around mental health presentations which had increased three fold since the pandemic. The number of those attempting suicide had increased and 42 cases had been reported since 23 March 2020. There had been a significant interest in the number of children in care. These changes were putting pressure on front line staff who were working a full week. The Council was working with its partners in order to support each other. One of the lessons learnt was the importance of a 'whole system' approach and there was a need to consolidate and strengthen the workforce and to provide support systems.

Question 2:

Harrow was mostly made up of micro businesses employing up to 10 people. In the current economic climate, these businesses would become extremely vulnerable and the Council's economic development team was too small to provide support?

The Leader explained that due to the points outlined in the above question, the Council was working with the West London Alliance and looking ahead to provide:

- digital connectivity - connecting entrepreneurs and micro businesses together;
- financial support and training where English was not the first language;
- workspaces;
- accelerator schemes, prosperity funds which the Council was bidding for;
- co-ordination and guidance on how to run an efficient business;
- support in the provision of interest free loans and grants;
- entrepreneurship, such as the model in Hammersmith.

The Portfolio Holder for Finance and Resources stated that it was important to recognise the business identity of Harrow as a large number of people were

self-employed and the make-up of Harrow businesses also included a large number of retail. It was therefore important to make Harrow as a destination to do business and shop. The Covid-19 economic crises was more significant than the financial crises and tough times lay ahead.

Question 3:

What was the position in relation to the distribution of Business Grants as some remained outstanding? When would the situation be resolved? How had the collection of Council Tax fared and what were the projections?

The Portfolio Holder for Finance and Resources outlined the initial challenges which had delayed the distribution of grants which had been due to the technology available and staffing issues. However, to date, £33m had been distributed to businesses but a number remained outstanding due to the complexities of the cases. With regard to the distribution of discretionary business grant, the challenge had been to identify those that needed help. A small amount of money was available for distribution and only a few businesses would benefit from the discretionary grant.

In respect of the collection of Council Tax, the Portfolio Holder stated that the Council had fared better than other authorities as the initial approach taken 'if you can pay, pay' had helped but the loss would be substantial. He would provide the Members with the projections.

Question 4:

What had been impact on transport?

The Leader of the Council reported that air quality had improved and the number of people travelling by public transport had also reduced. The number of people returning to work was low and more people were walking or cycling. This had led to a serious debate about the use of vehicles as a mode of transport. In Harrow, vehicle use had previously been high and the Council needed to keep the numbers low. A great deal of vehicle use was due to the school run but it had been noted that the younger generation were using other modes of transport and were not totally reliant on cars. Hybrid models were also being considered.

Question 5

Streetspace Programme

Parking Issues – Belmont Circle, Kingsbury – discouraging people from shopping there. Representations received from businesses. The Council needed to listen to businesses?

The Leader of the Council stated that works to the highways/roads was financed by the Council's Capital Programme and the funding received from Transport from London (TfL) known as the LIP (Local Implementation Plans). However, the LIP was no longer available and the funding for road safety schemes had stopped. Various projects had therefore been paused and would resume when funding was available.

The Leader added that the government had announced the need to put traffic measures in place and a number of schemes had been bid for to help improve pedestrian access and cycling lanes but some schemes had been rejected. A number of small schemes had received funding which needed to be in place by September 2020, such as the scheme for Belmont Circle. Consultation on such schemes would be carried out and funding was dependent on their implementation. The Council had successfully bid for £638,000 from the TfL in the London Streetspace Plan which supported walking and cycling initiatives.

It was important that the schemes approved were implemented in order to improve the situation for businesses as well. Measures around parking and enforcement were being slowly reintroduced to support the reopening of businesses and prevent obstruction.

Members were informed that the majority of responses received in respects to the Council's website had been positive.

Question 6:

**Digital Connectivity – What support had been provided to businesses?
Young people and employment – What specific measures had been put in place?**

The Leader reported that the Council was working in collaboration with the businesses and internet providers to improve internet speed. It was recognised that people were not used to working from home, which also impacted on their mental health. Online training and support for those working remotely was being considered. The Council's Economic Development team was looking to commission training programmes to help re-skill residents. The West London Alliance (WLA) was looking at apprenticeship levy and the impact of Covid-19 on Heathrow Airport which recruited locally.

The Leader stated that he was also concerned about children attending schools, particularly the impact of Covid-19 on 14-year old pupils, and was looking at measures to support them in their health and wellbeing.

The Portfolio Holder for Finance and Resources was keen to provide access to digital technology which would provide access to online platforms and services. Otherwise, access to Universal Credit and services such as the recycling booking system at the Council's Depot would become meaningless for many. Accessibility to technology and training would be required.

With regard to the Council's own ICT rollout, the Portfolio Holder explained that the upgrading was underway and risks would need to be managed. The target was ambitious and, if successful, the Council would be at the forefront in the provision of IT in local government. The existing contract would be brought in-house in October 2020.

The Leader explained the problems encountered with the Council's online recycling booking system, such as queuing and blocking off of roads which had also been of concern to the emergency services. He also explained why the system could not be accessed on mobile phones and tablets.

Question 7:

Opening of all schools in September 2020 – How would the limited space in schools be managed? What safeguarding measures would be put in place? How would children travel when space on public transport was limited?

The Corporate Director of People informed Members that his team, including the Director of Public Health, was working with headteachers and governing bodies to ensure that appropriate safety measures were in place to allow all children to return to school in September. All parties were committed to the challenge and he had great faith in the community of schools in Harrow which would find creative solutions to achieve the required objective.

The Council had a statutory duty to safeguard children and was working with the stakeholders with a view to offering help earlier. He was pleased to report that families were responding well to digital contact methods.

Question 8:

With regard to page 14 of the supplemental agenda, paragraph referencing the pause in consultation and engagement and the need for the Council to fully understand the impact on Harrow's communities of the pandemic ... and that residents in our BAME communities were more likely to suffer the negative impacts either from the virus itself or the economic and social shocks which would follow. Could you please explain how these would arise?

The Director of Strategy explained that the Health and Safety Executive was meeting regularly to look at the impact on different communities. The understanding was that occupations within the BAME Communities, including other aspects of their lives, had exposed them considerably to Covid-19. More work was being done with Public Health officials on exposure and mobility in order to understand how life styles impacted negatively. For example, within the Somali community, a man was most likely to be employed as a mini cab driver and a woman would usually be employed as a care worker. By virtue of their employment, they were likely to have an increased risk of catching Covid-19.

Question 9:

Would the Council be restoring all its services?

The Leader of the Council reported on the challenges the Council was facing in bring back its services. The majority of staff were working from home and would continue to do so due the challenges in opening the Civic Centre as outlined in the report. Front line services were being restored and some staff had been relocated into different jobs. Staff working in the education service

were under a great deal of pressure and would need to continue working during the Summer break to ensure that all schools opened in September 2020.

The Leader paid a tribute to the resolve of staff, teachers and governing bodies in their work to ensure that schools opened in September as required by the government.

The Chair of the Committee thanked officers, Members and the Portfolio Holders for their participation in the Question & Answer Session.

(Note: The meeting, having commenced at 6.00 pm, closed at 8.16 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL) - VIRTUAL MEETING MINUTES

1 SEPTEMBER 2020

Chair:	* Councillor Sachin Shah	
Councillors:	* Dan Anderson * Jeff Anderson * Sarah Butterworth * Stephen Greek	Honey Jamie * Jean Lammiman * Chris Mote * Kanti Rabadia
Voting Co-opted: (not present for Minute 126)	(Voluntary Aided) * Mr N Ransley * Reverend P Reece	(Parent Governors) Mr M Chandran * Ms M Trivedi
Non-voting Co-opted: (not present for Minute 126)	* Harrow Youth Parliament Representative	
In attendance: (Councillors)	Richard Almond Christopher Baxter Keith Ferry	Minute 126 Minutes 123, 124 & 126 Minutes 123, 124 & 126

- * Denotes Member present
- † Denotes apologies received

122. Attendance by Reserve Members

RESOLVED: To note that there were no Reserve Members in attendance.

123. Declarations of Interest

RESOLVED: To note that

- (1) the Declarations of Interests published in advance of the meeting on the Council's website were taken as read and it be also noted that Councillor Baxter, who was not a member of the Committee, but was present at the meeting, did not have any interests to declare;
- (2) Members and Co-opted Members who had declared interests remained in the virtual meeting whilst the matters were considered and voted upon.

