

**MEETING**

**BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE**

**DATE AND TIME**

**THURSDAY 7TH FEBRUARY, 2013**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

**TO: MEMBERS OF BUSINESS MANAGEMENT OVERVIEW AND SCRUTINY COMMITTEE (Quorum 3)**

Chairman: Councillor Hugh Rayner (Chairman),  
Vice Chairman: Councillor Brian Salinger (Vice-Chairman)

**Councillors**

Maureen Braun	Kath McGuirk	Barry Rawlings
Jack Cohen	Alison Moore	Andrew Strongolou
Brian Gordon	Rowan Quigley Turner	

**Substitute Members**

Geoffrey Johnson	Susette Palmer	Alan Schneiderman
John Marshall	Lord Palmer	Daniel Seal

**You are requested to attend the above meeting for which an agenda is attached.**

**Aysen Giritli – Head of Governance**

Governance Services contact: Andrew Charlwood 020 8359 2014  
andrew.charlwood@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

**CORPORATE GOVERNANCE DIRECTORATE**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of the Previous Meeting	
2.	Absence of Members	
3.	Declaration of Members' Interests <ul style="list-style-type: none"> <li>a) Disclosable Pecuniary Interests and Non Pecuniary Interests</li> <li>b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)</li> </ul>	
4.	Public Question Time (if any)	
5.	Members' Items (submitted in accordance with Overview and Scrutiny Procedure Rule 9) (if any)	
	<b>Call-in</b>	
6.	Any matters Referred by Members of the Committee relating to key decisions made by:  Any action taken by Cabinet Member(s) and /or Directors/Chief Officers under delegated powers (Executive Functions)	
	<b>Councillor Calls for Action</b>	
7.	Councillor Calls for Action (Submitted in accordance with Overview and Scrutiny Procedure Rule 22) (if any)	
	<b>Business of the Committee</b>	
8.	Update: Saracens Controlled Parking Zone	1 - 4
9.	Task and Finish Group Updates	5 - 12
10.	Task and Finish Groups - Recommendation Tracking	13 - 28
11.	Business Management Overview and Scrutiny Committee Work	29 - 38

	Programme	
12.	Any Other Items the Chairman Decides are Urgent	

### **FACILITIES FOR PEOPLE WITH DISABILITIES**

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<b>Meeting</b>	<b>Business Management Overview and Scrutiny Committee</b>
<b>Date</b>	7 February 2013
<b>Subject</b>	<b>Update Report – Saracens Controlled Parking Zone</b>
<b>Report of Summary</b>	<p>Overview and Scrutiny Office</p> <p>The Chairman of the Business Management Overview and Scrutiny Committee has requested that the Committee receive a verbal update from Officers on the Saracens Controlled Parking Zone.</p>

Officer Contributors	Anita Vukomanovic, Overview and Scrutiny Officer
Status (public or exempt)	Public
Wards Affected	Finchley Church End, Hale, Hendon and Mill Hill
Enclosures	None
Contact for Further Information:	Anita Vukomanovic, Overview and Scrutiny Officer 020 8359 7034

## **1. RECOMMENDATIONS**

- 1.1 **That the Business Management Overview and Scrutiny Committee note the verbal update and make comments and recommendations as appropriate.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Delegated Powers Report 1868, 21 November 2012, Event Day Controlled Parking Zone in the area surrounding Allianz Park (Barnet Cophall Stadium)

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2010/13 Corporate Plan are: –
- Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb

## **4. RISK MANAGEMENT ISSUES**

- 4.1 None in the context of this report.

## **5. EQUALITIES AND DIVERSITY ISSUES**

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- **The Council's leadership role in relation to diversity and inclusiveness; and**
- **The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety**

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 None in the context of this report.

## **7. LEGAL ISSUES**

- 7.1 None in the context of this report.

**8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)**

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.3 The Terms of Reference of the Overview & Scrutiny Committees is set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.4 The Business Management Overview and Scrutiny Committee has within its Terms of Reference "To have responsibility for the review of the policy framework and development of policy and strategy not within the remit of other Overview and Scrutiny Committees"

**9. BACKGROUND INFORMATION**

9.1 The Chairman of the Business Management Overview and Scrutiny Committee has requested that the Committee receive a verbal update from Officers on the Saracens Controlled Parking Zone. Mill Hill Ward Members have been invited to attend the meeting to raise any issues on behalf of their constituents.

**10. LIST OF BACKGROUND PAPERS**

10.1 Delegated Powers Report 1868, 21 November 2012, Barnet Copthall Stadium CPZ: <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=4369>

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<b>Meeting</b>	<b>Business Management Overview and Scrutiny Committee</b>
<b>Date</b>	7 <sup>th</sup> February 2013
<b>Subject</b>	<b>Task and Finish Group Updates</b>
<b>Report of</b>	<b>Scrutiny Office</b>
<b>Summary</b>	This report provides an update on the progress of the current Overview and Scrutiny Task and Finish Groups.

