



OVERVIEW AND SCRUTINY COMMITTEE

**THURSDAY 4 SEPTEMBER 2008
7.30 PM**

COMMITTEE AGENDA

**COMMITTEE ROOMS 1 & 2,
HARROW CIVIC CENTRE**

MEMBERSHIP (Quorum 4)

Chairman: Councillor Stanley Sheinwald

Councillors:

**Manji Kara
Mrs Vina Mithani
Janet Mote
Anthony Seymour
Dinesh Solanki
Yogesh Teli
Mark Versallion**

**Mrs Margaret Davine
B E Gate
Mitzi Green (VC)
Jerry Miles**

Representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece

Representatives of Parent Governors: Mrs Despo Speel/Mr Ramji Chauhan

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Reserve Members:

1. Julia Merison
2. Ashok Kulkarni
3. Narinder Singh Mudhar
4. Mrs Kinnear
5. G Chowdhury
6. Salim Miah
7. Jeremy Zeid
8. Tom Weiss

1. Krishna James
2. Phillip O'Dell
3. Ms Nana Asante
4. Mrs Rekha Shah

**Issued by the Democratic Services Section,
Legal and Governance Services Department**

**Contact: Daksha Ghelani, Senior Democratic Services Officer
Tel: 020 8424 1881 E-mail: daksha.ghelani@harrow.gov.uk**

HARROW COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

THURSDAY 4 SEPTEMBER 2008

AGENDA - PART I

1. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

3. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972.

4. **Minutes:** (Pages 1 - 8)

That the minutes of the meeting held on 29 July 2008 be taken as read and signed as a correct record.

5. **Public Questions:**

To receive questions (if any) from local residents/organisations under the provisions of Overview and Scrutiny Procedure Rule 8.

6. **Petitions:**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Overview and Scrutiny Procedure Rule 9.

7. **Deputations:**
To receive deputations (if any) under the provisions of Overview and Scrutiny Procedure Rule 10.
8. **References from Council/Cabinet:**
(if any).
9. **Report from Lead Scrutiny Members:** (Pages 9 - 16)
Report of the Assistant Chief Executive
10. **Mollison Way Surgery Consultation:** (Pages 17 - 44)
Report of the Acting Director of Commissioning, Harrow Primary Care Trust
11. **Complex Neonatal and Paediatric Surgery and Associated Critical Care:**
(Pages 45 - 52)
Presentation from the Chief Executive, Harrow Primary Care Trust
12. **Draft Scope for Extended Schools Scrutiny Review:** (Pages 53 - 62)
Report of the Assistant Chief Executive
13. **Strategic Approach to School Re-organisation:** (Pages 63 - 80)
Report of the Director Schools and Children's Development
14. **Scrutiny Review Updates Report:** (Pages 81 - 88)
Report of the Assistant Chief Executive
15. **Developing the Scrutiny Work Programme:** (Pages 89 - 98)
Report of the Assistant Chief Executive
16. **Any Other Business:**
Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - Nil

This page is intentionally left blank

REPORT OF OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD ON 29 JULY 2008

Chairman: * Councillor Stanley Sheinwald

Councillors: * Mrs Margaret Davine * Mrs Vina Mithani
 * B E Gate * Janet Mote
 * Mitzi Green * Anthony Seymour
 * Manji Kara * Dinesh Solanki
 * Mrs Kinnear (4) * Yogesh Teli
 * Jerry Miles

Voting (Voluntary Aided) (Parent Governors)
 Co-opted: † Mrs J Rammelt * Mr R Chauhan
 † Reverend P Reece † Mrs D Speel

* Denotes Member present
 (4) Denotes category of Reserve Members
 † Denotes apologies received

[Note: Councillor Susan Hall, Portfolio Holder for Environment Services and Community Safety, and Councillor Paul Osborn, Portfolio Holder for Performance, Communication and Corporate Services, also attended this meeting to speak on the items indicated at Minutes 366 and 367 respectively below].

PART I - RECOMMENDATIONS - NIL

PART II - MINUTES

356. **Welcome:**
 The Chairman welcomed Richard Walton (Borough Commander), Councillor Susan Hall (Deputy Leader and Portfolio Holder for Environment Services and Community Safety), Jane Sullivan (The Work Foundation) and Councillor Paul Osborn (Portfolio Holder for Performance, Communication and Corporate Services) to the meeting, as invited guests. He also welcomed John Edwards, the recently appointed Divisional Director of Environmental Services, Harrow Council, to his first meeting of the Overview and Scrutiny Committee.

357. **Attendance by Reserve Members:**

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

<u>Ordinary Member</u>	<u>Reserve Member</u>
Councillor Mark Versallion	Councillor Mrs Kinnear

358. **Declarations of Interest:**

RESOLVED: To note that the following interest was declared:

Agenda Item 12 – Scrutiny Member Development Programme – Evaluation of 2007/08 Programme and Draft Programme for 2008/09

Prior to the consideration of item 12, Councillor B E Gate declared a prejudicial interest in that he was a Member of the Council’s Member Development Panel which had put the Programme in place. In declaring a prejudicial interest, he stated that he was erring on the side of caution and left the room during consideration and determination of this item.

359. **Arrangement of Agenda:**

RESOLVED: That (1) in accordance with the Local Government (Access to Information) Act 1985, the following items be admitted late to the agenda by virtue of the special circumstances and grounds for urgency detailed below:-

<u>Agenda item</u>	<u>Special Circumstances/Grounds for Urgency</u>
9. Quarterly Briefings Report from the Scrutiny, Policy and Performance Lead Members	This report was not available at the time the agenda was printed and circulated, as it was being consulted on. Members were requested to consider this item, as a matter of urgency, so that they were briefed on the work being undertaken by the Scrutiny Lead Members.
13. Scrutiny Review – Delivering a Strengthened Voluntary and Community Sector – Work Plan for Phase Two	This report was not available at the time the agenda was printed and circulated, as it was being consulted on. Members were requested to consider this item, as a matter of urgency, so that the scope for Phase 2 of the Review could be agreed and the work commenced.
14. Minutes of the Performance and Finance Scrutiny Sub-Committee	The minutes were late due to the proximity of the meeting of the Performance and Finance Scrutiny Sub-Committee to the despatch of the Overview and Scrutiny Committee agenda. Members were requested to consider this item, as a matter of urgency, so that the actions arising from the minutes could be noted/agreed.
15. Any Other Business – Membership of the Performance and Finance Scrutiny Sub-Committee	Detail of the proposed change in the membership of the Scrutiny Sub-Committee was not available at the time the agenda was despatched and circulated. Members were asked to consider this matter as a matter of urgency in order to allow the change to come into immediate effect.

(2) all items be considered with the press and public present.

360. **Minutes:**
RESOLVED: That the minutes of the meeting held on 8 July 2008, be taken as read and signed as a correct record.
361. **Public Questions:**
RESOLVED: To note that no public questions were put at the meeting under the provisions of Overview and Scrutiny Procedure Rule 8.
362. **Petitions:**
RESOLVED: To note that no petitions were received at the meeting under the provisions of Overview and Scrutiny Procedure Rule 9.
363. **Deputations:**
RESOLVED: To note that no deputations were received at the meeting under the provisions of Overview and Scrutiny Procedure Rule 10.
364. **References from Council/Cabinet:**
RESOLVED: To note that there were no references from Cabinet or Council.
365. **Report from the Scrutiny Policy and Performance Lead Members' Quarterly Briefings:**
The Committee received a report from the Assistant Chief Executive, which set out matters that had been considered by the Scrutiny Policy and Performance Lead Members between April and June 2008. It was noted that the report contained details of meetings held between the Policy and Performance Scrutiny Lead Members for Corporate Effectiveness and Finance and Sustainable Development and Enterprise. The remaining Scrutiny Lead Members would be meeting end of July/September 2008.
- The Chairman, in his capacity as Policy Lead Member for Corporate Effectiveness and Finance, briefed Members on the issues that had been discussed at his meeting with the Performance Lead Member. He reported on the briefing received from an officer in relation to the Human Resources Development elements of the Corporate

Improvement Plan (CIP) and that the recommendations arising from the Challenge Panel had been endorsed by Cabinet.

