



OVERVIEW AND SCRUTINY ANNUAL REPORT 2011/12

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CHAIRMAN'S INTRODUCTION



*Councillor Alex Karmel
Chairman Overview and Scrutiny
Board*

I'm delighted to welcome you to the 2011/12 annual report on the operation of Overview and Scrutiny in Hammersmith & Fulham.

The following pages set out briefly both the local and national context within which Scrutiny operates and review the main activities of each of the Council's Scrutiny Committees and Task Groups during the course of the last municipal year. Never can the scrutiny function have been more relevant to the local community than the current time; Its ability to make a positive contribution to the development of policies and services, promote accountability and engage with the public are vital as the Council and other public agencies respond to the present financial challenges with ambitious and innovative proposals to transform the way in which services are provided to residents of the borough.

The last 12 months have seen a wide range of scrutiny activities and events including special one off meetings and workshops to examine issues as diverse as public transportation and the road network, the impact of the borough's three professional football clubs and proposals to support local business and commerce. We have also continued to develop our programme of special task groups which are designed to give elected Members the flexibility to examine issues in detail over an extended period of time outside of the formal Committee meetings. In the process we have been able to engage with all the relevant stakeholders including service users, residents and service providers. Three such reviews have been undertaken during the year, all of which you can read about in more detail in these pages.

I am particularly pleased to be able to highlight the way in which the recommendations arising from a review of children's oral health have now all been accepted and have led to the creation of a pilot project focused on the White City area. Initiatives include a fluoride varnish scheme at five schools and a Children's Centre, the use of local community champions trained in oral health messages and the development of information resources for relevant professionals. An evaluation report will be prepared by August and, subject to availability of funding, it is hoped that the work of the pilot will then be rolled out across the borough. This demonstrates the benefits of in depth evidence based scrutiny conducted with reference to expert witnesses and has the potential to make a real difference to people's lives.

I would like to extend my personal thanks to all the residents, Council Officers and representatives of partner organisations who have given up their time to provide their expert knowledge and informed opinions to the scrutiny function throughout the year, not forgetting the many Councillors who have sat on the task groups.

Finally, I hope that you find the content of the report interesting and informative and I welcome any suggestions for improvements in next year's edition.

Councillor Alex Karmel
Chairman, Overview and Scrutiny Board

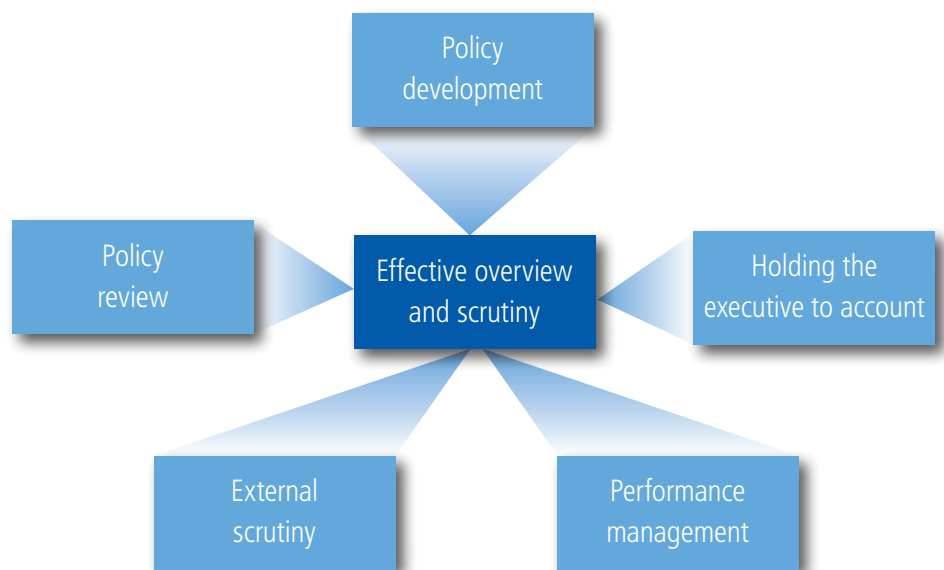


THE ROLE OF SCRUTINY

The concept of Scrutiny in local authorities was formally introduced by the Local Government Act 2000 in order to balance the establishment of structures which placed executive power in the hands of either an elected Mayor or Leader and a small Cabinet authorised to make decisions both individually and collectively.

Scrutiny is, however, about much more than merely holding the Executive to account. It provides an opportunity for non executive Councillors to bring their own independent expertise to bear on strategy and policy issues, and to work constructively with the executive, local people, community organisations, partner agencies, service users and other customers to develop evidence based recommendations which improve policies and provide effective and responsive services. Increasingly Scrutiny is focusing not just on the work of the Council but all areas of public service which touch the lives of the local community.

Five core roles can be readily identified:



This is, however, far from exhaustive. Scrutiny has a wide ranging remit and can also have an important role to play in engaging the public with the decision making process, ensuring corporate priorities are met, providing satisfying and meaningful roles for non-executive Councillors and undertaking area based reviews.

The Centre for Public Scrutiny has identified four key principles that underpin effective scrutiny;

- Effective Scrutiny should be a 'critical friend' to executives, external authorities and agencies. It should challenge policy development and decision making in a robust, constructive and purposeful way while developing a partnership with external agencies and authorities. Effective Scrutiny should reflect the voice and concerns of the public and its communities. It should ensure an ongoing dialogue with the public and diverse communities where the public voice is heard and responded to. It should have open and transparent processes with public access to information.
- Effective Scrutiny should take the lead and own the Scrutiny process on behalf of the public. It should be independent from the executive, legitimated by the Council and should have adequate public representation and political balance that is representative of the current political groups involved.

- Effective Scrutiny should make an impact on the delivery of public services. It should promote community well-being and improve the quality of life, providing co-ordinated and strategic reviews of the policy and service performance in line with strategic objectives.

SCRUTINY IN HAMMERSMITH & FULHAM

At Hammersmith & Fulham, there are four main scrutiny committees:

- The Overview and Scrutiny Board
- The Environment and Residents' Services Select Committee
- The Education Select Committee and
- The Housing, Health and Adult Social Care Select Committee.