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Officer Contributors	Anita Vukomanovic, Overview and Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Business Management Overview and Scrutiny Committee

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Contact for further information: Anita Vukomanovic, [anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk),  
Tel: 020 8359 7034

## **1. RECOMMENDATION**

- 1.1 That the Business Management Overview and Scrutiny Committee note the progress of the Task and Finish Groups that are currently underway.**
- 1.2 That the Business Management Overview and Scrutiny Committee defer the start of the Children’s Centres Task and Finish Group.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Business Management Overview & Scrutiny Committee, 18<sup>th</sup> April 2012, Agenda Item 14 (Task and Finish Group Appointments)

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council’s priorities.
- 3.2 The three priority outcomes set out in the 2012/13 Corporate Plan are: –
  - Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb

## **4. RISK MANAGEMENT ISSUES**

- 4.1 A failure to monitor the Council’s key priorities and improvement initiatives may result in reduced service quality and lower customer satisfaction. Failure to address issues of public concern through the overview and scrutiny process may also result in reputational damage to the Council.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Under the Equality Act 2010 (“the Act”), the council and all other organisations exercising public functions on its behalf must have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; and c) promote good relations between those with a protected characteristic and those without. The ‘protected characteristics’ referred to are: age; disability; gender reassignment; pregnancy; maternity; race; religion or belief; sex; and sexual orientation. The duty to eliminate discrimination also extends to marriage and civil partnership.

5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

5.3 Task and Finish Groups will need to take into account equalities considerations throughout the lifecycle of the review and through the ongoing monitoring, via the Scrutiny Office, by implementation of accepted recommendations.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

6.1 Task and Finish Group reviews must take into consideration value for money considerations when conducting their work, including the costs and benefits (both financial and non-financial) associated with any recommendations made by the Group. The costs associated with administering the task and finish group reviews will be met within existing resources in the governance service.

## **7. LEGAL ISSUES**

7.1 Any legal considerations as they relate to individual Task and Finish Group reviews will be addressed at the commencement and throughout the review process.

## **8. CONSTITUTIONAL POWERS**

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Item 7 and 8 of Business Management Overview & Scrutiny Committee Terms of Reference states that:

“The role of the Committee is to

“appoint scrutiny panels and Task and Finish Groups needed to facilitate the overview and scrutiny function” and to

“coordinate and monitor the work of scrutiny panels and Task and Finish Groups, including considering reports and recommendations and referring to the relevant decision making body.”

## 9. BACKGROUND INFORMATION

- 9.1 At the Business Management Overview and Scrutiny Committee meeting on the 18<sup>th</sup> April 2012, the Committee considered a list of potential topics for Task and Finish Group reviews.
- 9.2 The Committee were requested to consider proposed topics for task and finish groups reviews, then establish and appoint three Groups to commence their work as soon as resources became available. At the meeting, the Committee agreed that the following reviews should progress:

<b>Task and Finish Group</b>	<b>Summary of Proposal</b>
Children's Centres	In-depth analysis of the role of Children's Centres and their contribution to delivering the Council's Early Intervention Strategy and supporting the Safer Families Project.
Effectiveness of Task and Finish Groups	Examine the effectiveness of the Task and Finish Group reviews completed since May 2009. Review to consider effectiveness of: holding the Executive to account; success in developing policy and/or driving service improvements; and an evaluation of the impact of recommendations.
Road Safety	Examine the safety of Barnet's roads, including accident statistics and potential cost effective road safety improvements

- 9.3 There are currently three active Task and Finish Groups / Overview and Scrutiny Panels. Updates for each group are given below:

### 9.4 Effectiveness of Task and Finish Groups:

- 9.4.1 At a meeting of the Business Management Overview and Scrutiny Committee on 17 April 2012, the Committee resolved that a politically proportioned Task and Finish Group be convened on the Effectiveness of Task and Finish Groups. The Members of this group were: Cllr. Brian Salinger (Chairman), Cllr. Sury Khatri, Cllr. Reuben Thompstone, Cllr. Alison Moore and Cllr. Alan Schneiderman.
- 9.4.2 The group held their initial meeting on 28 June 2012. The outline remit of the group was to consider the impact and effectiveness of reviews completed since May 2009. In accordance with established best practice, the TFG undertook a series of evidence gathering sessions.

