

# **Overview and Scrutiny Committee**

## **2<sup>nd</sup> SUPPLEMENTAL AGENDA**

**DATE: Tuesday 13 December 2011**

### **AGENDA - PART I**

**3. MINUTES (Pages 1 - 20)**

That the minutes of the meeting held on 1 November 2011 and of the Special meeting held on 24 November 2011 be taken as read and signed as correct records.

**13. REPORT OF THE PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE CHAIR (Pages 21 - 34)**

Report of the Divisional Director of Partnership Development and Performance

**14. REPORT FROM SCRUTINY LEAD MEMBERS (Pages 35 - 42)**

Report of the Divisional Director of Partnership Development and Performance

### **AGENDA - PART II**

**Nil**

This page is intentionally left blank

# OVERVIEW AND SCRUTINY COMMITTEE MINUTES

## 1 NOVEMBER 2011

**Chairman:** \* Councillor Jerry Miles

**Councillors:**

* Sue Anderson	* Barry Macleod-Cullinane
* Kam Chana	* Sachin Shah
* Tony Ferrari (2)	* Victoria Silver
* Ann Gate	* Stephen Wright

**Voting** (Voluntary Aided) (Parent Governors)

**Co-opted:**

* Mrs J Rammelt	* Mrs A Khan
Reverend P Reece	

\* Denotes Member present  
(2) Denotes category of Reserve Members

### 191. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Councillor Paul Osborn

Reserve Member

Councillor Tony Ferrari

### 192. Declarations of Interest

A Member stated that the Vice-Chair had raised the issue of dispensations for those Members of the Committee that were school governors in order to

facilitate their participation in the discussion on certain education matters with Legal & Governance. Members discussed issues around interests in relation to item 8, School Place Planning (including Admissions Policy).

An officer advised that there was currently no update on the position regarding dispensations but that she would follow this up. The Chair stated that as the report related to primary schools it was, in his view, unnecessary for those Members who were governors of high schools to leave the room during the discussion on item 8.

**RESOLVED:** To note that the following interests were declared:

Agenda Item 8 – School Place Planning (including Admissions Policy)

Councillor Kam Chana declared a personal interest in that although he was a governor of a primary school, it was not one of those included in the report. He would remain in the room whilst the matter was considered and voted upon.

Councillor Tony Ferrari declared a prejudicial interest in that he was a governor of a primary school accepting a bulge class. He would leave the room whilst the matter was considered and voted upon.

Councillor Ann Gate declared a personal interest in that she was married to the Portfolio Holder for Schools and Colleges. She would remain in the room whilst the matter was considered and voted upon.

Mrs Khan declared a personal interest in that she was a governor of a high school. She would remain in the room whilst the matter was considered and voted upon

Councillor Barry Macleod-Cullinane declared a personal interest in that his sister taught in a Harrow School. He would remain in the room whilst the matter was considered and voted upon, unless the interest became prejudicial and he would then leave.

Mrs Rammelt declared a personal interest in that she was a governor of a sixth form. She would remain in the room whilst the matter was considered and voted upon

Councillor Sachin Shah declared a personal interest in that he was a governor of Rooks Heath High School. He would remain in the room whilst the matter was considered and voted upon.

Councillor Stephen Wright declared a personal interest in that he was a governor of a high school and his wife was a teacher in a high school. He would remain in the room whilst the matter was considered and voted upon.

Agenda Item 9 – Neighbourhood Champions

Councillor Susan Anderson declared a personal interest in that she was a neighbourhood champion. She would remain in the room whilst the matter was considered and voted upon.

Councillor Kam Chana declared a personal interest in that he was a neighbourhood champion. He would remain in the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinane declared a personal interest in that he had been a member of the Cabinet that had approved the Neighbourhood Champions scheme. He would remain in the room whilst the matter was considered and voted upon.

Councillor Stephen Wright declared a personal interest in that he was a neighbourhood champion. He would remain in the room whilst the matter was considered and voted upon.

### **193. Minutes**

**RESOLVED:** That the minutes of the meeting held on 22 September 2011, be taken as read and signed as a correct record.

### **194. Public Questions, Petitions and Deputations**

**RESOLVED:** To note that no public questions were put, or petitions or deputations received at this meeting under the provisions of Committee Procedure Rules 17, 15 and 16 (Part 4B of the Constitution) respectively.

### **195. References from Council/Cabinet**

There were none.

## **RESOLVED ITEMS**

### **196. School Place Planning (including Admissions Policy)**

The Committee received the report which provided information on the Council's primary school expansion programme and related school organisation issues. These included proposals for the secondary school strategy, up-dates on free schools and academies, and school admissions.

An officer outlined the content of the report and advised that the consultation on a set of proposals affecting schools across Harrow would close on 11 November 2011. The consultation documents were included at Annex A to the report.

Members made comments and asked a number of questions as follows:

- A Member stated that a number of primary schools had previously had smaller class sizes in order to accommodate equipment as they had children with physical disabilities and she questioned whether such schools, for example, Elmgrove, were going to be expanded or have their status changed. She questioned how these schools could know that they no longer required additional equipment, and therefore space, for those children. The officer advised that it was a calculated risk by

the school but they had agreed to take on additional pupils either because they felt they could cope or did not foresee any issues.

- A Member questioned the cost of the proposals in terms of revenue and capital and was advised that the revenue budget was cost neutral as it was funded from the government's Direct Schools Grant (DSG). In terms of capital, the officer advised that London Councils were putting together a case to Government regarding the lack of sufficient funding.
- Referring to page 4 of the consultation document, a Member questioned how the list of proposed schools for extra permanent places had been prepared. The officer advised that the criteria had been agreed by a group of officers and a representative group of primary school head teachers. Another officer advised a range of factors, including accommodation and site size, had been considered. The group had needed to be sure that there was potential to expand a school, had considered the popularity of a school, demand across the borough and the school ranking in terms of the primary school planning area.
- A Member stated that the report did not provide an analysis of how well forecasts of school roll projections had been done in the past and how changes in the number of pupils would affect the criteria. The officer, referred to the table on page 22 of the consultation document, which presented the accuracy analysis.
- Given the current economic climate, a Member questioned the additional pressures given that parents may no longer be able to afford to send their children to independent schools. An officer reported that this issue had been more prevalent in other boroughs, such as Richmond and Kingston, and that to date there had not been significant change in Harrow.
- A Member requested the details on applications to the government's Priority Schools Building Programme for the 11 schools referred to on page 17 of the report and which schools they were. An officer advised that the applications were as follows:

Aylward Primary School  
Cedars Manor School  
Elmgrove Primary School and Nursery  
Kenmore Park Infant and Nursery School and Kenmore Park Junior School  
Longfield Primary School  
Marlborough Primary School  
Priestmead Primary School and Nursery  
Vaughan Primary School  
Weald Infant and Nursery School and Weald Junior School  
Salvatorian College  
Hatch End High School (academy)

An application for a new secondary school was also included anticipating the impact of the increasing number of pupils in the primary school sector that would transfer to the secondary school sector in future.

