
OVERVIEW AND SCRUTINY COMMITTEE

ANNUAL REPORT

2006 – 07



Scrutiny is an independent, councillor-led function working with local people to improve services

SCRUTINY ANNUAL REPORT 06/07

Chairman's Overview

Welcome to the 2006/07 annual report from Harrow Council's Overview and Scrutiny committees. This has been another eventful year that has seen us face the local electorate, change our structures and introduce smarter ways of working to ensure our work adds value to the council.

The local council elections in May saw the return of a Conservative administration. Councillor Lammiman remained the chairman of the Overview and Scrutiny committee and the chairmanship of all of the sub committees passed from colleagues in the Labour Party to the Conservative Party. The elections also saw a number of new councillors elected and 20 of these new councillors joined us on scrutiny. It has been a pleasure to welcome these new councillors, they have certainly brought a fresh perspective to our deliberations.

The change of political control and the introduction of so many new faces meant a heavy emphasis during the summer and autumn on member induction. Not only did councillors new to the council as a whole need to understand how scrutiny works but also the new and old portfolio holders needed to get to grips with their relationships with the scrutiny function. We held a number of training events:

- **'You, the council and the community'**, held in May for all councillors, gave a broad introduction to the scrutiny process, outlined some of our achievements to date and introduced some of the potential challenges to be faced in the future
- At the **scrutiny members' evening** in July, members of each of the committees met to consider their proposed work programme for the year and to discuss how they might approach this programme of work.



Scrutiny councillors consider their role

- In September we held two half-day seminars – **'Chairing scrutiny'** and **'Scrutiny principles, practices and skills'**. 'Chairing scrutiny' was designed to help the new scrutiny chairmen and vice chairmen to hone their skills and make the maximum impact for their respective committees. The 'Scrutiny Principles, Practices and Skills' seminar was designed for all the new members of scrutiny and to give them a more detailed understanding of the principle and protocols adopted by scrutiny in Harrow.

We also published the 'Councillors Guide to Scrutiny in Harrow' to support the new members.

During 2005/06 it was becoming clear that a change in the brief of the committees would help us to improve our processes. For example, in order to scrutinise children's services, it had become necessary to establish joint meetings between the Lifelong Learning and the Health and Social Care sub committees. If we hadn't made these arrangements, then the potential for issues relating to children and

young people to slip into the gap between the two subs was real. In order to address this and a range of other concerns regarding the existing committee structure, the July meeting of Overview and Scrutiny committee established a new sub committee structure:

- **Children and Young People** – has a brief to consider all matters relating to children and young people especially with regard to the principles of 'Every Child Matters', (including health) youth participation and engagement, youth offending, 0-19 learning, early years services, extended schools and all functions of the council as an education authority.
- **Adult Health and Social Care** – this sub-committee's remit includes health infrastructure, adult health care, adult social care and public health and maternity services for of the people of Harrow.
- **Sustainable Development and Enterprise** – this sub-committee considers area renewal, regeneration, ICT, skills development/adult learning, environmental sustainability, traffic and transportation, long term planning and housing policies, tourism economic development and regeneration.
- **Safer and Stronger Communities** – this sub-committee focuses on community cohesion, equalities, partnership working, crime and disorder; anti social behaviour, fear of crime, community safety and liveability issues, liveability agenda, public realm, anti-poverty strategy, community planning and engagement and regulatory functions.

The new structure closely reflects the blocks of the local area agreement and this has helped us to focus our work, not only on the internal activities of the council but also on how well we work with our partners in the public, voluntary, community and private sector to improve the quality of life of local people. This structure is currently being evaluated to make sure it is enabling scrutiny to operate at its most effective.

The July 2006 committee also established the Standing Scrutiny Review of NHS Finances, more information about which is included in the 'Report from the Overview and Scrutiny Committee'

Scrutiny has also been experimenting with smarter ways of working. We have become increasingly aware that the limited options that existed for scrutiny challenge were not offering the kind of support that the organisation needed. Until we introduced our new methodologies the only way for scrutiny councillors to consider an issue was either as an item on a committee meeting agenda or through an in-depth review. The need for a more proportionate methodology was obvious. Thus over the summer we piloted the following:

- **Challenge panels**, where a small group of officers and members are able to discuss a particular policy or strategy more informally and in more detail, providing an opportunity for members to provide an alternative, 'real time' perspective to council business, and lending additional accountability to the policy development process. This level of detailed challenge would not be possible through a single item on a packed committee agenda.
- **Light-touch reviews** of time-sensitive issues, or matters where a particular element of policy or performance might need to be considered but do not merit the detailed consideration of an in-depth review. They are commissioned by the committee at one meeting, to report back to the next one with either some key

findings, or if appropriate key findings and recommendations, which could be discussed and approved as appropriate.

- **Standing reviews**, regular meetings at which councillors are able to monitor progress on an ongoing issue and ensure that the council's or residents' interests are best represented. Again, this process allows a greater degree of challenge to a particular item than is possible via the committee agenda.
- **Programmes of work**, where a number of discreet, short-term projects can contribute to a larger project.

These pilots have been used to investigate a number of topics and the reports from each of the scrutiny committees discuss a specific example. All-in-all, the new ways of working seem to be offering a very useful additional string to scrutiny's bow, our evaluation suggests an overall high level of satisfaction with those projects that have taken place so far.



Members of the Standing review of NHS Finances

The evaluation survey asked a number of questions:

- *'Overall do you think this methodology is an effective method of undertaking scrutiny?'*
94% (17/18) of respondents agreed that the methodology that had been used to undertake the project was an effective way of undertaking scrutiny
- *'Given the options (committee agenda item, challenge panel, light touch review, in depth review) do you think the methodology chosen was the most appropriate to investigate this subject?'*
100% of respondents felt that the methodology chose was the most appropriate way to investigate the subject
- *'Do you think this method is a useful addition to the scrutiny process?'*
89% (16/18) of respondents felt that the method was a useful addition to the scrutiny process

We have also been able to identify a number of additional improvements that will ensure that our processes are even more robust in future. The survey has identified the following key learning points:

- Planning and preparation are fundamentally important
- The scoping process must ensure that appropriate methodology is employed and thus that the evidentiary basis for conclusions reached and recommendations made is sound
- Organisational understanding of the role of scrutiny and organisational commitment to it is essential
- Securing accountability and transparency in the new methodologies should be addressed
- Full background information must be provided to participants

Introducing these new methodologies has led us to streamline our reporting process. Most significantly, in order to ensure that the members of the cabinet are

in a position to make an informed decision on our recommendations, we have clarified the role of service directors in providing advice to cabinet and we have also agreed that our reports will make reference to the kind of resources that might be required to support the review's proposals or indeed the kind of savings that might be accrued should a review's recommendations be adopted.

We have also designed a scrutiny scorecard to help us to measure the impact that our work is having on the organisation. Whilst we have always monitored the implementation of our review recommendations, the scorecard will help us to get a greater understanding of our performance. It measures:

Customer/community impact – for example, 'percentage of key findings reflecting the comments made by local people'

People impact – for example, 'prompt circulation and discussion of draft reviews and recommendations with officers prior to publication'

Resources impact – for example, 'proportion of reviews demonstrating significant positive impact on service reviewed'

Partnership impact – for example, 'percentage of recommendations based on analysis of 'best practice' evidence'

Service development impact – for example, 'percentage of councillors 'happy' with the operation of the scrutiny process'

Response to our annual survey of senior managers and councillors has been disappointing but nevertheless, the observations made by our colleagues will be addressed over the next 12 months.

At the beginning of the year we agreed a four-year work programme, which identified those issues of most importance to the council that would be focussed on by scrutiny. Each of the committee reports that follow outline the progress that has been made on these work programmes. We propose that each year, at the beginning of each new municipal year, this four-year programme will be refreshed to ensure that it remains appropriately focused. This is particularly important given the financial constraints that the council is now facing.