- 9.4.3 On 16<sup>th</sup> July 2012, the Group received evidence from the Research and Information Manager at the Centre for Public Scrutiny (CfPS). The Group also received evidence from the Cllr. Braun, the Chairman of the previous Health and Social Care Integration TFG.
- 9.4.4 On the 18<sup>th</sup> July 2012, the Group met with the Leader of the Council and Chief Executive in order to question how the political and managerial leadership of the authority viewed TFGs.
- 9.4.5 The final report was drafted and sent to Members of the Task and Finish Group on 2 November 2012. A draft version of the report is now with the Chairman of the Group for comment and sign off. The final report of the Group will be presented to a future meeting of this Committee.

## **9.5 Road Safety:**

- 9.5.1 At a meeting of the Business Management Overview and Scrutiny Committee on 17 April 2012, the Committee resolved that a politically proportioned Task and Finish Group be convened. The Members of the Road Safety Task and Finish Group are: Cllr. Brian Coleman (Chairman), Cllr. Geof Cooke, Cllr. Andreas and Tambourides.
- 9.5.2 In line with the protocols agreed with Members and following the best practice guidelines for good scrutiny, the scrutiny office undertook an initial feasibility study to assess whether road safety was an appropriate topic to take forward as a TFG. Following consideration of the information contained within the briefing, Members determined to proceed with a review.
- 9.5.3 The Road Safety Task and Finish Group held an initial meeting on 5 July 2012 to consider the feasibility study and discuss the remit and scope of the Road Safety Review. Further meetings of the group have been delayed due to a combination of factors including a need to prioritise resources towards the main scrutiny committee work programmes in particular the scrutiny process surrounding the NSCSO procurement.
- 9.5.4 The next meeting of the Group is currently being arranged with representatives from Transport for London and the Metropolitan Police being canvassed for their availability.
- 9.5.5 Members have been supplied with all briefings requested at the initial meeting including:
- Statistics and Data Relating to Traffic Accidents in Barnet;
  - School Travel Plans and Road Safety Education Briefing;
  - Submissions from the Association of British Drivers and London Cycle Campaign, Barnet;
  - Shared Space Briefing;
  - Mobile Phone Use Briefing;

- Older Drivers Briefing;
- Mayors Transport Strategy Proposals to Improve Safety and Security;
- TfL Casualties 2011 Factsheet;
- Dept for Transport Infrastructure and Cyclist Safety Briefing; and
- Haringey 20mph Speed Limit Scrutiny Review.

9.5.6 CommUNITY Barnet have also been engaged to provide submissions from community groups with regard to the views of the boroughs older residents on road safety measures.

9.5.7 It is anticipated that the Group will reconvene their review in the coming weeks subject to member and stakeholder availability.

### **Education Strategy:**

9.6.1 At a meeting of the Business Management Overview and Scrutiny Committee on 20<sup>th</sup> November 2012, the Committee resolved that a politically proportioned Overview and Scrutiny Panel be convened to consider an Education Strategy for Barnet.

9.6.2 An initial meeting Panel took place on Monday 21 January 2013. Cllr. John Marshall was elected as the Chairman of the Group. The other Group Members are: Cllr Brian Salinger, Cllr Lisa Rutter, Cllr Brian Gordon, Ross Cllr Houston and Cllr Anne Hutton.

9.6.3 The Panel were provided with a briefing from the Children's Service which outlined the work streams which would feed into the development of an Education Strategy for Barnet. The Children's Service also delivered a presentation to the Panel on the local and national context in relation to education and local authorities' relationships with schools in the new landscape.

9.6.4 The Panel agreed to receive submissions from head teachers and the Cabinet Member for Education, Children and Families at their meeting on 28<sup>th</sup> January 2013. Future meetings of the Panel will hear evidence from parent governors and expert witnesses in education.

9.6.5 The Panel agreed to focus on how elected Members can act as champions for children and young people in Barnet, and how they will be best placed to do that in evolving educational landscape.

9.6.6 It is anticipated that the work of this Group will be completed by the end of February 2013 to enable the findings to feed into the Education Strategy for Barnet which will be considered by the Cabinet in due course.