- Responding to a question on the primary projections, the officer advised that a 5% planning margin had been included which allowed for peaks in demand and some flexibility and choice which would be managed by permanent expansion and the use of bulge classes as required. Given the Member's question on the number of bulge classes and number of permanent classes, he would look at the presentation of the data to see if it could be improved.
- A Member, referring to the predicted peak in 2019, questioned how officers from Children's Services were working with other departments to address this growth pressure. The officer advised that there were discussions with planners and performance officers in terms of developments and expected number of young people.
- A Member stated that the environmental impact paragraph of the report required more detail and the officer took her comments on board.
- A Member questioned the likely impact of primary school academies. The officer responded that currently no primary school had formally applied for academy status but if every primary school did apply, a nationwide programme would need to be devised. This matter was now included on the corporate risk register.
- Responding to a Member's question as to the cost of the primary expansion programme and whether the assumption was £7 million, an officer confirmed this figure was an assumed estimate of the future funding from the Department for Education and that the programme would be phased over several years. The Member was advised that, in terms of deprivation, the local authority received funding. As part of a feasibility study, consideration would be given to the impact of additional pupils on school sites in terms of a range of issues including dining.
- A Member stated that Harrow had changing needs due to its demographics and questioned whether the Council was receiving adequate grant per pupil. The officer advised that the government allocated funding to local authorities for schools and that the Schools Forum decided on the formula to allocate this funding to schools. The argument in terms of Harrow's transient population and deprivation may now be redundant as the Government's proposed new national funding formula reduced the impact of these considerations.
- The officer confirmed that the bulge classes would be for one year only.

The Chair thanked the officers for their attendance and responses.

**RESOLVED:** That the report be noted.

## **197. Neighbourhood Champions**

The Committee received a report which set out the progress on the Neighbourhood Champions initiative, summarised the points raised at the Neighbourhood Champions Conference and described changes in principle to the scheme agreed by Cabinet. The report advised that officers would be developing plans to implement the changes and seek the views of the Committee on the scheme.

The Corporate Director of Community and Environment outlined the content of the report and stated that the view emerging from the conference was that the anonymity of the neighbourhood champions could be a barrier. There had been mixed views on this but it was clear that the champions were willing to take on more responsibility.

Members made comments and asked questions as follows:

- A Member questioned, in terms of anonymity, how much information was published. The Corporate Director advised that there was a centrally held database within public realm that had limited access. With permission, it was appropriate to share neighbourhood champion information with other champions within a ward or the ward councillor. There was also a neighbourhood champion facebook page. The issue would be discussed further at the next conference.
- In response to a Member's question as to the target number of neighbourhood champions, the Corporate Director advised that the aim was to have one on each postcode section of a street, 2000 in total.
- A Member requested transcripts of what was said at the conference and the Corporate Director undertook to see if this information could be provided. Whilst being supportive of the role, the Member expressed concern at the possible overloading of the champions and she indicated that she would like to see the scheme being shared with other departments to enable them to identify suitable champions. She also suggested that other schemes, such as Sutton's book lending service, be considered and that the Communications team needed to report what had been achieved. The Corporate Director advised that the scheme was approached in a 'one Council' way and agreed that it could be developed for use in Children's Services. It was about reporting anything that did not seem right for professional assessment.
- A Member questioned the number of champions trained this year and was advised that, due to the re-structure in public realm, there had been a period of 4 months when no training had taken place. There was no issue in terms of funding this work area and training material was currently being revised.

- Referring to paragraph 9 of the report, a Member stated that burglary and security activities should also be included. The Corporate Director acknowledged that the Safer Neighbourhood Teams provided regular newsletters and thanked the Police for their active involvement with the scheme.
- Members questioned whether there was any cost associated with inactive champions and what was being done to capture information on those individuals ceasing to be champions. The Corporate Director undertook to look into this, although if there was clearly inactivity it would be investigated.
- Responding to a Member's question, the Corporate Director advised that approximately 60-70 reports were received from neighbourhood champions each month. The Member stated that there had been input from the Primary Care Trust and public health at the training for champions and the Corporate Director indicated that he would be happy to consider well being issues too. Another Member stated that it was necessary to engage with colleagues in public health. The Corporate Director undertook to discuss these issues further with the Director of Public Health.
- A Member stated that, despite the report stating that there were no financial implications, there clearly were as there was a budget in public realm. The benefits of the scheme did, however, justify the funding. The Corporate Director responded that there was no increase in costs.

The Chair thanked the Corporate Director for his attendance and responses.

**RESOLVED:** That the report be noted.

## **198. Corporate Complaints - Annual Report**

The Committee received a report which provided information on complaints received by Harrow Council and how they were handled. The officer reported that the number of complaints recorded on CRM had risen to over 1,500 and this could be viewed as positive. If complaints were understood, they could be rectified and responded to and common themes could be addressed. 85% of complaints had been responded to within timescales set.

The officer reported that it was necessary to do more promotion to advise residents of the complaints procedure. Currently, only 4% of complaints were received through the web and officers would like to increase the usage of this channel. In terms of the next steps, officers would be looking at the possibility of sharing complaints data with neighbouring authorities.

Having considered the report and the figures contained therein, Members made comments and asked questions as follows:

- A Member stated that it would have been helpful if the officer had spoken to the officer that had attended the last meeting of the Committee to present the reports on Adults and Children's Services' complaints in order to address the issues raised at that meeting in the report currently before Members.
- In terms of communications, a Member advised that Aberdeen Council were doing well in this area and she questioned how Harrow was performing. The officer responded that a considerable amount of data was collected via Access Harrow and that the complaints database was operated through a CRM system. Work would continue with the Communications team in order to convey the message in terms of complaints reporting.
- A Member challenged the officer, questioning the aim of the report and what it sought to report. The Member stated that the report contained 2 sets of unrelated data and that there was no basis for comparison. It appeared that the complaints process was isolated from the operation of the Council and he questioned what residents actually complained about as the report did not provide that information. The officer advised that the report detailed the 2011/12 figures compared with previous year's, highlighted issues and provided information on Local Government Ombudsman complaints. The officer reported that there was a mismatch of data as in previous years as not all departments had used CRM. This would be improved in future years as the quality of data improved. There were regular meetings of the complaints co-ordinators and information was shared at the quarterly improvement boards. In order to try to address some of the Member's concerns, the officer undertook to try to make the report clearer in the future.
- Responding to a Member's question, the officer advised that the increase in the number of complaints recorded was due to the CRM system and that previously there had not been a holistic approach. He advised that the complaint's co-ordinators were authorised to respond to stage one complaints in their service area. The Member reiterated the view that he had expressed at the Committee's previous meeting in that the Chief Executive should see all stage 3 complaints prior to submission to the Local Government Ombudsman. In terms of the number of complaints seen by the Ombudsman, the officer advised that of the 147 considered, approximately  $\frac{1}{3}$  had bypassed Harrow's complaints process. Once the Ombudsman's annual report was received, it would be possible to identify which complaints had progressed to stage 3.
- A Member questioned the reasons for late responses from Housing and was advised that sometimes the Council let itself down by not keeping the customer informed of any on going investigation. There was a need to manage customer expectations.
- A Member stated that he could not tell from the report whether complaints was properly resourced. The officer advised that, in terms

of benchmarking, information had been requested from other boroughs.

- Following questions from a Member as to the accuracy of recording complaints, the officer advised that the issue was determining whether a matter was a complaint or service request and that a stage 1 complaint was an issue that could not be resolved on the spot. In terms of a complaint that had not been resolved within the specified service standard, he advised that he would expect the matter to be escalated. In terms of the procedure in place, he advised that he chaired the customer service group and that a regular report was submitted to the Corporate Strategy Board, which was also shared with the service lead. The Councillor enquiry email address was monitored by Access Harrow and he was looking to see if councillor requests could be captured through CRM on their dedicated enquiry line.
- A Member commented that it would be beneficial for the Chief Executive to see the whole process and added that, in the re-structure, complaints did not appear to be cross cutting. The officer advised that a regular report was considered by the Improvement Boards, that all directorates were represented at the quarterly complaints meetings and that a number of complaints were initially directed to the Chief Executive's office and he was therefore aware of the process.
- In terms of equalities, the officer would be discussing this issue with the Council's Equalities officer in 3-4 weeks. He would like to see an increase in the use of the web form to capture equalities information.
- A Member questioned the use of mystery shoppers and was advised that whilst such exercises had been carried out annually, from January 2012 they would be monthly.