RESOLVED ITEMS

124. Harrow Strategic Development Partnership - Appointment of Preferred Bidder

The Committee received a report of the Corporate Director of Community which was to be considered by Cabinet at its meeting scheduled to be held on 10 September 2020 for decision. The report advised Members of the outcome of the Competitive Dialogue stage of the procurement process. The report sought Cabinet's approval of the appointment of Bidder B as the Preferred Bidder with whom the Council would seek to establish the Harrow Strategic Development Partnership (HSDP). Cabinet's approval was also being sought to proceed to the Preferred Bidder Stage in order to allow the proposals to be clarified, specified and optimised so that the structure of the vehicle could be formalised, legal documents finalised and the HSDP Business Plan concluded.

The report was before the Overview and Scrutiny Committee due to its role as a scrutinising body and Members were invited to comment on the report and the proposals therein prior to its consideration by Cabinet.

The Portfolio Holder for Regeneration, Planning and Employment introduced the report and referred to the key priorities of the Council for the Core Sites. The Core Sites were Poets Corner, Peel Road and Byron Quarter for which the priorities included:

- re-provide the Civic Centre;
- provide the Civic Centre at no cost to the Council's General Fund, utilising the receipts received through the period of the partnership
- maximising affordable housing across the three sites.

The Portfolio Holder informed the Committee that whilst key Members of the Executive were briefed on a weekly basis, they had not participated in any deliberations during the procurement process and in officers arriving at the recommendations before Cabinet. He added that once Cabinet had appointed a Preferred Bidder, a further report would be submitted in the New Year with a view to approving a Business Plan which would include an outline

of the sites proposed for development. There would also be a report in the autumn finalising the Council's Accommodation Strategy.

The Chair invited questions from Members under the following topics:

Governance, Legal and Accountability

Q1: Why was the LLP (Limited Liability Partnership) considered to be the best vehicle and the right option for the HSDP (Harrow Strategic Development Partnership)?

What does tax efficient mean?

What rates of taxation would apply?

An officer, the Council's external legal advisor and the Council's Commercial Advisor stated that a corporate vehicle was required for the HSDP and current local authority practice was often to use a LLP for these types of joint venture where this was possible. The LLP structure provided an opportunity to have a jointly owned vehicle capable of being structured for this transaction with limited liability which would allow each party to have an equal share, provide flexibility in terms of governance, decision making and its operational aspects.

One benefit of an LLP was due to the tax status. Although taxes such as VAT and SDLT applied, as opposed to companies which pay corporation tax, an LLP was not taxed on its own behalf, each partner was taxed on receipts in their own right. Local Authorities did not pay corporation tax.

Q2: It was envisaged that the Partnership would be governed by a Board with possibly 3 representatives from each partner serving on the Board. How would the Council's representatives be selected and how would they be accountable?

Members will make decisions on the course adopted, including on the developments. How would the Council hold these Members to account?

In response, an officer reported that this matter would be for Council to determine, probably at its meeting in November 2020 and before the company was established. The nominations would be within the Council's gift.

The duties of Members would be akin to those of their counterparts in companies. It would be a matter for the Council to decide on how to hold Members to account. Some decisions, such as the HSDP Business Plan, would require full Council approval. The Council's Scrutiny Committees would also have a role to play in holding the Partnership to account.

Q3: What decisions would be delegated to the Partnership Board and what decision would fall within the remit of the Council?

Would the Partnership be subject to FOI (Freedom of Information) requests?

An officer explained that matters such as the Business Plan and closing down of the Partnership would be a matter for the Council. The critical and

fundamental decisions in relation to this venture would fall within the Council's remit.

The Partnership itself would be an independent entity and would not be subject to FOI requests. However, communications with the Council would be subject to FOI.

The Portfolio Holder informed the Committee that, initially, the Board would run the Partnership which, although not yet determined, might consist of a Member, an Officer and an Independent Person. The Independent Person would be selected following an advertisement.

He added that, owing to a conflict of interest, the Member on the Board could not be a member of the Cabinet responsible for Planning and Regeneration.

Q4: What processes would be in place to allow Councillors to hold the Partnership to account? How frequent would this be? Would any limits be placed? Would Councillors be provided with training to allow them all to understand all aspects of the functions of the Partnership?

An officer informed the Committee that the holding of the Partnership to account would be a matter for the Council but it ought to be recognised that the Partnership had a 'job' to carry out and a balanced approach to reporting requirements should be taken.

The Partnership would be subject to its own audit regime and the Council's involvement therein would also be subject to audit .

In terms of training, the HSDP concept was complicated and the officer acknowledged the need for training in order to increase the knowledge base of Members. Members of the Board would also need to be trained so that they were on a level playing field with their partners. The Corporate Director of Community advised that it was important that members received the training needed to both understand and scrutinise how the Partnership would operate.

A Member of the Committee, who was also a Member of the Council's Member Development Working Group, suggested that this Group should initiate and set up a series of programmes to help scrutinise the Partnership.

With respect to accountability, mechanisms would be set out in the relevant legal documents. The officer advised that if Members were of the view that the Board was not adhering to its agreed role, they could revert to the options and take action. Additionally, the Council did not have to approve the Business Plan if they were not satisfied with it and could stop the Vehicle and dismantle it. However, these were drastic solutions and he encouraged members to seek an earlier and more effective resolution before going down these final routes.

Financial Matters

Q5: Why was the Council putting cash into the Partnership when it would be providing a significant amount of land?

There were two financial streams but it was not clear what the time frame would be for recouping £16m of land investment?

In response, the Council's external commercial advisor explained how the various developments would be funded and cited an example. He added that equity was key and cash injection by the Council would ensure that the partnership was equal.

The Director of Finance informed Members that the land drawdown would come down at an agreed period during the development. Further details would be provided to Members.

Q6: Cost neutrality - What costs would be/had been included? If some staff were moved to the Depot from the Civic Centre, would this result in a cost to the Council?

The Director of Finance reported that cost neutrality had been included for procurement purposes and would include costs such as construction costs. Costs of decanting or future use of the Depot had not been included. The specification for the new Civic Centre was based on requirements but the Council was exploring the use of other sites due to the requirements of Covid-19. The exact size of the new Civic Centre would be determined at a later date by the Council.

The Council's Commercial Advisor stated that if the Council was moving to a smaller Civic Centre, then there would be a potential cost saving in terms of build costs by building a smaller Civic and that saving could be utilised to offset costs incurred at the Depot.

Q7: Cost profitability – In the context of the Partnership, why could the Council not make a profit to pay off its debts?

The Director of Finance replied that the land and equity could be paid back from the investments. It was important to note that the Council would be gaining a new Civic Centre and affordable housing. Therefore, it was receiving profit with no impact on the General Fund. The Council's Commercial Advisor added that, in addition, a surplus would be generated and the Council would be making a financial return.

Q8: Had due diligence been carried out on the Bidders?

What form of diligence had been conducted and were any reports available in light of the changing financial markets?

An officer informed Members that the Council continued to monitor the company position of the two bidders and it continued to receive advice from the Council's Commercial Advisor. The message coming through was that

both the bidders continued to have a solid foundation and were considered to be reputable. There was no evidence of any cause for alarm.

Members were informed that once the Preferred Bidder was appointed, it would allow for such discussions. There were no guarantees in any financial venture but officers were certain that, at present, there appeared to be no warning signs, including in the financial markets. The financial strength of both the bidders was being monitored and would continue to be so.

The Council's Commercial Advisor stated that high benchmarks had been set in respect of the financial strengths of both the bidders and both had exceeded the benchmark. Both companies had continued to operate and to drive other developments forward.

An officer added that both companies would and had been monitored on an ongoing basis and he would inform Members of the date when the last monitoring exercise had been undertaken.

Q9: Cost neutrality – The Council would be moving from a large Civic Centre to a small one. Therefore, why was it not possible to make a profit to fund local services or reduce the Council Tax? Why did the Council not believe that it could make a substantial profit from the deal?

An officer stated that the Council would be getting a new Civic Centre, Public Realm and 40% Affordable Housing and some other financial returns. He added that all benefits needed to be taken into account.

The Council's Commercial Advisor drew attention to the Council's objective which was to optimise value from existing and new assets. She added that it would not be in the interest of those involved in the LLP not to maximise returns.

Affordable Housing and Community Engagement

Q10: Affordable Housing - The Mayor of London would require a 50% element of affordable housing and the Council had requested 40%. What did affordable housing mean to an average person because it remained unaffordable to them?

The Committee was informed that affordable housing would be let at the London affordable rent level. The next stage of the process would be to hold discussions with the GLA (Greater London Authority) in order to discuss the optimum level of affordable housing and to perhaps increase it to 50%. Further discussions would ensue in this regard.

The Chair was of the view that the Council ought to be working towards achieving at least 50% affordable housing and, as a public authority, set high standards. In response, an officer stated that the Council was also seeking an improved Public Realm and a new Civic Centre and, inevitably, there would have to be a trade-off. The Council's Commercial Advisor stated that the provision of affordable housing would not give the Council any financial return and a minimum requirement should be set. However, the Council as a

partner could push for more units. The Chair hoped that the Cabinet would go down this route.