RESOLVED: That (1) the Corporate Effectiveness and Finance Scrutiny Lead Members monitor the implementation of the Corporate Improvement Plan (CIP) at their future meetings;

(2) the request from the Policy and Performance Sustainable Development and Enterprise Scrutiny Lead Members for a piece of work on sustainability to be included in the Scrutiny Work Programme be agreed;

(3) further information on the impact of housing be provided following the publication of proposed legislation;

(4) the withdrawal of direct rail services to Gatwick Airport be kept under review;

(5) the Policy and Performance Sustainable Development and Enterprise Scrutiny Lead Members be provided with information on the replacement of Metropolitan Line trains at their next meeting.

366.

Community Safety Partnership Plan Priorities 2008-11:

The Committee received the Community Safety Partnership Plan from the Divisional Director of Environmental Services, which set out the priorities for 2008-11. The report stated that the legislative framework for Crime and Disorder Reduction Partnerships (CDRPs) in England had changed. Previous duties of the CDRPs to produce triennial audits and strategies had been replaced by an annual strategic assessment and partnership plan containing three yearly objectives. There was a requirement to revise the objectives annually using the strategic assessment and comply with regulations known as the 'minimum standards' to reflect the minimum requirements for an effective CDRP. It was a statutory requirement for the Community Safety Partnership Plan and targets to be refreshed and published annually.

An officer introduced the report and described the work undertaken by the Safer Harrow Partnership and the Management Group in the preparation of the Community Safety Partnership Plan. The Safer Harrow Partnership was committed to working together to make Harrow a safer place to live, work and visit and the Plan would support the Partnership objective to become the safest borough in London.

The officer circulated an A3 paper version of the Plan, which gave an insight to the Plan and set out priorities, work streams, actions and the groups accountable for the actions. He added that the Safer Harrow Management Group would review the Plan on a regular basis. In response to questions from the Policy Lead Scrutiny Member for Safer and Stronger Communities about the availability of resources, the officer, the Portfolio Holder for Environment Services and Community Safety and the Borough Commander stated that:-

- the priorities carried equal weight;
- funding was available for 2008/09 and that it was anticipated that funding would be available for future years;
- the Metropolitan Police was operating under severe financial constraints and that there were pressures on its budget. These pressures were, however, unlikely to affect the delivery of the Community Safety Partnership Plan. Income generation and money from 'other' funding streams would be secured;
- pooled funding (Local Area Agreement Area based Grant) would in future be disaggregated to the Safer Harrow Management Group (SHMG) by the Harrow Strategic Partnership and the SHMG would monitor the funding and delivery of the Plan.

The Chairman invited Members to pose questions to the invited guests. In response to their questions, the Borough Commander and the Portfolio Holder for Environment Services and Community Safety stated that:-

- early intervention to prevent offending and re-offending by young people was a key measure. The police engaged with primary schools, and early intervention with profile offenders and their families was carried out on a regular basis. Multi-agency working was essential in this regard. Schools had positively encouraged the police in their engagement role and the police had five dedicated schools' officers who were continuously requested to attend schools;

- youth crime and serious violence in Harrow had decreased in comparison to national statistics;
- Harrow was not showing an increase in knife crime and that 'knife arches' would be used as a deterrent. Harrow had two knife arches and these were used outside Harrow on the Hill Tube Station and the other for educational purposes. The Borough Commander explained how the 'knife arches' were used and which groups were targeted. Police in plain clothes acting as spotters were also on site during the use of 'knife arches' and they would ensure that those people who fitted the profile passed through the arches. He agreed to raise the issue of women using their handbags to carry knives for their partners with his officers;
- the bus station situated outside Harrow on the Hill Underground Station was 'designed in crime' and that it was costly to police despite the CCTV. The Borough Commander had lobbied for the bus station to be replaced with hubs across the borough. In his opinion, a new strategy was required. The Borough Commander also undertook to investigate the problems at Harrow Weald Bus Garage where the early morning bus drivers driving to Heathrow were confronted by customers who were intoxicated with alcohol and refused to pay the fare. He added that liaison with various organisations was continuing with a view to dealing with similar behavioural issues;
- during 'weeks of action' resources from other Wards were transferred from adjoining Wards. The Portfolio Holder added that the 'weeks of action' would continue and Harrow had benefited from partnership working in this area;
- alcohol free zones, which would be implemented from 1 August 2008, would be rigorously enforced. Dispersal Notices had been placed at transport hubs. Neighbouring boroughs also had alcohol free zones. Contingency plans were in place for various public events and it was recognised that Harrow was adversely affected by events held at Wembley Stadium. The Borough Commander was trying to increase resources on the basis of footfall but had yet to win the debate on this. The Portfolio Holder informed the meeting that Controlled Parking Zones might help resolve the problem;
- stop and account was used on a regular basis in Harrow. Stop and search was not used, as reasonable grounds were required before any search could be carried out;
- intelligence was collected centrally in order to formulate a picture for Harrow. Harrow did not suffer from visible drug dealing unlike some other boroughs but the police were not complacent about the issue. The police welcomed the proposed re-classification of cannabis. The Borough Commander acknowledged a problem in the use of Khat which affected Somali children;
- consultation on the Plan had been extensive. The Plan was aligned with borough priorities rather than local ones. The Plan, however, did not impinge on local priorities. The Plan was forward looking and a strategic document. Additional related information, such as crime data, was available on the Council's website.

The Divisional Director of Environmental Services thanked the Committee for its contributions. The Plan would be submitted to Cabinet and Council thereafter for adoption. He added that the Plan itself was prescriptive but was presented in a concise A3 paper for ease of reference.

The Chairman thanked the Borough Commander and the Portfolio Holder for their contribution at the meeting.

RESOLVED: That (1) the draft Community Safety Partnership Plan Priorities for 2008-11 as attached at appendix 1 to the report of the Divisional Director of Environmental Services be agreed;

(2) the Committee follow up on the issues raised in relation to the bus station outside Harrow on the Hill Underground Station.

367.

Staff Survey:

The Committee received a presentation from the Work Foundation, an independent, not-for-dividend organisation which aimed to improve working life in the United

Kingdom. Its aim was to spread best practice in the development and treatment of people at work.

Prior to the presentation, an officer stated that the Work Foundation had carried out the survey for the Council the past 2 occasions and was therefore able to track findings. The final report from the Work Foundation would be posted on the intranet in due course and the presentation to the Committee was a summary of the findings.

Jane Sullivan from The Work Foundation circulated the presentation to the Members and spoke about the highlights and the lowlights when compared with figures for the previous 2 surveys in 2005 and 2003 and with the Work Foundation benchmarks from their work in carrying out surveys in a range of organisations. She stated that the response rate from 50% of staff was good. Staff perception of line managers was good and that the perception of senior management was moving in the right direction. She considered this outcome to be a reflection of the more distant relationships between staff and their senior managers as opposed to their immediate managers. Although the survey results were significantly better than other organisations in how staff view reward and development systems, it was important to note that these needed to be fair and transparent.

An officer outlined the important learning points from the survey results. Communication had improved but there was more to do in this area. She identified the next steps and how these would be fed into the Cultural Change Programme and the Corporate Improvement Programme. It was important that the outcome was communicated to the staff and realised. Staff across the organisation had been engaged and positive feedback had been received from the large group event led by Roffey Park and attended by 180 members of staff on 20 June 2008.

The Portfolio Holder for Performance, Communication and Corporate Services welcomed the report of The Work Foundation and stated that, whilst the organisation had been through challenging period, it was now moving in the right direction. He outlined the improvements made in communicating with staff and was pleased to report that the organisation was moving away from silo working. He recognised that there was a need to manage expectations but felt that the organisation was moving forward having laid down solid foundations. The organisation was looking at ways to reward staff in recognition of their work and address the issues arising from the survey results.