## **9.7 Children's Centres**

- 9.7.1 On 18 April 2012, the Business Management Overview and Scrutiny Committee resolved to convene a Task and Finish Group on Children's Centres. This decision was reaffirmed at the Meeting of the Business Management Overview and Scrutiny Committee meeting on 20 November 2012.
- 9.7.2 The Members that have been appointed to this group are: Cllr Catherine Salinger, Cllr Brian Gordon, Cllr John Marshall, Cllr Andreas Ioannidis and Cllr Pauline Coakley Webb.
- 9.7.3 In seeking to expedite this review on behalf of Members, the Overview and Scrutiny Team have been in correspondence with the Children's Service in order to discuss how a Task and Finish Group on this subject could be taken forward. The Children's Service have reported that they have commissioned an external review of Children's Centres which will consider:
1. What impact do children's centres in Barnet have on the journey of children and families in the short and long term?;
  2. To what extent do children's centres effectively offer value for money in terms of efficiently delivering services?; and
  3. How can Barnet's children's centres best offer value for money services which achieve the greatest impact to children and families?
- 9.7.4 Hemsall Consultancies Ltd have been commissioned to carry out this review. A draft of the report is due to be received by the Children's Service on 12 March 2013, and the final report is due on 12 May 2013.
- 9.7.5 The Children's Service have emphasised that this external review is a factual report which will provide the service with a basis to review children's centres and early years provision and develop future plans. Following a discussion with the Children's Service regarding the review and how Scrutiny Members will be best placed to scrutinise children's centres and inform service provision going forward, Officers are proposing that commencement of the Task and Finish Group review be deferred until April 2013. This will enable the Task and Finish Group to consider the findings of an external evaluation and then engage with relevant stakeholders (e.g. parents, children's centre staff, relevant Cabinet Members and officers) to inform future service provision.
- 9.7.6 An officer from the Children's Service has been invited to the meeting to respond to questions from the Committee on the ongoing review.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None

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<b>Meeting</b>	<b>Business Management Overview &amp; Scrutiny Committee</b>
<b>Date</b>	7 February 2013
<b>Subject</b>	<b>Task and Finish Groups / Scrutiny Panels – Recommendation Tracking</b>
<b>Report of Summary</b>	Scrutiny Office  This report provides the Committee with an update on the implementation of recommendations made by Overview & Scrutiny Task & Finish Groups accepted by Cabinet.

Officer Contributors	Anita Vukomanovic, Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A – Task & Finish Group Recommendations
For decision by	Business Management Overview and Scrutiny Committee

Contact for further information:  
 Anita Vukomanovic, Overview & Scrutiny Officer, Corporate Governance Directorate  
 020 8359 7034, [anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk)

## **1. RECOMMENDATION**

- 1.1 That the Committee consider and comment on the progress made in implementing Task & Finish Group/Scrutiny Panel recommendations accepted by Cabinet, as set out in Appendix A.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet, 4 April 2012, Health and Social Care Integration Task and Finish Group:  
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeed=120&MeetingId=6792&DF=04%2f04%2f2012&Ver=2>

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.
- 3.2 The three priority outcomes set out in the 2012-13 Corporate Plan are: –
- Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Failure to monitor the progress made in implementing recommendations made by Task & Finish Groups and Overview & Scrutiny Panels which have been accepted by Cabinet carries a reputational risk to the authority through a failure to demonstrate the outcomes from Overview and Scrutiny work.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Pursuant to section 149 of the Equality Act, 2010, the council has a public sector to have due regard to eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advancing equality of opportunity between those with a protected characteristic and those without; promoting good relations between those with a protected characteristic and those without. The, relevant, 'protected characteristics' are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to elimination discrimination.

5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the responsibility of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role with respect to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

6.1 Task and Finish Group reviews have the scope to consider value for money issues which identify how well the Council is managing and using its resources to deliver value for money and better and more sustainable outcomes for local people.

6.2 Where there are financial implications linked to recommendations, these are identified by the Task and Finish Group/Scrutiny Panel for Cabinet to consider alongside recommendations.

6.3 Any financial implications arising will be managed within existing Service Directorate budgets.

## **7. LEGAL ISSUES**

7.1 Under Section 21 of the Local Government Act 2000, the Council's executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers, including the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive.

## **8. CONSTITUTIONAL POWERS**

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Item 8 of Business Management Overview & Scrutiny Committee Terms of Reference states that its role is:

“To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body.”

## **9. BACKGROUND INFORMATION**

9.1 In May 2009, the council adopted a ‘task and finish’ group approach to some of their overview and scrutiny work. Council agreed that task and finish groups would be time-limited to ensure that recommendations were made to the relevant decision-making body in a timely manner. On the whole, task and finish groups have completed their work over a three-month period. However, this timescale is flexible where circumstances mean that a review should be run over a shorter or extended period.