Q11: Affordable Housing – Could the Council buy back the properties?

An officer reported that the affordability element would remain and was not dependant on who owned the affordable housing. However, it was the Council's ambition to own it and it would have the first option to buy. In any case, ownership of the affordable housing would not detract from the affordability factor.

The Chair urged the Council to buy the affordable housing element and he hoped that any future administration in power would exercise this option.

The Portfolio Holder agreed with the sentiments of the Chair but noted that the process had some way to go and it would be dependant on the market conditions at that time. He also explained how the parameters set in a modelling exercise had shown that, in order to make additional profit, the affordable housing element would need to be reduced.

Q12: Community Engagement – What engagement had been carried out?

The Portfolio Holder informed the Committee that consultations on the Byron Quarter had been carried out four times and comments received had been taken into account and changes made. A similar exercise had been carried out for the Poets Corner site. A statutory consultation exercise would be undertaken in respect of the new Civic Centre. The Regeneration Residents' Panel had met 26 times and consisted of 15 members. Online consultations would continue, including other types of consultations, and more would take place in due course. He did not see the necessity for consultations to be extended to families and family groups.

An officer reported that both the bidders had been required to comment on the subject of engagement and, in their submissions, they had indicated a range of mechanisms that they would put in place such as the use of social media and engaging with young people. Wide ranging consultations were expected and these would be undertaken by the Preferred Bidder.

Q13: Community Engagement - reflective and ongoing consultation with communities and stakeholders was welcomed. However, what types of alterations would they be able to suggest/make and what aspects would not be within their remit?

The Corporate Director reported that the HSDP was a 12-15 year programme with a view to making an investment in the local communities and neighbourhoods. Relationships would develop and evolve through out this period and consultations would continue. Communities would have considerable influence over a wide range of matters involved in the schemes.

Risk Management and Planning Strategy

Q14: Given the current economic climate, implications on construction costs and the uncertainty due to the Covid-19 pandemic, what additional risks were being placed on the Council in moving forward with the HSDP?

In response, an officer stated that all options had been considered and reviews undertaken before making recommendations to the Cabinet. If the Council were to discontinue at this stage, it would have to restart the entire process again when it was ready to proceed. Also, market conditions would vary over a number of years, and there was no guarantee at any point of achieving 'market certainty'. There was 'strength' in having a Preferred Bidder as it would allow the Council to have discussions with the developer on the matters raised. The Council would not be 'locked-in' until a contract had been signed and this would not happen until the New Year.

The Council's Commercial Advisor stated that any long term development process would be subjected to different market conditions/cycles. All developers had been asked to provide a sensitivity analysis and all showed that the sites were viable and deliverable at a neutral cost. There would always be variables and in this scenario they were linked to the affordable housing element. Risk management and monitoring would be fundamental.

Additionally, the LLP route was the best option irrespective of market conditions and would withstand different cycles.

The Portfolio Holder stressed that risks were associated with any form of development. The three main risks were:

- cost of construction
- value of the project
- economic position of the country.

As a result, mechanisms would need to be put in place to manage and mitigate the risks.

Q15: In terms of risks (with reference to pages 25 and 26 of the agenda), intricate sequencing of financial returns enabled a reduction in borrowing. What risks were present if receipts did not materialise in order to fit in with the strategy? If sequencing was not right, interest payments would 'balloon'/inflate.

The Director Finance informed Members that the timings would be based on capital receipts and, yes, there might be a delay. The risks would need to be managed and any initial returns ought to be held for any future delays encountered in order to minimise the impact on the Council.

Q16: A great deal was dependant on the value of the land. Was there a risk of the Council selling the land at a lower value?

The Council's Commercial Advisor informed Members that the value of the land would be based on the Business Plan and established finally at the point of land draw down. The Council would have some control over when the new Civic Centre was built and would have the ability to delay projects in order to help mitigate risk. As the partner, the Council would have some control over the pace of delivery whilst continuing to monitor the markets.

An officer advised that no alterations would remove risks and it was suggested that should issues arise, the development of some flats could be delayed, although at any point in time a range of options would be available. The Chair was of the view that should property prices drop, it would be prudent to continue building and accommodate people on the housing waiting list and reduce costs.

The Committee was advised that the Council would not be committing to a price at this juncture. This would be done when drawdown conditions were achieved which would be in a couple of years' time.

Covid-19 and Equality

Q17: Besides the timelines, had Covid-19 pandemic had any other impact on the HSDP?

An officer replied that, in terms of the decision that Cabinet was being asked to take, there were no specific equality implications to consider at present. However, equality implications would be brought to the Committee in due course when each of the sites were considered in detail and the overall business plan and contract close was to be considered. Covid-19 had had an impact on the procurement process which had been delayed as a result. Much of the evaluation had been conducted virtually and the majority of the final negotiations and discussions could be concluded in a similar manner. In terms of the proposals Bidder B had submitted social value activities which may benefit from reshaping to reflect the needs of the community post Covid-19 and he anticipated that the preferred bidder would welcome discussions on this.

Q18: There was a need to establish face to face communications in certain of the Council's functions. How would the facilities at the Depot in Forward Drive help with this aspect?

The Corporate Director of Community reported that the Council was looking at existing networks to allow for face to face conversations, particularly in relation to the work carried out by Children's Services, and due to the increase in the number of children in care. Additionally, the design and layout of the new Civic Centre would take such aspects into account.

Q19: The bid documents would have been submitted in March 2020 and prior to Covid-19 pandemic. To what extent were these bids out of date, including the scores given?

The Committee was advised that the bids were not out of date as they were procurement documents but that they would need some clarification as

allowed under the regulations.. This was another illustration of the need to appoint a Preferred Bidder so that such discussions could ensue.

The Council’s Commercial Advisor informed Members that costs and values would be the main points for discussions with the Preferred Bidder, including what additional measures would be required on building sites due to Covid-19 and Brexit. Both would have implications and would form the basis of any agreement. It was expected that schemes would be amended as the project progressed. There was little data available on housing from March – June 2020 and the housing market had been propped up by the government’s stamp duty holiday. Discussions were also required on non-residential space (office and retail) in light of Covid-19.

Q20: At what stage of the HSDP would the provisions for car parking be made available?

An officer replied that a draft strategy would be made available and that it would contribute to the Business Plan. This would of course take as its starting point the current Planning Policy.

A Member stated that there was a significant need for family size homes in the borough. It was confirmed that the submissions had been based and would continue to be based on the Council’s analysis of its housing requirements.

At the conclusion of the questions, the Committee moved into a private session (Minute 126 refers).

125. Exclusion of the Press Public

RESOLVED:

That the press and public, including co-opted members of Overview and Scrutiny Committee and the Harrow Youth Parliament representative, be excluded from the meeting for the following item of business, on the grounds that it involved 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:

Agenda Item No	Title	Description of Exempt Information
6.	Harrow Strategic Development Partnership - Appointment of Preferred Bidder - Appendices E, F and G	Information relating to the financial or business affairs of any particular person (including the authority holding that information) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

126. Harrow Strategic Development Partnership - Appointment of Preferred Bidder

Members of the Committee discussed the confidential appendices E, F and G in detail and asked questions of both officers and external advisers present during the private session of the meeting. Questions from Members related to the following:

- land value and the timing of how this would be recouped;
- disparity in tenders in relation to management fee charges;
- robustness of the bidders. Members sought details of the 'minor concerns' mentioned in the report;
- whether any of the minor errors in the model had a material effect;
- margins;
- viability of the bidders.

An advisor undertook to provide additional information in relation to the question on the timing of the recouping of the land value. Another advisor explained the levels of controls the Council would be able to exercise in its role as a planning authority, including checks and balances that would be required in order to ensure value for money. The question relating to the 'minor concerns' was explained and Members were assured that these would not have any material impact on the proposals.

Members questions were responded to and details of the two bidders were shared with them. The Committee was reminded that these details were confidential until released formally following the Cabinet decision. Members noted that additional reports would be submitted to future meetings of the Committee as the project progressed.

In summing up, the Chair stated that, whilst he would argue for additional affordable housing to be provided on the sites, he would support the appointment of Bidder B. He thanked all for their work in bringing this project to fruition.

RESOLVED: That the comments of the Committee be submitted to the Cabinet.

The recording of this meeting can be found at the following link:
<https://www.youtube.com/embed/G0pjkeQVqcE>

(Note: The meeting, having commenced at 6.30 pm, closed at 9.26 pm).