In response to questions from Members, the following responses were provided:-

- whilst the survey did not relate to absenteeism, concerted effort was being made by managers to reduce absence through sickness;
- it was important to keep the communication channels 'alive' and take action on the outcomes as there was a perception amongst staff that no action would be taken following the staff survey. 36% only were confident that the Council would take action on the back of this survey;
- it was recognised that senior managers were expected to play a pivotal role in managing change and the organisation needed to ensure the managers engaged and involved staff at all levels. Middle Managers were also pivotal and it was important that they were engaged and on board in delivering change;
- the communication channels set up by the Chief Executive and specifically the Chief Executive's Forums had had a significant positive impact on the organisation and staff in a relatively short time and have been instrumental in shifting perceptions;
- whilst there were strong affinities within teams, silo working continued to be an issue and improving cross-departmental working between teams was essential;
- a number of lessons had been learnt from the Middle Management Review (MMR), particularly how to improve the management of change and the importance of following the Council's Protocol.
- the Management Development Programme would support the development and engagement Middle Managers. It was essential that in going forward all staff were engaged on the journey towards the Council's vision of becoming one of the best London Councils by 2012.

The Chairman thanked Jane Sullivan from The Work Foundation and the Portfolio Holder and officers for the presentation and their contributions.

RESOLVED: That (1) the presentation be noted and that the Committee keep abreast of the outcomes of the staff survey;

(2) the overview of the staff survey showing the percentage figures be circulated to all Members of the Overview and Scrutiny Committee.

368. **Scrutiny Member Development Programme - Evaluation of 2007/08 Programme and Draft Programme for 2008/09:**

The Committee received a report of the Assistant Chief Executive, which set out an evaluation of last year's Scrutiny Member Development Programme for 2007/08 and a draft outline programme for 2008/09. An officer introduced the report and outlined the key aspects, including new activities for 2008/09 with a view to developing a team spirit for scrutiny, building on relationships with officers and external partners and to develop Member skills and expertise.

Members recognised that briefing meetings prior to Committee meetings which involved all Members would help build on a team spirit as well as make for more strategic questioning styles at Committee meetings. Training on subject-specific issues would also be welcomed. A Member asked that she be invited to events held by the Committee as she appeared not to have received invitations in the past.

RESOLVED: That (1) the evaluation of the Scrutiny Member Development Programme for 2007/08 be noted;

(2) the draft Programme for 2008/09 be approved;

(3) the delivery of the Programme for 2008/09 be progressed.

369. **Scrutiny Review - Delivering a Strengthened Voluntary and Community Sector - Work Plan for Phase Two:**

The Committee considered the report of the Project Sponsors – Corporate Director of Finance, Harrow Council, and the Chief Executive of Harrow Association of Voluntary Services - which set out the work plan for Phase 2 of the Scrutiny Review on Delivering a Strengthened Voluntary and Community Sector.

An officer introduced the report and drew Members' attention to the recommendations set out in the report. She suggested that as one of the five voluntary sector representatives had not taken up the place on the Review Group, it would be appropriate to invite a further voluntary sector representative to participate on the Phase 2 of the Review.

The Chairman of the Review Group commended the manner in which Phase 1 of the Review had been conducted so far and thanked the participants for their enthusiasm, including the representatives from the voluntary sector. He expected Phase 2 of the review to continue in the same manner although it was likely that challenging decisions would need to be taken.

A Member of the Review Group agreed with the comments made by the Chairman of the Review Group and added that the contributions from the voluntary sector had been particularly valuable.

RESOLVED: That (1) the work plan for Phase 2 of the Review at appendix A to the report of the Project Sponsors be agreed;

(2) it be noted that Councillor Lurline Champagnie was no longer a Member of the Review Group.

(3) Julie Bellchambers, Harrow Youth Workers Forum, be invited to participate in the Review.

(4) the Case Study memberships at Appendix B to the report of the project sponsors be noted.

370. **Minutes of the Performance and Finance Scrutiny Sub-Committee:**

The Vice-Chairman of the Performance and Finance Scrutiny Sub-Committee reported on the meeting held on 15 July 2008, with particular reference to the discussion with the Chief Executive for North West London Hospitals NHS Trust (NWLH) who had been present at that meeting. It was noted that the review report on the recent

maternal deaths had been submitted to the Healthcare Commission and was currently under embargo.

The Vice-Chairman of the Sub-Committee stated that a review of the Council's Improvement Programme (CIP) and the specific issue of customer service delivery would, in due course, be submitted to the Overview and Scrutiny Committee for consideration.

It was noted that a query raised with the Chief Executive for NWLH NHS Trust by a co-opted member of the Overview and Scrutiny Committee would be passed to the Scrutiny Policy Lead Member for Adult Health and Social Care.

RESOLVED: That the minutes of the Performance and Finance Scrutiny Sub-Committee be received and that actions arising from this Sub-Committee be noted/agreed.

371. **Any Other Business:**

Change in Membership of Performance and Finance Scrutiny Sub-Committee

RESOLVED: That Councillor Mrs Margaret Davine replace Councillor Bill Stephenson as a Reserve Member on the Performance and Finance Scrutiny Committee.

372. **Heather Smith:**

On behalf of the Committee, the Chairman thanked Heather Smith, Scrutiny Officer, who was going on maternity leave, for her work. Members wished her well.

The Chairman also thanked other officers present for their work.

(Note: The meeting, having commenced at 7.31 pm, closed at 10.15 pm).

(Signed) COUNCILLOR STANLEY SHEINWALD
Chairman

This page is intentionally left blank



Meeting:	Overview and Scrutiny Committee
Date:	4 th September 2008
Subject:	Report from Lead Scrutiny Members
Responsible Officer:	Tom Whiting Assistant Chief Executive
Portfolio Holder:	Cllr Paul Osborn Performance, Communication and Corporate Services Portfolio Holder
Exempt:	No
Enclosures:	Appendix One

Section 1 – Summary and Recommendations

This report sets out the items that have been considered by the scrutiny policy and performance leads at their quarterly briefings between July and August, and details the recommendations they would like the committee to consider with regard to further action/escalation

Recommendation:

Councillors are recommended to:

- consider the report from the Scrutiny policy and performance leads and
- consider recommendations as included therein.

Section 2 – Report (Background (if needed))

This report records the outcomes of quarterly briefings of scrutiny lead policy and performance councillors and seeks the endorsement of committee of the action proposed. Individual reports have been included in this report for:

- Adult Health and Social Care
- Children and Young People
- Safer and Stronger Communities

No meetings have taken place since the last meeting of the Overview and Scrutiny committee for:

- Corporate Effectiveness and Finance
- Sustainable Development and Enterprise

Current situation

Not appropriate to this report.

Why a change is needed

Not appropriate to this report.

Main options

Not appropriate to this report.

Other options considered

Not appropriate to this report

Recommendation:

To consider and endorse the reports from the scrutiny policy and performance leads.

Considerations

Resources, costs and risks

Any costs associated with these recommendations will be met from within existing resources. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific implications of these projects will be considered during the scoping process

Staffing/workforce

There are no staffing or workforce considerations specific to this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific staffing implications of these projects will be considered during the scoping process.

Equalities impact

There are no specific equalities implications in this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific equalities implications of these projects will be considered during the scoping process.

Community safety (s17 Crime & Disorder Act 1998)

There are no specific equalities implications in this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific community safety implications of these projects will be considered during the scoping process.

Legal Implications

None

Financial Implications

Any costs arising from the recommendations will be contained from existing budgets.

Performance Issues

There are no performance considerations specific to this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific performance implications of these projects will be considered during the scoping process.

Risk Management Implications

There are none specific to this report.

Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 22 nd August 2008		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 20 th August 2008		

Section 4 - Contact Details and Background Papers

Contact: Lynne McAdam, Service Manager Scrutiny, 020 8420 9387

Background Papers: None

If appropriate, does the report include the following considerations?

1.	Consultation	YES / NO
2.	Corporate Priorities	YES / NO

APPENDIX ONE **REPORTS FROM THE SCRUTINY POLICY AND** **PERFORMANCE LEAD** **COUNCILLORS**

ADULT HEALTH AND SOCIAL CARE

The Scrutiny Lead Members met with the Corporate Director for Adults and Housing Services on 16th May 2008.