Securing maximum engagement of local people in scrutiny continues to be one of our key priorities. Each year we try to engage community experts in our work, either by involving them in consultation processes or by inviting them to participate in our projects as review group members. We are delighted that again we have been able to involve a number of local people in our review programme. Particular thanks are due to:

- Alton Bell, Association of Harrow Governing Bodies
- Sarah Kersey, Harrow Agenda 21
- Julian Maw, Harrow Primary Care Trust Patient and Public Involvement in Health Forum
- Christine Millard, Association of Harrow Governing Bodies
- Avani Modasia, Age Concern Harrow
- Dr Karim Murji, Independent Member for Harrow, Metropolitan Police Authority
- Brian Noble, Business Link for London
- Allen Pluck, Harrow in Business
- Janet Smith, Mind in Harrow
- Louise Stevenson, Age Concern, Harrow
- Ruth Coman, local resident

We had a tremendous response to our advertisement in Harrow People inviting residents to 'get involved'. We look forward to working with these volunteers in the future.

Towards the end of 2006 we were approached by Kings College to participate in their 'Evidence for Accountability' project. This project is being used to test a number of principles that have been developed to assess the competence of evidence gathered and conclusions drawn from this evidence. A number of national bodies have agreed to participate in this:

- Audit Commission
- Ofsted
- National Audit Office
- Public Administration Select Committee

The project has offered us a great opportunity to both challenge the rigour of our own processes and to learn from other national bodies. We are looking forward to participating in the project.

Also this year, we were invited to present the results of our budget challenge panel pilot to other councils at a seminar organised by the Local Government Information Unit. Councillor Bill Stephenson, a member of the panel, and Lynne McAdam, Service Manager Scrutiny represented the council at this event, which was attended by over 30 other local authorities.

We look forward to the next year for scrutiny. The recently published Local Government White Paper has raised a number of challenges for scrutiny, particularly regarding area based scrutiny, scrutiny of partnerships and community calls to action. The implications of these proposals will be considered in the coming weeks and we expect that Harrow scrutiny will respond positively and enthusiastically to the challenges.



Councillor Jean Lammiman
Chairman Overview and Scrutiny Committee



Councillor Mitzi Green
Vice Chairman Overview and Scrutiny Committee

Footnote from Councillor Lammiman

My time at the helm as chairman of the Overview and Scrutiny committee is coming to an end, at least in the short-term as I become the borough's mayor for 2007 – 08 in May. I wish my successor well and commend to her/him an independent scrutiny function that goes from strength to strength in its desire to champion the needs and aspirations of local people.

Report from the Overview and Scrutiny Committee

The Overview and Scrutiny committee has again undertaken a full programme of work. The remit of the committee though broadly the same as it was prior to the reconfiguration of the sub committees as discussed in the introduction, has been expanded to include a number of cross cutting issues, perhaps the most important of which is cultural services. A number of councillors both new to the council and to scrutiny joined the committee and have added their own expertise to the committee's activity.

Activity

A number of portfolio holders have attended meeting of the Overview and Scrutiny committee and have helped our consideration of such things as:

- The crisis at Arts Culture Harrow – Councillor Christine Bednell attended the committee on a number of occasions to consider this item in particular and also to help our general understanding of issues facing cultural services
- The council's communications – Councillor Paul Osborn attended and briefed the committee on communications proposals in general and the development of the council's website in particular
- Budget preparations – Councillor David Ashton discussed the council's budget difficulties and responded to the findings of the scrutiny budget challenge panel
- Community Engagement – Councillor Anjana Patel briefed the committee on how the council is improving how well it engages with local people.
- Equalities – Councillor Anjana Patel discussed the council's approach to the achievement of Level 4 of the Equalities Standard for Local Government

In addition to these presentations, the committee also held a specific question and answer session in November with the Leader and Deputy Leader and the Chief Executive to discuss:

- Delivering the Corporate Strategy
- Budget/Financial Issues
- Access Harrow
- Acting Chief Executive's priorities

The committee has also continued to monitor a number of high profile projects including:

- Business Transformation Partnership
- Harrow's Community Plan
- Harrow's Local Area Agreement
- Procurement
- Corporate Governance

In addition to a full programme of agenda items, the Overview and Scrutiny committee has undertaken a number of important projects during the year. In accordance with the Principles and Protocols of Scrutiny, agreed in 2005, we identified some specific areas of the council and our partners' business that would benefit from scrutiny's support.

Corporate assessment challenge panel – this year the council was subject to corporate assessment by the Audit Commission. A key part of the corporate assessment is the preparation of a statement of the council's performance. This self-assessment covers a number of themes and the council is required to assess how well it has performed against each. The themes are:

- Ambition
- Prioritisation
- Capacity
- Performance Management
- Achievement

In order to help the council to prepare the self-assessment, the committee held a challenge panel, round table discussion with those officers who had been responsible for preparing the self-assessment in order to test whether the description in the document was one that the councillors recognised and whether the most robust evidence had been included to support the assessment. The results of the panel and the comments made by councillors were incorporated into the final document submitted to the Audit Commission.

Budget challenge panel – the Overview and Scrutiny committee has acknowledged that it needed a more challenging approach to consideration of the annual budget setting process. In order to do this a challenge panel was held in December. The results, which covered such things as; striking a balance between council tax levels, service levels and reserves; lobbying on behalf of the council to improve the council grant-funding; investigation of income-generation opportunities for the council; and investigation of opportunities for shared services were included in the documentation submitted to Cabinet and Full Council for consideration in the budget setting process.

Arts Culture Harrow challenge panel – following the collapse of the council's partner in the delivery of arts services for the borough, a challenge panel was held to investigate the reasons for the financial difficulties so that future arts provision does not make the same mistakes as seem to have been the case with Arts Culture Harrow.



Visiting 'the beacon', Rayners Lane

Cultural Service in-depth review – this was set up to investigate the strategic approach of the council to the delivery of cultural services and how the council is working to increase the involvement of local people in cultural services. Its first activity was a tour of a number of cultural sites across the borough in order that the group could familiarise itself with the range of resources available. The group expects to report to the Overview and Scrutiny committee in the summer.

Case Study – Spotlight on the standing review of NHS finances

Last year's annual report outlined how the Health and Social Care sub committee had continued to monitor the budgets of our local NHS providers. Financial problems, particularly for the Primary Care Trust (PCT) had forced health service partners to reconsider the criteria under which vulnerable residents are entitled to NHS support (which is free) in order to save money. The changes they have introduced in these criteria have resulted in a number of residents no longer being identified as in need of health service support and thus no longer qualifying for free care. However, as these residents remain in need of support, they were subsequently referred to social care. The changes in the health service criteria have created a number of problems: the costs of supporting vulnerable residents no longer eligible for health care, having been passed to the council, have created huge budget problems for the council and this in turn has meant the council itself has been forced to consider its eligibility criteria. But perhaps of most concern, the impact of these financial expediencies by both the PCT and the council has created additional pressures for some of our most vulnerable residents and their families.

In order to consider the impact of the financial difficulties, it was agreed that the old process of adding an item to an already packed committee agenda would not adequately represent the interests of local people. It was therefore decided that a standing review, whose sole remit would be to consider the impact of these financial difficulties on local residents, would be established. This standing review was established in July 2006 and has met on a monthly basis.

In addition to councillors, the group has been joined by a number of community experts and local residents and we are very grateful for the insight they have brought to the groups deliberations.

In addition to receiving regular information from both the PCT and the NW London Hospitals NHS Trust, and challenging the robustness of their respective 'turnaround' plans, the standing review group has undertaken additional projects to identify the local impact of the crisis. Focus groups with carers and GPs have enhanced the review group's understanding of the real impact of financial crisis on local people. This evidence will be presented to both local health providers and may be included in any lobbying activity that the council undertakes.