The Committees have cross cutting remits designed to reflect the Council's key priorities and objectives and comprise of 9 elected, non executive Members. Some also co-opt unelected members who can bring a particular expertise or direct knowledge of the service user perspective to assist with their work. Co-optees are usually non voting although the parent governor and diocesan representatives on the Education Select Committee are entitled to vote on education matters. The Overview and Scrutiny Board, which is responsible for coordinating the scrutiny function, includes the Chairman of each select committee.

Meetings are held throughout the year. The Scrutiny Committees are empowered to hold inquiries and investigate the available options for policy development and may appoint advisers and expert witnesses to assist them in this process. They may interview council officers, representatives of external organisations, service users and other witnesses, undertake site visits, conduct public surveys, hold public meetings, commission research and do anything else that they reasonably consider necessary to inform their deliberations. The Leader, Cabinet Members and senior officers are under a duty to comply with any request to attend. Reports and recommendations on proposals may be submitted for consideration to the Cabinet or Council who are obliged to respond, normally within 8 weeks.

If a Committee wishes to examine a topic in particular detail, a special task group of between 3-5 Councillors can be established to examine evidence, consult with the public and service users and interview expert witnesses over a period of a few weeks or months. The Task Group then produces a report and recommendations which it will ask the Committee to adopt. All of these special task group reports are available on the Council's website.

The Committees are normally open to the press and public (although occasionally it may be necessary to meet in private session when dealing with certain confidential information). Members of the public may be invited to speak at meetings, at the discretion of the Chairman. Deputations signed by at least 10 registered electors of the Borough may be presented directly to the Committees.

Performance review and monitoring of Council services and functions is at the heart of local Scrutiny activity with particular emphasis on examination of the annual budget papers in accordance with the Council's emphasis on the delivery of high quality value for money services. Departmental business plans and key



SCRUTINY IN HAMMERSMITH & FULHAM

performance indicators are submitted to the relevant Scrutiny Committees for review which ensures that Scrutiny is well placed to contribute to the strategic business planning and performance management processes.

Each Committee receives the Forward Plan (a rolling list of key decisions which the Cabinet is planning to take in the coming four months) at every meeting, which assists in the development of work programmes and the identification of forthcoming key executive decisions deserving closer scrutiny and input. Scrutiny Committees have powers to call in executive decisions for review and, if necessary, request the original decision maker to reconsider. Action to implement the decision is suspended during this process. Accountability is further enhanced by the attendance of the relevant Cabinet Member and senior Officers from the appropriate service department – often at Executive Director level - at most Scrutiny meetings to report on activity and answer questions as they arise. Scrutiny Committees also have a wider role in policy development, originating topics of interest and feeding views back to the Cabinet and individual Cabinet Members, Officers, external partners and service providers.

You can find out more about scrutiny in Hammersmith & Fulham at www.lbhf.gov.uk/scrutiny

During 2011/2012 the Committee focused on a number of key items within our remit of housing, health and adult social care.

HEALTH

The Committee called in the proposed Imperial College Healthcare NHS Trust (ICHT) Complex Vascular (Arterial) and Orthopaedic Surgery Reconfiguration, because of serious concerns that vital services at Charing Cross were being closed. We were particularly concerned at being asked to approve piecemeal changes to services and at the absence of a long term and overall site strategy. ICHT agreed to update the Committee at a future meeting, but this issue was subsequently incorporated in the North West London reconfiguration plans, currently entitled 'Shaping a Healthier Future'.

The overarching principles behind 'Shaping a Healthier Future' are to localise health services where possible, centralise where necessary and to ensure seamless patient care. Whilst it is not envisaged that any hospital site will cease to offer services completely, some might change significantly, possibly providing only diagnostic and out patient facilities, as a result of an aim to concentrate more specialist hospitals on fewer sites.

Hammersmith & Fulham, represented by the Chairman and Vice-chairman will join with the other North West London Health Overview and Scrutiny Committee representatives to form a Joint Health Overview & Scrutiny Committee in order to review the proposals and formally respond to the consultation. In addition, we shall be asking for representatives to attend all of our meetings during the consultation.

Senior Clinicians and Managers were requested to attend the April meeting to provide an update and answer questions in respect of ICHT waiting lists. There had been serious concerns about the accuracy of waiting list performance data, giving rise to a suspension and review of the recording and performance management of the hospital's waiting lists. ICHT were requested to provide a further update to the first meeting of the Committee in the following municipal year. In addition, we recommended that:

- the Trust appoints a senior judicial figure to review its governance arrangements;
- the Trust provides a comprehensive review report of what went wrong in the waiting list performance data collection, monitoring and review processes; and
- the Trust provides greater clarity on performance reports and procedures into the future.

We also received a presentation on the work of the Health Inequalities Task Group, which contributed to the Centre for Public Scrutiny's Resource Toolkit, now published as 'Peeling the Onion'.

HOUSING

The Committee continued to scrutinise the local impact of the national changes in Housing Benefits and specifically the progress of the Housing Benefit Assist team, which had been working closely with private landlords and Housing Associations

HOUSING, HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE



*Councillor Lucy Ivimy
Chairman*



to mitigate the impact of the housing benefit caps on residents. In addition, we requested a broader report to include households and shall continue to monitor progress.

The Housing & Regeneration Department presented its proposals to re-procure its repairs and maintenance contracts and market test a range of services currently handled in-house. We considered that this was an appropriate subject for an in-depth Task Group review, and proposals will be brought to the first meeting of the next municipal year.

ADULT SOCIAL CARE

The remodelling of day care services (Ellerslie Road (mental health); Options (learning disabilities); and Nubian Life (BME older people)) was brought to the Committee as part of the Council's formal consultation in respect of proposed changes to service delivery, with different care groups sharing the same building for day service provision. The Council was proposing that Ellerslie Road, which is a modern, purpose built and fully accessible day centre, should be shared by different care groups to maximise its use. We had considerable concerns in respect of the proposed use of the building by these three different care groups.