(Signed) COUNCILLOR SACHIN SHAH
Chair

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	20 October 2020
Subject:	Refreshed Scrutiny Work Programme 2020/21 to 2021/22
Responsible Officer:	Alex Dewsnap, Director of Strategy & Partnerships
Scrutiny Lead Member area:	All
Exempt:	No
Wards affected:	All
Enclosures:	Scrutiny Work Programme 2020/21 to 2021/22

Section 1 – Summary and Recommendations

This report provides the refreshed Scrutiny Work Programme for 2020/21 to 2021/22, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- a) Consider and approve the refreshed Scrutiny Work Programme to guide Harrow scrutiny's work for 2020/21 to 2021/22.
- b) Submit the Scrutiny Work Programme 2020/21 to 2021/22 to Full Council for endorsement.

Section 2 – Report

The four-year Scrutiny Work Programme for 2018 - 2022 was developed after the last local elections in Harrow, agreed by O&S in September 2018 and presented to Council for consideration in November 2018.

The Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members, are the guardians of the scrutiny work programme and use it to support their role in providing the strategic direction of scrutiny in Harrow. The Scrutiny Leadership Group meets quarterly to review and assess progress on the work programme. The items in the work programme form the in-year forward plan for the Overview and Scrutiny Committee and its sub-committees.

Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group has decided to refresh the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny. The attached work programme includes the work programme and progress for 2018-20 (shaded in grey) by way of reference.

Ward Councillors' comments

Not applicable as report relates to all wards.

Financial Implications

There are no financial issues associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Council Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report.

Mandatory Checks

Ward Councillors notified: No, as it impacts on all wards

Section 4 - Contact Details and Background Papers

Contact: Nahreen Matlib, Senior Policy Officer, 020 8420 9204,
nahreen.matlib@harrow.gov.uk

Background Papers: None

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Scrutiny Work Programme 2020 – 2022

The Overview and Scrutiny Committee agreed a 4-year scrutiny work programme in 2018.

The Scrutiny Leadership Group are the custodians of the Scrutiny Work Programme and meet quarterly to ensure the work programme remains current, is delivering and to agree the escalation of any issues from Scrutiny Leads or committees. Routine and standing items such as statutory reports, follow up to scrutiny reviews, health consultations and Q&A sessions are added to the in-year forward plans for each of the scrutiny committee. In addition, performance indicators from the P&F 'watchlist' are to the Leads' remits.

This allows the work programme to be flexible and respond to developing and emerging need. Work that scrutiny launches in year one may carry on into subsequent years. Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group has decided to refresh the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny.

The scrutiny work programme for 2018-20 remains (shaded) below by way of reference.

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
Year 1 2018/19				
Overview & Scrutiny	ASB & Youth Crime	Contribute to the development of the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan.	Cllr Krishna Suresh	<p style="color: green; margin: 0;">Green</p> <p style="margin: 0;">Programmed into O&S forward plan for April and June 2019</p>
	Waste, Recycling and Fly-tipping	<p>How might we ensure the councils waste strategy and enforcement activity have a positive impact on increasing recycling levels and reducing flytipping.</p> <p>How might we ensure the depot redevelopment plans have a positive impact on increasing recycling levels and reducing flytipping.</p> <p>How might we use technology so that we can</p>	Cllr Varsha Parmar	<p style="color: green; margin: 0;">Green</p> <p style="margin: 0;">A series of three reports agreed and programmed into O&S agenda:</p> <ul style="list-style-type: none"> - Waste strategy and recycling performance - Flytipping - Use of technology <p style="margin: 0;">Need to think about how scrutiny can make recommendations in committee as well as in reviews.</p>

		improve the bin collection system		
	Adult Social Care	How is the council responding to the Government consultation on care and support for older people	Cllr Simon Brown	Green Delayed as Government consultation has been delayed Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.
Performance and Finance	Children's services demand pressures & budget	Focus on understanding the children's services budget pressures, forecasts and savings proposals and the impact these are having on performance.	Cllr Christine Robson	Amber No specific agenda items have been able to be scheduled on this topic for P&F yet. Budget report scheduled for December.
	Adult Social care demand pressures & budget	Focus on understanding the adult social care budget pressures, forecasts and savings proposals and the impact the these and the new 'resilient communities' vision are having on performance.	Cllr Simon Brown	Green A report on the Impower review was scheduled into the P&F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting. Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.
Health Sub	Mental Health	How might we work together to improve young people's mental health in the borough	CNWL Barnardo's Young Harrow Foundation	Red Not been a part of the Health sub's agenda this year due to the priority given the CQC inspection of Northwick Park hospital and changes to Alexandra Avenue walk-in services. Mental health strategy programmed in for Summer/Autumn 2020. Green

		Follow up on progress to date on the scrutiny review into maternity services at Northwick Park Hospital. Part of CQC inspection report and action plan.	NWLHT	The Committee has had regular reports on the CQC inspection and subsequent improvement plan.
Scrutiny Reviews	ASB and youth crime (Resources & Children's Leads)	How might we use all the council's policies (especially planning, licensing and regeneration) to contribute to reducing ASB and youth crime.	Cllr Krishna Suresh,	Green Review completed
	Road Maintenance (Communities Leads)	How might we better inform, engage and consult with residents so that the agreed work schedule addresses the concerns of residents as raised in the 2017 residents' survey.	Cllr Varsha Parmar	Green Review completed
Scrutiny Leads	People's	Children's demand pressures and budget Adult demand pressures and budget	Paul Hewitt, Visva Sathasivam	
	Communities	Waste, Recycling & Flytipping In-work Poverty	Paul Walker	
	Resources	Capital programme Customer services and access to services/digital exclusion Strategic Community Safety	Alex Dewsnap	
	Health	Life expectancy Health and Social Care Integration (STP, Accountable Care, Better Care Fund)	Paul Hewitt, Carole Furlong	
Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
Year 2 – 2019/2020				

Overview & Scrutiny	Regeneration Strategy	<p>Infrastructure Review</p> <p>Lobbying Strategy</p> <p>The Strategic Delivery Partnership</p> <p>Emerging Wealdstone Plan (building on previous scrutiny reviews)</p>	Cllr Keith Ferry	<p>Green</p> <p>Report came to Sept O&S following up the scrutiny review of regen finance.</p> <p>Further reports, activity to be agreed</p> <p>Report on implementation of review's recommendations came to O&S in January 2020.</p>
	Adult Social Care	<p>How is the new 'Resilient Communities' vision and transformation programme contributing to reducing spend and demand pressures and supporting the growing ageing population in the borough.</p> <p>How is the council responding to the Government consultation on care and support for older people – subject to any government announcement during the year.</p>	Cllr Simon Brown	<p>Green</p> <p>A report on the Impower review was scheduled into the P&F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.</p> <p>This was scheduled for O&S November 2019, which was subsequently re-scheduled due to the general election. Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020..</p>
	Shared Services	How might we learn from six years of shared services initiatives so that any future shared service ventures benefit Harrow residents.	Cllr Adam Swersky	<p>Amber</p> <p>The review is currently underway with the challenge panel taking place in March. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore has not reported back to O&S yet.</p>
	ASB and Youth Crime	Explore our understanding of the drivers of Youth crime to that the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan are responding effectively.	<p>Cllr Krishna Suresh</p> <p>Borough Commander</p>	<p>Green</p> <p>VVE strategy, YOT plan and Scrutiny review into youth violence all considered at for June O&S</p>

Performance and Finance	Budget	Adult social care budget – what is replacing project Infinity? MTFS budget strategy	Cllr Adam Swersky	Amber
	Performance	Digitisation of customer services - What impact is the move to digital and online services/customer contact having on residents' ability to access services. Innovation	Cllr Adam Swersky	Amber
Health Sub	Public Health Need and Health Inequalities Patient Transport NHS Long-Term Plan Performance at Northwick Park Hospital			Green Public health report came to Health Sub in June. Patient transport and NHS long term plan is being considered at regional level through the JHOSC LNWHT's quality account considered by Health Sub in June.
Scrutiny Reviews	Shared Services	Lessons learnt, other councils' experiences, impact on savings and improving quality	Cllr Adam Swersky	Amber Cllr Kantilal Rabadia and Cllr Honey Jamie to Chair. The review is currently underway with the challenge panel taking place in March. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore has not reported back to O&S yet.
	Annual Report Review	Sub-group to meet and review format and structure of annual report		Amber Cllr Richard Almond and Cllr Jean Lammiman met and report back through SLG. Comms Team have agreed to help pull together annual report for 2019-20. Work on the Scrutiny Annual Report suspended due to the Covid emergency and therefore has not reported back to O&S yet.