The officer advised that both his Director and the Assistant Chief Executive participated in a back to the floor exercise on a monthly basis in order to better understand customer demand. Corporate and Divisional Directors were also encouraged to take part. He invited any Member that was interested to contact him if they wished to work in Access Harrow to see how it operated.

The Chair thanked the officer for his report and responses.

**RESOLVED:** That the report be noted.

**199. Project Report - Measuring up: Harrow Council's Use of Performance Information (Phase 2)**

The Committee received the report which outlined the findings and recommendations from the recent scrutiny review which had examined the Council's use of performance information. The purpose of the review had been to consider the principles that should underpin Harrow's local performance management framework going forward.

The Chair stated it was an extremely useful and well researched report and thanked all those involved in the review and with the production of the report. He advised there had been three work streams to the report (Best practice, Customer engagement, and Technology and Data presentation) which had contributed to the recommendations arising and that he and the Vice-Chair (the Chair of the Review) had discussed the report with the Chief Executive and a meeting with the relevant Portfolio Holder would be arranged.

**RESOLVED:**

That the report of the review group be agreed and be referred to Cabinet for consideration.

**200. Scrutiny Lead Member Report**

The Committee received a number of reports of Scrutiny Lead Members. An officer apologised for the delay in the Safer and Stronger Communities report.

In terms of the carbon reduction commitment, following a comment that there should be caution, the scrutiny lead advised that there was clear evidence that climate change existed.

**RESOLVED:** That the reports be noted and the actions proposed be agreed.

**201. Any Other Business**

**RESOLVED:** In accordance with the Local Government (Access to Information) Act 1985, the following items, which were not available at the time the agenda was printed and circulated, were admitted to the agenda in order to enable the work to be progressed as soon as possible:

14. Standing Scrutiny Better Deal for Residents – Phase Two Scope
15. Standing Scrutiny Review of the Budget Scope

**202. Standing Scrutiny Better Deal for Residents - Phase Two Scope**

The Committee considered the scope for the second phase of the Standing Scrutiny Review of the Better Deal for Residents.

**RESOLVED:** That the scope for the project be approved.

**203. Standing Scrutiny Review of the Budget Scope**

The Committee considered the scope for the Standing Scrutiny Review of the Budget. The Chair of the Review reported that Place Shaping had suggested that spending on capital be considered but that, in his view, a challenge panel may be required for this topic given the Area Action Plan.

**RESOLVED: That the scope for the project be approved.**

**204. Termination of Meeting**

In accordance with the provisions of Committee Procedure Rule 14 (Part 4B of the Constitution) it was

**RESOLVED:** At 9.59pm to continue until 10.15pm.

(Note: The meeting, having commenced at 7.35 pm, closed at 10.10 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

This page is intentionally left blank

# OVERVIEW AND SCRUTINY COMMITTEE

## MINUTES

### 24 NOVEMBER 2011

<b>Chairman:</b>	* Councillor Jerry Miles	
<b>Councillors:</b>	* Sue Anderson * Tony Ferrari (2) * Ann Gate * Susan Hall (4)	* Barry Macleod-Cullinane * Paul Osborn * Victoria Silver * Sasi Suresh (4)
<b>Voting Co-opted:</b>	(Voluntary Aided) † Mrs J Rammelt Reverend P Reece	(Parent Governors) † Mrs A Khan

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

#### 205. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Members:-

##### Ordinary Member

Councillor Kam Chana  
Councillor Sachin Shah  
Councillor Stephen Wright

##### Reserve Member

Councillor Tony Ferrari  
Councillor Sasi Suresh  
Councillor Susan Hall

## 206. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

### Agenda Item 4 – Question and Answer Session with the Leader of the Council and the Chief Executive

Councillor Sue Anderson declared a personal and prejudicial interest in that she was employed by NHS Harrow. She would remain in the room whilst the matter was considered and voted upon unless public health was discussed and she would then leave the room.

Councillor Ann Gate declared a personal and prejudicial interest in that she was an employee of the Pinn Medical Centre. She would remain in the room whilst the matter was considered and voted upon unless the interest became prejudicial and she would then leave the room.

## 207. Deputations

**RESOLVED:** To note that no deputations were received at the meeting under the provisions of Committee Procedure Rule 16.

### **RESOLVED ITEMS**

## 208. Question and Answer Session with the Leader of the Council and Chief Executive

The Chair welcomed the Leader of the Council, the Chief Executive and Interim Director of Finance to the meeting and outlined the process to be followed for the asking of questions.

The Leader of the Council gave an introduction outlining the Council's achievements, innovations, and challenges. The Chief Executive identified some of the positives of the previous six months including Children Services and the Adoption Service as well as the success in dealing with the summer riots. Resident and staff satisfaction was continuing to improve whilst staff sickness was reducing. These achievements had been made in a difficult context. The Leader of the Council stated that whilst this coming budget would have a Council Tax freeze this was not something that, in his view, could be continued indefinitely.

Members asked a series of questions which were duly responded to as follows:

- *Was there any potential for whole place budgets to be implemented in Harrow? What do you think the implications might be, particularly in the context of the budget difficulties being experienced in health?*

The Leader advised that the Council was working closely with the police and that work was being done to develop front line partnership. The Chief Executive responded that better horizontal working needed to apply across the whole public sector. If the near £2b public sector

spend as a whole was considered, synergies could be made and he referred to the success of reablement.

The Chief Executive advised that there was an opportunity to co-locate services and that there were 147 public sector buildings in Harrow. There were also potential opportunities such as Access Harrow dealing with not only Council services but GP bookings and non emergency police enquiries which would give rise to a more holistic service. The Member expressed concern at what seemed to be a lack of progress in terms of the number of public sector buildings in the borough. The Leader responded that a lot of work was being done in terms of reducing Council buildings as staff were being moved into the Civic Centre.

- *In the context of the whole borough community budgets, what has the Council's work around the top 100 families entailed? How successful has our work been and how is success measured in this context?*

The Chief Executive advised that, to date, work had started in October and that the council had applied to be a pilot for community budgets. Many of these families had multiple issues including domestic violence, drug and alcohol misuse and exclusion issues. Multi agency teams were being put together to identify and consider these families. It was necessary to ensure that the Council had the capacity to deal with the issues and had the necessary financial resources as well as being able to get partners involved. Success was about improved outcomes for these families, establishing a focus on early intervention, co-ordinating assessments and interventions across partners and Better Value for Money from the resources used. A Member expressed concern at what seemed to be a lack of progress of this issue.

- *How will the commissioning panel process which had been implemented as part of the budget and service planning process this year help the Council to identify the £60 million savings required over the next 3 years? How well had the panels worked?*

The Chief Executive advised that a commissioning panel approach had been put in place for the first time (previously challenge panels). Looking at the Council's vision for the next 3 years, consideration was given as to how services could be delivered with 30% fewer resources. To date, £17m savings out of the £30m required for the next three years had been delivered through this process. In terms of learning, it was possible to do better on the needs analysis and developing the skill set needed for this new approach. In terms of financial management, he was keen in the future to look at budgets around the person for example, personalisation not around the department. The Chief Executive confirmed that all the papers that went to the commissioning panels would be made available to Members.

- *In the context of the Council's priority to be a council that 'listens and leads' did the Leader or Chief Executive think there was any scope for the development of neighbourhood level community budgets in Harrow*

*Council? In this context, what was the Executive's view of more localised decision making as envisaged in the Localism Bill?*

The Leader confirmed that wards would be able to do things differently and that there would be pilot schemes.

The Leader stated that residents wanted varying levels of involvement but that resources could be restrictive. The Member questioned what the Leader envisaged the role of scrutiny to be if the Council chose the total/community type budgeting route. He responded that scrutiny could support the policy development. The Chief Executive advised that, if the community budget route was chosen, it would enable scrutiny to focus on outcomes and how they were arrived at and a move away from scrutinising individual organisations. There was an opportunity to look at how any new governance arrangements would work. He reminded Members that the Council and scrutiny were particularly important in this process as they were the only democratically elected part of the public sector.