Revised proposals were brought to a subsequent meeting with the Ellerslie Road building no longer being considered for the Options Learning Disabilities service, and we endorsed these proposals. Further to a visit to the Ellerslie Road building, we accepted the recommendations for alterations to the day-care centre. The proposals were subsequently approved by Cabinet and we shall review the position again at a later date.

We considered a survey, which provided information in respect of service users' and carers' experience of Self Directed Support. Expert witnesses from HAFAD attended and informed us of their concerns, although overall they considered that the system worked well.

Other areas scrutinised by the Committee during the year included:

- Housing Capital Programme 2011/2012
- Housing Performance Indicators
- Local Healthwatch Update
- Milson Road Health Centre, consultation on re-locating clinical services
- Resident Involvement in LBHF
- Revenue Budget and Council Tax 2012/2013
- Tri-Borough arrangements for Adult Social Care
- West City Collaborative Care Centre
- West London Mental Health Trust: Foundation Trust Consultation

Councillor Lucy Ivimy

Housing, Health and Adult Social Care Select Committee

EDUCATION SELECT COMMITTEE



*Councillor Donald Johnson
Chairman*

This past year the Committee has focused on child protection and our looked after children, tri borough services, Ofsted inspection reports, the children's oral health task group, children's health issues, better engagement with the Borough's young people, and many other important subject areas.

In June we welcomed Councillor Marcus Ginn onto the Committee following a change in our membership at Annual Council. Michele Barratt, Headteacher from Vanessa Nursery School, joined the Committee replacing Michael Pettavel as the Headteacher Representative; the Committee thanked Michael for his valuable contributions to the meeting over the past few years. We also welcomed Suzanne Weston-Peters as our Westminster Diocesan Education Service Representative, which was a long standing vacancy. The Committee now has its full complement of co-opted Members for the first time in a number of years.

A key area that the Committee continues to monitor is child protection. It received the annual report of the Local Safeguarding Children's Board, the main focus of which was a comprehensive look at what each individual agency both singularly and also collectively had been doing in order to safeguard and promote the welfare of children in Hammersmith & Fulham. The April meeting was dedicated to this subject where the Committee scrutinised the annual report on child protection and foster carers. It also received a report on the views of the borough's children in care and care leavers and before the meeting a session was held for the Members of the Committee to hear first hand from a number of young people about their views and experiences of being in care.

We have invited a number of witnesses to various meetings to talk to them about their own experiences and views. In February a number of social workers spoke to us about their experiences with the Council's integrated children's system and ways in which it could be developed in future. Two foster carers also came to the April meeting to give the Committee an insight into their role.

The Committee continued to monitor the preparations for and implementation of Tri Borough working. We set aside part of the January meeting to review the mandate which sets out Hammersmith & Fulham's vision and priorities for the combined service and received regular briefings on progress from Andrew Christie, the Tri Borough Executive Director of Children's Services.

The November meeting focused on the schools that had recently received an Ofsted Inspections visit. The headteachers and Chairs of Governors of the eight schools were invited to the meeting to discuss their school's report. The schools were thanked for their valuable contribution to the discussion, which included an exchange of information on federations, targets, outcomes, attendance, school lunches and pupil mobility. They were also thanked for arranging visits to their schools for Members to see them in action. The Committee congratulated the schools on their excellent performance, noting that this was the best year for Hammersmith & Fulham's schools' results.

The Committee received regular reports on the progress of the Children's Oral Health Task Group, whose work is reported elsewhere in this Annual Report, and are now monitoring the implementation of its recommendations and action plan.



Part of the Committee's remit is the scrutiny of children's health and a themed meeting on this was held in September, where the Director of Public Health presented to the Committee on children's health and the Primary Care Trusts arrangements. Also at this meeting we received details of a paediatric allergic and respiratory pathway pilot, a programme to improve the management of children's allergic and respiratory illnesses.

The Borough Youth Forum (BYF) event held in May was an enjoyable evening well attended by young people, Members of the Committee and officers. The BYF are expert witnesses and one of the outcomes was that the Committee agreed to continue to engage with the BYF as a means to obtain the views of young people in the borough. This led to the BYF producing a DVD that was shown at the September children's health meeting, which highlighted the views of some young people on health issues.

Reflecting the national concern following civil disturbances in the summer, the Committee enquired into the Borough's position and was informed that the number of young people involved in the disturbances was very small compared to other boroughs. We learnt that the Borough had stepped up its support by targeting young people to help prevent them getting involved in the disturbances; street outreach workers, youth services teams and the police were very engaged. We concluded that it was important to learn from the experience and to target hard to reach young people and noted that the Tri-Borough Executive Director of Children's Services arranged to meet with the Youth Justice Board after the disturbances to look at what could be learnt from the events and compare the different experiences.

There were a number of other areas reviewed by the Committee during the year, including play provision, Maternity services, the Revenue Budget and Council Tax Levels 2012/2013, development of a strategic plan for Children – which set out draft priorities, replacing the previous Children and Young People's Plan, provisional 2011 school performance, youth provision services, and the School Organisation Strategy.

We would like to thank St Mary's Catholic Primary School for kindly hosting our June meeting at the school.

In the coming year the Committee will continue to monitor and scrutinise the protection and welfare of children in the borough. We will continue to review the Ofsted reports of schools receiving inspection visits and following the very successful and beneficial work undertaken on Children's Oral Health, will seek to identify another key area that will benefit from being scrutinised in depth by a Member task group.

Councillor Donald Johnson

Chairman of the Education Select Committee

ENVIRONMENT AND RESIDENTS SERVICES SELECT COMMITTEE

The Environment and Residents Services Select Committee is responsible for scrutinising policy and provision relating to the local environment, economy and quality of life, including matters such as parks recycling, refuse collection, transport, planning, community safety, environmental health, trading standards and licensing. It has lead responsibility for scrutinising the work of the Deputy Leader and Cabinet Member for Environment and Asset Management and the Cabinet Member for Residents Services.

