



HARROW STRATEGIC PARTNERSHIP BOARD

Minutes of the meeting held on Thursday 14 June 2007

(1) Present:

Harrow Strategic Partnership Board Members:

Councillor Chris Mote (Chairman)	Leader, Strategic Overview, HSP, External Affairs and Property Portfolio Holder	Harrow Council
Councillor David Ashton	Deputy Leader, Finance and Portfolio Co- ordination Portfolio Holder	Harrow Council
Councillor Navin Shah	Leader of the Labour Group	Harrow Council
Councillor Bill Stephenson	Deputy Leader of the Labour Group	Harrow Council
Dr Gillian Schiller	Non-Executive Director	Harrow Primary Care Trust
Dr Karim Murji	Metropolitan Police Authority	Metropolitan Police Authority
Howard Bluston	Chamber of Commerce	Business Sector Representative
Allan Conway	President, North West London Chamber of Commerce	Business Sector Representative
Malcolm Parr	Harrow in Business	Business Sector Representative
Mike Coker		Voluntary and Community Sector Representative
Janet Smith		Voluntary and Community Sector Representative
Claire Walker		Acute Hospitals Trust
Michael Lockwood	Chief Executive	Harrow Council
Richard Walton	Borough Commander, Harrow Police	Metropolitan Police Service
Patrick Harty		Further Education Sector
Andrew Morgan	Chief Executive	Harrow Primary Care Trust
Julia Smith	Chief Executive, Harrow Association of Voluntary Service	Voluntary and Community Sector

Non-Members:

Councillor Paul Osborn	Strategy and Business Support Portfolio Holder	Harrow Council
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(2) The following Harrow Council Officers attended:-

Paul Najsarek	Director of People, Performance and Policy	Harrow Council
Mike Howes	Service Manager, Policy and Partnership Service	Harrow Council
Gwyneth Allen	Head of Housing, Housing Services	Harrow Council
Lynn Carr	Strategy and Communications Officer, Housing Services	Harrow Council
Mark Gillett	Community and Youth Services Manager, People First	Harrow Council

Apologies were received from:-

Julie Browne (Voluntary and Community Sector Representative), Kris Fryer (Voluntary and Community Sector Representative), Professor Simon Jarvis (University of Westminster) (Higher Education Representative) and Raj Saujani (Stanmore College) (Further Education Representative).

ACTION

83. Appointment of Chairman and Vice-Chairman:

Nominations were received and duly seconded, and it was

AGREED: That Councillor Chris Mote, Leader of Harrow Council, and Dr Gillian Schiller, Harrow Primary Care Trust, be appointed Chairman and Vice-Chairman of the HSP Board respectively.

All to note

84. Apologies:

Received and noted.

85. Minutes:

AGREED: That the minutes of (1) the special meetings held on 11 January and 17 January 2007, circulated previously, be agreed as a correct record;

(2) the ordinary meeting held on 22 March 2007 be agreed as a correct record, subject to the following amendment:-

Minute 69: Voluntary and Community Sector Representatives:

Paragraph 1 to read "Councillor Chris Mote ... stating that the Voluntary and Community Sector representatives would not be ...".

All to note

86. Matters Arising:

Minute 59: Sustainable Community Plan:

Mike Coker (Voluntary and Community Sector Representative) expressed disappointment that Javed Khan (Director of Community and Cultural Services) had not made any contact with him to discuss the progress made

on the investment strategy with a view to involving him in the formulation of the plan, since the matter was first raised at the Board meeting in December 2006.

JK

Paul Najsarek, (Director of People, Performance and Policy) apologised and undertook to remind his colleague of the outstanding request.

PN/JK

87. Arrangement of Agenda:

The Chairman varied the order of the agenda and took items 17 – Constitutional Issues - and 6 - Housing Strategy and Housing Revenue Account Business Plan - prior to the remaining items on the agenda. For reasons of clarity, business is recorded in the order set out on the agenda.

All to note

88. Fair Access to Care Services:

Mark Gillett (Group Manager, Harrow Council) referred to the two consultation documents on 'Fair Access to Care Services (FACS)', and 'Proposals to start charging for attendance at Day Centres' circulated with the agenda. He outlined the consultation process, which would end on 29 June 2007. A report would be submitted to the Cabinet in July 2007 for decision.

All to note

Andrew Morgan (Chief Executive, Harrow PCT) and Dr Gillian Schiller (Harrow PCT) stated that the PCT Board and the Trust would make their concerns known to the Council in writing. They were particularly concerned about the impact the proposals would have on patients discharged from hospitals.