9.2 Since May 2009, a total of 16 task and finish groups and scrutiny panels have concluded their work on the following topics:-

- Enterprise in the Borough (3<sup>rd</sup> February 2010)
- School Places Planning (3<sup>rd</sup> February 2010)
- Advice Provision in the Borough (22<sup>nd</sup> February 2010)
- Homelessness and Young People (12<sup>th</sup> April 2010)
- Road Resurfacing (12<sup>th</sup> April 2010)
- Recycling and Waste Minimisation (6<sup>th</sup> September 2010)
- Remodelling Older People’s Housing with Support (20<sup>th</sup> October 2010)
- Council’s Response to Cold Weather (20<sup>th</sup> October 2010)
- Housing Allocations Overview and Scrutiny Panel (10<sup>th</sup> January 2011)
- Domestic Violence (7<sup>th</sup> March 2011)
- Fostering Recruitment (14<sup>th</sup> September 2011)
- Secondary School Places Overview and Scrutiny Panel (9<sup>th</sup> January 2012)
- Health and Social Care Integration (4<sup>th</sup> April 2012)
- Early Intervention and Prevention Services (Children’s Services) (4<sup>th</sup> April 2012)
- Contract Monitoring and Community Benefit (4<sup>th</sup> April 2012)
- Carbon Footprint (4<sup>th</sup> April 2012)

9.4 In order for the Business Management Overview and Scrutiny Committee to have an effective oversight of the work of Task and Finish groups, it is important for council services (or external bodies) to evidence the extent to which recommendations accepted by the Cabinet (or external agency) have been implemented. To this end, the Scrutiny Office requested that services provide an update on the implementation of accepted recommendations at six-monthly intervals (from the date of reporting to Cabinet or external agency). Six-monthly updates will be requested over a period of eighteen months to monitor implementation. Monitoring will only continue after this eighteen month period if Members specifically request this to happen for a certain Task and Finish group.

9.5 Updates are now due in relation to the following task and finish group:

- Health and Social Care Integration Task and Finish Group

9.6 An update from services in relation to the task and finish group is set out at **Appendix A**. The Committee are requested to comment on information provided in the update report.

9.7 Information contained within the Task and Finish Group update report will also be circulated to Members that served on the relevant group. Those Members will be requested to feed back any comments that they have on the updates provided by services to the Business Management Overview and Scrutiny Committee Chairman and Scrutiny Office. Any comments will be reported to the Committee to enable appropriate action to be taken.

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

<b>Cleared by Finance</b>	<b>MC/JH</b>
<b>Cleared by Legal</b>	<b>SS</b>

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Appendix A: Task and Finish Group Recommendation Update

Health and Social Care Task and Finish Group – Cabinet, 4 <sup>th</sup> April 2012			
Recommendation to Cabinet (accepted)	Status (RAG)	Information	Contact Officers
<p><u>Recommendation One</u></p> <p>Cabinet and the Health &amp; Well Being Board are requested to endorse the vision proposed by the Task and Finish Group for the integration of health and social care in Barnet, as set out in section 1. (<i>of the final report</i>)</p>	<p><b>GREEN</b></p>	<p><u>Cabinet resolution:</u></p> <p><b>RESOLVED</b></p> <p>1. To agree the recommendations of the Overview &amp; Scrutiny Task and Finish Group on Health and Social Care Integration, with the exception of recommendation 4, which comprised a recommendation to the Business Management Overview and Scrutiny Committee.</p> <p><b>UPDATE</b></p> <p><u>The CRC report from June endorsed the vision for the Health and Social Care Integration programme and approved £1.1m One Barnet funding for its implementation.</u></p> <p><u>In October a report was approved by the Barnet Health and Well Being Board which outlined the Health and Social Care Integration Vision.</u></p> <p><u>As a consequence a Health and Social Care Integration Concordat was drafted and the October meeting of the Health and Social Care Integration Delivery Board all members signed up to the agreement.</u></p>	<p>Dawn Waking</p>

Recommendation to Cabinet (accepted)	Status (RAG)	Information	Contact Officer
<p><u>Recommendation Two</u></p> <p>Cabinet and the Health &amp; Well Being Board consider and agree the principles proposed by the Task and Finish Group for the integration of health and social care, as set out in section 2. (of the final report)</p>	<p><b>GREEN</b></p>	<p><b><u>Cabinet resolution:</u></b></p> <p><b>RESOLVED</b></p> <p>1. To agree the recommendations of the Overview &amp; Scrutiny Task and Finish Group on Health and Social Care Integration, with the exception of recommendation 4, which comprised a recommendation to the Business Management Overview and Scrutiny Committee.</p> <p><b><u>UPDATE:</u></b></p> <p><i>The CRC report from June included the principles drawn up by the Task &amp; Finish Group and was approved. In October a report was approved by the Barnet Health and Well Being Board which included the principles underpinning the Health and Social Care Integration Programme. All principles in Section 2 are addressed by the Concordat.</i></p>	