Scrutiny Method	Item	Objective	Cabinet Member/Partner	Comments
Year 3 2020/2021				
Overview & Scrutiny	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> Council response to the emergency The 'new normal' 	Emergency response Recovery and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	
	Regeneration <ul style="list-style-type: none"> Progress of the HSDP (joint venture) Developing strategy for delivering HSDP and HNC 	Pre-decision scrutiny Policy development of regeneration plans	Cllr Keith Ferry	
	Policing <ul style="list-style-type: none"> Response to and impact of Covid-19 pandemic and lockdown Issues relating to 	Emergency response Recovery and longer term implications Addressing inequalities and unfairness	Cllr Krishna Suresh Borough Commander	

	BAME communities in light of Black Lives Matter			
Performance and Finance	Budget – financial impact of Covid-19 pandemic	Recovery and longer term implications	Cllr Adam Swersky	
	Performance – digital inclusion	Council’s approach to digital inclusion and impact on different communities	Cllr Adam Swersky	
Health Sub	Covid-19 – impact on health and social care services in Harrow	Emergency response Recovery and longer term implications	Cllr Simon Brown Harrow CCG LNWHT	
	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	Emergency response Recovery and longer term implications Addressing inequalities	Cllr Simon Brown Harrow CCG	
	Mental health and wellbeing		Cllr Simon Brown	
Scrutiny Reviews	Delivering the Borough Plan	Engagement on themes Reducing inequalities	Cllr Graham Henson	
	Council actions to	Developing and delivering an		

	address equalities	equalities action plan Scrutiny's role in cross-party member working group		
	Adult social care reform	White paper (expected soon) – analysis of implication on Harrow and council response to consultation	Cllr Simon Brown	
	Policy development in council strategies – how to engage scrutiny	Scrutiny's role in policy development and pre-decision scrutiny	Cllr Graham Henson	
Scrutiny Method	Item	Objective	Cabinet Member/Partner	Comments
Year 4 2021/2022				
Overview & Scrutiny	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> • The 'new normal' • Lessons learnt 	Recovery and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	
	Regeneration <ul style="list-style-type: none"> • Progress of the HSDP (joint venture) • Developing 	Policy development of regeneration plans	Cllr Keith Ferry	

	strategy for delivering HSDP and HNC			
Performance and Finance	Budget – financial impact of Covid-19 pandemic	Recovery and longer term implications	Cllr Adam Swersky	
	Performance – TBC			
Health Sub	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	Recovery and longer term implications Addressing inequalities, especially in BAME communities	Cllr Simon Brown Harrow CCG LNWHT	
Scrutiny Reviews	TBC	.		
	TBC			

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	20 October 2020
Subject:	Scrutiny Annual Report 2019-20
Responsible Officer:	Alex Dewsnap, Director of Strategy & Partnerships
Scrutiny Lead Member area:	All
Exempt:	No
Wards affected:	All
Enclosures:	Scrutiny Annual Report 2019-20

Section 1 – Summary and Recommendations

This report provides the Scrutiny Annual Report for 2019-20, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- a) Consider and agree the Scrutiny Annual Report 2019-20
- b) Submit the Scrutiny Annual Report 2019-20 to Full Council for endorsement

Section 2 – Report

The council's constitution requires the Overview and Scrutiny Committee to report annually on its activities to Full Council. The attached Scrutiny Annual Report is the draft final report. This has been developed over several months by the Scrutiny Leadership Group, which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and also the Scrutiny Lead members. The Scrutiny Annual Report outlines the activities of the Overview and Scrutiny Committee, the scrutiny sub-committees and the scrutiny lead councillors during the 2019-20 municipal year.

The publication of the report has been delayed by the Covid-19 pandemic which saw the scrutiny function being suspended for a couple of months from March 2020 and organisational resource and capacity being diverted to respond to the emergency. The bulk of the report was written before the pandemic and refers to the 2019-20 municipal year, and as such, the impact of the pandemic is only referred to within the introductory comments by the Chair and Vice-Chairman of the Overview and Scrutiny Committee.

Ward Councillors' comments

Not applicable as report relates to all wards.

Financial Implications

There are no financial issues associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Council Priorities

All

Section 3 - Statutory Officer Clearance

Not required for this report.

Mandatory Checks

Ward Councillors notified: No, as it impacts on all wards

Section 4 - Contact Details and Background Papers

Contact: Nahreen Matlib, Senior Policy Officer, 020 8420 9204,
nahreen.matlib@harrow.gov.uk

Background Papers: None

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Scrutiny Annual Report

2019-2020



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Foreword

It is hard to believe the end of another year is here and it is time to report back on everything we have covered in scrutiny for the past 12 months – especially our proudest moments such as bringing in a new type of detailed scrutiny of the CCG, initially concerning walk-ins, by O&S and the Health & Social Care Sub, which will be important as health and social care continue to become more intertwined. The outcome is referred to below.

This time, our Annual Report gives more of a personal insight into what we do and who we are - as well as the usual information we want to relay. We hope you like this new approach.

As always, our vision for scrutiny in Harrow is 'cross-party investigation of issues and decisions that are important to residents'. We use this to guide the development of our work programme and ensure a much more equal balance between holding the council administration and health partners to account and investigating and influencing the council and partners' approach to issues of concern to residents. We have also exercised our role in policy development, especially in our review work on youth violence, highways maintenance and shared services.

Over the past year we spent a lot of time on and prioritised:

- regeneration across the borough, including monitoring the development of the Harrow Strategic Development Partnership and new Civic Centre
- council improvement in terms of tackling budget challenges, opening up digital channels and addressing the social care 'timebomb'.
- maintaining good healthcare provision for residents across the borough and influencing

the decision to keep one of the borough's walk-in centres open

We are also especially proud of our work Youth Violence and this is spotlighted in Councillor Janet Mote's report on Page 11.

The council's scrutiny function is driven forward by the Scrutiny Leadership Group, made up of the chairs and vice-chairs of the committees and the scrutiny leads who you will meet in the coming pages. The Scrutiny Leadership Group continues to provide strategic direction to the scrutiny function and helps to ensure we maintain an effective focus for our work. It meets every two or three months and brings together the feedback from scrutiny leads on progress in their different service areas. Appendix A lists all the issues we have considered through our committee work.

We want to thank all the councillors who are part of the Scrutiny Leadership Group and have contributed to reviews. We are also grateful to the members, officers, partners and members of the public who have contributed to our work. Their time and effort are always appreciated and we couldn't do it without you all.

Since we started work on pulling together our Annual Report the world has been rocked by the Covid-19 pandemic and the devastating effect this had on many lives across the world. This has seen everyone having to deal with unprecedented

“The Scrutiny Leadership Group continues to provide strategic direction to the scrutiny function and helps to ensure we maintain an effective focus for our work.”

times and challenges. Because of the council's response to the pandemic, we had to halt scrutiny for some time from March 2020 and this explains the delay in completing some of our work and reporting back, but more importantly it will impact on scrutiny's priorities over the next year. This reflects changes in priorities for the council, partners and residents' lives. To this effect we have designed a flexible 18-month work programme to take us to the end of the 2021-22 municipal year and to reflect the changes in priorities. This will see us prioritise:

- Response to and impact of the Covid-19 pandemic on Harrow's communities – we will ask the Chief Executive, Leader and health partners to explain the initial response and outline the ongoing challenges, and ask the sub-committees to examine specifically the impact on the local financial position and health services.
- Regeneration – as the council embarks on a massive joint venture partnership that will progress many of the borough's regeneration plans.
- Borough Plan – a 10-year plan for the borough, which is currently in draft form and outlines under eight themes, short term improvements for Harrow and how longer term ambitions can be achieved. Scrutiny's input will be crucial to the successful delivery of this.

As you will see from the individual contributions from the Scrutiny Leadership Group in the Annual Report that follows, scrutiny can offer councillors so much:

- Cross party working with an apolitical focus
- The opportunity to add value to the key public organisations in Harrow
- The need to be relevant and timely in our enquiries
- Community leadership in raising the voice of residents
- Adds richness to councillors' roles on the council

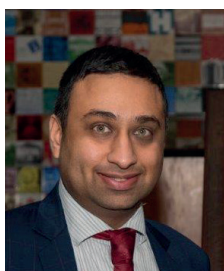
As always, if you have any recommendations or suggestions for issues scrutiny should look into please let us know.

Cllr Sachin Shah,
Chair, Overview and Scrutiny

Cllr Richard Almond,
Vice-Chairman, Overview and Scrutiny



Overview and Scrutiny Committee



Cllr Sachin Shah,
Chair

“I felt having been Leader, that the knowledge I had, I could offer back to the Council in a way that I wasn’t able to in my year on the backbenches. Cabinet

members or our partners shouldn’t be scared of O&S or see it as a waste of time. It is a real opportunity to make better and more informed decisions. It is above politics, I remember a time when I was appearing in front of O&S and told off by the then Chair Phil O’Dell for making a political comment, which was absolutely right. This was just after a peer review that rated Scrutiny as too political and Phil set about changing that approach – I hope I continue in the same vein.”