Inspections

1. The CSCI inspection (January 2008) concluded that:
 - Safeguarding of adults was adequate.
 - Delivery of personalised services for people with learning disabilities was poor.
 - The capacity to improve was uncertain.Furthermore CSCI reported that safeguarding practice is good although to date strategic efforts are poor and this is where the good practice is let down – by poor planning and strategic approach in the past. There are rapid improvements beginning and so this should allow for the service to realistically aim for an overall shift from ‘uncertain prospects’ to ‘promising prospects’ in the future.
2. The Learning Disabilities inspection highlighted a number of areas for improvement and development. A number of issues are highlighted as hampering progress e.g. PCT funding, uncompleted health action plans, weak joint commissioning. Commissioning is now a joint priority for the local authority and PCT - to be implemented by April 2009.

To action: Scrutiny is asked to provide robust challenge to the outcomes of and the agreed action plan arising from the safeguarding adults’ inspection.
(Please note: it has now been arranged that this will be brought to Overview and Scrutiny Committee on 8 July – an item to focus on safeguarding adults and therefore also learning disabilities, to be related to the Transformation Programme Plan)

Adults and Housing Transformation Programme Plan

- This is a three-year plan for the service and includes within it picking issues raised by the inspection findings. Activity is phased over the course of three years
- The centrepiece to the plan is the development of self-directed support, as this affects much of the services the local authority delivers for users. A six-month pilot of 100 service users started in April. Following evaluation of this, a wider programme may be rolled out in the Autumn.
- Relating to Programme Area 4, much of the emphasis to success will be work with the voluntary sector to deliver especially around preventative care.
- Programme Areas 5 and 7 demonstrate a change in working in practice as the HARP project will bring in mobile working through the use of PDAs and computerised systems within Housing. Lessons learned from applying this to Housing can then be considered for Social Care.
- An important factor to address is the capacity within the organisation to deliver service improvements.

Partnership working between the council and PCT

- A Department of Health consultant will facilitate work between the PCT and Local Authority on progressing work around joint commissioning. In April 2009, the PCT will transfer learning disabilities to the local authority. Mental health services will be transferred from the local authority to the PCT.
- The PCT has yet to discuss with its social care colleagues local plans for the implementation of the *Healthcare for London* (Darzi) framework.

To action: *Scrutiny may wish to follow up progress on joint commissioning arrangements with both the PCT and council at a later date.*

Fair Access to Care Services

- The council's position on FACS was absolutely clarified at Cabinet on 15 May. The local authority will continue to meet critical and substantial needs.
- Paul provided the scrutiny leads members with written responses to the questions raised by Councillor Shah at Overview and Scrutiny Committee on 1 April regarding FACS.
(Please note: These responses have since been copied to all members of O&S Committee.)

Recommendations:

- That scrutiny continue to provide robust challenge to the outcomes of and the agreed action plan arising from the safeguarding adults' inspection.
- That scrutiny considers monitoring progress on joint commissioning arrangements with both the PCT and council at a later date

Date of next meeting:

Friday 19 September, 4-5pm in Director of Adult and Housing Services' office.

CHILDREN AND YOUNG PEOPLE

The Scrutiny Lead Members met with the Director of Schools and Children's Development on 30 July 2008.

School reorganisation

The leads received a report on progress and it was agreed that the Overview and Scrutiny Committee would receive an information report at the 4 September meeting.

Extended schools

The leads discussed the draft scope with the Director. The Director commented that with regard to the planned focus groups, it would be helpful to separate the groups into users (parents and young people) and providers (head teachers, governors and cluster co-ordinators). The policy lead advised that it had been intended to run separate groups but agreed that the scope could clarify this by alluding to users and providers.

It was noted that the scope would be circulated to the relevant portfolio holder for information prior to agreement at the Overview and Scrutiny Committee on 4 September.

Increasing interaction between young people and councillors

It was proposed that the leads arrange a meeting in the autumn with the Head of Service for Young People with a view to discussing increasing interaction.

Future scrutiny work programme

The Director commented that she was content the two projects currently identified (the Extended Schools light touch review and the Care Matters challenge panel). In terms of possible future activity beyond 2008/09, the Director suggested that scrutiny may wish to contribute to future work around the development of a formal children's trust approach, possibly in 2009/10.

Recommendations:

- That the Overview and Scrutiny Committee receive a progress report on school reorganisation at its 4 September meeting and that the lead members maintain a watching brief on progress thereafter.
- That scrutiny leads arrange a meeting in the autumn with the Head of Services for Young People with a view to discussing how interaction between young people and councillors can be increased.

CORPORATE EFFECTIVENESS LEADS BRIEFING

There is no report from the Corporate Effectiveness Lead members for this meeting. The next meeting is scheduled for, 4th September

SAFER AND STRONGER COMMUNITIES

The Scrutiny Lead Members met with the Crime Reduction Unit Team Leader, the Interim Head of Service, Community Development and the Community Events Manager, and on 14th August 2008.

Community safety

Members received an update from Ian Pearce, Community Safety Manager, on the Policing Green Paper, supplementing a written briefing previously circulated. They considered a number of particular issues, including the changes to the "stop and account" process (involving a reduction in form-filling, but raising questions about civil liberties), the new policing pledge (which has similarities to the Charter Mark scheme) and the new single national policing target.

In relation to the single target, the leads were advised of changes to national targets as a result of a reorganisation of roles between the Home Office and Her Majesty's Inspectorate of Constabularies (HMIC). Members discussed the tensions between national and local target setting and the need for CDRPs to be able to pursue their own local targets.

The leads also considered the potential locally for improvements, including collocation of services, shared back-office functions between partners and the prospect of ring-fenced (in practice, if not in theory) seed funding to further enhance Safer Neighbourhood Teams (SNTs) and local communities.

The leads were advised that officers would have to ensure that the Strategic Assessment within the Community Safety Plan fitted in with the changes likely to be made when the Green Paper's proposals pass into law. In particular, the requirement for much more information about police performance to be publicly available in future was cited as a driver for the development of new skills sets within the police service.

There was also a discussion of local governance issues. It was felt that steps might be taken to refine these, particularly the need to link in more effectively with the operation of SNTs. The leads resolved to keep this issue under review.

It was agreed that the scrutiny officer would provide members with a briefing identifying how the various policing bodies (HPCCG, CDRP, Race Hate Forum, Safer Neighbourhood Panel and so on) link together.

Community development

The leads discussed with Stephen Porter and Deven Pillay from the Community Development Team issues relating to the upcoming Edgware street party and lessons that might be learned for the future.

The leads were advised of the background to the street party. They were advised that detailed consultation was carried out following the initial proposal for the street party from Community Connects. Ward councillors appeared to have been omitted from this consultation as the result of an oversight. It was agreed that a simple protocol of involving ward councillors at an early stage may help facilitate engagement with local communities. It was suggested that a “duty to inform” could be placed into SLAs in the future to enhance engagement.

The leads noted the good work being carried out by Community Development on community cohesion; success of the initiatives would depend on all council departments stepping out of a silo mentality and working with the CDT to deliver improvements in the future.

It was felt that – although the event itself was very much to be welcomed - the way in which it had been planned and consulted on demonstrated an inward-looking approach, while understanding that the event had been planned on an extremely tight timescale. The leads, and officers, felt that to minimise the risk in future of members of the community feeling left out of the planning of similar events, the community database should be updated.

The leads felt that the concerns in this instance gave rise to a more fundamental point about trust between the council and local communities, and an issue about the commitment of other directorates in assisting the Community Development Team to deliver an effective service.

Although it was noted that many of these issues were already being addressed through the voluntary sector scrutiny review, the leads considered that the issues raised might demonstrate that a scrutiny review of communications – building on the Hear/Say review of 2004/05 – might be profitable for 2008/09. It was felt that such a review would be able to make recommendations across all areas of the Harrow Strategic Partnership to improve the way in which the council and its partners engage and inform local people about local issues, and strengthen the management of the partnership by ensuring that consultation is more of a two-way process.

Recommendations:

- To keep the issue of local governance of community safety under review.
- To carry out a mapping exercise of local community safety governance prior to the next meeting.
- To suggest, for the long list of scrutiny projects being submitted to Overview and Scrutiny Committee, that a scrutiny review of communications might be carried out, to define more effectively the way in which the Harrow Strategic Partners engages and informs local people.

SUSTAINABLE DEVELOPMENT AND ENTERPRISE LEADS BRIEFING

There is no report from the Sustainable Development and Enterprise Lead members for this meeting. The next meeting is to be confirmed.