- *How many staff had been lost from the public realm service?*

The Member provided the answer, 45. The Leader stated that front line services would be defended and enhanced.

- *How many staff would the Council be losing from Children's Services?*

The Leader advised that he did not have the figures but that cuts had been made whilst at the same time innovative solutions to minimise the reductions were made. The Member advised that the answer was 7 and questioned the amount of savings in Children's Services. The Interim Director of Finance advised that the savings were approximately £2m.

- *As a result of the summer riots and the evidence that suggested there was a link between poor health and youth offending, will Public Health be working across all directorates to deliver the best possible health outcomes for all residents?*

Councillor Sue Anderson left the room whilst both this question and the next were put and discussed.

The Chief Executive advised that in the proposed new structure, Public Health had been placed in the centre of the organisation as part of the Community, Health and Well-being directorate linking Adults, Housing and Leisure. He also recognised that there must also be links to other areas within the council including Environmental Health and Youth Offending. He was, however, concerned that there would be less money available than was needed for Public Health. At the moment, the budget for Public Health which was currently based on historic spend (rather than needs based spend) was 40-50% less than he felt was required. We could therefore be inheriting an insufficient public health budget. He advised that he was leading on a piece of work

across West London as to how public health could be discharged in the most efficient way mindful of the resources available.

- *How much influence do you expect the shadow Health and Well-being Board to have on the provision of urgent/emergency care in Harrow?*

The Leader advised that it looked as if the merger between North West London Hospitals Trust and Ealing Hospital Trust was going ahead and that if emergency services were to move to Northwick Park Hospital, he wanted to ensure that there was sufficient space and staff. The Health and Well Being Board must be able to challenge proposals. He added that Scrutiny could be well placed to monitor this.

- *At the Performance and Finance Scrutiny Sub-Committee held on 22 November, the Interim Head of Procurement had estimated that there was £8-£11 million savings in relation to the Enterprise Mouchel contract. Could you explain the situation in relation to this contract and whether this was a good use of Procurement's time?*

The Chief Executive advised that the actual savings achieved would soon be known on this contract. He agreed that it should be the exception not the norm to roll forward contracts and not test the market. He also felt that we should be challenging our big suppliers even before the contract ends for better deals. On low level spend, some officers had been using suppliers not currently on contract and a big effort was being made to improve compliance in this regard.

- *How would personalisation and commissioning fit together?*

The Leader stated that, in his view, personalisation was better and was done in partnership with social care providers. The Chief Executive added that it gave people choice and control and enabled them to plan their support. It had a significant impact on quality of life. In providing a personalised budget, a needs assessment and a support plan were put in place in agreement between the Council and user. Checks were done to ensure all spend was lawful and met the user's needs and the budget was reviewed annually with that in mind.

The Member stated that the user could use the cash budget to, for example, hire someone to take them on holiday. The Chief Executive advised that personalisation provided flexibility as long as it was in accordance with the needs assessment and support plan and did not impact on safeguarding. Each plan was reviewed annually between the user and Council to ensure it was achieving its objectives.

- *Would you consider commissioning new research from the transformation budget to look at localised decision making as the 'Better together' research was out of date?*

The Leader responded that whilst residents wanted to be involved they did not necessarily want to run services. Pilots were being done and it was hoped the results would be helpful.

- *Are you aware that a number of computers are not working in the Council's libraries?*

Yes, these are going to be replaced and wi-fi put in.

- *Have the risks in terms of technology failure been explored, particularly with reference to GPS?*

The GPS system had been tried and tested elsewhere and our contract ensured that the supplier was liable for any failure. All technology came with a risk but enabled services to be provided more efficiently and effectively. Indeed the GPS system in our refuse fleet had reduced costs and improved customer satisfaction.

- *How do we determine the size of the total capital budget? What is the interface between finance and the rest of the Council? The Member questioned how the Council determined what it could afford.*

The Leader advised it was dependent on the finance available and the priorities chosen and that there was currently debate between Members and finance officers.

- *How did the Council weigh social benefit of capital projects against the financial plan?*

Outcomes had been identified via the commissioning panel process and that it was iterative and that the starting point was the initial size of the plan. Different scenarios were being worked through in order to get the best possible mix.

- *In terms of debt recovery, how do vulnerable residents get a voice?*

The Chief Executive advised that it was necessary to make a distinction between those who did not pay when they could and those more vulnerable residents who could not pay. He acknowledged that the Council needed to be even better at dealing with vulnerable people who were unable to pay their debts and that it was necessary to be better at identifying who these individuals were and signpost them to appropriate help to ensure they were getting all the assistance they could. It was important to have a consistent definition of vulnerable across the Council and look at the debts each individual had with the Council so they could be prioritised.

- *Are you comfortable that only 41% of the Council's spend was against a contract and when do you expect to get over 50% of spend against a contract?*

The Chief Executive confirmed that further improvements were needed and that there was work in place to address this issue. He undertook to forward this work to the Member.

- *How do you intend to deal with the inherent conflict between personalisation and how the Council planned day care provision, for example?*

The Chief Executive stated that through personalisation, users had choices (e.g. Shop4support) and that some of the services users may take may not necessarily be provided by the Council. This issue was not as significant in Harrow as it was elsewhere because of the number of services provided externally in this area. In terms of day care, if external providers were getting less demand for their services as a consequence of personalisation, they had to adjust their business plan accordingly. It meant that organisations, including the Council, had to be agile as personal budgets became more extensively used.

- *How do you envisage the progression of a child with needs from Children's Services through to Adult Services working across the proposed new directorates?*

The Chief Executive advised that he had tried to put together a more holistic structure that reflected the Council's priorities, that we moved away from commissioning around directorates to around outcomes and that he hoped commissioning panels would look at pathways, for example, Childrens – Adults.

- *How much does it cost to service capital?*

The Interim Director of Finance advised that there was an interest cost on borrowing. There was also a requirement to set money aside for the life of an asset, for example, 25 years. She would provide the Member with further details.

- *What are you doing to reduce the overall salaries of the Council's senior staff?*

The Leader confirmed that salaries were being looked at. The Chief Executive had already made a commitment to reduce the number of senior managers from 30-20.

- *Are you in favour of 20 storey buildings in Harrow?*

The Leader responded that he had answered this Member's question at the Major Developments Panel.

- *In terms of engaging with residents, are you happy with the way consultation had been handled in relation to the Whitchurch Playing Fields?*

The Leader advised that the Member had received an apology from both the Corporate Director of Place Shaping and Portfolio Holder at Cabinet because it was stated that ward councillors had been consulted when they had not been.

- *What capacity was there left in the Civic Centre to accommodate the Council's partners?*

The Leader advised that there was an asset management plan in place and that he had been advised that the building did still have a large amount of capacity.

- *How was the Grants budget set?*

The Leader advised that it was set in consultation with the Portfolio Holder. It was necessary to look at the Council's vision and priorities and that the budget was not currently set.

The Chair thanked the Leader, Chief Executive and Interim Director of Finance for their attendance, participation and the responses provided.

**RESOLVED:** To note the responses received.

## **209. Scrutiny Work Programme Update**

Members received a report of the Divisional Director of Partnership Development and Performance which updated the Committee on the delivery of the scrutiny work programme and identified new projects for inclusion in the work programme.

Members discussed the possible Chairs, including a backbench Member, for two of the projects proposed to be included in the work programme; Private Sector Housing Capacity and Customer Care.

**RESOLVED:** That

- (1) the progress on the existing scrutiny projects be noted;
- (2) the following projects be included in the work programme
  - merger of Ealing and the North West London Hospital Trusts
  - Private Sector Housing Capacity
  - Customer Care.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.20 pm).