The standing review group's report is expected in the autumn of this year.

Challenges for the future

Harrow scrutiny's defining characteristic is our appetite for challenge and our capacity to respond constructively and creatively to these challenges. Since our inception we have held the need to continuously improve as a cornerstone of our activity – our prime function is to support service improvement across the council, to fail to address our own shortcomings would undermine these principles. It is fair to say that the next few years present a significant challenge to us and a few of these challenges are highlighted below

The Local Government White Paper has already been identified in the Chairman's overview as one of the most significant changes to the way we work. Not only will we need to ensure that we can effectively scrutinise the performance of our

partners in the borough but we will also need to establish mechanisms for securing area based scrutiny and for dealing with the proposed community calls to action. The review of the reconfigured committees must take these proposals into account in order to ensure that Harrow scrutiny is best placed to run with this baton.

The *corporate assessment* has highlighted a number of issues that we must address in order to deliver first-rate scrutiny. In particular we have already put in train proposals to improve how we utilise the council’s performance information. The proposed performance forum, comprising representatives from all of the scrutiny sub committees will help ensure that scrutiny focuses in on those issues of the highest importance to the council.

It is also important that we continue to assess the effectiveness of the *new methodologies* that we have introduced, whilst these have been overwhelmingly welcomed as useful additions to the scrutiny toolkit, a number of suggestions have also been made which will help us to improve, it is important that we continue to seek this external challenge to our processes.

Perhaps the most difficult and serious challenge to scrutiny in the coming months is the *council’s financial position*. Precisely at the time when close watch needs to be kept on how changes in service delivery are impacting upon local people and when the service improvement processes central to scrutiny can make a vital improvement to ensuring we offer real value for money to council tax payer, the resources available to scrutiny and to the council at large are facing significant reduction. This is a real disappointment to us but by targeting our resources most effectively and through the increasing use of our improved methodologies we are determined that scrutiny will continue to make a constructive contribution to the council’s business.




**Councillor Jean Lammiman
Chairman Overview and Scrutiny Committee**

Statistical Information

Committee meetings	6 ordinary 3 special
Number of reviews	5 Standing Scrutiny Review of NHS Finances Councillors Myra Michael (Chairman), Margaret Davine, Jean Lammiman, Salim Miah, Chris Noyce, Rekha Shah and Stanley Sheinwald and Ms Ruth Coman, Mr Julian Maw, Harrow PCT PPIF, Mr Paul McKeivitt, Health Care Commission, Ms Avani Modasia, Age Concern Harrow, Ms Janet Smith, Harrow Mind and Mr Jagdish Rajput. Corporate Assessment Challenge Panel Councillors Brian Gate (Chairman), Jean Lammiman, Margaret Davine, Mitzi Green, Richard Romain and Mark Versallion

	<p>Budget Challenge Panel Councillors Brian Gate (Chairman), Thaya Idaikkadar, Salim Miah, Chris Noyce, Bill Stephenson, Anthony Seymour and Mark Versallion</p> <p>Cultural Services In-Depth Review Councillors Mitzi Green (Chairman), Nana Asante, Jean Lammiman, Salim Miah, Paul Scott and Bill Stephenson and Mr Tim Oleman</p> <p>Arts Culture Harrow Challenge Panel Councillors Nana Asante (Chairman). Salim Miah, Jerry Miles, Chris Noyce, Paul Scott, Anthony Seymour, Mark Versallion</p>
Attendance by Leader (number of meetings including reviews)	3
Attendance by Portfolio holders (number of meetings including reviews)	4 Councillor David Ashton Councillor Christine Bednell Councillor Paul Osborne Councillor Anjana Patel
Attendance by Chief Executive (number of meetings including reviews)	3

Reports from the sub committees

Adult Health and Social Care

It has been another busy year for the Adult Health and Social Care Scrutiny Sub-Committee. We have examined a range of key health and social care issues for the borough and continued to build on the solid relationships we have forged with a number of our NHS partners, for example Harrow Primary Care Trust and North West London Hospitals Trust. Recognising that in the past we have perhaps not addressed mental health issues fully, this year we have heard more from mental health providers (i.e. Central and North West London Mental Health Trust) and users of these services.

In August, members of the sub-committee visited the new Health and Social Care Centre in Alexandra Avenue (Rayners Lane), which brings together health and social care partners in a new purpose-built site. During this tour councillors spoke to a range of professionals serving the local community and raised a number of issues. When fully occupied, this facility should prove to be a valuable resource for the local community.

In March, a number of us visited Northwick Park Hospital to look around the facilities and speak with staff about care issues and the recent improvements at the hospital. We met with the Chief Executive and the Head of Midwifery and were shown around the newly refurbished maternity facilities, as well as the children's wards and Accident and Emergency department. Over the past year, the sub-committee has discussed at length the actions taken by North West London Hospitals Trust to address the Healthcare Commission's investigation into maternal deaths at Northwick Park Hospital. It was valuable to witness directly the improved practices at the hospital and hear first hand from those involved in providing care to patients. The sub-committee is assured that lessons have been learnt and clinical care is improving as a consequence.



Scrutiny councillors and North West London Health Trust colleagues in one of the new maternity suites at Northwick Park Hospital

At committee

Over the course of 2006/07, the sub-committee has discussed a range of health and social issues with officers from the council and its NHS partners:

- Annual health check submissions (self-assessments) from our local NHS trusts to the Healthcare Commission
- Annual report on social services complaints
- Central and North West London Mental Health Trust application for foundation trust
- Community plan
- Commission for Social Care Inspection annual performance rating
- Harrow PCT communities facilities review and subsequent consultation over the closure of two clinics
- Harrow PCT financial position
- Homecare services

- Infection prevention and control at North West London Hospitals Trust
- Local Area Agreements
- Mental health services in Harrow
- Mount Vernon Hospital burns and plastics
- North West London Hospitals Trust financial position
- Northwick Park Hospital general developments
- Northwick Park Hospital maternity services – progress since the Healthcare Commission investigation
- Obesity and its links to diabetes
- Outcomes from the PCT review of sexual health
- Patient choice
- Planning for a flu pandemic
- Practice based commissioning
- Response to the government white paper on health care in the community
- Social care procurement arrangements
- Strategic options for North West London Hospitals Trust
- Wheelchair services

Review work

This year in seeking to improve how scrutiny is conducted in Harrow, scrutiny has piloted a number of new methodologies in its review work. Two of these have been applied to health and social care matters. Reflecting the picture around much of London, and indeed nationally, NHS partners find themselves encountering challenging financial times. A standing review to consider local NHS financial positions has been set up and this is detailed in more depth under the Overview and Scrutiny Committee's section of this annual report. In November, the Adult Health and Social Care Sub-Committee conducted a challenge panel to examine issues relating to homecare and this is detailed below in the case study.



The new Health and Social Care Centre in Alexandra Avenue, Rayners Lane

Members of our sub-committee have also conducted extensive work in relation to Harrow PCT's proposals to close two local clinics and move services to the new health and social centre in Alexandra Avenue. The sub-committee received a petition from local residents opposing the closure of one of these clinics (Cecil Park clinic in Pinner), had a tour of the new facilities in Rayners Lane and spoke to the professionals from both social care and the NHS about how well services at the centre would meet the needs of local residents and users of the former clinics. The sub-committee used information from this investigative work to formally respond to the PCT's consultation on the closures. Following up outstanding issues from the clinic closures and the new facilities (e.g. ease of travel for users) remains very much on our agenda.

Case study: spotlight on the homecare challenge panel

The sub-committee commissioned a challenge panel on homecare with a twofold aim:

- To monitor progress on the recommendations from the previous scrutiny review of homecare services, in December 2004.
- To consider a current consultation by the Council on changes to homecare charges and the rationale behind these proposals, in particular the impact upon users who are currently either 'full cost clients' or 'assessed clients'.