The Committee met on six occasions over the course of the year, scrutinising the work of both the Environment and Residents Services Departments as well as partner agencies. The Committee received input from the relevant Cabinet Members, the Directors of Environment and Residents Services and other senior Officers from the Council as well as residents, service users and representatives from other service providers. The Committee responded to consultation on proposals prior to submission to the Cabinet for decision, conducted examinations of the revenue budget proposals and budget strategy and reviewed performance against key indicators. Some of the highlights of this work are set out below.

Transportation played a central role in the work of the Committee during the year. In November we staged a successful transport summit attended by nearly 50 members of the public where both Members of the Committee and residents had the opportunity to question a panel of experts comprising of representatives from Transport for London, British Airports Authority, Thames Water and the Council, including Councillor Nick Botterill, Deputy Leader and Cabinet Member for Environment and Asset Management, about a range of local highways and transportation issues. Topics covered included cycle provision and safety, the management of utility roadworks, remedial works to Hammersmith Flyover, bus service reliability, the reduction of services at Olympia station and trials designed to use the runways and airspace at Heathrow more efficiently. We felt that the issue of congestion caused by public utility roadworks was significant enough to warrant closer investigation and accordingly commissioned a special scrutiny task group to examine Government proposals for a charging scheme designed to reduce the problem. Details of the task group's report and recommendations can be found elsewhere in these pages.

We also reviewed the effectiveness of the road and footway gritting service delivered during the winter of 2010/11 and gave consideration to the proposed arrangements for the 2011/12 winter months, including the priority routes for gritting in adverse weather. We noted a review of the gritting priorities completed during the summer of 2011 which ensured that the limited resources are targeted to the priority areas at greatest risk and helps the Council meet its statutory duty dealing with personal injury and accident claims. We made the recommendation that the Council should encourage residents to 'self help' the gritting of local footpaths in advance of the Council's gritting operations.

Our views were also sought on the approach taken to assess traffic calming measures on roads due to be resurfaced as part of the annual planned maintenance programme. We suggested that consultation on the removal of existing traffic calming measures should continue to only be undertaken on roads



*Councillor Rachel Ford
Chairman*



outside 20mph zones where the characteristics of the street allowed for the possibility of removal. We also felt that speed cushions should only be removed in 20mph zones as part of a wider zone or neighbourhood review and not during planned maintenance, and parking bay cushions should only be maintained where parking stress was low. In addition we made a series of recommendations on the scope and form of consultation with residents.

At our April meeting the Committee welcomed representatives from Transport for London and LOCOG who provided us with details of the proposed arrangements for the events and activities to be staged in the borough in connection with the Olympic Games and Paralympics, as well as plans to manage the anticipated pressures on the transportation network.

Another highlight of our year was a special football themed meeting in February where we examined the impact on the local community of the three professional football clubs based in the borough, all of whom sent representatives to give evidence to the Committee, and the ways in which the Council and its partners deliver services to and through the clubs. We heard from the Commander of the Metropolitan Police's football unit in Hammersmith & Fulham on policing operations and public order issues, looked into stadia safety and licensing issues, received presentations on the work of the clubs' community schemes and examined the delivery of Council services related to football match days.

Senior Police Officers also attended the Committee earlier in the year when we were asked to comment on the Hammersmith & Fulham Strategic Assessment 2011/12. The document forms a statutory assessment of the situation with respect to crime and anti social behaviour and is used to help inform the priorities of the Crime and Disorder Reduction Partnership.

The Committee took a close interest in the Council's new duties and responsibilities as a lead Local Flood Authority in relation to the assessment of flood risk and coordination of the management of flooding activities. After considering a report on flood risk in the borough and reviewing progress in meeting the Council's new statutory duties, we commissioned a Member Task Group to examine the issues in detail and identify the Council's priorities, as well as to look at resident involvement and communication. Again, you can read more about its work later in this report.

We also closely examined proposals for the Tri Borough shared services initiative insofar as they affected service areas within our remit, most notably the library service. We examined the detailed business case for the integration of the Borough's library service with those of Kensington and Chelsea and Westminster, and the proposals to combine the management of a number of our Environmental Services with those of Kensington and Chelsea. We were also invited by the Cabinet to review and comment upon the vision and priorities for the borough's library service with a view to ensuring that the shared arrangements were guided by specific policies which would meet locally determined service standards.

At our January meeting we gave detailed consideration to the Cabinet's proposals for the Council's budget for 2012/13 insofar as they related to the new Transport and Technical Services and Environment, Leisure and Residents Services departments. The Committee examined proposals for both corporate and departmental growth and savings and reviewed the risk assumptions applied.

We sought to clarify the implications of proposed efficiencies in a wide variety of service areas, examined the projections for savings related to Tri Borough and reviewed the levels of fees and charges.

Other matters examined by the Committee included the Shepherds Bush Common restoration project, recommendations from the Borough Youth Forum regarding theft from young people, and the safety of civil enforcement officers (parking enforcement staff). The number of the most serious incidents, where a Civil Enforcement Officer had either been subjected to actual physical assault or felt it to be imminent have increased year on year from 17 in 2008/09 to 31 in 2010/11 and we were concerned by the testimony we heard from frontline staff of their experiences. We called for the strongest possible action to be taken against those responsible for assaults on Officers and will monitor the success of recent mitigation measures. Finally, we continued to monitor the Council's use of covert surveillance techniques and related policies.

Councillor Rachel Ford

Chairman, Environment and Residents Services Select Committee



THE OVERVIEW AND SCRUTINY BOARD



*Councillor Alex Karmel
Chairman*

The Overview and Scrutiny Board is responsible for the coordination and development of the Council's overall Scrutiny function. It can review any aspect of the Council's strategic policy formulation, setting and monitoring of the corporate budget, oversight of finance and use of resources, performance management, human resources, central support services, organisational development and strategic partnerships.

This year the Board has taken an overview of the work of the three scrutiny Select Committees, receiving update reports at each meeting, as well as updates from the commissioned scrutiny Task Groups, set up to inquire into particular issues and report back to the Board.