Cllr Richard Almond,
Vice-Chairman

“I volunteered for scrutiny as, being in opposition, it is the best way of getting involved and finding out how the council works. As a solicitor my job is to ask

questions. Our job is to be a thorn in the flesh in a productive way.”

Our achievements

We have ensured the scrutiny function is at the centre of decision-making at the council, always in the minds of officers and councillors in order to help facilitate and improve decision-making and being involved in policy formation.

Our job, along with officers allocated, is to play a role in implementing the programme. In 2018, we agreed a broad programme of work for scrutiny over four years. Obviously things change over such a span of time and we feel it right that we review our priorities for scrutiny and recalibrate our programme of work, so that we continue to concentrate our time more and more on the big issues for the council and Harrow more widely.

Scrutiny has had a major impact on the Borough Plan and there is a real chance for scrutiny leads to become more consciously involved and feel part of a corporate team effort. They can delve into their own area and think about the next ten years.

For the future

Scrutiny hasn’t worked in all areas. One improvement we would like to see next year is focusing on how we can engage Cabinet members more in the scrutiny process, both pre and post decision, so that we can influence the issues that matter most to residents and the Executive can use us constructively and proactively as a ‘critical friend’ and sounding board.

Performance and Finance Scrutiny Sub-Committee



CLlr Kiran Ramchandani, Chair
CLlr Pritesh Patel, Vice-Chair

Our role

As members of the P&F Scrutiny Sub-Committee, it is our role to challenge and scrutinise the Council and its partners' performance against its priorities in terms of finance, operational and service provision. It is imperative that the scrutiny is performed in a constructive manner, that is apolitical and should be focussed on improving the Council's performance and more importantly ensure the provision of efficient services that are considered value for money for the tax payer.

For the scrutiny function to be effective, especially in these challenging economic times for the public sector, it is vital that the Council establishes its priorities in a clear concise manner and sets specific, unambiguous and timely targets from which performance can be measured and progress can be tracked. In line with these objectives and targets, it is the scrutineers' role to review against these goals by way of:

- Challenging and questioning the contents of the revenue and capital budgets, identifying any significant deviations from planned versus actual performance
- Reviewing performance reports to ascertain organisational health, staff performance and

management of, identifying key strategic risks and ensuring mitigating actions are in place as well as ensuring that Corporate Plan priorities are being met or progressed

- To identify areas which require improvement and to seek further investigation by raising the issue with the O&S committee and Scrutiny Leadership Group

Our achievements

We have raised awareness of the importance of having clearly defined objectives with specific and timely measures against which performance can be measured, both financial and operational. We have also raised the importance of accountability within the organisation, as well as driving for improvements in the training of management and staff.

On finance, we have highlighted the importance of a well planned budget, to minimise overspend, underspend and slippages and have regularly challenged the Council's budget proposals, expenditure and scrutiny of the Council's performance every quarter, questioning both Cabinet members and senior officers.

We have also brought to the attention of the O&S committee the need for further scrutiny of highways maintenance, the regeneration strategy and waste services areas.

Outcomes and the future

The scrutiny reviews of highways maintenance and youth violence resulted in an investigation and reports were presented to Cabinet setting out a number of recommendations for improvement of the respective service area.

It is hoped that a collaborative process of scrutiny is in place to regularly review the organisation's ability to meet its obligations in a timely and cost effective manner. The Scrutiny Leadership Group has been established to give forward guidance by agreeing on a work programme to address key areas of concern.

Health and Social Care Scrutiny Sub-Committee and Health Scrutiny Leads



Cllr Michael Borio, Health Scrutiny Lead

"I have a long standing interest in health and social care issues, both through my previous policy work in the charity sector, and through my own personal family experience in recent years dealing with navigating the complexities of the social care system and related hospital admissions. So I welcome the opportunity to be able to scrutinise these decisions locally here in Harrow - working on behalf of our residents to hold key local stakeholders to account at a time when major changes to the health and social care systems are unfolding."

Cllr Vina Mithani, Health Scrutiny Lead and Vice-Chair of Health & Social Care Sub-Committee

"I enjoy being on health scrutiny as I have 30+ years experience in the Health service. With

this knowledge I can scrutinise and challenge the Council, Cabinet Members, senior leaders and can lobby about health issues for better outcome for the residents.

Health scrutiny is a fundamental way by which democratically elected local councillors are able to voice the views of their constituents, and hold relevant NHS bodies and health service providers to account. The primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services."

Cllr Rekha Shah, Chair of Health & Social Care Sub-Committee

"I have served as an outreach worker in the neighbouring local authority for over two decades. To me health and social care scrutiny to improve wellbeing of our community is of utmost priority. Examining and challenging the Council, its cabinet and NHS and other delivery partners is vital to ensure that the health and social care service is fit for purpose for the diverse community in Harrow."

Our role

As the Chair of the Health and Social Care Sub-Committee and the Scrutiny Leads on Health, we consider health, social care and wellbeing issues key to Harrow residents on a local, London-wide and national level. The aim of our work has been to provide strategic support and a resident's perspective to the local CCG and NHS who strategically plan local services around access to primary and acute care. We also seek

to identify what we councillors as community leaders can do to encourage residents to make best and most appropriate use of the healthcare resources available to them in Harrow.

We have pursued this by scrutinising the main health stakeholders in Harrow through our Health subcommittee which meets three times a year as well as additional meetings with stakeholders in private sessions, including the CCG and senior council directors, and also with our scrutiny councillor colleagues through the Scrutiny Leadership Group (SLG). The SLG can initiate scrutiny reviews such as the 2017/18 dementia review which we followed up how the recommendations had been implemented this year.

Our achievements

Through the Health and Social Care Sub-Committee and our private meetings we have received updates from the various health stakeholders in Harrow such as Harrow CCG on the changes to the three NHS walk in centres in Harrow (GP access centres), the NW London Joint Health Overview and Scrutiny Committee (JHOSC) and reviewed progress on implementing the recommendations of our 2017/18 scrutiny review on dementia. We have also been able to review the annual reports of various organisations such as the Royal National Orthopaedic Hospital in Stanmore, the London North West University Healthcare NHS Trust, the

“We believe the experience of the last year will lead to greater consultation and engagement in future by the CCG with both the Council and councillors.”

“The aim of our work has been to provide strategic support and a resident’s perspective to the local CCG and NHS who strategically plan local services around access to primary and acute care.”

Public Health Plan, the Harrow Safeguarding Adults Board and also scrutinise the Draft Harrow Health and Well-being Strategy for 2020-2025.

Outcomes and the future

We have particularly been pleased with our public and private meetings with Harrow CCG, which have given us a greater understanding of the changes from NHS walk in centres to GP access centres, as these are used by many of our residents. We particularly welcome the recent decision by Harrow CCG to maintain at least one NHS walk in centre in Harrow which is currently based at the Pinn Medical Centre. We believe the experience of the last year will lead to greater consultation and engagement in future by the CCG with both the Council and councillors.

As highlighted in the Borough Plan, there is a great deal to be done in the borough to reduce inequalities and one area of our focus next year will be to look at health inequalities that exist in the borough and help influence what can be done to reduce these.

People Leads



Cllr Janet Mote

“When you’re involved in a Scrutiny review, you get quite obsessed with it – as I did with Youth Violence. You go off and find out more and more. People living in Harrow don’t know what is going on half the time. You might live somewhere and pass by these buildings and places but have no idea. There is so much good going on here.”

Cllr Jerry Miles

“Scrutiny for us is about looking at the things going well, things that are ok and things that can be improved. We are not criticising but helping to enhance and make better. Scrutiny often isn’t understood or appreciated inside or outside of the council. It helps put things in place and also helps make sure councillors don’t play party politics. We are corporate parents working for the good of everyone.”

Paul Hewitt, Corporate Director People Services

“In the People Directorate we have welcomed the role of Overview and Scrutiny over the last year; which has brought an added layer of external challenge to the work we do. For example, the feedback on our Annual Report from the Complaints Service has helped shape the standards we want to deliver in this key area of practice. I would also highlight the themed review undertaken into serious youth violence in the Borough which gave us some key insights about the needs and dilemmas of younger age children transitioning to Secondary Education.”

What we’ve done over the year

As scrutiny lead members for the People Directorate, we have a huge role in looking after everybody – from birth to old age. Our role is to be a critical friend to the organisation and to help the residents of Harrow. One of the best things about scrutiny is that it is cross-party – not political at all - we all work together.