The challenge panel was timed so that it would report back scrutiny's response to complement other feedback gleaned during the public consultation phase of the Council consultation.

This challenge panel made best use of both members' and officers' time by conducting the scrutiny project intensively in a very short period of time – short sharp scrutiny. All three components of the challenge panel methodology were conducted in one long morning session; a briefing session to prepare the questioning plans, followed by the challenge panel session to question senior officers and portfolio holders and ending up in a wrap up session to draw together conclusions, frame recommendations and evaluate the process.

The panel consisted of scrutiny members and community experts – the sub-committee's co-optee and a representative from Age Concern who had been involved in the original scrutiny review.

Cabinet took on board messages contained in the Homecare Challenge Panel's response to its consultation and some of scrutiny's suggestions are reflected in the subsequent changes in the Executive's proposals, especially in relation to the level of charging for homecare and exploring greater use of direct payments by users.

What people had to say about the Homecare Challenge Panel...

"The briefing papers were thorough and there was ample opportunity at the pre-meeting to decide who was to ask which questions... It (the Challenge Panel session) enabled all appropriate personnel to consider options available and re-think some proposal areas." (Anonymous)

Involving stakeholders

Throughout the year, the sub-committee has received and sought answers to a number of questions from the public. These have centred on mental health provision in the borough and often reflected local concerns about the future provision at the Wiseworks Centre. In responding to this, our work programme has included other items relating to mental health provision e.g. presentations from the Central and North West London Mental Health Trust on their application for foundation trust status and mental health services in general in Harrow.

We have involved stakeholders in our challenge panel on homecare by inviting Age Concern to be part of the panel. It was particularly valuable that the representative had been a member of our original review of homecare a couple of years ago and therefore knew the issues and the history, and thereby provided continuity to the scrutiny process.

Future plans

Our sub-committee has jointly commissioned (with the Children and Young People Scrutiny Sub-Committee) an exciting new project on tackling obesity in the borough for the forthcoming year. This will cover obesity from childhood through to adulthood. In terms of adulthood obesity, this should explore obesity strategies in relation to workplace initiatives, links to managing diabetes and addressing the needs of specific communities.

Through this review, we will work closely with and influence the work of local partners, especially Harrow Primary Care Trust, allowing us to add value to local policy and work on tackling a growing problem in society and one that impacts greatly on the lives of local residents and the services provided for them.

Last year, we compiled a four-year work programme for 2006-2010 and we will refresh this accordingly to prioritise the issues we look at over the forthcoming year ensuring that the work covering adult health and social care adequately follows up and monitors issues previously addressed. In the long term we will continue to monitor progress and help shape local policy around key adult health and social care issues.

Myra Michael

Councillor Myra Michael

Chairman, Adult Health and Social Care Scrutiny Sub-Committee



Statistical information

Committee meetings	6
Number of reviews	1 Homecare Challenge Panel: Councillors Myra Michael, Margaret Davine, David Gawn, Julia Merison, Joyce Nickolay and Rekha Shah, plus Mr Owen Cock (committee advisor) and Ms Louise Stevenson (Age Concern).
Visits/informal meetings	2: 1) Alexandra Avenue Health and Social Care Centre (August 2006) 2) Northwick Park Hospital (March 2007)
Attendance by portfolio holders	Councillor Eric - 4 meetings Councillor Christine Bednell Councillor Janet Mote

Reports from the sub committees

Children and Young People

Following last year's election and the reconfiguration of scrutiny committees, this has been the first year of work for the new Children and Young People scrutiny sub-committee. The sub-committee is responsible for the overview and scrutiny of all aspects of children's services and issues within the borough affecting children and young people, including health. It has been a busy, challenging and fulfilling year. We have welcomed a number of new councillors and co-optees to scrutiny and it has been important that everyone has been able to develop knowledge of the subject areas and taken advice from other scrutiny colleagues who have previously scrutinised the issues.

In planning for this year and future years, the sub-committee has organised its work programme to cover each of the outcomes of the Every Child Matters programme.

These are:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being



At committee

In committee meetings we have held discussions with officers on a range of issues including:

- Achieving economic well-being – plans and progress in the borough
- Adoption – progress following an inspection of local adoption services
- Children and Young People's Plan
- Children's services budget
- Children's services performance – exam results across the borough
- Community plan
- Extended schools
- Governing body recruitment and retention
- Harrow Sixth Form Collegiate developments
- Harrow Teachers Centre – access arrangements
- Healthy lifestyles in schools
- Joint Area Review
- School food improvement strategy and water provision within schools
- Social care complaints annual report
- Special educational needs statements

Additionally, members conducted two reviews (Looked After Children and School Nursing) and held a question and answer session with the relevant portfolio holders – Portfolio Holders for People First Children's Services, and Legal Services and Issues Facing Young People. During this session, the sub-committee asked a range of questions based around the Every Child Matters themes to enable the committee's dual roles of both scrutiny and policy development.

The sub-committee has followed up and monitored progress made in areas previously considered by the former Lifelong Learning Scrutiny Sub-Committee, for example on the distribution of special educational needs statements, the recruitment and retention of school governors and healthy lifestyles in schools.

Review work

This year scrutiny has piloted a number of new ways of working in seeking to improve how scrutiny is conducted in Harrow. The Children and Young People scrutiny sub-committee has employed two of these methodologies in its review work – a challenge panel to explore school nursing provision and a light touch review to investigate corporate parenting roles and responsibilities for looked after children.

Held in late November, the challenge panel on school nursing brought together a range of partners from the council, Harrow Primary Care Trust and North West London Hospitals Trust into discussions with councillors on issues relating to the future provision of school nursing in the borough. It also sought the views of stakeholders from the Royal College of Nursing and the Association of Harrow Governing Bodies and made use of some of the Centre for Public Scrutiny's advisory support for health scrutiny. The PCT will be drawing up a service specification redefining the service in Harrow and scrutiny input into these discussions should add value to the process.

Case study: spotlight on the light touch review of the education of looked after children

Section 52 of the Children Act 2004 places a duty on the local authority in its role as corporate parent to promote the educational achievement of looked after children. This review examined the way in which the council and its members fulfil the role of corporate parents and in doing so, promotes better understanding of the roles and responsibilities as well as assessing the adequacy of services to looked after children.



A light touch review is a new methodology whereby a review is commissioned at one committee meeting to report back to the next. Following an initial meeting to set its terms of reference, the review group conducted much of its evidence gathering and analysis electronically (conducted online/virtually over the summer holiday period), culminating in a question and answer session with the portfolio holder and the Director of Children's Services. The review group greatly welcomed the valuable contribution of its co-optee Mr Alton Bell who represented the Association of Harrow Governing Bodies and is a local foster carer.

The review tested a new way of working for scrutiny and how it can work, as well as raising awareness among members about the subject matter and their responsibilities as 'corporate parents' - this is especially pertinent for newer members.

Originally suggested as a topic for scrutiny by officers within Children's Services, the review's timing was helpful in corporate preparations for the Joint Area Review. Subsequently, scrutiny's findings and recommendations have been used in the council's response to the government green paper on looked after children.

Involving key stakeholders

Committee meetings have offered a good opportunity to involve our statutory co-optees (parents governors and representatives from the Westminster Diocese and Church of England) and engage their valuable expertise and insight in local issues.

Primarily through our reviews we have engaged a number of stakeholders in our work: Association of Harrow Governing Bodies, Harrow Primary Care Trust, North West London Hospitals Trust and the Royal College of Nursing. There was also an article written on the sub-committee's work and reviews for a newsletter which reaches all the school governors in the borough.

What people had to say about Children and Young People scrutiny...