Performance and Budget Review

Throughout the year, the Board has monitored and reviewed the Council's corporate budget and performance, including monitoring the high level revenue and capital budget quarterly and receiving performance reports for each quarter. The Board has also reviewed the Hammersmith & Fulham Annual Complaints Report, sickness absence performance monitoring and The Hammersmith & Fulham Bridge Partnership Annual Report, to set out the performance of the partnership in both service and financial terms and to establish its value for money to the Council.

The Board received a briefing on the Local Government Resource Review being carried out by the Secretary of State in 2011, which proposed significant changes to local government finance and revenue arrangements and in January 2012, reviewed the Council's draft Revenue Budget and Council Tax for the 2012 - 2013 municipal year.

Tri-Borough Service Provision

Hammersmith & Fulham Council, the Royal Borough of Kensington and Chelsea and Westminster City Council have entered into a partnership arrangement to deliver jointly managed services, to streamline provision and provide efficiency savings, whilst maintaining high quality and locally focused services. The Overview and Scrutiny Board has monitored the introduction of Tri-Borough managed services into its first year, including corporate joint services, as well as an overview of the implementation of the Tri-Borough programme overall, to help ensure that the project delivers against its objectives and to provide additional transparency and accountability.

During the year, the Board has received reports on Tri-Borough service provision; the Tri-Borough managed services programme, the Tri-Borough implementation plans, the Tri-Borough savings analysis, the Tri-Borough ICT strategy, Tri-Borough risk management and Tri-Borough arrangements for Corporate Services, as well as regular updates throughout the year.



Reforming Public Services

The Board has considered strategies for reforming customer access and public service delivery, with a particular focus on 'self-service' and 'e-services' delivery programmes, which are being developed to enable new ways of delivering Council services, which enhance customer access whilst facilitating multiple efficiency savings.

In April 2012 the Board reviewed the Council strategy for service transformation through Market Management. Market Management strategies develop new ways of delivering services and achieving additional medium term financial savings. In 2012-2014 a key focus of this strategy is maximising the value of third party contracts and establishing new delivery models to ensure the sustainability of services. The Overview and Scrutiny Board considered where Market Management might further develop initiatives to promote new ways of delivering services.

Community Budgets

The Board reviewed the Prison Link Exemplar Project, which is a strand of four borough Community Budget programmes funded by the Department for Education, with the aim of reducing re-offending rates by addressing the problems of the families with complex needs through better integrated services.

The Community Budgets strategy aims to avoid duplication and improve co-ordination of services to deliver improved outcomes at lower cost, through integrated devolved budgets. The Board reviewed the proposals for the introduction of the Prison Link Project and considered ways in which the Council and its partner boroughs might expand their Community Budgets programmes.

H&F Means Business

In March 2012 the Overview and Scrutiny Board held an inquiry into local business partnerships; H&F Means Business, to explore how local businesses and the Council work together to bolster economic growth and what additional actions might be taken to improve joint working. The Board invited a range of local business leaders and other community stakeholders to attend a meeting to provide their views on the local business environment, business support and local business partnership networks.

The meeting included formal presentations and an introduction from the Cabinet Member for Strategy, as well as informal "cafe-style" break out discussions between the Members of Board, Council officers and the local business representatives. The business representatives and Members of the Board considered key questions around the inquiry and their views were noted. They were asked about whether they felt Hammersmith & Fulham is a business-friendly borough, the proposal for a new Hammersmith & Fulham Business Partnership, what they would like the Council to do to improve business prospects and the Council's communications with local businesses.

During the inquiry, which spanned between March to April, an online consultation was posted and a range of local businesses and people also submitted their views. In April, the Board agreed a final report and six scrutiny recommendations and referred this to the Hammersmith & Fulham Cabinet for consideration. The report summarised the evidence considered by the Board and referenced some of

the key conclusions and responses from business representatives and the online consultation, as well as presenting the conclusions and recommendations of the Board.

Recommendations included: incorporation of the key discussion points and actions arising from the Board's engagement with the local business community into the department's 2012-2013 work programme, the establishment of a Business Support Network, the nomination of a Borough Business Champion, an Annual Business Partnership meeting, a Council cross-departmental Business Strategy Group and the establishment of business networking consultation arrangements.

Engaging with Young People

In December 2011, the Overview and Scrutiny Board received a report from the Borough Youth Forum (BYF) which outlined the potential for the involvement of young people in Hammersmith & Fulham Overview and Scrutiny. Young people, elected representatives of the BYF, attended a meeting to present their report, to discuss how young people can be included within the Council's decision making processes through Overview and Scrutiny and their proposals for how this might be enhanced and embedded into local practice.

At the end of inquiry, it was resolved that draft proposals for involving the BYF and other young people's representatives, as key community stakeholders, be drawn up for future consideration by the Board. A Member of the Board was nominated to liaise with the BYF and report back.

Scrutiny Task Groups

In 2011-2012 the Board commissioned two Scrutiny Task Group inquiries into particular issues of concern, following referrals from the Select Committees; the Public Utilities Lane Rental Scrutiny Task Group and the Flooding Scrutiny Task Group.

The Lane Rental Task Group was established to look into the proposals for a lane rental scheme, which would allow the Council to charge companies for the time they occupy the public highways. The Board agreed a scrutiny report and eight recommendations to the Cabinet.

The Flooding Scrutiny Task Group was established by the Board to consider how the Council and its partners should discharge of their new statutory responsibilities to improve flood risk management and the best ways to communicate with residents on what they can do to minimise flood risks. The Board is due to consider a report of the Scrutiny Task Group in July 2012.

In July 2011, the Board also agreed the report of the Children's Oral Health Scrutiny Task Group, which after receiving evidence and engaging with a wide range of statutory partners, service users, including children and young people themselves, local dental practitioners, schools, nurses, other front line local agencies and personnel, national experts and private corporate sponsors, put forward fourteen recommendations to the NHS and the Council Cabinet.

Further details of the work of the Task Groups can be found in the next section of this report.

This Task Group was set up to consider the key strategic priorities and the appropriate communications arrangements with local residents for flood risk management in the borough. The Task Group was established by the Overview and Scrutiny Board on 7th December 2011, after a referral from the Environmental and Residents Services Select Committee.