MG/All to note

Mike Coker (Voluntary and Community Sector Representative) stated that the eligibility criteria were already being applied and that the consultation process was seen as the Council merely going through its legal obligation to consult. He was of the view that the FACS proposal would create a 'revolving door' situation which would impact adversely on the needy. The Voluntary Groups' views would be sent in writing to the Council.

MG/All to note

AGREED: That the above be noted.

MG/All to note

89. Housing Strategy and Housing Revenue Account Business Plan:

Gwyneth Allen (Head of Housing, Harrow Council) introduced the report and stated that Harrow was in the process of preparing a new Housing Strategy, which would cover the wider enabling responsibilities of the Council beyond the landlord service it provided for Council housing. The Housing Revenue Account Business Plan outlined the Council's plans as a landlord for its own stock. The Strategy would cover all housing in the borough.

The officer invited comments from partners by 12 July 2007. The final document would be submitted to the Cabinet on 19 July 2007 and thereafter to the Government Office for London (GOL) by the 23 July 2007 deadline. She acknowledged its link with the report at item 7 – Outcome-Based Commissioning and Contracting - but stated that there were specific issues on how the Council dealt with the housing stock.

All to note

AGREED: That the (1) report be noted;

(2) continuing consultation on the Housing Strategy and the Housing Revenue Account Business Plan with stakeholders in relevant agencies to enable partners to contribute be welcomed.

All

90. **Outcome-Based Commissioning and Contracting – A discussion paper:**

The Board received a report from Mark Gillett (Group Manager, Harrow Council) exploring the possibility of commissioning and contracting with the voluntary and community sector using an outcome- based framework. He stated that the Council intended to move to outcome-based service provision in areas such as Home Care. This would radicalise service provision.

Julia Smith (Chief Executive, Harrow Association of Voluntary Service) stated that outcome-based commissioning would lead to significant changes for individuals and the voluntary sector. The voluntary sector was therefore developing a consortium, which would require support. The HSP Executive had been briefed on this matter and its support welcomed.

All

The Chairman suggested that officers work closely with the voluntary sector in this matter.

MG/JS

In response to questions from the Board, Mark Gillett explained that:-

- the launch would be incremental;
- outcome-based commissioning would be implemented nationally and the emphasis was shifting to measurement by outcomes;
- further negotiations with the Voluntary and Community Sector were vital prior to moving towards outcome-based commissioning. The Council expected to specify outcomes and it was for the user to negotiate with the deliverer directly. This approach would ensure flexibility.

All to note

Councillor Navin Shah (Leader of the Labour Group) stated that whilst outcome-based commissioning was intended to provide financial benefits, the Council should not lose sight of improvements to service provision which was central to this exercise. A sensitive approach would be needed.

MG/All to note

Mike Coker (Voluntary and Community Sector Representative) reported that discussions with the Minister had taken place on this matter. The proposal would be a threat to smaller voluntary organisations as their capacity to embrace the initiative was limited. The government was committed to change the provision of free services provided by the voluntary and community sector.

All to note

Following discussion on how improvements to quality of life would be measured, the potential of electronic invoicing and introduction of telelogging, it was

AGREED: That (1) officers identify appropriate opportunities for further

MG

development of Outcome-Based Commissioning and Contracting;

(2) officers work with providers to identify those who might be willing to embrace a changed approach to commissioning and contracting;

MG

(3) the Board receive a progress report in six months' time.

MG

91. Neighbourhood Renewal Adviser:

Mike Howes (Service Manager, Harrow Council) introduced the report, which outlined proposals for a neighbourhood renewal adviser to assist with the Local Area Agreement (LAA). He added that since the proposal, Tribal Consulting had been appointed. It was intended to send their report to all interested parties.

MH

AGREED: To note that the Government Office for London was funding a Neighbourhood Renewal Adviser to assist the partnership in several specific ways.

All to note

92. The Local Government White Paper and the Local Government and Public Involvement in Health Bill:

The Board received a report from Paul Najsarek (Director of People, Performance and Policy, Harrow Council), which set out the implications of the Local Government and Public Involvement in Health Bill 2006 on the partnership. He highlighted the key aspects of the Bill, details of which were set out in the report. Partnership working was at the heart of service delivery and Harrow's Strategic Partnership was in an excellent position to grasp the opportunities that were contained in the Bill, once Royal Assent had been received in Autumn 2007.

All to note

Paul Najsarek stated that the Local Area Agreement (LAA) would need refreshing following the Summits planned by both the Council and the Voluntary and Community Sector in Autumn 2007. He sought the Board's views on the offer made by government officials to 'test' the Local Strategic Partnership (LSP). This exercise would involve workshops with government officials and selected partners. The Board welcomed this opportunity together with the Summits.