About the School Nursing Challenge Panel:

"I felt the process was clear, concise and well-managed. It felt supportive rather than confrontational allowing officers and members to work together to find solutions." (Anonymous)

About the report of the School Nursing Challenge Panel:

"A very useful document for taking the issues forward." (Harrow Council Officer)

About the Looked After Children light touch review:

"If there's one thing of which I'm most proud it's this committee's commitment to developing our dual role of both critical friend and policy developer; particularly in an area as important as children and young people." (Councillor Mark Versallion, Chairman Children & Young People Scrutiny Sub-Committee)

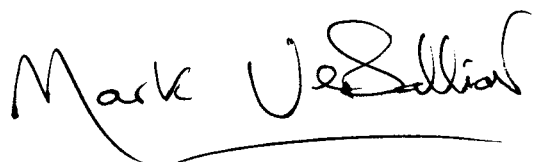
Future plans

In the next year we have an exciting project looking at the growing problem of obesity in the borough. For the first time, this will be a review jointly conducted between two sub-Committees (with Adult Health and Social Care Scrutiny Sub-Committee) and will cover obesity from childhood through to adulthood. More specifically for children's issues, this should help explore obesity strategies in relation to early years, working with schools and in providing leisure opportunities for young people.

This review will give us a chance to work closely with and influence the work of local partners, especially Harrow Primary Care Trust. Scrutiny will be able to add value to local policy and work on tackling a growing problem in society - one that impacts greatly on the lives of local residents and the services provided for them.

We will look to refresh our work programme shortly and will also make sure that issues considered this year are appropriately followed up. Last year, we compiled a four-year work programme for 2006-2010, covering each of the five themes under

Every Child Matters. We will continue to look at this and refresh it accordingly to prioritise the issues we look at as a Committee over the course of the forthcoming year. In the long term we will continue to monitor progress on previous work and help shape local policy around key children and young people's issues.




Councillor Mark Versallion

Chairman, Children and Young People Scrutiny Sub-Committee

Statistical information

Committee meetings	5
Number of reviews	2: Looked After Children Light Touch Review: Councillors Versallion, Davine, Green, Mudhar, Suresh, Zeid and Mr Alton Bell School Nursing Challenge Panel: Councillors Gate, Merison, Perry, Suresh, Teli and Mrs Christine Millard
Visits/informal meetings	1 (preparatory meeting for Question and Answer session with Portfolio Holders)
Attendance by portfolio holders	Councillor Janet Mote Councillor Paul Osborn

Reports From the Sub-Committees

Safer and Stronger Communities Sub-Committee

Following the reconfiguration of the sub committees, this committee now has a broad ranging remit including community safety, public realm and community cohesion issues and has begun to build relationships with the partners with responsibility for service delivery in these areas.

Activity

The Portfolio Holder for community safety attended our September meeting for a question and answer session. In particular we sought reassurance that lessons learned from the rollout of new recycling arrangements will be embedded in any future alterations to the service.

Harrow Police Borough Commander Bob Carr, the chair of the Safer Harrow Management Group, attended the committee in January and spoke on his priorities for policing and the refreshed Local Area Agreement for Safer Harrow. He also brought a progress report on the recommendations from the reducing fear of crime review. Members were particularly pleased to note that work had been carried out to further explore the drivers of fear of crime, using data from the 2006 MORI survey, work which has built on analysis originally undertaken as part of the scrutiny review.



Former Harrow police borough commander Bob Carr addresses residents at last year's scrutiny conference on fear of crime. The committee has continued to monitor progress against the recommendations

The Borough Commander also reported that he had assumed the lead for communications matters and was holding regular meetings with the police and council communications managers.

Jean Bradlow, Director of Public Health at Harrow PCT attended the Safer and Stronger Communities Scrutiny sub committee in January to introduce the new multi-agency alcohol strategy for Harrow. Areas for development outlined in the strategy related to improving education and preventative work, developing accurate and joined up multi-agency information about alcohol to better assess the impact of alcohol on admissions to A&E and the impact on crime and disorder and developing information about services and referral pathways to better link up services. The 2004 crime and drugs audit highlighted that 66% of residents perceived drugs use and drunken behaviour to be a problem in Harrow. Residents also expressed concern about safety in the town centre after dark; this heightened fear may be connected to alcohol because of the concentration of licensed premises in the town centre. A forum has been set up to take the work forward and the committee plans to check on progress against the strategy next year.

As a committee we have also been following the development of the review of the Crime and Disorder Act and the subsequent implications for scrutiny arising from the Police and Justice Act. We look forward to further developing our relationship with the Safer Harrow Management Group.

In the area of stronger communities, the sub committee received the Harrow Strategic Partnership's response to the Commission on Integration and Cohesion. The co-chairs of the Community Cohesion Management Group will be invited to attend the committee to talk us about their priorities for community cohesion and future working with scrutiny.

Case Study: spotlight on the challenge panel on Section 17 of the Crime and Disorder Act 1998

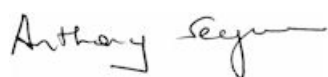
Our first piece of work was a challenge panel to review the council's self-assessment of its effectiveness in having regard to its statutory obligations under s17 of the Crime and Disorder Act 1998.

We undertook the review having received a request from officers. We had been briefed that the council had met five of the 'ten steps' it had identified to embed community safety in the council's decision making. We undertook to review the council's assessment of its own progress and performance and to identify areas for improvement. We did this by undertaking a literature review and developing a best practice framework to assess performance.

At the first meeting we were briefed on the duty and we developed questions to be put to officers at the challenge panel. At the challenge panel itself we were pleased to be supported by Dr Karim Murji, Harrow's independent member on the Metropolitan Police Authority. Following the meeting the panel developed recommendations and a report, which were agreed by all members of the panel.

Cabinet considered the report on 14 December, where the Portfolio Holder welcomed the report. She noted that training appeared to be a key area of weakness. To raise its profile, Section 17 was included as part of an evening session on fear of crime as part of the member development programme, and an event was held in February 2007.

As a committee we were pleased to have been able to undertake the project quickly and efficiently, and in time to inform the Corporate Assessment. If we were to have repeated the project, we would have liked to have held a further meeting to explore in more detail some of the areas we had identified for development, for example around training. We were, however, pleased that the project informed the member development programme and we look forward to hearing about how the recommendations that we made are being implemented.



Councillor Anthony Seymour

Chairman Safer and Stronger Communities sub committee



Statistical Information

Committee meetings	3 ordinary
Number of reviews	1 Challenge panel – section 17 of the Crime and Disorder Act 1998: Councillors Anthony Seymour (Chairman), Robert Benson, Golam Chowdhury, Stanley Sheinwald, Sasikala Suresh and Keeki Thammaiah and Dr Karim Murji, Independent Member, Metropolitan Police Authority (co-opted member of the panel)
Attendance by Portfolio holder	1 Councillor Eileen Kinnear

Reports from the sub committees

Sustainable Development and Enterprise

2006/07 has been a busy first year for the Sustainable Development and Enterprise Scrutiny Sub-Committee.

Having developed a provisional work programme for the four years of this council, until 2010, we have been able to be more flexible than might previously have been possible in planning and timetabling work, taking a long, strategic view when necessary and concentrating on items which have been identified as particular priorities.

With that in mind, we have already completed three pieces of work. Over the summer of 2006, members examined water management and drought, holding a challenge panel at which the Head of Strategic Planning at Three Valleys Water was asked about the drought situation over summer 2006. This work has been cited in a presentation to the SOLACE spring conference as a pioneering example of scrutiny of a public utility. At the same time, other members of the committee took part in a light touch review looking at the possibility of producing a borough information pack for residents, which resulted in a number of recommendations relating to the accessibility of the council's website, partnership with other public bodies and community cohesion.

In October, another challenge panel, examining the borough's proposals for economic development and regeneration, resulted in a series of findings which have been used to support the development of Harrow's Economic Development Strategy. We also took this opportunity to update the findings and recommendations of last year's Review of Tourism, carried out by the Environment and Economy Scrutiny Sub-Committee.