Recommendation to Cabinet (accepted)	Status (RAG)	Information	Contact Officer
<p><u>Recommendation Three:</u></p> <p>Cabinet and the Health &amp; Well Being Board consider and agree the recommendations on the approach to Health and Social Care Integration proposed by the Task and Finish Group as set out in section 3. <i>(of the final report)</i></p>	<p><b>AMBER</b></p>	<p><b><u>Cabinet Resolution:</u></b></p> <p><b>RESOLVED</b></p> <p>1. To agree the recommendations of the Overview &amp; Scrutiny Task and Finish Group on Health and Social Care Integration, with the exception of recommendation 4, which comprised a recommendation to the Business Management Overview and Scrutiny Committee.</p> <p><b><u>UPDATE:</u></b> See updates under <u>each recommendation</u></p> <p><b>Timing:</b></p> <ol style="list-style-type: none"> <li>1. Make a commitment to full integration in delivery and commissioning, but take a targeted approach at groups most likely to benefit first.</li> </ol> <p><i><u>Risk stratification tools are proposed for targeting those most in need and to optimise investment and interventions. This will be coupled with multi-disciplinary teams that will ensure full integration in delivery.</u></i></p> <ol style="list-style-type: none"> <li>2. Children’s health &amp; social care should also be integrated where it will benefit children. However, this is likely to be</li> </ol>	

		<p>more complex so should not be addressed first.</p> <p><u>This area has not yet been addressed.</u></p> <p><b>Engage people during the change:</b></p> <ol style="list-style-type: none"> <li>1. Plan each integration carefully involving all partners (health, social care, councillors, private sector, voluntary groups, patient groups) and engaging with the people affected.</li> </ol> <p><u>The Health and Social Care Integration Delivery Board membership comprises all partner and provider organisations.</u></p> <p><u>Future consultation and engagement work with pilots and interventions will involve social care, health service, patient and voluntary groups. This work is yet to be planned.</u></p> <ol style="list-style-type: none"> <li>2. Engage all partners equally. Integrated services need all the partners involved to engage fully in their creation. Management and leadership structures in the new service should not be dominated by one partner, but reflect all the partners and their professions.</li> </ol> <p><u>Work to operationalise plans has yet to begin; however, the membership of the Health and Social Care Integration Delivery Board will ensure all voices are heard. A commitment has been made to 'forward planning' to ensure management and leadership structures of all organisations are involved.</u></p> <ol style="list-style-type: none"> <li>3. Do not attempt too many changes at once or you will overwhelm staff. If you are redesigning an organisation, complete this before redesigning the process. This ensures those running the processes feel responsible for making them work.</li> </ol>
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		<p><u>Pilots and lessons learned with be disseminated and staggered so not to overwhelm organisations. We are starting with one pilot in a care home. Planning activities will collate all work training modules together to ensure staff are not overwhelmed.</u></p> <p>4. The creation of integrated teams and services should not undermine professional development. This may mean dual management with a professional lead mentoring and developing staff, but day-to-day management being delivered by a team lead. Professionals need to agree what they can all do and what is reserved to each profession.</p> <p><u>Consultation and engagement is required both a local level with NHS and Social Care employers and at a national level with Royal Bodies and professional organisations to influence professional development routes and training, and recognise multi-skilled and integrated roles. These considerations will be made as part of the evaluation of the pilots, particularly the large-scale Frail and Elderly Pilot that uses multi-disciplinary teams and care navigators.</u></p> <p>5. Cultural change is very important and will take time to develop. Staff in integrated services should work together to agree: principles to govern their work, common language, how they will work together and share skills.</p> <p><u>Cultural changes takes significant time and work to embed; the seeds of cross-cultural working, the sharing of ideas and viewpoints and working towards a common terminology are present in the composition of the membership of the Health and Social Care Integration Board.</u></p>
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		<p><b>Clear responsibility for the change</b></p> <p>1. Leadership is critical. There should be a small group of named leaders responsible for the overall integration and each project needs clear leadership and accountability. All the partners involved need to be committed to the change and this commitment should be reflected at all levels of management.</p> <p><u>The members of the Health and Social Care Integration Delivery Board are senior Chief Exec level officers with clear leadership credentials. To ensure there is clear leadership, members of the board have undertaken to be sponsors of each Health and Social Care Integration Initiative.</u></p> <p>2. Set targets for delivering benefits from integration, establish who is responsible for them and monitor them.</p> <p><u>The business cases for the initial pilots set clear targets and benefits, and plans will identify tasks and milestones and who is responsible for delivery.</u></p> <p>3. Governance structures should support integration and represent all partners.</p> <p><u>The Health and Social Care Integration Board has been established to meet monthly; it is supported by monthly meetings of the Health and Well Being Board Finance Group</u></p>
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		<p>4. Ensure there is a mechanism in place to allow members an appropriate level of on-going scrutiny/monitoring of the integration process.</p> <p><u>A Central Programme Office has been established to provide this scrutiny and assurance to members.</u></p> <p>Investment to enable integration</p> <ol style="list-style-type: none"> <li>1. Compatible IT systems that enable data sharing and shared workflow are a vital building block of integration. Invest to get the right systems across all partners.</li> </ol> <p><u>A needs assessment and gap analysis is planned for existing Health and Social Care systems – this will highlight the requirements for an integrated IT system(s).</u></p> <ol style="list-style-type: none"> <li>2. Health and Social Care services should be co-located wherever possible.</li> </ol> <p><u>Yes – this principle underpins the programme, and the changes in the health service support this with a shared public health service collocated with Harrow and Barnet Councils</u></p>
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		<p>3. Integrated services should be based in buildings that meet staff and users' needs. GP practices could act as hubs for health and social care service.</p> <p><u>GP practices and whether they meet the needs of staff and users are being evaluated by the NHS NCL Primary Care Strategy which includes Barnet. The Health and Social Care Integration Programme is joined up with the PC Strategy implementation group.</u></p> <p>4. Ensure there is expert procurement advice to the integration projects, especially on any IT procurement. Have one procurement organisation supporting the integrated services; do not maintain a separate health and social care team.</p> <p><u>LBB Procurement are taking the lead in ensuring best practice is followed: this is straight forward to implement as LBB so far is the main and only investor in the Health and Social Care Integration Programme (with £1.1m One Barnet funding)</u></p>
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Recommendation to Cabinet (accepted)	Status (RAG)	Information	Contact Officer
<p><u>Recommendation Four:</u> The Business Management Overview and Scrutiny Committee consider and agree the proposal that the Task and Finish Group is given a longer term role in providing oversight to Health and Social Care Integration projects, as described in the Introduction. <i>(of the final report)</i></p>		<p><u>Cabinet Resolution:</u> <b>RESOLVED</b> 1. To agree the recommendations of the Overview &amp; Scrutiny Task and Finish Group on Health and Social Care Integration, with the exception of recommendation 4, which comprised a recommendation to the Business Management Overview and Scrutiny Committee.  <u><i>This recommendation was discussed with Governance and the final view was that a reference group should be set up for the programme when it was properly established. This would include elected Members and also others, (eg NHS Non Executive Directors)</i></u></p>	