Task Group Objectives

The objectives for this inquiry are to consider:

- i. the key strategic priorities for flood risk management in the borough and
- ii. the appropriate communications with local residents for flood risk management.

This inquiry is focusing on the strategic priorities for flood risk planning and the key communications with local residents, rather than the operational details of flood risk management.

The members of Task Group are:

- Councillor Matt Thorley – Chairman
- Councillor Lisa Homan- Vice-Chairman
- Councillor Steven Hamilton.

Evidence to the Inquiry

So far, the Task Group has heard evidence from a range of expert witnesses, partner organisations and local residents, including the Environment Agency, Northamptonshire County Council and Thames Water.

An online public consultation has been launched to seek the views and experiences of local residents, especially those who have experienced flooding themselves, to help form a detailed picture of flood risk in Hammersmith & Fulham and the best ways for the Council to communicate on informing people about flood risk.

The Task Group is expected to report back to the Overview and Scrutiny Board in the summer 2012.



THE FLOODING SCRUTINY TASK GROUP

h&f
putting residents first

**DON'T
LET
THIS
HAPPEN
TO
YOU**

For more information about the work that Hammersmith & Fulham Council is doing on flooding, and to have your say in a flooding consultation, visit www.citizenspace.com/lbhf and click on 'flooding task group consultation'

You can also email flooding@lbhf.gov.uk or write to: Flooding Scrutiny Task Group, Governance & Scrutiny, Room 133a Hammersmith Town Hall, King Street W6 9JU

Hammersmith & Fulham Council



GET H&F MOVING - LANE RENTAL SCRUTINY TASK GROUP



The Public Utilities Lane Rental Scrutiny Task Group was set up to consider and assess a proposed lane rental scheme for roadworks carried out on the public highway. The Task Group was established by the Overview and Scrutiny Board on 26th July 2011, following a proposal from the Environment and Residents Services Select Committee.

Specifically, the inquiry considered to what extent the proposed scheme could be helpful as a regulatory tool to reduce traffic congestion in Hammersmith & Fulham, any issues that should be considered in the introduction of such a scheme locally and the possibility of Hammersmith & Fulham highways applying to run one of the pilot schemes envisaged before full introduction of the statutory regulations nationally.

The members of Task Group were:

- Councillor Rachael Ford – Chairman
- Councillor Wesley Harcourt- Vice-Chairman
- Councillor Robert Iggulden.

During the inquiry, the Task Group interviewed the Cabinet Member for Environment and Asset Management, the Hammersmith & Fulham Tenants and Residents Association, partner organisations including Thames Water, London TravelWatch and the London Highways Authority and Utilities Committee, the Head of Network Managers and the Transportation Manger and Hammersmith & Fulham Council and other stakeholders including local residents and businesses.

The Task Group reported back to the Overview and Scrutiny Board on 7th December 2011 with a report setting out the key conclusions and eight recommendations to the Cabinet. The report also proposed the key principles which the Task Group believed should guide the structure and administration of the proposed lane rental regulatory frame work.

Key Principles

The scrutiny inquiry commended the introduction of the lane rental scheme and proposed key principles to underpin the administration of the local highways regulatory framework. These are:

- Predictability – the charges should be clearly published and agreed with utility companies
- Simplicity – the scheme should be as simple as possible in order to send clear economic signals and avoid bureaucracy in implementation
- Efficiency – the scheme should not cost any further resources to implement and should be entirely self financing
- Strategic - apply to key strategic roads and main travel times
- Avoidable – charges should be, as far as possible, avoidable, so that companies commissioning road works can avoid the charges by scheduling their works during non chargeable periods such as evenings, night-time, weekends and bank holidays, summer “free” periods.



A Lane Rental Scheme Pilot

The report commends the proposed Lane Rental Scheme and recommends that the Council apply to run a pilot of the scheme, either unilaterally, or as part of a wide pilot scheme involving other London Boroughs and Transport for London (TfL).

It was proposed that such a pilot would allow the effectiveness of the scheme and any glitches to be assessed after a trial period.

Measuring Performance

The report proposes that clear performance measures be devised at the beginning of the pilot to ascertain the success of the scheme and highlight any possible problems that may arise to allow for the full scheme to be modified accordingly.

Charging Structure

The scrutiny Task Group was concerned about road works which, for one reason or another, overrun causing further delays on the roads. Some road works, it was heard, are started but then stall awaiting completion of a next phase in the works.

The report recommends that the existing permit penalty charges and the lane rental scheme charges be structured to work in conjunction to provide an escalating charging framework, so that when lane rental works take longer than the agreed amount of time, charges tend to escalate. This is intended to provide an incentive to companies operating on the public highway not to overrun and cause unplanned traffic delays.

The report recommends that the hours of operation of the scheme be scheduled so that charges operate during the peak hours of traffic flow. This was proposed to allow for “free” hours outside of those times and incentivise works to be carried out during less busy periods and the use of methods to free up the highway at peak times, such as the use of temporary road plating.

Strategic Routes

The proposed lane rental scheme can only apply to the main road network and not to minor routes in residential areas. During the inquiry the Task Group considered which of the key routes on the local road network in the borough should be included in the scheme. These were routes which the Task Group deemed particularly important to traffic flow during peak times. It also took account of suggestions from local residents in response to a questionnaire survey.

The report recommends twenty-six key strategic routes to be included in the lane rental scheme and any pilot carried out.

The Executive Response and Implementation

The Executive Response to the scrutiny report and recommendations was deferred to allow for time for the Government’s statement on how highway authorities are to be allowed to operate lane rental schemes.

It is anticipated that the scrutiny report and the Executive Response will be considered by the Cabinet in the summer of 2012. The Environment and Residents Services Select Committee will thereafter receive the response and monitor the implementation of the agreed recommendations.



THE CHILDREN'S ORAL HEALTH SCRUTINY TASK GROUP

The Children's Oral Health Scrutiny Task Group was established to examine children's oral and dental health and to investigate the high incidence of tooth decay among children and young people in the borough and to identify ways in which the Council and the NHS, working with partners, might enhance the promotion of oral health for young people.