(Signed) COUNCILLOR JERRY MILES  
Chairman

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

---

<b>Date of Meeting:</b>	13 December 2011
<b>Subject:</b>	<b>Report of the Performance and Finance Scrutiny Sub-Committee Chair</b>
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Partnership, Development and Performance
<b>Scrutiny Lead Member area:</b>	All areas
<b>Exempt:</b>	No
<b>Enclosures:</b>	Minutes of the sub-committee meeting held on 22 November 2011

**Section 1 – Summary and Recommendations**

**Recommendations:**

That the report of the Performance and Finance sub-committee chair be noted.

## Section 2 – Report

### Introductory paragraph

This report provides a summary of issues to be taken forward by the Performance and Finance scrutiny sub-committee following the meeting held on 22 November 2011. The minutes of the meeting are attached.

### Issues identified for further follow-up

#### **Agenda item 8: Chair’s report**

As detailed below, updates will be sought on the indicators listed at the next chair’s briefing, to be held on 14 December 2011. The full comments and appendices are available at:

<http://www.harlow.gov.uk/www2/documents/s93060/PF%20chairs%20report%202011-11-11.pdf>

Indicator	Comments and action to be taken
NI 32 repeat incidents of domestic violence	A detailed update was provided at the meeting. Monitoring at the Chair’s briefing to continue.
NI 40 number of drug users in effective treatment	A detailed update was provided at the meeting. Monitoring at the Chair’s briefing to continue.
NI 64 – duration on the child protection register	This indicator has been replaced with a local measure on the Corporate Scorecard. It was agreed that the local measure <i>Numbers of children with child protection plan for over two years</i> would continue to be monitored at the Chair’s briefing.  ACTION: The Chair requested further information on the plans in place to improve performance.
Termly rate of fixed term exclusions as a % of Harrow school population [local measure]	Monitoring at Chair’s briefing to continue.  The Chair requested an update on reasons for the fluctuations in fixed term exclusions.
Processing of major planning applications in accordance with statutory timescales or Planning Performance Agreements (PPAs) [local measure]	No further monitoring required at this stage.
BV 8 - % of undisputed invoices paid within 30 working days  [also % of SAP purchase orders raised before invoice date]	Monitoring at the Chair’s briefing to continue, and reviewed when the Internal Audit report has been issued.  It was noted that 94% of invoices from local small businesses were paid within the 30 day period.
NI 195c – Improved cleanliness – graffiti	Monitoring at the Chair’s briefing to continue, as data is not available until Q2.
NI 125 – Achieving independence for older people through	Monitoring at the Chair’s briefing to continue; data is not available until Q2 as calculations are one quarter in

<b>Indicator</b>	<b>Comments and action to be taken</b>
rehabilitation	arrears. The Department of Health has yet to provide guidance and there is no target.  This indicator is no longer on the Corporate Scorecard.
NI 101 – Looked after children achieving 5 A*-C GCSEs (or equivalent at Key Stage 4, including English and maths [Annual])	No further monitoring required; to be reviewed annually. See original report for further detail.
NI 107 - % pupils achieving L4 or above in both English and maths at Key Stage 2 for BME groups [Annual]	No further monitoring required; to be reviewed annually. See original report for further detail.
% pupils achieving 5+ A*-C including English and maths GCSEs for White British pupils eligible for FSM (free school meals) [Annual]	The Chair advised that part of the concern had been that the target seemed to be very low compared with targets set for other low-performing groups. The Service Manager, Performance Management advised that this particular group were the most under-achieving group; the then DfES <sup>1</sup> had set very ambitious targets and it could be argued that the target should be the same across all groups. The decision had been taken to set an achievable target.  Monitoring at the Chair's briefing to continue, and Members to be provided with data including the size of the cohort when available.
% tenants satisfied with the outcome of their anti-social behaviour case [local]	No further monitoring required. See original report for further detail.

<b>Newly identified indicators</b>	<b>Comments</b>
How well informed do residents feel (Involvement Tracker)	The survey was conducted while much of the planning for the year's communications activity was taking place. As communications campaigns are delivered over the course of the year, this figure is expected to increase.  To monitor at the next Chair's briefing.
Number of trained neighbourhood champions	An ambitious target was set for the recruitment of neighbourhood champions. The target has since been re-profiled across the year; the target for Q1 would have been 750. This change to the target will be reflected in Q2.  To monitor at the next Chair's briefing.
Children Looked After:	A new strategy is in place but has had less impact so far than hoped. Pastoral support for CLA has been strengthened

<sup>1</sup> Department for Education and Skills.

Newly identified indicators	Comments
<ul style="list-style-type: none"> <li>- % sessions absent from school amongst school age CLA in the school year to date</li> <li>- Rate of fixed term exclusions as a % of the Harrow CLA population</li> </ul>	<p>through a dedicated CLA education welfare officer (EWO).</p> <p>ACTION: The Chair requested details of the action plan.</p> <p>To monitor at the next Chair's briefing.</p>
<p>Total number accepted as homeless and in priority need</p>	<p>ACTION: The Chair requested details of plans in place to address performance.</p> <p>To monitor at the next Chair's briefing.</p>
<p>Council adaptations: average time from assessment to completion of work (weeks)</p>	<p>The Chair requested further information in order to understand the impact of the backlog on performance.</p> <p>To monitor at the next Chair's briefing.</p>
<p>Housing voids: number of empty properties going over 25 days (excludes time taken for major works)</p>	<p>To monitor at the next Chair's briefing.</p>
<p>Visits to libraries – number of physical visits</p>	<p>It was noted that visits to libraries were affected by temporary library closures to enable the introduction of RFID self service.</p> <p>No further monitoring required at this stage.</p>
<p>Total debt collected in quarter as a % of total debt raised</p>	<p>Two high volume invoices were raised at the end of the quarter that were not settled in quarter. The Chair enquired whether the indicator should in fact reflect the <i>collectable</i> debt within the quarter but was advised by the Director of Finance that there were a mix of due dates.</p> <p>It was noted that Scrutiny has commissioned a challenge panel on debt recovery.</p> <p>To monitor at the next Chair's briefing.</p>
<p>% forecast variation from net budget</p>	<p>This indicator is showing a forecast overspend. The target is showing as high red, though the actual variation is only 0.57%. The tolerance for the indicator may need to be adjusted because of the target set.</p> <p>To monitor at the next Chair's briefing.</p>
<p>Rent arrears:</p> <ul style="list-style-type: none"> <li>- Current rent arrears as % of rent roll</li> <li>- Overall current tenants' rent arrears</li> </ul>	<p>The Chair requested that the consistency of scoring and status for these indicators be investigated.</p> <p>To monitor at the next Chair's briefing.</p>

- **Agenda item 10: Revenue and Capital Monitoring for Quarter 1 as at 30 June 2011**  
The Quarter 2 report will be reviewed by the chair and vice-chair at their next briefing. The Interim Director of Finance would circulate the proforma for capital bids.
- **Agenda item 11/14: Major contracts and procurement savings**  
Additional information was requested by Members under part 2.

### **Issues where no further follow-up required**

- **Agenda item 9: Information report – Cabinet Decision Making Protocol**  
Members agreed the report.

### **Other matters identified outside committee**

#### **Scrutiny review – Measuring up: Council’s use of performance information**

O&S recently agreed the phase 2 report on the Council’s Use of Performance Information. The report recommended that P&F review the Corporate Finance scorecard with the Director of Finance as it had not been possible to undertake this work as part of the review. It is proposed that this review be undertaken in Q4 to inform the new scorecards for 2012/13.

#### **Children Looked After**

In addition to follow-up at the next chair’s briefing, a meeting will be set up between the chair and vice-chair, vice-chair of O&S and the Children’s Scrutiny Lead Members to consider performance in this area.