Agenda Item	Pages 17 to 44
Paper	
Meeting Date	04.09.08

REPORT TITLE: *Mollison Way Surgery Consultation*

Decision **Discussion** **Information**

Report author:

Julie Taylor, Head of Contracts

Report signed off by:

Andrew Bland, Acting Director of Commissioning

Purpose of the report:

This report updates the board on the consultation on the options for the continuing medical care of patients who were registered at the Mollison Way Medical Centre, Mollison Way, Edgware. The report also updates the Board on the interim arrangements for the provision of general medical services to this group of patients.

Recommendations to the Board/Overview and Scrutiny Committee:

The Board/Committee is asked to receive the update on this consultation process and the content of the consultation document.

Related PCT objectives:

- Be the lead for health in Harrow by working with partners & engaging public
- Be a model employer Ensure our systems are robust and used appropriately by staff
- Improve health in Harrow & reduce health inequalities Be a highly performing, innovative organisation
- Provide the people of Harrow with accessible & efficient care of the highest quality

Related "Standards for Better Health":

C17, C18, C22a&c and C22b

Related "Use of Resources"

KLOE 2.1 and 2.3

Report history:

None. The Mollison Way consultation has been discussed by the PCT Executive Committee over the period May to August 2008.

Contact name: Julie Taylor
Contact no: 020 8966 1143

Agenda Item:	
Paper:	
Meeting Date:	04.09.08

1. Purpose of the report

- 1.1. This report updates the board on the consultation on the options for the continuing medical care of patients who were registered at the Mollison Way Medical Centre, Mollison Way, Edgware. The report also updates the Board on the interim arrangements for the provision of general medical services to this group of patients. A copy of the consultation document is attached (Appendix One).

2. Background

- 2.1. The Mollison Way Medical Centre became a vacant practice when the sole GP contractor, Dr J Goldsteine retired on 30 April 2008 and terminated her contract as a result. The practice was situated at Mollison Way Medical Centre, 41-42 South Parade, Mollison Way, Edgware, HA8 5AT. As a result the PCT needs to secure services for the patients who were served by this practice and to ensure the rights of the current practice staff are observed.
- 2.2. Temporary arrangements for the care of these patients were put in place, primarily provided by the long term locum doctor, temporarily sited at the HoneyPot Medical Centre, HoneyPot Lane. The PCT continues to provide transport for frail patients or those who are too unwell to travel to the alternative site and to explore further actions to ensure interim arrangements respond to patient needs.
- 2.3. Before making a decision on how future general medical services are secured for patients the PCT must undertake a consultation with the public and key stakeholders (see section 242, Health Act 2006).
- 2.4. The consultation document attached (Appendix One) outlines the two available options:

Option One enables patients to choose to register with a GP from an existing list of established practices in the area. There are 17 general practices within one mile of Mollison Way who are accepting new registrations. Seven of the practices are situated in the London Borough of Harrow, five are in the London Borough of Brent and five are in the London Borough of Barnet. The Borough in which the practice is located does not affect people asking to register as long as they are within the practice's catchment area.

Option Two involves inviting applications from providers to take up a contract to provide primary medical services to patients of Mollison Way surgery and for the area of Mollison Way. There is a formal procurement process that PCTs follow in such cases that ensures the process of selecting a provider is fair and transparent.

3. Consultation Process

- 3.1. The formal consultation was launched 12 July 2008 and will end 12 October 2008. In order to ensure that the consultation process is as inclusive as possible and that as many views are engaged as possible the following actions have been undertaken:
- 3.2. Prior to consultation launch, PCT officers met with the practice patient group twice, holding a pre-engagement to consultation meeting and follow up, to get their input

Agenda Item:	
Paper:	
Meeting Date:	04.09.08

into the development of the consultation document and to seek their views on the best ways of collecting feedback from the wider patient list, for example offering translated versions of the document, holding focus groups and road shows and having an additional public meeting for consultation launch.

- 3.3. The formal consultation document (Appendix One) was prepared with input from the patient group and PPI forum before being sent to all registered practice patients and key stakeholders which included local GPs and Pharmacists, councillors, residents associations and community groups (a full list is provided on page 18, Appendix One). The consultation document is available on the PCT website along with updates on consultation events.
- 3.4. The consultation was launched at an event held in the Mollison Way area on the 12 July 2008. The event was attended by approximately 200 people from the local area who had the opportunity to clarify the options to be considered, ask questions about the current and future arrangements for medical care and make suggestions on how they wanted to be updated on other public events.
- 3.5. The PCT will hold a consultation road show 2nd September 2008 in the Mollison Way area for patients to give feedback on the options available and ask any questions they may have about them. The event will follow a road show style where the PCT will give a presentation, repeated three times over a 6 hour period followed by question and answer sessions either as a group or on a one to one basis. Stakeholders will be able to attend at a time of their convenience and hear the same messages throughout the afternoon and evening. The event has been advertised in the local press, through posters in the local area, on the PCT website and by direct mailing to patients and stakeholders. In addition PCT officers held a further meet with the Patient group to update them on current plans. This meeting was also attended by the local Councillor, Clr Solanki.
- 3.6. The PCT has held an informal discussion about the content of the consultation document and consultation process with Overview and Scrutiny Committee leads from the London Borough of Harrow before this report on the progress of the consultation was presented.
- 3.7. At the end of the consultation period on the 12 October 2008 the responses will be collated and reported to the Board along with other relevant information to enable a decision to be taken on the how continuing medical care will be provided to patients previously registered with Mollison Way Medical Centre.

4. Equality impact assessment

- 4.1. This consultation process seeks to capture views from the full range of stakeholders and patients on the options for their future medical care. These views will be taken into account when the final decision is taken.

5. Recommendations

- 5.1. The Board/Committee is asked to receive the update on this consultation process and the content of the consultation document.

Agenda Item:	
Paper:	
Meeting Date:	04.09.08

Appendices

Appendix One – Consultation Document for Consultation on options for the continuing medical care of patients who were registered with the Mollison Way Medical Centre

Background documents

None

Agenda Item:	
Paper:	
Meeting Date:	04.09.08

Board Report Executive Director sign off

This report has been approved by the accountable Executive Director and satisfied that the implications for the following areas have been adequately considered.

Financial

Equalities

Name: Andrew Bland

Job Title: Acting Director of Commissioning and Delivery

This page is intentionally left blank

Consultation On Options For The Continuing Medical Care of Patients Who Were With Mollison Way Medical Centre



The Heights . 59-65 Lowlands Road . Harrow-on-the-Hill . Middlesex . HA1 3AW
Te: 020 8966 1001 . Fax: 020 8426 8646
Website: www.harrowpct.nhs.uk

This page is intentionally left blank

Consultation Document

Continuing medical care for patients previously seen at the Mollison Way Surgery

Purpose

Harrow Primary Care Trust (PCT) is undertaking a consultation process to seek your views about how future medical care for patients formerly registered with the Mollison Way Medical Centre, should be provided.

This consultation document seeks to provide patients and stakeholders with further information on the background to the current situation. It gives options for the future and the ways in which to feedback views within this consultation. These will be considered when deciding upon the future provision of services.

There is an attached sheet for you to feedback your views to us. Other ways that you can feedback are explained later in this document. You can send us your feedback at any time during the consultation period.

The consultation will start on the **12th July 2008** and close on the **12th October 2008**.

Background

Until the 30th April 2008 patients registered at the Mollison Way Surgery were provided with general practice services through a contract with Dr Goldsteine. On 1 May 2008 Dr Goldsteine retired and the NHS contract for services at the surgery terminated.

Prior to that date, and for an extended period, there was a long-term GP locum in place to see patients, supported by a number of other locum doctors covering surgeries at Mollison Way. Patients were also treated by a part-time nurse at the practice. The Mollison Way Medical Centre's opening hours were 9.00am to 12.00pm and 4.00pm to 6.00pm, Monday to Friday, except Thursday afternoons when it was closed.