The members of Task Group were:

- Councillor Marcus Ginn – Chairman
- Councillor Caroline Needham- Vice-Chairman
- Councillor Peter Tobias.

The Task Group was established following a proposal by the Education Selection Committee and convened on 12th January 2011. The Children's Oral Health Task Group report was agreed by the Overview and Scrutiny Board on 26th July 2011, which presented the key evidence, conclusions and fourteen recommendations.

During the inquiry the Task Group received evidence from a wide range of stakeholders, including experts in the field, statutory partners, service users, including children and young people themselves, local dental practitioners, schools, nurses, other front line local agencies and personnel and private corporate sponsors, as well as written and documentary evidence and field research.

Children's Oral Health Task Group

The Strategy

The scrutiny report outlines the overall strategy within which its fourteen recommendations to improve children's oral health are framed. The overarching strategy is:

1. to improve children's oral health for all young people in the borough (a whole population approach)
2. to target particular groups and communities where decay is more likely or more prevalent (a targeted approach), and
3. to bring together the work going on in different agencies.

Within this there are 4 key strands:

- i. Getting the message across – effectively communicating with children and families to change behaviour
- ii. Targeting & Outreach – targeting resources and bringing services and advice in to communities
- iii. Dentists – engaging dental practices in the campaign
- iv. Partnerships – building even more effective partnerships among local professionals, communities and parents and children themselves.

Keep Smiling!



Children's Oral Health Campaign

Getting the Message Across

Recommendation 1: Keep Smiling – A Children's Oral Health Campaign and Recommendation 2: Review of Health Information and Advice aim to get the key messages across, particularly targeted at "hard to reach" and the most "at risk" communities, with a more joined up campaign and targeted events in community settings.

Targeting & Outreach

Recommendation 3: Targeted Fluoride Varnishing Programme and Recommendation 5: Targeted Provision of Dental Health Packs will take oral health interventions to at-risk groups at key times in children's lives. One of the most effective forms of communication is word of mouth and Recommendation 4: Community Champions, Health Advisors and Parent Volunteers bolsters targeted community led initiatives to engage with parents and children directly and involve parents themselves.

Recommendations 6 and 7: Targeted Support for Children in Care and for Children with Special Needs recommend further targeted support for children who are particularly vulnerable and for whom the Council and PCT have special responsibilities.

Dentists

Local dental practices are key partners in delivering children's oral health and the Children's Oral Health Campaign and the scrutiny report urges local practices to actively join in the campaign to help to engage more children and families, as well as make links with local schools, nurseries, children's centres, health centres and medical centres.

Recommendation 8: Child Friendly Dentists aims to build upon the pilot to increase access to children's dentistry and bring local dentists further into partnership with local communities.





Partnerships

The scrutiny Task Group contacted commercial companies, including well-known high street brands, to ask them about their perspectives, knowledge and experience in this field and to enquire about the possibility of sponsorship of the Children's Oral Health Campaign



Recommendation 12: 'Keep Smiling' Oral Health Campaign for Professionals - Using Professionals to Influence Behaviour aims to bring professional groups together in delivering the programme and to identify and provide for associated training needs. Recommendation 11: Maternity and Early Years is directed at health visitors and midwives involved in delivering advice to new parents.

The report recognises that Schools and Children's Centres have a very important role to play as centres for young people and urges schools, nurseries and children's centres to be involved, including secondary schools and especially schools in areas where there is the greatest socio-demographic challenge.

Water Fluoridation

The scrutiny Task Group also considered the options for water fluoridation, examined evidence in favour and against and interviewed representatives from Thames Water. It examined the case for fluoridation, issues around public confidence in the long term medical effects of compounded exposure to fluoride, the rights of the individual in the face of state intervention and the public health benefits.

The scrutiny report noted that there are a number of significant hurdles to introducing water fluoridation, starting with building a consensus amongst London boroughs, some out of London councils, the health authorities and the general public. It recommended that the political, financial and public health implications of water fluoridation be further investigated and that the Council seek to build a coalition to instigate possible public consultation, beginning with a debate at full Council.

The Executive Response and Implementation

The Executive Response to the scrutiny report and recommendations was agreed by The Hammersmith & Fulham Cabinet and the NHS Inner North West London PCT. The Borough Youth Forum also agreed an Executive Response. The Executive Response was presented to the Education Select Committee, which is monitoring the implementation of the agreed recommendations and outcomes for children and young people against a joint Action Plan.

All fourteen scrutiny recommendations were agreed by the Council and the NHS PCT and roll out of the key recommendations in the scrutiny report has begun.

A multi agency group, comprising of representatives from the Council, the dental public health team of the Inner North West London PCT, Central London Community Healthcare and Children Centres, has been established to review developments, share information and advice on the implementation of the agreed scrutiny recommendations.

This has led to the creation of a pilot oral health programme, focused on the White City area, beginning in March 2012. Initiatives include a fluoride varnishing scheme at five schools and a children's centre, the use of local community champions trained in oral health messages and information resources for relevant professionals. An evaluation report of the pilot is expected by August 2012, when it is hoped the work of the pilot will be rolled out across the borough.

Progress has already been made with integration of consistent oral health messages into wider work programmes through the development of closer linkages between the dental public health team, social workers, school nurses, children's centre staff and members of the localities service. Implementation and evaluation review will continue to be carried out by the Education Select Committee at appropriate junctures in 2012-2013. School nurses, Health Visitors and Locality Teams have been trained in the key oral health messages and Health Visitors have been resourced to deliver Brushing For Life toothpaste and toothbrush packs and free flow cups

For more information and download copies of the scrutiny reports, visit www.lbhf.gov.uk/Scrutiny

SCRUTINY COMMITTEE MEMBERSHIP 2011/12

Environment & Residents Services Select Committee

Councillors Rachel Ford (Chairman)
Wesley Harcourt (Vice Chairman)
Gavin Donovan, Robert Iggulden
Jean Campbell, Lisa Homan
Jane Law
Ali de Lisle and Matt Thorley