At committee

Agenda items

At committee, we have conducted discussions with officers on a wide range of issues, including the Local Area Agreement and performance information, and particularly on local transport issues, on which we received a detailed report and engaged in discussion at our meeting in November. The new scrutiny methods recently developed have allowed some items which would previously have been considered at sub-committee to be considered at challenge panels or other such meetings – the economic development challenge panel is a case in point – which has led to agendas and meetings that have been more focussed and shorter.

Attendance by Portfolio Holder

The Portfolio Holder for Planning, Development and Enterprise attended the sub-committee on 28 March to answer members' questions.

Case Study: In-depth review of demographic change

This year work has been carried out on one in-depth review, of demography and demographic change. This review is currently midway through its evidence gathering process and it is hoped that it can be concluded in the 2007/08 municipal year.

Demographic change is a trend which will affect fundamentally the way the council and its partners deliver services to the local community. An ageing population, increase in ethnic diversity and increases in the number of people living alone are just three of the significant and ongoing trends that will affect the way that the council and its partners do business.

The purpose of the review of demography and demographic change is to analyse how the council and its partners are able to meet this challenge, how demographic information is used to plan services and how demographic information might be used to assist in bids for funding from grants.

A number of meetings were planned. At the time of writing, two preliminary seminars have been held to gather information about current demographic trends. The next stage of the project would be two further evidence gathering meetings, involving stakeholders from across the council and private and voluntary sectors. The scope for the review then makes provision for decisions on how to proceed with a broad public engagement exercise, canvassing local people for their views on demographic change.

Ongoing work of the committee

The Sustainable Development and Enterprise Scrutiny Sub-Committee has a number of items which continue to be reported on regularly as a matter of good practice. These include: the monitoring of a number of council strategies:

- Transport Local Implementation Plan
- Housing Strategy
- Economic Development Strategy
- Tourism Strategy

as well as the monitoring of services more generally through the use of the Strategic Performance Report and quarterly monitoring reports, where appropriate.

Future plans

A number of other projects are in the pipeline, which have been taken from the 2006-2010 work programme prepared last year.

- Energy use – this light touch review, looking at the council's response to global concerns about energy relating to climate change and the phenomenon of "peak oil", has already been scoped, and is timetabled later in the year.
- Partnership – an in-depth review of the council's approach to partnership with other bodies, taking as a case study the West London Alliance, is timetabled for the 2007/08 period.
- Housing – a consideration of the council's Housing Strategy, and a wider discussion of housing issues as they impact upon the private sector.
- Transport – an examination of the relationship between the council and TfL.
- Demography projects – additional small projects delving into specific issues highlighted as part of this year's review of demography and demographic change will be taking place.

I would like to place on public record my gratitude to Councillor Richard Romain who was the chairman of the Sustainable Development and Enterprise Sub Committee until February this year.

S. Sheinwald



Councillor Stanley Sheinwald
Chairman, Sustainable Development and Enterprise Scrutiny
Sub-Committee

Statistical Information

Committee meetings	4 ordinary
Number of reviews	<p>4</p> <p>Water management and drought planning challenge panel Councillors Jerry Miles (Chairman), Julia Merison, Yogesh Teli, Susan Hall* and Eileen Kinnear (as portfolio holder) Co-optees: Sarah Kersey (HA21)</p> <p>Residents' information pack light touch review Councillors Ashok Kulkarni (Chairman), Nana Asante and Yogesh Teli</p> <p>Economic development and tourism challenge panels Councillors Richard Romain (Chairman, Economic development), Jerry Miles (Chairman, Tourism), Lurline Champagne, Thaya Idaikkadar, and John Nickolay Co-optees: former councillor Alan Blann, Martin Verden (Harrow Heritage Trust), John Hollingdale (HA21), Allen Pluck (Harrow in Business), Brian Noble (Business Link 4 London)</p> <p>Demography and demographic change in-depth review Councillors Richard Romain (Chairman), Paul Scott, Graham Henson and David Ashton (as portfolio holder)</p> <p>* prior to Cllr Hall's appointment as Portfolio Holder.</p>
Attendance by Portfolio holders (number of meetings including reviews)	1 Cllr Marilyn Ashton

Call-in Sub-Committee

The call-in process enables decisions that have been taken but not yet implemented by the cabinet, portfolio holders or officers to be examined by members of the call-in sub committee. Full Council amended the rules for call-in at its meeting held on 22 February 2007.

A decision can be called in by:

- Any six members of the council, and additionally, in relation to Executive decisions on education matters only, any six Members of the Council and the voting co-opted members of the Children and Young People Scrutiny sub-committee;
- Any member of the Overview and Scrutiny Committee;
- 150 members of the public, (defined as anyone registered on the electoral roll of the borough).

Whoever is calling in the decision must notify the Chief Executive and specify the grounds upon which the call in is being made. These are:

1. Inadequate consultation has been undertaken with stakeholders prior to the decision
2. The absence of adequate evidence on which to base a decision
3. The decision is contrary to the policy framework, or contrary to, or not wholly in accordance with, the budget framework
4. The action is not proportionate to the desired outcome
5. A potential human rights challenge
6. Insufficient consideration of legal and financial advice

The Call In sub committee can reach one of the following conclusions:

- The challenge to the decision should be taken no further and the decision should be implemented
- The decision is contrary to the policy framework or contrary to or not wholly in accordance with the budget framework and should therefore be referred to the council
- The matter should be referred back to the decision taker for reconsideration.

Members of the Council (including co-opted members) may call in eight decisions in any municipal year. A member of the Overview and Committee may call in no more than two of the eight decisions. Members of the public may call in no more than two decisions in any municipal year. No more than ten decisions may be subject to the call in procedure in any municipal year.

Education matters

Education co-optees on the Children and Young People scrutiny sub committee are also entitled to sit on the call-in sub committee when it considers education matters. A call-in sub-committee for education was established in November 2006 with the purpose of maintaining the entitlement of the majority political group to hold a majority on the committee, which was not originally the case when the co-optees were included. At this stage the committee has yet to meet as no call-ins relating to education matters have been received.

Statistical information

Number of meetings held: 3

Call-ins received: 16

Call-ins rejected: 9

Call-ins upheld: 7

Decisions altered following call-in: 2

Councillor Anthony Seymour
Chairman, Call-In Sub Committee

Date of decision	Date of call-in	Issue	Reason for call-in	Outcome of call-in	Final decision (for call-ins upheld)
Cabinet 3 August 2006	22 August 2006	Financial position (key decision)			
		Item 17 – focus clothing grants on real need	1,2,3,4	Upheld on grounds of inadequate consultation	Original decision confirmed, 4 September 2006 Cabinet
		Item 76 – cease music teaching subsidy	1,2,3,	Upheld on grounds of inadequate consultation	Original decision confirmed, 4 September 2006 Cabinet
		Item 44 – public realm maintenance – parks locking	1,2,3,4	Upheld on grounds of inadequate consultation	The decision to cease locking of parks by the Council was confirmed but implemented on 2 January 2007 instead of 1 October 2006 Cabinet
		Item 27 – reduce subsidised legal support to schools	1,2,3,4	Rejected	Not applicable
		Item 67 – close Harrow Teachers' Centre Library	1,2	Rejected	Not applicable
		Item 77 – cancel involvement in community sports coaching scheme	1,2,3,4	Upheld on grounds of inadequate consultation	Original decision confirmed, 4 September 2006 Cabinet
		Item 5 - Civic centre car parking scheme	1,2,3	Rejected	Not applicable
		Item 14 – Harrow Saves	1,2,3,4	Rejected	Not applicable
		Item 35 – Peel House car park, Wealdstone – reduced opening	1,2,3,4	Upheld on grounds of	Original decision confirmed, 4 September 2006 Cabinet