All

All to note

The Board discussed the need for Partners to pool resources. The Chief Executive stated that the main drivers were financial savings and the expectation of residents for joined-up service provision. Pooling of resources and sharing services ought to be pursued by the partners.

All to note

AGREED: That the (1) report be noted;

All to note

(2) opportunity to carry out a 'test' of the LSP be welcomed;

All to note

(3) proposed Summits be welcomed.

All to note

93. HSP and Performance Management Arrangements:

Mike Howes (Service Manager, Harrow Council) introduced the report, which provided an update on the progress of the HSP performance management framework and the overarching partnership scorecard. He drew members' attention to page 23 of the agenda and sought their views on the scorecard. Reports could be provided quarterly or annually.

Councillor Chris Mote (Leader of the Council) welcomed the scorecard as a basis for action. He stated that suggestions or alterations ought to be sent to Mike Howes directly. Any radical proposals to the scorecard should be re-submitted to the Board. MH/All to note

Julia Smith (Chief Executive, Harrow Association of Voluntary Services) stated that this matter had been discussed at the HSP Executive meeting on 31 May 2007 and its comments ought to be incorporated. MH/All to note

Dr Karim Murji (Metropolitan Police Authority) stated that the objective listed on page 23 of the agenda were not outcome based. Councillor David Ashton (Deputy Leader) commented that they were subjective. Following a response from Mike Howes, it was All/MH

AGREED: That (1) comments on the HSP scorecard be submitted to Mike Howes (Service Manager, Harrow Council); MH

(2) if the scorecard required a radical change, it be re-submitted to the Board for approval; MH

(3) officers allocate appropriate quarterly and annual targets to the HSP scorecards. MH

94. HSP's Questionnaire:

The Board received a report from Mike Howes (Service Manager, Harrow Council), which provided a summary of the results from the benchmarking questionnaire and issues raised. The Board was asked to review the questionnaire response as part of the Partnership's Work and Improvement Plan.

Councillors David Ashton (Deputy Leader of the Council) and Navin Shah (Leader of the Labour Group) agreed that the Partnership was not visible and its work needed to be communicated. PN/MH/ All to note

Michael Lockwood (Chief Executive, Harrow Council) suggested that an opportunity for listing concerns ought to be provided in the questionnaire. Julia Smith (Chief Executive, Harrow Association of Voluntary Services) requested that the Voluntary and Community Sector should be informed of the self-assessment survey. PN/MH

Councillor Bill Stephenson (Deputy Leader of the Labour Group) suggested that the Board ought to receive regular briefings from the HSP Management and Reference Groups and that the Portfolio Holders should ensure their involvement in these Groups. He asked why targets were not being met. Councillor Navin Shah agreed with these sentiments and suggested a standard item on 'Report back from Management and Reference Group Chairs' be placed on the Board's agendas. PN/MH

Councillor Osborn (Portfolio Holder for Strategy and Business Support) informed the Board that communications was an issue for the Council as a whole. This matter was being discussed at the highest levels. Other members of the Board commented as follows:-

- at the HSP Executive meeting held on 31 May 2007, the Council's Communications Manager had proposed a joined-up approach for communicating the work of the Partners;
- the joined-up approach would also require publicity;
- the Partnership was representative and ought to be made visible;
- press officers from Partner organisations could work together to promote its work;
- communication was an issue and any communication from the Partners had to be consistent. It was for the Council to lead on this matter and ensure consistent messages through all the Partner organisations;
- discernable change needed to be communicated and 'spin' avoided.

AGREED: That (1) the results of the Questionnaire on the HSP be noted;

MH/All to
note

(2) the Questionnaire responses be reviewed as part of the Partnership's work plan;

MH/All to
note

(3) in the light of the results of the HSP Benchmarking Questionnaire, the Improvement Plan be updated.

MH/All to
note

95. Local Area Agreement Annual Performance Update:

Mike Howes (Service Manager, Harrow Council) introduced the report, which provided an update on the performance of the indicators in the Local Area Agreement (LAA).

Following a discussion on the stretched indicator scores set out on page 34 of the agenda, it was

AGREED: (1) To note that the proxy figure for smoking had improved;

(2) that the five management groups' balanced scorecards for the first year performance of the LAA (Appendix A refers) be reviewed;

(3) that accountable Chairs develop action plans to address the risks associated should stretched targets 6-10 not be achieved;

MH/PG/
JK/DP

(4) that any report to the Cabinet include comment from individual management and reference groups.