We have been out and about in Harrow to lots of different organisations to see for ourselves all the good work going on - places such as the Wealdstone Youth Centre and Northwick Park Hospital, to see how they deal with knife crime and also mental health. In our role, it is so important to go out and meet the people, not just sit down at committee meetings and simply go through statistics. We need to find out what people are doing and get to know all the good things being done on the ground.

We talk to the Corporate Director Paul Hewitt on a quarterly basis to chart progress in the directorate’s work and better understand the challenges e.g. to find out about new builds

and what is being done for the elderly and for youngsters. We look a lot at finance, how the budgets are cut and how we can work together. The Harrow Youth Foundation has been great at helping to find different revenue sources to support work with young people.

Adults services have pressures from the growing demand of an ageing population and in terms of placements in homes and residential care. The thing that concerns us more than anything is the ageing population in Harrow but there is money from public health and grants to support services. In October we welcomed a review on dementia care and we have a terrific number of specialist homes in Harrow.

It is important to realise Harrow is a changing place. It is becoming more diverse and we need to reach out to all people to make them feel they are part of Harrow. We are making great tracks in Children's Services, for example, with the Romanian Embassy around children's health. This is important for things such as dental care because children's dental health is still not good in Harrow. Different communities have different ideas and we need to use their advice in what we do in planning our services

The ten-year Borough Plan is important to help us plan for the future and helps us prioritise our efforts across partnership working for the borough.

One of the best things about scrutiny is that it is cross-party – not political at all - we all work together.

In our role, it is so important to go out and meet the people, not just sit down at committee meetings and simply go through statistics.

Achievements

Achievements by the directorate this year include the positive outcomes from the SEND inspection and Ofsted inspection. We are also pleased Pinner Wood got back some of its money from central government after chalk mines temporarily closed the school.

However, we must never be complacent and always go back and review and see if things are working or not. It's important to see council agencies work together in units rather than in silos. We were thrilled to get the 0-19 procurement and the first year has gone really well. They do some amazing work there and it's been great to pull everything together. We're also really proud of what we have achieved with children for adoption with Coram, which started 11 years ago.

Spotlight on Youth Violence



Cllr Janet Mote,
Chair of the Review

Scrutinising youth violence is a special area that demonstrates scrutiny's value-add. I was proud to take on the scrutiny review last year as chair and help

showcase it at the London Scrutiny Network to scrutiny peers from around London.

Over the year I have made many visits to places such as the Wealdstone Youth Centre to see what is being done and I've learned a lot. There are lots of different partnerships and agencies working together for the greater good in this field and there is an awful lot of good practice going on. I've seen people who were involved in crime turn their lives around and come back to be role models for the next generation.

But I think what it shows me is that we need to educate youngsters, particularly in primary schools. Many don't realise that decisions taken now can affect them into adulthood. I spoke to one young person who didn't realise a criminal record could one day block his dream of going to the US because he would be denied a visa.

In some cases, it is to do with families and we need to be able to help families manage their children. Often they don't want to do anything as they don't want them to get into trouble or are very protective.

We need to find ways of helping youngsters and giving them chances by equipping them with strategies to cope with challenging situations. For example, at the Wealdstone Youth Centre I saw some youngsters doing quizzes where they

could find out for themselves the consequences of crime. It is very important for youngsters to know where to go and have this as a port of call. In some cases, particularly for those children with older brothers and sisters who might be involved in crime, there are strategies of how to equip themselves. Everything is a life choice.

Looking forward to the future

There are three main things I would like to see worked on in the next year:

1. The first is seeing the Junior Citizen, run by the Police, given to every Year 6 (10-11 year-olds) child in Harrow. There is a lot of work going on in PSHE in schools and this is a fantastic handbook covering all manner of topics – from how to deal with antisocial behaviour, bullying and how to make a 999 call, to issues around mobile phones and Planet Earth. There are useful contacts covering general help, alcohol, drugs etc. and pointers on how to handle certain situations.
2. I'd welcome more research into girls used in gangs. They are often used to carry weapons in their handbags and we need to know how to better help and support them, show them there is another way.
3. Ten years ago I worked with the Harrow Youth Parliament and Police to produce stop and search cards and I'd like to see these reinstated. They give young people the confidence to understand and know how to answer if they are stopped. These are still available in some areas of London. Again, it is a question of funding.

Community Leads



Cllr Ghazanfar Ali

"I chose to sit on Community because I do a lot of volunteer work so I know what issues there are out there. It is an honour and privilege to lead, as well as being important and satisfying. We act as an intermediary between officers and residents, listening to issues and raising them. It is good for the residents who have elected you as a councillor to see you are supporting and influencing."

Cllr Jean Lammiman

"I am particularly interested in the communication side of things because the resident on the ground needs to understand as well as be kept informed about what's going on. We have a unique overview of Paul's division. The Portfolio Holders have slices but we ask questions to clarify what is going on. It is a special relationship as there is a wide remit and we have to focus, be selective and then convince everyone these are the key things."

Paul Walker, Corporate Director, Community Directorate

"As we develop the Council's ambitious regeneration programme, and continue to deliver universal services to residents and businesses across the borough, the role of Overview and Scrutiny has brought an added perspective to the work we do, with their scrutiny and challenge, in particular with the Harrow Strategic development Partnership. In addition Overview and Scrutiny helped to inform and shape the communication plan for the highways programme. Looking ahead, the 2020/21 work programme will continue to include scrutiny of the Strategic Partnership and the New Harrow Civic Centre strategy".

Our role - what we've done over the year

In Community, we look at a wide range of issues from environment, libraries and homelessness to cleanliness, fly-tipping and bins - things that affect residents directly. Recently, we've been involved directly and indirectly with looking at waste disposal, collection and communication - from the new lorries to the £5 brown bin discount.

Part of the role involves visiting parts of Harrow to see what is being done, why and what the impact is. We want to know how people are benefitting. It is helpful to look at new developments such as Wealdstone Square and think about it in terms of health and wellbeing as well as highways. Officers are always proud to show us the nitty gritty - their commitment is so much more than residents know.

We look at information and might develop our enquiries into a review. There might be some things that become standing items on committee agendas - so we always look at the budget with the Corporate Director (Community) Paul Walker

and the performance report to get a full picture of a decision.

We have quarterly meetings with Paul Walker, portfolio holders and officers to bring everything together and coordinate. The officers know what we would like and we what they would like. It's about singing from the same hymn sheet. We might look at various performance charts, show key parts of community directorate and take time to talk about the issues. At a pre-meeting we agree what areas of focus we would like to cover. Officers might report back or do a presentation and we take note of the budget

We can bring something forward – for example, as we did with fly tipping – if things are happening and we don't think we have a handle on it. In this case, the issue was around reporting and enforcement.

Sometimes issues can drag on and you have to make a lot of effort to chase results. We have to keep the work we are doing at front of mind for officers and support them. A big thank you to David Harrington and Paul Walker for supporting our work over the past year.

Continuity is important as well otherwise issues can get repeated or dropped and officers would get pretty fed up with that. What we raise is not new for new's sake but new because we need to make progress.

We have to be very good at being open minded. We take what residents have told us to officers

and if there's a common complaint then we would pick up on.

Our achievements and outcomes

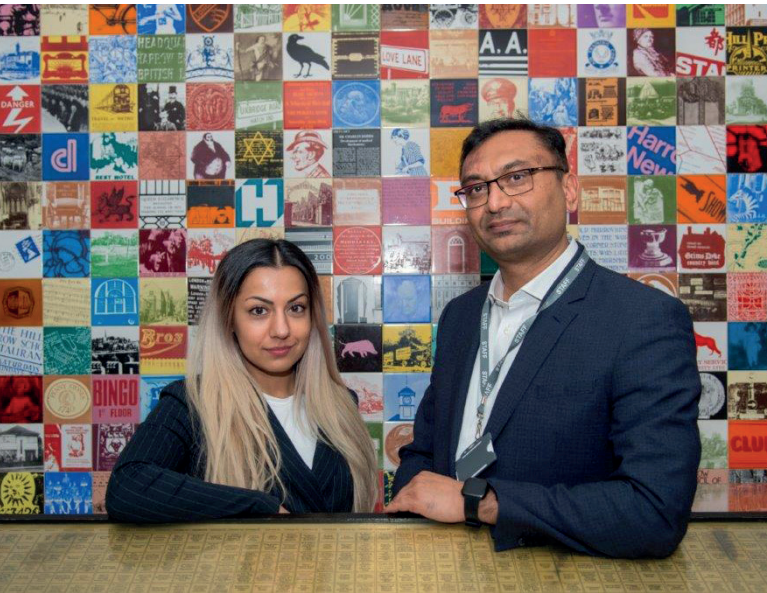
We're very pleased with the Scrutiny review for highways maintenance. For us, it stems beyond potholes but is still about what people need and want in terms of the environment. We worked with officers and looked at communication – thank you to Ian Slaney, Dave Eaglesham and Nahreen Matlib for supporting this work.