Date of decision	Date of call-in	Issue	Reason for call-in	Outcome of call-in	Final decision (for call-ins upheld)
		hours		inadequate consultation	
		Item 46 – Withdrawal from Town Centre Management initiative	1,2,3,4	Rejected	Not applicable
		Item 47 – Stop indemnity insurance cover provided for building control surveyors	1,2,3,4	Rejected	Not applicable
		Item 47 – reduce agency staff in development control and reduce contract and permanent staff within conservation and design	1,2,3,4	Upheld on grounds of inadequate consultation	Original decision confirmed, 4 September 2006 Cabinet
Portfolio Holder for Property, Housing, Planning (Development) and Planning (Strategic) 29 September 2006	17 October 2006				
		De-listing of the Vaughan Centre	1, 3	Rejected	Not applicable
Cabinet 14 December 2006	8 January 2007				
		Key decision on the outcome of statutory consultations on three particular community care	4	Rejected	Not applicable

Date of decision	Date of call-in	Issue	Reason for call-in	Outcome of call-in	Final decision (for call-ins upheld)
		services: Decision relating to Home Care charges			
		Key decision on the outcome of statutory consultations on three particular community care services: Decision relating to proposed re-provision of services currently at Wiseworks.	1,2,4,5	Upheld on the grounds of absence of adequate evidence on which to base the decision	(1) To maintain the current Wiseworks service pending the development of other options that would meet user needs and be cost effective; and (2) that the outcome of the options development would then be the subject of statutory consultation. 18 January 2007 Cabinet
		Key decision - land at Gayton Road	1,2,6	Rejected	Not applicable

Membership of the Overview and Scrutiny Committee and the scrutiny sub committees 2006/07

Overview and Scrutiny Committee

May 2006	Conservative (6)	Labour (4)	Liberal Democrat (1)
Members	Jean Lammiman (CH) Salim Miah Mrs Myra Michael Richard Romain Anthony Seymour Mark Versallion	B E Gate Mitzi Green (VC) Jerry Miles Mrs Rekha Shah	To be nominated
Reserve Members	1. Dinesh Solanki 2. Julia Merison 3. Narinder Singh Mudhar 4. Tom Weiss 5. Jeremy Zeid 6. Yogesh Teli	1. Ms Nana Asante 2. Mrs Sasikala Suresh 3. Archie Foulds 4. Graham Henson	

July 2006	Conservative (6)	Labour (4)	Liberal Democrat (1)
Members	Jean Lammiman (CH) Salim Miah Mrs Myra Michael Richard Romain Anthony Seymour Mark Versallion	B E Gate Mitzi Green (VC) Jerry Miles Mrs Rekha Shah	Chris Noyce
Reserve Members	1. Dinesh Solanki 2. Julia Merison 3. Narinder Singh Mudhar 4. Tom Weiss 5. Jeremy Zeid 6. Yogesh Teli	1. Ms Nana Asante 2. Mrs Sasikala Suresh 3. Archi Foulds 4. Graham Henson	

October 2006	Conservative (6)	Labour (4)	Liberal Democrat (1)
Members	Jean Lammiman (CH) Salim Miah Mrs Myra Michael Richard Romain Anthony Seymour Mark Versallion	B E Gate Mitzi Green (VC) Jerry Miles Mrs Rekha Shah	Chris Noyce
Reserve Members	1. Dinesh Solanki 2. Julia Merison 3. Narinder Singh Mudhar 4. Vina Mithani 5. Jeremy Zeid 6. Yogesh Teli	1. Ms Nana Asante 2. Phillip O'Dell 3. Archie Foulds 4. Navin Shah	1. Paul Scott

February 2007	Conservative (6)	Labour (4)	Liberal Democrat (1)
Members	Jean Lammiman (CH) Salim Miah Mrs Myra Michael Anthony Seymour Stanley Sheinwald Mark Versallion	B E Gate Mitzi Green (VC) Jerry Miles Mrs Rekha Shah	Chris Noyce
Reserve Members	1. Dinesh Solanki 2. Julia Merison 3. Narinder Singh Mudhar 4. Vina Mithani 5. Jeremy Zeid 6. Yogesh Teli	1. Ms Nana Asante 2. Phillip O'Dell 3. Archie Foulds 4. Navin Shah	1. Paul Scott

Adult Health and Social Care Scrutiny Sub-Committee

May 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Mrs Lurline Champagnie Mrs Myra Michael (CH) Vina Mithani Joyce Nickolay	Keith Ferry David Gawn Mrs Rekha Shah *	
Reserve Members	1. Robert Benson 2. Ashok Kulkarni 3. Julia Merison 4. Salim Miah	1. Mitzi Green 2. Dhirajlal Lavingia 3. Keeki Thammaiah	
July 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Mrs Lurline Champagnie Mrs Myra Michael (CH) Julia Merison Joyce Nickolay	Mrs Margaret Davine David Gawn Mrs Rekha Shah *	
Reserve Members	1. Robert Benson 2. Ashok Kulkarni 3. Stanley Sheinwald 4. Salim Miah	1. Mitzi Green 2. Keith Ferry 3. Keeki Thammaiah	
November 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Mrs Lurline Champagnie Julia Merison Mrs Myra Michael (CH) Joyce Nickolay	Mrs Margaret Davine David Gawn Mrs Rekha Shah (VC) *	
Reserve Members	1. Robert Benson 2. Ashok Kulkarni 3. Dinesh Solanki 4. Salim Miah	1. Mitzi Green 2. Keith Ferry 3. Keeki Thammaiah	
December 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Julia Merison Mrs Myra Michael (CH) Vina Mithani Joyce Nickolay	Mrs Margaret Davine David Gawn Mrs Rekha Shah (VC) *	
Reserve Members	1. Robert Benson 2. Ashok Kulkarni 3. Dinesh Solanki 4. Salim Miah	1. Mitzi Green 2. Keith Ferry 3. Keeki Thammaiah	

Safer and Stronger Communities Scrutiny Sub-Committee

May 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Robert Benson Golam Chowdhury Anthony Seymour (CH) Stanley Sheinwald	Mano Dharmarajah Mrs Sasikala Suresh Keeki Thammaiah *	
Reserve Members	1. Salim Miah 2. Mrs Camilla Bath 3. Mrs Lurline Champagnie 4. Hall	1. Dhirajlal Lavingia 2. B E Gate 3. Mrs Rekha Shah	

July 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Robert Benson Golam Chowdhury Anthony Seymour (CH) Stanley Sheinwald	Mano Dharmarajah Mrs Sasi Suresh Keeki Thammaiah (VC)	
Reserve Members	1. Salim Miah 2. Mrs Bath 3. Mrs Lurline Champagnie 4. Susan Hall	1. Dhirajlal Lavingia 2. B E Gate 3. Navin Shah	

November 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Robert Benson Golam Chowdhury Vina Mithani Anthony Seymour (CH)	Mano Dharmarajah Mrs Sasi Suresh Keeki Thammaiah (VC)	
Reserve Members	1. Salim Miah 2. Mrs Lurline Ch Champagnie 3. Narinder Singh Mudhar 4. Ashok Kulkarni	1. Dhirajlal Lavingia 2. B E Gate 3. Navin Shah	

March 2007	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Robert Benson Vina Mithani Anthony Seymour (CH) Narinder Singh Mudhar	Mano Dharmarajah Mrs Sasi Suresh Keeki Thammaiah (VC)	
Reserve Members	1. Salim Miah 2. Mrs Lurline Champagnie 3. Janet Cowan 4. Ashok Kulkarni	1. Dhirajlal Lavingia 2. B E Gate 3. Navin Shah	

Children and Young People Scrutiny Sub-Committee

May 2006	Conservative (7)	Labour (3)	Liberal Democrat (0)
Members	Jean Lammiman Julia Merison John Nickolay Dinesh Solanki Yogesh Teli Mark Versallion (CH) Tom Weiss	B E Gate (VC) Mitzi Green David Perry	
Reserve Members	1. Mrs Vina Mithani. 2. Camilla Bath 3. Salim Miah 4. Mrs Myra Michael 5. Narinder Singh Mudhar 6. - 7. -	1. Ms Nana Asante 2. Dhirajlal Lavingia 3. Mrs Sasikala Suresh	