MH

96. Budget for 2007/08:

Mike Howes (Service Manager, Harrow Council) outlined the key points in the report, details of which were set out in the report. He informed the Board that the allocation of money from the Safer and Stronger Communities Block to Safer Harrow had been revised to £306,992. To date, the provenance of the remaining funding was unclear. It was noted that the total money for the Block would be paid in monthly instalments.

AGREED: That £306,992 of the Safer and Stronger Communities Block money be allocated to Safer Harrow. MH/All to note

97. Comprehensive Performance Assessment Report:

Paul Najsarek (Director of People, Performance and Policy, Harrow Council) introduced the report and thanked partners for their contribution to the process. He stated that a favourable report had been received in relation to the work done by the Partnership, which had been seen as one of the strongest aspect of the Council's activity. All to note

Paul Najsarek reported on the areas where more work was required and the need to make the vision in the Community Plan distinctive. The Council had felt that the tone of the report from the Audit Commission had been somewhat negative but that the Council had accepted the score and was moving forward. He set out the partnership initiatives underway such as the HSP Summit in the autumn, which would consider issues from the voluntary sector summit, discuss the new priorities for the Local Area Agreement (LAA) and MORI survey results. All to note

Paul Najsarek stated that an improvement programme would be submitted to Cabinet in July 2007.

The Leader of the Council, Councillor Chris Mote, thanked the partners for their outstanding contribution to the process. The Council had conveyed its concerns on the process. All to note

AGREED: To note the Executive Summary of the Comprehensive Performance Assessment report. All to note

98. Council Re-organisation:

Paul Najsarek (Director of People, Performance and Policy, Harrow Council) introduced the report and identified links between partner organisations and the Council's Directors. Michael Lockwood (Chief Executive, Harrow Council) stated that the structure had been reviewed to ensure that it was fit for purpose. He did not rule out further changes to the structure. All to note

Councillor Navin Shah (Leader of the Labour Group) was of the view that the structure had been driven by a desire to achieve savings rather than the provision of better services. He was concerned that it would lead to 'silo' working.

In response, the Leader of the Council, stated that the new organisational structure would drive 1-1 working with the Partners, especially with the Portfolio Holders whose remit was Directorate-facing. Some Portfolio Holders were already working with their Partners. Joined-up working would ensue as a result of the new structure. All to note

AGREED: That the (1) revised structure be noted;

(2) links between the Council's Chief Officer structure and Partner organisations be shown at Appendix 1 and circulated to all Partners. MH

- 99. Progress against Partnership Work and Improvement Plans:**
Mike Howes (Service Manager, Harrow Council) outlined the key points in the report and informed members that the Improvement Plans would be submitted to the next meeting. Not all of them had been received from the Management Groups.
- AGREED:** That (1) the report on progress against the Board's Work and Improvement Plans be received;
- (2) Improvement Plans and spend profiles be submitted to the next meeting of the Board. MH/All
- 100. Constitutional Issues:**
The Board considered the report from Mike Howes (Service Manager, Harrow Council) on the proposed changes to the HSP Constitution. Mike Howes stated that the report proposed minor changes to the Constitution, including changes to the membership to reflect changes made by the Council. A fundamental review of the Constitution would be undertaken in April 2008. MH/All to note
- Councillor Chris Mote (Leader of the Council) stated that Councillor David Ashton would attend in his capacity as the Deputy Leader and that Councillor Paul Osborn (Portfolio Holder for Strategy and Business Support), whose remit included communications/developing partnerships, would occasionally attend meetings of the Board. All to note
- Dr Karim Murji (Metropolitan Police Authority) stated that the Constitution was not up to date as previous changes had not been reflected in the document circulated. MH
- The Chairman suggested that any changes that were needed should be submitted to Mike Howes in order to ensure that they were included as part of the proposed fundamental review. All/MH
- AGREED:** That the tracked changes set out in the Constitution be agreed. MH
- 101. Any Other Urgent Business:**
- (1) Andrew Morgan
- Councillor Chris Mote (Leader of the Council and Chairman of the Board) thanked Andrew Morgan (Chief Executive, Harrow Primary Care Trust) for his valuable contribution to the work of the Board and wished him well in his new job as Chief Executive for Bedfordshire Primary Care Trust.
- Andrew Morgan thanked all members for their kind words. All to note
- (2) Championing Harrow – 2012 Olympics
- AGREED:** (1) To note that a report on the work undertaken by the Championing Harrow group would be reported to the next meeting; MH

(2) that a standing item 'Championing Harrow' be placed on future agendas.

DG

102. Date of Next Meeting:

20 September 2007 at 5.00 pm in Committee Room 6, Harrow Civic Centre.

[Note: The Meeting, having commenced at 6.00 pm, closed at 7.45 pm]