### **Agenda planning for the next meeting of the sub committee – 2 February 2012**

Scrutiny Members are requested to notify the Scrutiny Officer if there are matters that they would like the chair and vice-chair to investigate or to consider adding to the agenda.

Provisional items are:

- P&F chair’s report
- Revenue and capital monitoring
- Performance of the sport and leisure contract
- Customer contact information
- Report on progress - Better Deal for Residents’ Review
- Report on progress - Council’s use of performance information - Phase 1

The chair’s briefing for this meeting will be held on Wednesday 14 December.

#### **Financial Implications**

There are none specific to this report.

#### **Performance Issues**

There are none specific to this report.

#### **Environmental Impact**

There are none specific to this report.

#### **Risk Management Implications**

There are none specific to this report.

#### **Corporate Priorities**

The work of the sub-committee addresses all of the Council’s corporate priorities.

### **Section 3 - Statutory Officer Clearance**

Not required for this report.

### **Section 4 - Contact Details and Background Papers**

**Contact:** Heather Smith, Scrutiny Officer, 020 8420 9203, [heather.smith@harrow.gov.uk](mailto:heather.smith@harrow.gov.uk)

**Background Papers:** None.

# PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE MINUTES

## 22 NOVEMBER 2011

**Chairman:** \* Councillor Sue Anderson

**Councillors:** \* Nana Asante (1) \* Barry Macleod-Cullinane  
\* Tony Ferrari \* Jerry Miles

**In attendance:** Paul Osborn Minute 56, 57, 60  
**(Councillors)**

\* Denotes Member present  
(1) Denote category of Reserve Members

### 50. Attendance by Reserve Members

**RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Varsha Parmar

Councillor Nana Asante

### 51. Declarations of Interest

**RESOLVED:** To note that the following interests were declared:

Agenda Item 11 – Major Contracts and Procurement Savings

Councillor Tony Ferrari declared a personal interest in that he was the former Portfolio Holder with responsibility for Major Contracts and Property. He would remain in the room whilst the matter was considered and voted upon.

Councillor Paul Osborn, who was not a Member of the Sub-Committee, declared a personal interest in that he was the former Portfolio Holder with

responsibility for Performance, Communication and Corporate Services and that he had previously been in receipt of hospitality from Capita. He would remain in the room whilst the matter was considered and voted upon.

**52. Minutes**

**RESOLVED:** That the minutes of the meeting held on 26 July 2011 be taken as read and signed as a correct record.

**53. Public Questions, Petitions and Deputations**

**RESOLVED:** To note that no public questions were put, or petitions or deputations received at this meeting.

**54. References from Council and Other Committees/Panels**

None received.

**RESOLVED ITEMS**

**55. Chair's Report**

The Sub-Committee received a report that set out issues considered by the Chairman since the last meeting of the Performance and Finance Scrutiny Sub-Committee.

Following a question from a Member, the Chairman reported that, with regard to the options identified by officers across Adults and Housing in relation to responsive repairs and maintenance procurement, the preferred option of contracting two or three suppliers for each function had been the option pursued.

**RESOLVED:** That the report be noted.

**56. INFORMATION REPORT - Cabinet Decision Making Protocol**

The Sub-Committee received a report which provided an explanation of the implications of the Cabinet decision making protocol and the amendments made to the Council's financial regulations.

An officer stated that the Cabinet Decision Making Protocol had been approved by Council on 3 November 2011. It brought together officer delegations and the revised key decision thresholds relating to Cabinet decision making into a single cohesive protocol. She advised that the officer delegations at section 3b of the constitution, and Portfolio Holders' terms of reference had not altered. The Protocol provided officers with guidance regarding key decisions and explained which decisions were within the remit of the Executive.

The officer reported that the financial regulations had been updated and fully reflected current legislation and that there had been some amendments to the

scheme of delegation and the processes relating to capital had been strengthened.

In response to questions from Members, the officer advised that:

- the Constitution Review Working Group would shortly be reviewing the Portfolio Holder delegations with a view to streamlining the process and that some authorities, such as Camden, permitted officers to take key decisions;
- there was no ambiguity in the guidelines regarding the taking of key decisions;
- the protocol used by Portfolio Holders made it clear that officers were not permitted to take decisions that were politically sensitive, were not in keeping with current policy or had 'unusual' features;
- Portfolio Holder decisions could still be called-in;
- contracts over the sum of £500,000 were still reserved to Cabinet.

An officer added that virement in excess of £100,000 had to be referred to Cabinet.

**RESOLVED:** That the report be noted.

#### **57. Revenue and Capital Monitoring for Quarter 1 as at 30 June 2011**

The Sub-Committee received a report of the Interim Director of Finance, which had been previously considered at Cabinet on 8 September 2011, and which set out the council's revenue and capital monitoring position as at 30 June 2011. In presenting the report, the Director provided updated information on the Quarter 2 position, recognising the time that had elapsed since the Quarter 1 period end.

The interim Director explained that in setting the budget for the year in March 2011, Council had been advised of a range of inherent risks within the budget estimates, and that some of these risks had indeed presented further budgetary challenge leading to forecast overspends.

The overspend at the end of quarter one was just over £1 million and this had risen by the end of quarter two, leading her to recommend a range of actions to bring net spending back into line. There was evidence that by the end of period 7 this action was having a positive impact.

The Interim Director reminded Members that this was exactly the purpose of budget monitoring and forecasting, to enable issues to be identified and appropriate action to be undertaken.

The Interim Director of Finance undertook to circulate a blank copy of the proforma used for bidding for the Transformation and Priority Initiatives Fund to

Members of the Sub-Committee and stated that she would look into the possibility of circulating copies of completed pro-forma that had been submitted.

The Interim Director responded to a range of Councillor questions on the details within the report and on the additional information with respect to the more recent period.

**RESOLVED:** That the report be noted.

## **58. Major Contracts and Procurement Savings**

The Interim Head of Procurement presented a report, which had been requested by the Performance and Finance Scrutiny Sub-Committee, which provided an over arching view of how major procurement contracts in excess of £1m would be managed and provided a brief summary of Procurement savings being achieved across the Council.

He stated that a review by Pricewaterhouse Coopers (PwC) in 2009 had indicated that some £21m of savings per annum could ultimately be achieved in revenue and capital spend, including costs recharged to the HRA, schools and other bodies. Subsequently, procurement and major contracts had been included in the transformation initiative being undertaken across the council. He reported that this transformation programme targeted cost savings through securing sustainable change, a consistent approach to purchasing and increased compliance with council procurement procedures and corporate contracts. He added that currently there was a shift in the council away from large contractors to smaller local businesses, which had the ability to be more responsive and flexible and less costly and that the new strategy would require officers with new skill sets in the areas of client and contract management.

**RESOLVED:** That the report be noted.

## **59. Exclusion of the Press & Public**

**RESOLVED:** That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item for the reason set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
11.	Major Contracts and Procurement Savings: Appendices 1, 2 and 3	Information under paragraph 3 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)).