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<b>Meeting</b>	Special Business Management Overview & Scrutiny Committee
<b>Date</b>	7 February 2013
<b>Subject</b>	<b>Business Management Overview &amp; Scrutiny Committee Forward Work Programme 2012/13</b>
<b>Report of</b>	Scrutiny Office
<b>Summary</b>	This report outlines the Committee’s draft work programme for 2012/13

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<b>Officer Contributors</b>	Anita Vukomanovic Overview & Scrutiny Officer
<b>Status (public or exempt)</b>	Public
<b>Wards affected</b>	All
<b>Enclosures</b>	Appendix – Business Management Overview and Scrutiny Committee Work Programme 2012/13
<b>Reason for urgency / exemption from call-in</b>	N/A

Contact for further information: Anita Vukomanovic, Overview & Scrutiny Officer  
020 8359 7034, [anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk)

## **1. RECOMMENDATION**

- 1.1 That the Committee consider and comment on the items included in the 2012/13 work programme of the Business Management Overview and Scrutiny Committee as set out in the Appendix.**

## **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 None.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities
- 3.2 The three priority outcomes set out in the 2012-2013 Corporate Plan are: –
- Better services with less money
  - Sharing opportunities, sharing responsibilities
  - A successful London suburb

## **4. RISK MANAGEMENT ISSUES**

- 4.1 None.

## **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:
- The Council's leadership role in relation to diversity and inclusiveness; and
  - The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

## **6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 None in the context of this report.

## **7. LEGAL ISSUES**

- 7.1 None in the context of this report.

## **8 CONSTITUTIONAL POWERS**

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.
- 8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

## **9. BACKGROUND INFORMATION**

- 9.1 The Business Management Overview and Scrutiny Committee's Work Programme 2012/13 indicates:
  - a) items of business carried forward from the Business Management Overview and Scrutiny Sub-Committee work programme for the 2011/12 municipal year; and
  - b) items requested by the Committee in the 2012/13 municipal year.
- 9.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 9.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **10. LIST OF BACKGROUND PAPERS**

- 10.1 None.