At the time of her retirement Dr Goldsteine was not in a partnership and short-term arrangements needed to be made to care for those registered patients while a long-term solution was decided upon. Those temporary arrangements eventually had to be made at very short notice because of circumstances beyond our control. From the 1st May 2008 services were made available at the Honeypot Medical Centre on Honeypot Lane, Harrow and these arrangements will remain in place in their current form until a decision is taken on the long term solution.

Current arrangements are temporary and the PCT now needs to determine the best way for services to be provided to those patients in the long-term.

The PCT is seeking feedback from patients and stakeholders through this consultation process that can be taken into account when taking a decision.

The Need for Consultation

The PCT has a duty to secure medical services for the people of Harrow. In making any decisions on changing how services are delivered we have an obligation under Section 242 of the National Health Service Act 2006¹ to consult the public and key stakeholders that may be affected. In accordance with this obligation, the PCT will run a 3 month consultation period which will run from 12th July 2008 until 12th October 2008.

The information received from you during this consultation process will along with other relevant information, be used to help decide how services will be continued for patients formerly seen at Mollison Way Medical Centre.

The PCT has already undertaken some pre-engagement to consultation work with the practice patient group to capture their initial views. This was to get their support in ensuring this consultation process is as accessible to patients and stakeholders as possible. We have also received several letters from individual patients voicing their wishes which will also be taken account of when a decision is taken.

What are the options?

The ways in which a PCT can address the provision of medical services in these circumstances is regulated and governed by legislation. A PCT can decide not to commission an entirely new service based on information available and after taking into account the feedback from public consultation. Equally, a PCT can also decide to commission a provider to supply primary medical services in an area.

Broadly there are two routes to choose from when deciding how to provide for continuing service provision to patients formerly served by the Mollison Way surgery that we need you to consider and feedback on.

Option One

The first option is for patients to be registered by existing surrounding practices either by re-registering themselves or by the PCT allocating them to a practice.

Option Two

The second option is to tender for a new provider of services – who may be an existing provider within the vicinity or an entirely new provider in the area.

¹ Section 242 of the National Health Service Act 2006 places an obligation to make arrangements for people to whom those services are being or may be provided, directly or through representatives, to be involved in and consulted on the planning of the provision of those services.

Initial feedback from the pre-engagement meeting with the practice patient group gave the PCT some insight of those patients' views on both options.

The group indicated that if **Option One** was decided upon patients would need full details about the surrounding practices such as the number and gender of General Practitioners at each practice and opening hours.

The group indicated that if **Option Two** was decided upon the following areas would be important when provider applications were invited.

- Location of service with Premises either on or close to Mollison Way
- Continuity of care and General Practitioners
- The ability to book appointments in advance
- The provision of accessible and potentially longer opening hours
- Higher levels of nursing provision
- Multiple (more than two) telephone lines
- The provision of additional services such as minor surgery, podiatry or physiotherapy would be beneficial

More detail on the options

Option One enables patients to choose to register with a GP from an existing list of established practices in the area. There are 17 general practices within one mile of Mollison Way who are accepting new registrations. Seven of the practices are situated in the London Borough of Harrow, five are in the London Borough of Brent and five are in the London Borough of Barnet. The Borough in which the practice is located does not affect people asking to register as long as they are within the practice's catchment area.

These practices range from single handed GPs to larger group practices. All provide general medical services and a range of additional services.

The PCT would liaise with the practices to ensure they were aware of the approximate numbers of patients they could expect to approach them to re-register and to collate any additional information they may want the PCT to provide to patients when making a choice of practice.

When considering this option its important to take into account the transport available to people travelling to these practices. The current list of patients at the Mollison way surgery is fairly widely spread across the borough, although there is a concentration of people in the Queensbury, Edgware and Kingsbury areas. There are several bus routes in those areas; the 114, 614, 288, 303 and 292. The nearest tube stations are Queensbury and Kingsbury Stations. However, despite good transport links in the area, people with mobility problems, complex needs or young families may still find it difficult to access other practices.

The time it would take to implement this option would be relatively short, approximately two months, and support with registering would be given to patients who are more vulnerable or who find it difficult to register.

Details of other practices in the area are attached at Appendix Two.

Option Two involves inviting applications from providers to take up a contract to provide primary medical services to patients of Mollison Way surgery and for the area of Mollison Way. There is a formal procurement process that PCTs follow in such cases that ensures the process of selecting a provider is fair and transparent.

Part of the process is preparing a service specification for the providers to consider when applying. This specification would detail:

- The range of services that would have to be provided
- The times when services should be available
- The quality standards required
- The specific health needs of the patient group that would have to be catered for
- Possible future service developments or expansion of the practice and/or its services
- The profile of the practice population and the wider geographical area
- Premises requirements and location eg. the preference for a surgery to be sited on or near Mollison Way.

This is not an exhaustive list but gives an indication of the level of detail necessary.

It is important that the specification is both explicit in describing what is required but is flexible enough to ensure that a range of providers are able to apply and does not exclude certain types of provider.

In any specification for services developed by the PCT the standards and quality required from providers would be high and would seek to satisfy the needs and wishes of the patients.

As part of the consultation process views expressed can be used to shape a specification e.g. views on the range of services to be provided, opening hours and premises location. It is not possible to specify particular doctors or exact addresses in such a document but it is permissible to express a preference (e.g. prefer to have a choice of a male and female doctor at a practice or the premises that are within a certain distance of the previous site).

A range of providers would be eligible to apply including individual GPs, existing practices from within or outside Harrow or corporate providers.

Following the consultation period the time it would take to complete the procurement process and have a new provider in place would be 6-12 months.

How to Feedback

Taking account what you have read in this document and / or what you hear and read at the local consultation events and information points listed below we would be very grateful for your feedback in one of the following ways:

- On the feedback form attached to this document (pre-paid envelope enclosed)
- On the feedback forms available at events or at places local to Mollison Way
- By telephoning 020 8537 3170
- On the PCT website www.harrowpct.nhs.uk

CONSULTATION QUESTIONS

We would like your feedback on the following two questions, ideally using the feedback form attached at the end of this document at Appendix 5.

Question One

Having read the consultation document, which is your preferred option for continuing the family doctor services previously provided by the Mollison Way surgery?

Option 1 - The first option is for patients to be registered by existing surrounding practices either by re-registering themselves or by the PCT allocating them to a practice.

or

Option 2 - The second option is to tender for a new provider of services in the area.

Question Two

How do you want to be kept informed about this process?

This consultation process was launched at an event on

10am – 12pm, 12th July 2008
The Rochdale Scout Centre
42 Roch Avenue
Edgware
HA8 6DW

There will be another consultation event **2nd September 2008**. Flyers for the event will be sent to all patients and stakeholders and advertised in the local press.

Below is a summary statement translated from English to other languages on the following pages.

Harrow Primary Care Trust (PCT) is undertaking a consultation to seek your views about how future medical care for patients previously registered with the Mollison Way Medical Centre, should be provided.

Following Dr Goldsteine's retirement, a long term solution for patients' medical care needs to be decided upon.

Option 1

The first option for the future is for the PCT to assist patients to join other existing local GP practices.

Option 2

The second option is for the PCT to advertise for a new provider of medical care services in the area.

The 2 questions we would like you to consider are;

1. Which is your preferred option for your continuing medical care?
2. How would you like to be kept informed about this process?

The consultation will start on the **12th July 2008** and close on the **12th October 2008**.

If you or someone you care for would like the consultation document in your language, please call 020 8537 3170.

હેરો (Harrow) પ્રાયમરિ કેઅર ટ્રસ્ટ (PCT), મોલિસન વે મેડિકલ સેન્ટર (Mollison Way Medical Centre) સાથે અગાઉ રજિસ્ટર્ડ થયેલ દરદીઓની ભાવિ મેડિકલ કેઅર કેવી રીતે પૂરી પાડવી જોઈએ તે વિષે તમારા અભિપ્રાય મેળવવા તમારી સાથે સલાહમંત્રણા હાથ ધરે છે.

ડો ગોલ્ડસ્ટેઈનની (Dr Goldsteine's) નિવૃત્તિને અનુસરીને, દરદીઓ માટે લાંબા સમય ગાળાની તબીબી કે મેડિકલ કેઅર સેવાઓના ઉકેલનો નિર્ણય કરવાની જરૂર રહે છે.