Education Select Committee

Councillors Donald Johnson (Chairman)
Caroline Needham (Vice Chairman)
Elaine Chumnerly, Tom Crofts
Belinda Donovan, Marcus Ginn
Peter Graham, Frances Stainton
Mercy Umeh
Co-opted members (voting):
London Diocesan Board of Schools
representative
Mrs Eleanor Allen
Westminster Diocese Education Service
Suzanne Weston-Peters
Mrs Fiona Cook – parent governor
representative
Mrs Sue Fennimore – parent governor
representative
Co-opted member (non-voting)
Michele Barrett - head teacher
representative (Mr Michael Pettavel to
January 2012)

Housing, Health and Adult Social Care Select Committee

Councillors Lucy Ivimy (Chairman)
Rory Vaughan (Vice-Chairman)
Mike Adam
Iain Coleman
Stephen Cowan
Oliver Craig
Charlie Dewhirst
Peter Tobias
Steve Hamilton

Co-opted member (non-voting):
Maria Brenton - Hammersmith &
Fulham Action on Disability (HAFAD)

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Victoria Brocklebank-Fowler
Georgie Cooney

Rachel Ford

Lucy Ivimy

Donald Johnson

PJ Murphy

Sally Powell

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Councillors Marcus Ginn (Chairman)
Peter Tobias
Caroline Needham

Public Utility Lane Rental Scheme Task Group

Councillors Rachel Ford (Chairman)
Robert Iggulden
Wesley Harcourt

Flood Risk Management Task Group

Councillors Matt Thorley (Chairman),
Steve Hamilton
Lisa Homan

CONTACTS

We would welcome your comments on this report. We would also be pleased to answer any questions that you may have about the Scrutiny function at Hammersmith & Fulham or to receive suggestions for improvement in the way we work and ideas for service area reviews.

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MORE INFORMATION

More information about Overview and Scrutiny at Hammersmith & Fulham can be found at www.lbhf.gov.uk/scrutiny or by emailing scrutiny@lbhf.gov.uk

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Environment & Residents Services Select Committee

Detective Superintendent Bill Lyle, Metropolitan Police

Inspector Bob Glynn, Metropolitan Police

Chief Inspector Road Charles, Metropolitan Police

Mark Vickers, Metropolitan Police

Nigel Milton, Director of Policy & Political Relations, BAA Airports

Paresh Kavia, Streetworks Liaison Manager, Thames Water

Peter Loft, Streetworks Policy Manager, Thames Water

Alex Williams – Director of Borough Partnerships, TfL

Jenny Winstanely, Operations Manager, QPR FC

Graham Gilmour, Venue Operations Director, Fulham FC

Eddie Simpson, Fulham FC

Steven Day, Chief Executive Fulham FC Foundation

Simon Taylor, Chief Executive, Chelsea FC Foundation

Michael Cole, Chelsea FC Foundation

Alan Cole, Principal Engineer Olympic Route Network, TfL

Guy Conway, Head of Games Local Engagement, TfL

Hamed Janami, London Olympic Games Organising Committee

Simon Hall, London Olympic Games Organising Committee

Education Select Committee

The Headteachers, Chairs of Governors and representatives of the following schools;

St Stephen's Primary,

Vanessa Nursery,

Woodlane High,

All Saints CE Primary,

Langford Primary,

Hurlingham and Chelsea School,

Bayonne Nursery

St John's Primary

Borough Youth Forum representatives

Children in Care and Care Leavers representatives

Social Workers

Foster Carers

Dr Melanie Smith, Director of Public Health

Local Safeguarding Children's Board

St Mary's Catholic Primary School for hosting the June meeting

Housing, Health and Adult Social Care Select Committee

Imperial College Healthcare NHS Trust:

Professor Nick Cheshire, Director of Circulation Sciences and Renal Medicine

Eric Gatling, Acting Director of Performance and Contracting

Bill Shields, Chief Financial Officer

Dr Mark Spencer, Medical Director

Lesley Stephen, Director of Performance, Planning and Information

Professor David Taube, Medical Director

NHS North West London/NHS Inner North West London:

Judith Barlow, Head of Operations

Daniel Elkeles, Director of Strategy

Miles Freeman, Director of Operation

Dr Tim Spicer, Chair, H&F Clinical Commissioning Group

Tim Tebbs, Interim Borough Director

Becky Wellburn, Assistant Director of Commissioning

Jeff Zitron, Chairman

West London Mental Health Trust

Ruth Lewis, Director of Workforce

Helen Mangan, Head of Partnerships

Dr Michael Phelan, Clinical Director

Thomas Pharaoh, London Health Programmes

Peter Gay, Independent Living Services Manager, HAFAD

Kamran Mallick, Director, HAFAD

Overview & Scrutiny Board

The various local businesses and entrepreneurs who participated in the H&F Means Business workshop

Public Utilities Lane Rental Task Group

Councillor Nicolas Botterill, Cabinet Member for Environment and Asset Management

Nick Boyle, Transportation and Development Manager, LBH&F

Hammersmith & Fulham Tenants and Residents Association

Ian Hawthorn, Head of Network Management, LBH&F

Mr. Paresh Kavia, Thames Water

Mr. David Leibling, London TravelWatch

Mr. Peter Loft, Joint Chair London Highways Authority & Utilities Committee

Mr. Brian Mooney, Association of British Drivers

Local residents and businesses via questionnaire survey

Councillor Joe Carlebach, Member for Avonmore and Brook Green, Hammersmith & Fulham Council

Flood Risk Management Task Group

Claire Share, Flood Risk Manager, LBH&F

Paul Baker, Senior Environmental Policy & Projects Officer, LBH&F

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Mark Hodgson, Highways Maintenance Manager, LBH&F

Gordon Prangnell, Head of Highways and Construction, LBH&F

Stefan Czeledzinski, Grounds Maintenance Monitoring Officer, LBH&F

Simon Jones, Assistant Director, Communications, LBH&F

Josie Bateman, Northamptonshire County Council

Matt Waller, Association of British Insurers

Mark Dickinson, Kyle Robins, David Harding and Elizabeth Sale, Thames Water

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