## 60. Major Contracts and Procurement Savings

Following questions from Members on the content of the confidential appendices, the Interim Head of Procurement advised that:

- currently on the Highways contract with EnterpriseMouchel there were between 130-135 staff who were subject to the Transfer of Undertakings (Protection of Employment) TUPE;
- an advantage of larger contracts had been the provision of emergency cover at peak times, for example, during the heavy snow fall in 2009/10 and 2010/11;
- currently, there was enormous over-capacity in the market place which had in the past meant that the council had been willing to pay overheads that were not in proportion with the levels of service provided;
- managers needed a more extensive skill set in the area of client and contract management. He added that although these client and contract management skill sets were mentioned on the Highways risk register, these had not been included in the council-wide risk register due to an oversight; the Interim Head of Procurement undertook to rectify this;
- of the nine short listed bidders, two were local (although not strictly based in Harrow). The Interim Head of Procurement undertook to provide Members with further details of the nine short listed bidders;
- examining the savings target alone would not help to identify other less tangible benefits, for example, local service provision and greater operational flexibility on the part of contractors, neither of which were easily quantifiable;
- on the Housing and Corporate R&M procurement, value chain analysis had shown that there was the opportunity for both a significant improvement in services and 13% of savings , with an overall savings potential of 20%;
- The first work package in this procurement relating lift maintenance was indicating a saving of 25% and the Interim Head of Procurement undertook to inform Members of the total number of tenders received for this work package;
- The £21m procurement savings figure outlined in the general report included capital and revenue, but did not include the Capita contract. The savings may take up to 3 years to achieve. The £2m corporate saving quoted in the report related to the 2011/12 budget;
- there were structures outlined within Risk, Audit and Fraud department relating to the interface between software used by contractors and

those used by the council. Capita were qualified and skilled to provide advice in this area. He added that the council currently used the Bravo tendering software which enabled officers to evaluate tenders on equal terms and that tender specification documents emphasised sustainability to bidders;

- tender contracts would continue to include conditions and clauses relating to performance. Contracts would include positive and negative incentives, which would be communicated to bidders early on in the tendering process. In the past, officers had been unwilling or unable to enforce liquidated damages clauses. This had been identified as both a skills and management gap which would be addressed;
- previously contracts had been managed in terms of operation and service management and there had been no central oversight of the overall tendering process. However, centralisation of contract management meant that financial, operational and commercial teams would work together to manage individual contracts through the Strategic Procurement Board.

A Member, who was not a Member of the Committee, stated that he supported this centralised model and felt that the council should move towards a commissioning model whilst ensuring that the management of contracts was supported by officers at the appropriate strategic level, making appropriate decisions. He requested further training for Members with regard to contracts and procurement, stating that Members needed to understand the related legal and commercial framework. The Interim Head of Procurement stated that this training would be offered to Members at the February 2012 Members' Quarterly Briefing.

Following further questions from Members, the Interim Head of Procurement stated that:

- the total value of the Capita contract was £100m over 10 years. He undertook to provide Members with further information about what options were available to the council once this 10 year period had elapsed;
- a Member stated that he understood that £700,000 of saving through moving to a smaller building was written into the initial Capita justification;
- with regard to remote access fobs, the costs of these had been significantly reduced from £250 to £31 per annum under the IT outsourcing project. A Member stated that those Members not using their remote access fobs should be encouraged to return them.

The Interim Director of Finance stated that there was often reluctance on the part of Capita and other large contractors to provide detailed cost analyses. Prior to entering into the contract with Capita, the council had commissioned an independent body to evaluate Capita's pricing model. The advice from the

independent body had enabled the council to persuade Capita to reduce their quotes. Following a request from Members, the Interim Director of Finance undertook to provide further information about the mobile and flexible working initiative to a future meeting of the Sub-Committee.

A Member, who was not a Member of the Committee, commented that cloud based computing solutions and the use of smaller platforms should be investigated as these could provide the council with considerable potential savings.

The Interim Head of Procurement stated that the successful re-tendering of the leisure services contract and the recently negotiated dry recyclables contracts had been as a direct result of work undertaken by the procurement team. The relevant Service Manager, Procurement officers and Finance officers had worked together to bring these to fruition.

A Member, who was not a Member of the Committee, congratulated officers for their work on these two contracts and added that this was the kind of strategic and commercial approach required across the council.

The Chairman requested that in the future, reports to the Performance and Finance Scrutiny Sub-Committee should clarify any acronyms used.

**RESOLVED:** That the appendices be noted.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.00 pm).

(Signed) COUNCILLOR SUE ANDERSON  
Chairman

This page is intentionally left blank

**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE**

---

<b>Date:</b>	13 <sup>th</sup> December 2011
<b>Subject:</b>	Scrutiny Lead Member Report
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Partnership Development and Performance
<b>Scrutiny Lead Member area:</b>	All
<b>Exempt:</b>	No
<b>Enclosures:</b>	<i>Reports from the Scrutiny Lead Members</i>

**Section 1 – Summary and Recommendations**

The report accompanies the reports from the Scrutiny Lead Members.

**Recommendations:**

The Committee is requested to consider the reports from the Adult Health and Social Care and Children and Young People Scrutiny Lead Members and agree the actions proposed therein.

## **Section 2 – Report**

### **Introductory paragraph**

This report outlines details of the work of the Scrutiny Lead Members for Adult Health and Social Care and Children and Young People. There are no reports from Corporate Effectiveness, Safer and Stronger Communities or Sustainable Development and Enterprise

### **Financial Implications**

There are no financial implications 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 risks associated with this report.

### **Equalities implications**

Was an Equality Impact Assessment carried out? No

This report outlines the activities of the scrutiny lead councillors, it makes no proposals to change service delivery.

### **Corporate Priorities**

The Scrutiny Lead Members' responsibilities cover all areas of the council's activity.

## **Section 3 - Statutory Officer Clearance**

Not required for this report.

## **Section 4 - Contact Details and Background Papers**

**Contact:** Lynne Margetts, Service Manager Scrutiny, 020 8420 9387, [lynne.margetts@harrow.gov.uk](mailto:lynne.margetts@harrow.gov.uk)

**Background Papers:** None

## **SCRUTINY LEAD MEMBERS' REPORT: CHILDREN AND YOUNG PEOPLE**

**Lead Members:** Councillors Christine Bednell and Krishna James

The lead members met on 1<sup>st</sup> November 2011.

### **Attendees**

- Councillor Christine Bednell, Scrutiny Policy Lead Member
- Catherine Doran, Corporate Director Children's Services
- Nahreen Matlib, Senior Professional Scrutiny

### **Matters arising from last leads briefing**

These would be covered in the briefing.

### **Developments in Children's Services – directorate update**

#### *Directorate transformation*

Following the release of the Chief Executive's proposals for a senior management restructure, Children's Services are in a different position to that of other directorates in that as it has recently undergone major change, it will not be further restructured for now. Time is needed to bed down the new structure and the Chief Executive is sympathetic to this.

There are also recent government recommendations that suggest that Directors of Children's Services should not take on other strategic responsibilities for the organisation but can look across other boroughs for strategic roles within their area of expertise namely Children's Services. Therefore CD will be looking for strategic opportunities and join ups across West London.

The Children's Services restructure is on track with a number of posts being filled as interviews continue. It is a difficult time for staff however they are being fully engaged throughout the process. The plan remains to move onto the second floor of the Civic Centre in January 2012.

#### *Commissioning panel*

Commissioning panel papers have been submitted following extensive work. Children's Services is able to meet Year 1 targets however Years 2 and 3 will prove more difficult, especially as the directorate has made such high levels of savings in the last year. A key area of focus for the savings has been management costs and reorganisation benefits. The directorate is fully engaged with the business support review and this will accrue savings over two years. Furthermore big savings can be achieved through embracing procurement.

#### *Children's centres*

There will be a report to next Cabinet detailing the outcomes of the recent consultation on children's centres. Procurement for a hub and spoke model with contracts for the voluntary sector will save £1m without needing to close any of the borough's children's centres. The children's centres will be kept open and used more creatively. There are efficiencies to be gained on revenue costs through the hub and spoke model and across the council there is potential to deliver a wider range of services through children's centre sites. They will deliver important outreach services to communities. Councillor Bednell agreed that this was important as then they are not necessarily seen as civic buildings of the local authority which can be off-putting to particular families.

Councillor Bednell suggested that youth services could also be brought onto the site to make best use of assets. However CD pointed out that the borough no longer provides youth services as such but rather targeted services to those most in need and this operates out of one site, Wealdstone Youth Centre. This could be one reason for Harrow youngsters not engaging in the recent riots, because every potential rioter had been targeted, approached and deterred.