વિકલ્પ (ઓપશન) 1

PCT ના ભવિષ્યનો પહેલો વિકલ્પ કે પસંદગી દરદીઓને બીજી સ્થાનિક ચાલુ જીપી (GP) પ્રેક્ટિસમાં જોડાવા માટે મદદરૂપ બનવાનો છે.

વિકલ્પ (ઓપશન) 2

PCT ની દ્વિતીય કે બીજા નંબરની પસંદગી વિસ્તારમાં મેડિકલ કેઅર સેવા માટે કોઈ એક નવા ડોક્ટરની જાહેરાત કરવાની છે.

તમારે વિચારણા કરવા માટે 2 પ્રશ્નો છે;

1. તમારી મેડિકલ કેઅર ચાલુ રાખવા માટે તમારો પસંદગીનો વિકલ્પ શું છે?
2. આ કાર્યવાહી વિષે તમને કેવી રીતે જણાવવામાં આવે તે તમને પસંદ રહેશે?

આ સલાહમંત્રણા (કન્સલ્ટેશન) તારીખ 12th જૂલાઈ 2008 ના રોજથી શરૂ થઈ અને 12th ઓક્ટોબર 2008 ના રોજ પૂરી થશે.

જો તમને અથવા તમે જે કોઈ એકની કેઅર કે સંભાળ રાખતા હો તેઓને આ સલાહમંત્રણાનો દસ્તાવેજ તમારી પોતાની ભાષામાં જોઈતો હોય તો, કૃપા કરી 020 8537 3170 ઉપર ફોન કરો.

હરો પ્રાયમરી કર ટ્રાસ્ટ (PCT) મતેહ શ્દે તા ડર મુરડ ન્હુે અર્ર્ને હ્દમત્ પ્ઝશ્કી મલિસન મ્દિકલ સન્ટર ડર આંન્દે રા બ્રાઇ બિમારની કે ફિલા બા અઇન મરકઝ રજિસ્ટર શ્દે અન્ડ અઝ શમા નઝર હુઅઇ બેમલ ઓરડ.

બેદાઝ બાઝ ન્શ્સ્તે શ્દન ડક્ટર ગ્લ્ડસ્ટઇન, ઝમાન અન રસિ્દે કે બ્રાઇ બ્ર ઓરડે સાહ્તન અહ્તિાજાત બિમારન મ્દિકલ સન્ટર અક્ટુન ટ્વમિમ ગિર ય શુડ.

انتخاب اول

اولین راه برای (PCT) در آینده این خواهد بود که به بیماران کمک کند تا در جی پی های دیگر موجود در محل نام نویسی کنند.

انتخاب دوم

راه دوم برای (PCT) این است که جهت فراهم کردن یک مرکز جدید جهت ارائه خدمات مراقبتهای پزشکی در محل آگهی دهد.

از شما تقاضا میکنیم که به این دو سؤال ما پاسخ دهید،

1. کدام یک از راههای ذکر شده در بالا برای دریافت کمکهای پزشکی شما مناسب میباشد؟
2. مایل هستید که پیشرفتهای بدست آمده در این مورد چگونه به شما اطلاع داده شود؟

تاریخ شروع نظرخواهی اول ماه جولای سال ۲۰۰۸ شروع شده و اول ماه اکتبر سال ۲۰۰۸ به اتمام میرسد.

چنانچه برای خود یا شخصی که از او مراقبت میکنید مایل هستید که فرمهای این نظرخواهی را ترجمه شده به زبان خود دریافت دارید لطفا با این شماره تلفن ۰۲۰ ۸۵۳۷ ۳۱۷۰ (020 8537 3170) با ما تماس بگیرید.

بمیر و پرائمری کیئر ٹرسٹ (پی سی ٹی) (Harrow Primary Care Trust (PCT)) آپ کی رائے حاصل کرنے کیلئے صلاح و مشورہ کر رہا ہے کہ ان مریضوں کیلئے مستقبل میں طبی دیکھ بھال کیسے فراہم کی جانی چاہئے جو پہلے مولی سن وے میڈیکل سینٹر (Mollison Way Medical Centre) میں رجسٹرڈ تھے۔

ڈاکٹر گولڈسٹائن (Dr Goldsteine) کے ریٹائر ہونے کے بعد، مریضوں کی دیکھ بھال کی سروسز کیلئے ایک طویل المدت حل پر فیصلہ کرنے کی ضرورت ہے۔

تجویز 1

مستقبل کیلئے پہلی تجویز یہ ہے کہ پی سی ٹی (PCT) مریضوں کی مدد کرے کہ وہ دوسری موجودہ مقامی جی پی کی پریکٹس میں شامل ہو جائیں۔

تجویز 2

پی سی ٹی (PCT) کیلئے دوسری تجویز یہ ہے کہ وہ علاقے میں کسی نئے سروسز فراہم کرنے والے کیلئے اشتہار دے۔ وہ دو سوالات جن پر ہم چاہیں گے کہ آپ غور کریں درج ذیل ہیں؛

1. اپنی طبی دیکھ بھال کو جاری رکھنے کیلئے آپ کس تجویز کو ترجیح دیں گے؟

2. آپ اپنے آپ کو اس عمل کے بارے میں کیسے آگاہ رکھنا چاہیں گے؟

صلاح و مشورہ 12 جولائی 2008 کو شروع ہوگا اور 12 اکتوبر 2008 کو ختم ہو جائے گا۔

اگر آپ یا کوئی اور فرد جس کی آپ دیکھ بھال کر رہے ہیں اپنی زبان میں صلاح و مشورہ دستاویز حاصل کرنا چاہتے ہیں، تو براہ کرم 020 8537 3170 پر فون کریں۔

Urdu

ہرے پرائمری کیئر ٹرسٹ (پی سی ٹی) سلاخ ماسٹرا لائن کا کیم کار ریرا ہے، جیحدے راہیٰ زواڈے ویاچار جاتے جاتے کہ جیحدے مریج پھیلان مے لیسٹن وے ا مے ڈیکل سٹار (Mollison Way Medical Centre) کول ریسٹار ہوے سٹن اوہناں دی سیرڈی دی دے خبال آاؤٹن والے سامے ویا کیرے کیڈی جادے۔

ڈاکٹر گولڈسٹائن دے ریرا ریرا ہونے مگرے مریجیاں دی مے ڈیکل دے خبال باہر ہون لیکہ کیم ویا ویرے کیمے ایک دی چن کران دا ڈیسلا کران دی لےڈر ہے۔

پھیلان کیم:

ایک کیم ایڈر کیڈا جاسا سکا دا ہے کہ پی سی ٹی ایس وے لے کیم کار ریرا جی پی ڈاکٹراں دی آاں سراسر آاں ویا جات ویا مریجیاں دی مدد کرے۔

دوسرا کیم

دوسرا کیم ایڈر کیڈا جاسا سکا دا ہے کہ ایلاکے ویا مے ڈیکل دے خبال کران والا کوی ڈاکٹر رنڈ لای پی سی ٹی ایس ڈی ہار دے۔

جیحدے 2 سالاں باہر ویا کران لای آساں زواڈے آاں ریرا، اوہ ایڈر ہن:

1. زواڈے مے ڈیکل دے خبال چالو ریرا لای زواڈے ایڈر ویا ویرے کیرڈی گول وڈ پمڈ ہے؟

2. ایس کیم دے آگے ویا باہر جات کیری ڈوساں کیم ویرا نال لےٹا جی آاں پمڈ کرے؟

سلاخ ماسٹرا لائن کا کیم 1 جولائی 2008 نئے سٹار ہونے کے 1 اکتوبر 2008 نئے پورا ہونے گا۔

جیحدے دی دے خبال ڈوساں کرے، جی اوہناں نئے سلاخ ماسٹرا والا پراسا کیمے ہونے کوی ویا چاڈی دا ہے، ڈا کیرا کرے نڈر 020 8537 3170 'تے ڈون کرے۔

PUNJABI

हैरो प्राइमरी केअर ट्रस्ट (पी सी टी) सलाह मशविरा लेने का काम कर रहा है, जिसके द्वारा आपके विचार जाने जाएंगे कि जो मरीज पहले मौलीसन वे मैडीकल सेंटर (Mollison Way Medical Centre) के पास रजिस्टर थे, उनकी सेहत की देखरेख आने वाले समय में कैसे की जाए।

डाक्टर गोल्डस्टाईन के रिटायर होने के बाद मरीजों की मैडीकल देखरेख के संबंध में निम्नलिखित कामों में से किसी एक को चुना जा सकता है।

पहला काम

एक काम यह किया जा सकता है कि पी सी टी इस समय काम कर रही जी पी डाक्टरों की सर्जरियों में जाने में मरीजों की मदद करे।

दूसरा काम

दूसरा काम यह किया जा सकता है कि इलाके में मैडीकल देखरेख करने के लिए कोई डाक्टर रखने के लिए पी सी टी विज्ञापन दे।

जिन 2 प्रश्नों के बारे में विचार करने के लिए हम आपको कह रहे हैं, वे प्रश्न हैं –

1. आपकी मैडीकल देखरेख का काम चलता रखने के लिए आपको इनमें से कौनसी बात अधिक पसंद है?
2. इस काम के आगे बढ़ने के बारे में जानकारी आप किसे ढंग से लेना पसंद करेंगे?