Voting Co-opted Members:

- (1) Two representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
 (2) Two representatives of Parent Governors: Mr H. Epie (Primary)/Mr R. Sutcliffe (Secondary)

July 2006	Conservative (8)	Labour (3)	Liberal Democrat (0)
Members	Jean Lammiman Julia Merison Golam Chowdhury Dinesh Solanki Yogesh Teli Mark Versallion (CH) Narinder Singh Mudhar Jeremy Zeid	B E Gate (VC) Mitzi Green David Perry	
Reserve Members	1. Mrs Lurline Champagnie 2. Camilla Bath 3. Salim Miah 4. Mrs Myra Michael 5. Anthony Seymour 6. Joyce Nickolay 7. - 8. -	1. Ms Nana Asante 2. Bill Stephenson 3. Mrs Sasikala Suresh	

Voting Co-opted Members:

- (1) Two representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
 (2) Two representatives of Parent Governors: Mr H. Epie (Primary)/Mr R. Sutcliffe (Secondary)

November 2006	Conservative (8)	Labour (3)	Liberal Democrat (0)
Members	Golam Chowdhury Jean Lammiman Julia Merison Narinder Singh Mudhar Dinesh Solanki Yogesh Teli Mark Versallion (CH) Jeremy Zeid	B E Gate (VC) Mitzi Green David Perry	
Reserve Members	1. Mrs Lurline C Champagne 2. Salim Miah 3. Mrs Myra Michael 4. Anthony Seymour 5. Joyce Nickolay 6. Mrs Vina Mithani 7. Janet Cowan 8. Richard Romain	1. Ms Nana Asante 2. Bill Stephenson 3. Mrs Sasikala Suresh	

Voting Co-opted Members:

(1) Two representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece

(2) Two representatives of Parent Governors: Mrs D. Speel (Primary)/Mr R. Chauhan (Secondary)

March 2007	Conservative (8)	Labour (3)	Liberal Democrat (0)
Members	Jean Lammiman Julia Merison Salim Miah Narinder Singh Mudhar Dinesh Solanki Yogesh Teli Mark Versallion (CH) Jeremy Zeid	B E Gate (VC) Mitzi Green David Perry	
Reserve Members	1. Mrs Lurline Champagne 2. Ashok Kulkarni 3. Mrs Myra Michael 4. Anthony Seymour 5. Joyce Nickolay 6. Mrs Vina Mithani 7. Janet Cowan 8. Stanley Sheinwald	1. Ms Nana Asante 2. Bill Stephenson 3. Mrs Sasikala Suresh	

Voting Co-opted Members:

(1) Two representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece

(2) Two representatives of Parent Governors: Mrs D. Speel (Primary)/Mr R. Chauhan (Secondary)

Sustainable Development and Enterprise Scrutiny Sub-Committee

May 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Susan Hall Ashok Kulkarni Vina Mithani Richard Romain (CH)	Nana Asante Graham Henson Jerry Miles (VC)	
Reserve Members	1. Stanley Sheinwald 2. Dinesh Solanki 3. Yogesh Teli 4. Joyce Nickolay	1. Mano Dharmarajah 2. Keeki Thammaiah 3. Dhirajlal Lavingia	
July 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Susan Hall Ashok Kulkarni Narinder Mudhar Richard Romain (CH)	Ms Nana Asante Graham Henson Jerry Miles (VC)	
Reserve Members	1. Stanley Sheinwald 2. Dinesh Solanki 3. Yogesh Teli 4. Joyce Nickolay	1. Mano Dharmarajah 2. Phil O'Dell 3. Dhirajlal Lavingia	
November 2006	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Ashok Kulkarni Mrs Vina Mithani Narinder Singh Mudhar Richard Romain (CH)	Ms Nana Asante Graham Henson Jerry Miles (VC)	
Reserve Members	1. Dinesh Solanki 2. Yogesh Teli 3. Joyce Nickolay 4. Jeremy Zeid	1. Mano Dharmarajah 2. Phillip O'Dell 3. Dhirajlal Lavingia	
March 2007	Conservative (4)	Labour (3)	Liberal Democrat (0)
Members	Ashok Kulkarni Mrs Vina Mithani Narinder Singh Mudhar Stanley Sheinwald (CH)	Ms Nana Asante Graham Henson Jerry Miles (VC)	
Reserve Members	1. Dinesh Solanki 2. Yogesh Teli 3. Joyce Nickolay 4. Jeremy Zeid	1. Mano Dharmarajah 2. Phillip O'Dell 3. Dhirajlal Lavingia	

Call-In Sub-Committee

May 2006	Conservative (3)	Labour (2)	Liberal Democrat (0)
Members	John Cowan (CH) Anthony Seymour Mark A Versallion	B E Gate Mitzi Green	
Reserve Members	1. Jeremy Zeid 2. Richard Romain 3. MrsLurline Champagnie	1. Jerry Miles 2. Graham Henson 3. -	
July 2006	Conservative (3)	Labour (2)	Liberal Democrat (0)
Members	Anthony Seymour (CH) Mark Versallion Jean Lammiman	B E Gate Mitzi Green (VC)	
Reserve Members	1. Jeremy Zeid 2. Richard Romain 3. Mrs Lurline Champagnie 4. Dinesh Solanki 5. Susan Hall	1. Jerry Miles 2. Graham Henson 3. Keeki Thammaiah 4. Mrinal Choudhury	
March 2007	Conservative (3)	Labour (2)	Liberal Democrat (0)
Members	Anthony Seymour (CH) Mark Versallion Jean Lammiman	B E Gate Mitzi Green (VC)	
Reserve Members	1. Jeremy Zeid 2. Stanley Sheinwald 3. Mrs Lurline Champagnie 4. Dinesh Solanki 5. Susan Hall	1. Jerry Miles 2. Graham Henson 3. Keeki Thammaiah 4. Mrinal Choudhury	

Call-In Sub-Committee (Education)

Established November 2006	Conservative (7)	Labour (2)	Liberal Democrat (0)
Members	Mrs Lurline Champagne Jean Lammiman Richard Romain Anthony Seymour (CH) Dinesh Solanki Mark Versallion Jeremy Zeid	B E Gate Mitzi Green *	
Reserve Members	1. Julia Merison 2. G Chowdhury 3. Narinder Singh Mudhar 4. Mrs Vina Mithani 5. Joyce Nickolay 6. Salim Miah 7. Yogesh Teli 8. Ashok Kulkarni 9. Janet Cowan	1. Jerry Miles 2. Graham Henson 3. Keeki Thammaiah 4. Mrinal Choudhury	

Voting Co-opted Members:

- (1) Two representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
 (2) Two representatives of Parent Governors: Mrs D. Speel (Primary)/Mr R. Chauhan (Secondary)

March 2007	Conservative (7)	Labour (2)	Liberal Democrat (0)
Members	Mrs Lurline Champagne Jean Lammiman Stanley Sheinwald Anthony Seymour (CH) Dinesh Solanki Mark Versallion Jeremy Zeid	B E Gate Mitzi Green *	
Reserve Members	1. Julia Merison 2. 3. Narinder Singh Mudhar 4. Mrs Vina Mithani 5. Joyce Nickolay 6. Salim Miah 7. Yogesh Teli 8. Ashok Kulkarni 9. Janet Cowan	1. Jerry Miles 2. Graham Henson 3. Keeki Thammaiah 4. Mrinal Choudhury	

Voting Co-opted Members:

- (1) Two representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
 (2) Two representatives of Parent Governors: Mrs D. Speel (Primary)/Mr R. Chauhan (Secondary)