We wanted residents to be aware of what is going on around the highways maintenance programme. For example, if they are waiting for their pavement to be repaired but can see the next street's pavement is being looked at, they need information so they can understand why their street was not the priority. It's great that the communication plan – in terms of a leaflet and updated website – is now redesigned into something we recommended. It's good when a plan comes together!

Looking ahead

We want to focus more on homelessness (especially the impact of implementing the Homelessness Reduction Act), health and wellbeing, housing and all areas of poverty, especially child poverty.

Resources Leads



Cllr Honey Jamie, Resources Scrutiny Lead
Cllr Kanti Rabadia, Resources Scrutiny Lead

“Our Scrutiny role enables us, in the chosen areas, to review the work undertaken by the officers as part of the council’s strategic plans and objective for a better and effective service to residents.

“The periodic review of the performance of the stated outcomes enables the Resources scrutiny leads to hold the council to account.”

Our work

During the year we have been involved in shaping the scrutiny work programme as part of the Scrutiny Leadership Group.

Our main focus however has been on the Resources directorate. We have worked with the Resources corporate director to understand the changes made by the directorate regarding changes and redefinition of roles, personnel across some departments and future strategy - as part of the modernisation and transformation programme.

The reassignment isn’t complete, however we have discussed the updated resources organisation chart and discussed forthcoming plans.

To support the scrutiny process, we have also looked at the customer service, performance reports to support the move away from Access Harrow set up for residents to more web based forms and services.

We have also initiated a review of shared services. The review is ongoing and is an important part of determining the success and learnings from existing and concluded shared services set ups. This is an important part of the way councils can work with other councils to achieve better service values to residents, either through cost savings, economies of scale, better pool of professionals and expertise or simply provide more convenient service alternatives to users. The report was due to be presented to Cabinet in April 2020 however the Covid-19 pandemic has delayed the publication of the final report.

Appendix: Scrutiny Committee Business and Attendance 2019-2020

Overview and Scrutiny Committee

<p>Chair: Cllr Sachin Shah</p> <p>Vice-Chair: Cllr Richard Almond</p>	<p>Other members: Cllr Jeff Anderson Cllr Dan Anderson Cllr Sarah Butterworth Cllr Honey Jamie</p>	<p>Cllr Jean Lammiman Cllr Chris Mote Cllr Kantilal Rabadia</p>	<p>Co-optees: Mr Ransley Reverend Reece Mr Chandran</p>	<p>Ms Trivedi Harrow Youth Parliament</p>
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Agenda papers for meetings can be found at: <https://www2.harrow.gov.uk/ieListMeetings.aspx?CId=276&Year=0>

MEETINGS	ATTENDANCE	MAIN ITEMS
16 May 2019 (special)	Portfolio Holders: None From outside agencies: None	<ul style="list-style-type: none"> • Appointment of Vice Chair • Establishment of Sub-Committees 2019/20 • Appointment of Scrutiny Leads 2019/20
4 June 2019	Portfolio Holders: Cllr Christine Robson – Young People & Schools Portfolio Holder Cllr Krishna Suresh – Community Cohesion & Crime Portfolio Holder From outside agencies: None	<ul style="list-style-type: none"> • Community Safety, Violence And Exploitation Strategy – Annual Refresh • Youth Offending Team (YOT) Plan • Knife Crime Action Plan • Scrutiny Review of Highways Maintenance – final report • Scrutiny Review into Preventing Youth Violence – final report
9 July 2019 (special)	Portfolio Holders: Cllr Graham Henson – Leader of the Council From outside agencies: None	<ul style="list-style-type: none"> • Appointment of Parent Governor Co-opted Members of the Overview and Scrutiny Committee • Question & Answer Session with the Leader of the Council and Chief Executive
16 September 2019	Portfolio Holders: None From outside agencies: Managing Director, Harrow Clinical Commissioning Group (CCG)	<ul style="list-style-type: none"> • Response to Scrutiny Review into Preventing Youth Violence • Harrow Walk-in Centre Strategy update • Harrow Strategic Partnership update • Channel Shift Programme update • Draft scope for the Scrutiny Review of Shared Services
7 January 2020	Portfolio Holders: Cllr Simon Brown – Adults & Public Health Portfolio Holder From outside agencies: None	<ul style="list-style-type: none"> • Response to Scrutiny Review of Highways Maintenance • Resilient Harrow Programme – Adult Services transformation • Regeneration Scrutiny Review – progress update
23 January 2020 (special)	Portfolio Holders: Cllr Adam Swersky – Finance & Resources Portfolio Holder Cllr Graham Henson – Leader of the Council From outside agencies: None	<ul style="list-style-type: none"> • Question & Answer Session with the Leader of the Council and Chief Executive
11 February 2020	Portfolio Holders: Cllr Graham Henson – Leader of the Council From outside agencies: None	<ul style="list-style-type: none"> • Role of members towards the journey of becoming a more modern, flexible and agile council and the planned move to a new Civic Centre • Draft Borough Plan 2020-2030 including the Draft Corporate Plan
21 April 2020	Cancelled due to the Covid-19 emergency	

Performance & Finance Sub-Committee

Chair:
Cllr Kiran Ramchandani

Vice-Chair:
Cllr Pritesh Patel

Other members:

Cllr Ghazanfar Ali
Cllr Nitesh Hirani
Cllr Honey Jamie

Agenda papers for meetings can be found at: <https://www2.harrow.gov.uk/ieListMeetings.aspx?CId=817&Year=0>

MEETINGS	ATTENDANCE	MAIN ITEMS
29 July 2019	<p>Portfolio Holders: Cllr Adam Swersky – Finance & Resources Portfolio Holder</p> <p>From outside agencies: None</p>	<ul style="list-style-type: none"> Information Report – Revenue and Capital Outturn, Savings Update and Budget Strategy
20 January 2020	<p>Portfolio Holders: None</p> <p>From outside agencies: None</p>	<ul style="list-style-type: none"> Draft Review Budget 2020/21 and Draft Medium Term Financial Strategy 2020/21 to 2022/23 Children and Families Services Complaints Annual Report 2018/19 Adult Services Complaints Annual Report 2018/19 Waste Services – performance issues
26 March 2020	Cancelled due to the Covid-19 emergency	

Health & Social Care Sub-Committee

Chair:
Cllr Rekha Shah

Vice-Chair:
Cllr Vina Mithani

Other members:

Cllr Chris Mote
Cllr Michael Borio
Cllr Natasha Proctor

Advisers:

Julian Maw – Healthwatch Harrow
Dr Nizar Merali – Harrow Local Medical Committee

Agenda papers for meetings can be found at: <https://www2.harrow.gov.uk/ieListMeetings.aspx?CId=1037&Year=0>

MEETINGS	ATTENDANCE	MAIN ITEMS
12 June 2019	<p>Portfolio Holders: None</p> <p>From outside agencies: Director of Nursing, Royal National Orthopaedic Hospital (RNOH) Medical Director, Imperial College Healthcare NHS Trust Assistant Managing Director, Harrow Clinical Commissioning Group (CCG)</p>	<ul style="list-style-type: none"> Appointment of Vice Chair Appointment of (Non-Voting) Advisers to the Sub-Committee 2019/20 Royal National Orthopaedic Hospital (RNOH) Quality Account Quality Account Timetable for Imperial College Healthcare NHS Trust London North West University Healthcare NHS Trust – Quality Account 2018 to 2019
21 January 2020	<p>Portfolio Holders: None</p> <p>From outside agencies: None</p>	<ul style="list-style-type: none"> Update on Alexandra Avenue GP Access Centre – June 2019 Information Report: Public Health Forward Plan Update from NW London Joint Health Overview and Scrutiny Committee
3 March 2020	<p>Portfolio Holders: None</p> <p>From outside agencies: Chair, Harrow Clinical Commissioning Group (CCG) Assistant Managing Director, Harrow CCG Vice-Chair, Harrow CCG Programme Lead for Out of Hospital Services, Harrow CCG</p>	<ul style="list-style-type: none"> Update on recommendations set out in the Scrutiny Report on Dementia Harrow Safeguarding Adults Board (HSAB) Annual Report 2017/2018 Update from NW London Joint Health Overview and Scrutiny Committee Update on GP Access Centres in the borough Consultation on Draft Harrow Health and Wellbeing Strategy 2020-2025 Update from NW London Joint Health Overview and Scrutiny Committee



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