### **Policy horizon scanning – relevant policy issues/implications at national and local level**

#### *SEN green paper*

The pilots are currently underway. Harrow was not successful in its bids but has started to do some of the groundwork on SEN and personalisation. CD suggested that a future piece of work that scrutiny could consider could be SEN provision in academies to ensure that SEN resources are being used appropriately and that SEN performance reflects this.

#### *Schools capital review*

There have been great strides made locally in terms of capital planning. Harrow made the highest level of capital bids through the Capital Forum.

#### **To action:**

- To put the consideration of SEN on the agenda for the next scrutiny leads briefing so that it be revisited once the directorate has done more groundwork on the area (NM).
- The performance of academies after the first year of operation to be considered for the scrutiny work programme (Scrutiny Leadership Group).

### **Scrutiny - items coming up at Committee and review work**

#### *Scrutiny review on engaging young people*

This is ongoing and should conclude by the end of the year with a view to reporting back to O&S in January 2012.

#### *Committee items*

The report on school place planning will be presented to O&S on 1 November. As the report notes, there will potentially be an application for a free school in the borough by the I-Foundation. Site options will need working through with the local authority. The school would take children from 0 years through to secondary school age.

As discussed above, a further item for consideration on the scrutiny committee work programme should be a look at the performance of academies after their first year of operation, and also a consideration of performance in relation to the changing SEN landscape.

### **Suggestion for scrutiny work programme**

CD suggested that it would be valuable for scrutiny to consider a review on children's health provision in the borough. This could consider safeguarding aspects and help shape future commissioning plans, as well as open up a constructive dialogue with GPs. Current work and budgets are somewhat dominated by a focus on adults however there is high mobility and risk in the younger population. Issues explored could include the investment in and delivery of services around children's health. Current investment tends to focus on the acute side of care. Children's health provision could be benchmarked against other boroughs and in turn this could influence the commissioning of future services. Harrow has examples of very good practice (e.g. multi-agency working in children's centres) that could be developed further.

**To action:**

- Scrutiny to consider placing a review of children's health provision on its work programme (Scrutiny Leadership Group).

**Next leads briefing - date and possible content**

To be arranged. Due to a mix up in diaries the portfolio holders had been unable to attend this meeting and so they are to be invited to the next scrutiny leads briefing.

**To action:**

- The next scrutiny leads briefing to be arranged for about 3 to 4 months time with invitations to the portfolio holders (NM).

## **SCRUTINY LEAD MEMBERS' REPORT:** **ADULT HEALTH AND SOCIAL CARE**

**Lead Members:** Councillors Ann Gate and Vina Mithani

The lead members met on 3<sup>rd</sup> November 2011.

### **Attendees**

- Paul Najsarek, Corporate Director, Adults & Housing
- Bernie Flaherty, Divisional Director, Community Care
- Fola Irikefe, Scrutiny Officer

### **Adults Update**

The Divisional Director, Adult Social Care briefed members that the re-ablement programme had been running for a year and there is a 94% satisfaction rate amongst users. It was reported that 85% of those that participate in the programme do not go on to access further services. It was enquired over whether there was any benchmarking for which the council can measure itself against and it was explained that there was no formal benchmarking at this time other than the Department of Health quadrants relating to the percentage of users who following re-ablement do not then go on to require a social care service. Harrow is placed in the "excellent" category.

### **Personal Budgets**

The council is reaching the end of year four for personal budgets and is on track to reach the 50% target for personal budgets. The target for the cash element is 25%. This is proving challenging as significant numbers of older people in particular are choosing a managed service over cash. Further development of Shop 4 Support should greatly assist with this.

The Council was ranked second place in terms of the support provided to carers last year. The Chair made the point that positive feedback as well as complaints should be fed back to staff in order to acknowledge the good work that's taking place.

Some of the challenges within the division include; the rising number of un-scheduled reviews that are required in addition to the yearly review process, the budget pressures in terms of the change in demographics and the fact that people are living longer and so this in turn means that they are needing more care. Preventative services are making an impact in Harrow and this year there were 150 less deaths. This is very good news, but it does put extra pressure on already tight budgets. In view of this, Adults services will need to take this into consideration in their growth bids for the coming years.

Due to financial pressures with NHS Harrow's budget and Social Care pressures there is an increasing potential risk of people falling through the gap when there is disparity in terms of whether services are deemed social care or health. The lead member enquired over how this issue would be dealt with in the future.

She was advised that the new commissioning support organisations would greatly assist in this alongside the other existing measures that monitor users moving between organisations.

### **Adults Services – Consultation Results**

The adults services consultation outcomes were presented to Cabinet in October 2011 where the contribution policy was agreed. However, Cabinet negotiated a 5/6

month implementation start date so contribution will be coming in, in April 2012. New people coming into the system will be required to contribute immediately.

The charges for meals on wheels will remain as they are and Cabinet has asked that some work is done to look into how to maximise efficiencies with the meals on wheels service. As part of this costs are being considered with providers.

The needs assessment team will be working on the re-assessment of clients whilst financial assessments will also be carried out at the same time. The team that will be carrying out the assessments are also trained in personal budgets so whilst people are going through assessments, they will also be supported to take on personal budgets. The team responsible for carrying out the assessments provide a report on a weekly basis to the Divisional Director - Adult Social Care and there are monthly steering group meetings with Corporate Director, Adults & Housing.

The leads were informed that eligibility for day centre transport is being re-considered as there are some people who are able to access other means of transport to get to day centres. There is a drive to ensure that it is those with real need are able to access the services.

In terms of concessionary travel, members agreed the following points at Cabinet:

- Should someone lose their card, they must pay £10 for a replacement card.
- There is a new criteria for getting the concessionary travel card on mental health grounds.

There will be slower implementation of this policy than had been planned and the financial savings will only come in, in 2013/14.

The Adults Services consultation was viewed as a success because customers/clients views had been genuinely sought and listened to and the equalities impact assessment was written by the actual service users in the voluntary sector.

**For action:** Adults Services consultation feedback report and monitoring impact to be considered by the Health and Social Care Sub Committee at a future meeting,

### **Public Health**

The Corporate Director, Adults & Housing explained that the Department of Health guidance for Public Health is due to be published before the end of the year. There will be guidance on the transfer of services in terms of how to manage HR issues, the final outcomes framework and a shadow budget will be allocated from April 2012, this will be fully granted to the local authority from April 2013.

A lead member enquired about what would happen to health visitors to which they learnt that initially they would become the responsibility of Public Health England. The Health and Wellbeing Board agreed that once the guidance is available, the Public Health Transition Plan will be pulled together by March 2012.

**For action:** Public Health Transition Plan to be scheduled for March 2012 Health and Social Care Scrutiny Sub-Committee meeting.

The Director of Public Health is currently meeting with other west London authorities to look at what work could be done across north west London that could provide better value for money. For example the analysis of data, needs assessment and procurement could possibly be done together. The Director of Public Health is trying to build on the existing west London procurement hub and there is enthusiasm for Harrow hosting such arrangements.

End of life care and the impact with the changes to NHS was considered at the meeting and the leads learnt that there is an end of life group and an End of Life strategy currently in development.

**For action:** End of Life Strategy to be scheduled onto Health and Social Care Scrutiny Sub-Committee work programme

The lead member also enquired about the admiral nurses service and were advised that they are no longer being funded as it came within voluntary sector funding and as part of the new voluntary sector criteria for social care initiatives it could no longer be funded as it is a health initiative. NHS Harrow were notified of the changes and they were notified of the plans to stop funding the service. Within adult social care itself there are a number of services for dementia besides the admiral nurses. Members requested a briefing on this subject.

**For action:** figures on the number of those affected by the end of the provision of admiral nurses to be provided to leads.

**Next meeting to be set in February 2012.**