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**London Borough of Barnet  
Business Management Overview  
and Scrutiny Committee  
February 2013**

Contact: Andrew Charlwood 020 8359 2014 [andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

Subject	Decision requested	Cabinet Member	Author
24 October 2012			
Stop the One Barnet Programme Petition	The Council have received a petition which has in excess of 2,000 signatures which triggers a provision in the Council's Constitution to call an officer to account at a meeting of the Business Management Overview and Scrutiny Committee.	TBC	Scrutiny Office
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	Ongoing monitoring of implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.	N/A	Scrutiny Office
Advanced Notification of Executive Decisions	Committee to consider Advanced Notification of Executive Decisions for items of pre-decision scrutiny.	N/A	Scrutiny Office
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider future work programme.	N/A	Scrutiny Office

Subject	Decision requested	Cabinet Member	Author
<b>20 November 2012</b>			
Parking Charges Petition Update	In February 2012, the Committee considered a petition which had been signed by in excess of 2,000 people in relation to parking charges. At the conclusion of the item, the Committee requested that they receive a follow-up report on the impact of the charging increases and steps being taken to mitigate their impact.	Cabinet Member for Environment	Interim Director of Environment, Planning and Regeneration
Crime and Disorder Scrutiny – Update on Implementation of the Safer Communities Strategy 2011/12 – 2014/15	<p>The Committee has within its terms of reference responsibility for “...considering all matters, not the responsibility of the Executive, relating to crime, disorder, anti-social behaviour and scrutiny of the Safer Communities Partnership Board in accordance with the provisions of the Police and Justice Act 2006.”</p> <p>This report provides the Committee on the progress made by the Safer Communities Partnership Board in implementing the Safer Communities Strategy 2011/12 to 2014/15</p>	Cabinet Member for Safety and Resident Engagement	Scrutiny Office
Housing Allocations Scheme Update	This report provides an update on the Council’s Housing Allocations Scheme implementation	Cabinet Member for Housing	Interim Director of Environment, Planning and Regeneration

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member</b>	<b>Author</b>
<p>Stop The One Barnet Programme Petition – Cabinet Member Response</p>	<p>On 24 October 2012, the Committee considered a petition which had received 2,973 signatures which called for the One Barnet programme to be stopped and for a referendum to be held on this issue. In accordance with the provisions of the Constitution, the Committee called an officer to give account with regards to the issues raised in the petition.</p> <p>Committee Members made a number of comments and requested that the officer called to give account refer these to the responsible Cabinet Member.</p> <p>The responsible officer has referred the representation of the Committee to the responsible Cabinet Member who has been requested to attend this meeting to respond to the issues identified</p>	<p>Cabinet Member for Customer Access and Partnerships</p>	<p>Scrutiny Office</p>
<p>Business Management Overview and Scrutiny Committee Work Programme</p>	<p>Committee to consider future work programme.</p>	<p>N/A</p>	<p>Scrutiny Office</p>
<p><b>13 December 2012 (Special Meeting)</b></p>			
<p>Call-ins</p>	<p>To consider any items called-in by Members of the Committee in relation to: Cabinet 6<sup>th</sup> December 2012; or Any action taken by Cabinet Member(s) and /or Directors/Chief Officers under delegated powers (Executive Functions)</p>	<p>N/A</p>	<p>N/A</p>



<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member</b>	<b>Author</b>
Welfare Reform - Council Tax Support Scheme and the Crisis Fund	The committee have requested to undertake pre-decision scrutiny of the Cabinet reports on Welfare Reform (Council Tax Support Scheme and the Crisis Fund)	Deputy Leader of the Council / Cabinet Member for Resources and Performance	Programme Manager, Revenues & Benefits
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider future work programme.	N/A	Scrutiny Office
<b>7 February 2013 (Special Meeting)</b>			
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider future work programme.	N/A	Scrutiny Office
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	Ongoing monitoring of implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.	N/A	Scrutiny Office
Task and Finish Group / Scrutiny Panel Updates	Committee to receive an update from Officers on the progress of the four current Task and Finish Groups / Overview and Scrutiny Panels.	N/A	Scrutiny Office
<b>11 March 2013</b>			
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider forward work programme.	N/A	Scrutiny Office

<b>Subject</b>	<b>Decision requested</b>	<b>Cabinet Member</b>	<b>Author</b>
Town Centres Strategy	The Committee have requested to undertake pre-decision scrutiny of the Cabinet Town Centre Strategies for Edgware and Chipping Barnet		Assistant Director of Regeneration and Strategy Planning
<b>2 May 2013</b>			
Business Management Overview and Scrutiny Committee Work Programme	Committee to consider forward work programme.	N/A	Scrutiny Office
Task and Finish Groups / Scrutiny Panels - Recommendation Tracking	Ongoing monitoring of implementation of recommendations made by Task and Finish Groups and Scrutiny Panels (accepted by Cabinet only) at six-monthly intervals.	N/A	Scrutiny Office