सलाह मशविरा लेने का काम 1 जुलाई 2008 को शुरू होकर 1 अक्टूबर 2008 को पूरा होगा।

जिनकी देखरेख आप करते हैं, यदि उन्हें सलाह मशविरा वाला पर्चा किसी अन्य भाषा में चाहिए, तो कृपया नंबर 020 8537 3170 पर फ़ोन करें।

HINDI

ये सब रोगीरा पूर्वकृत मलिसन ओवे मेडिकल सेन्टर-एर [Mollison Way Medical Centre] साथे निवक्रुडुत तामेर भविष्यते की भावे डाक्टरि सेवा देओरा उचित, सेई ब्यापारे आपनार मतमत जानार जन्य ह्यारो प्राईमरी केयर ट्रस्ट [Harrow Primary Care Trust] (PCT) एकटि आलोचनासभार आयोजन करछे।

डाः गोल्डस्टेईन-एर [Dr Goldsteine] अबसरग्रहणेर पारे, रोगीदेर जन्य एकटि दीर्घमेयादि डाक्टरि परिवेवार व्यवस्था करार, सिद्धान्त निते हवे।

बिक्ल 1

भविष्यतेर जन्य प्रथम बिक्लटि हछे PCT रोगीदेर अन्य विद्यमान स्थानीर GP टिकिंसाथे योग देवार जन्य साहाय करवे।

बिक्ल 2

द्वितीय बिक्लटि हछे PCT एशाकार्य एकजन नतून डाक्टरि परिवेवामातार जन्य विज्ञापन देवे।

वे 2 टि प्रश्न आमरा टाई आपनारा विवेचना करण सेओलि हण;

1. आपनार अव्याहत डाक्टरि सेवार जन्य आपनार पछन्सई बिक्ल कौनटि?
2. आपनि कीभावे एई कार्यप्रणालीर विषये अवगत थाकते टान?

आलोचनासभा 1 ला जुलाई 2008 तारिखे शुरु हवे एवंग 1 ला अक्टोबर 2008 तारिखे शेष हवे।

आपनि अथवा अन्य केउ वार जन्य आपनि टिकित बदि एई आलोचनासभार दलिल आपनार मातृभाषाय पेते टान, ताहले अनुग्रह करे 020 8537 3170 नम्बरे फोन करण।

[Bengali]

Zespół Podstawowej Opieki Zdrowotnej (PCT) na Harrow organizuje naradę, aby poznać Państwa opinię na temat przyszłości opieki medycznej pacjentów, poprzednio zarejestrowanych w Mollison Way Medical Centre.

W rezultacie przejścia na emeryturę Dr. Goldstein, musi być powzięta decyzja o zapewnieniu pacjentom długoterminowej opieki medycznej.

Opcja 1

W opcji pierwszej Zespół Podstawowej Opieki Zdrowotnej(PCT) pomógłby pacjentom w przeniesieniu się do innych lokalnych przychodni lekarskich.

Opcja 2

W opcji drugiej Zespół Podstawowej Opieki Zdrowotnej(PCT) ogłosiłby nabór na nowego lekarza w tym rejonie.

Dwa pytania, na które chcielibyśmy, aby Państwo odpowiedzieli to:

- 1) Którą opcję Państwo wybieracie?
- 2) W jaki sposób chcieliby Państwo być informowani o przebiegu tego procesu?

Zbieranie opinii rozpocznie się **12.07.2008** a zakończy się **12.10.2008**

Jeśli Państwo lub ktoś kim Państwo się opiekują życzyłby sobie, aby otrzymać document dotyczący tej sprawy w swoim języku proszę dzwonić pod numer 0208 537 3170

POLISH

Mas'uuliyada daryeelka aasaasiga Harrow (Harrow Primary Care Trust) PCT waxay ku jirta hawl;-gal weydiin ra'yigaaga ku saabsan mustaqbalka daaweynta daryeelka dadka mar hore ku diiwan gelisan bukaan socodka ama dhakhtarka (Medical Centre) Mollison Way, qaabilid ama daawaynta, maadaama Dr Goldstein oo shaqada joogiyay da' daradeeda (retirement), go'aamin ayaa loo baahan yahay muddo dheer sidii daawaynta daryeelka dadka.

Xalka 1aad

Xalka koowaad ee PCT waa mustaqbalka in la caawiyo dadka inay isku qoraan dhakhtar ama GP kale oo xaafadda ku yaalo.

Xalka 2aad

Xalka labaad waxaa uu taala PCT inay xayaysiin sameeyan dhakhtar cusub khidmada daryeel caafimaad ku yaal xaafadda.

Annaga waxaan doonayna inaad tix-gelid labada su'aal oo yihiin;

1. Qobod kee kugu habboon sii waddida daryeelka caafimaadka?
2. Sidee u jeceshahay in lagula socodsiiyo macluumaadka ku saabsan arrintan?

La-tashiga waxaa bilaabi doona **12da July 2008** ilaa **12da Oktoobar 2008**.

Oo la joogin doono.

Haddii adiga ama qof kale oo adiga daryeeshid oo doonaysiin Dukumeentiga la-tashiga oo luuqaadaada ku qoran, Fadlan wac 020 8537 3170.

Somali

List of Appendices

1. Information about the Mollison Way practice population / area
2. Brief listing of local practices
3. List of those stakeholders included in the consultation
4. Glossary
5. Feedback form

Appendix One

Information about the Mollison Way practice population / area

Patient population

The number of registered patients (2908) is smaller than PCT average practice list size of 6,096 but is high for a sole practitioner practice. Mollison Way sits in or near some of the most densely populated wards in Harrow (Edgware and Kenton East). The practice area consists of mixed private and social housing with moderate multiple deprivation scores rising to high multiple deprivation scores in Edgware. 11% of households in Kenton East and 9% of them in Edgware and Queensbury have annual gross incomes under £10,000 per year. A breakdown of the practice population by age is detailed below.

0-5	6-17	18-29	30-41	42-53	54-65	66-77	78+	Grand Total
131	352	613	459	521	455	244	133	2908

The practice elderly population accounts for 13% of the practice population which is around the average for the practices in the area.

The practice population is spread across a fairly large area but the highest concentration of patients is in HA8 (Edgware) and NW9 (Queensbury/Kingsbury) areas.

Deprivation status

Multiple deprivation scores in Harrow are well below the national average, with Harrow ranking 232nd out of 354 districts in England. Just two of Harrow's 137 areas (within Pinner and Roxbourne wards) are in England's most deprived 20%, and 38 (largely in West Harrow) are in the country's 20% least deprived. The practice population sits in an area of moderate deprivation with patients coming from areas of moderate to high deprivation.

Ethnicity

It is estimated that more than 52% of the practice list are from minority ethnic groups including white ethnic minorities, which is above the Harrow average. In the wards around Mollison Way a high percentage of patients are of Asian or Asian-British origins.

Health and illness data

Raw data on practice prevalence of chronic diseases was in line with or slightly higher than the Harrow PCT average (March 2008).

Appendix Two – Information obtained from www.nhs.uk

1. The Stag Hollyrood Practice Distance from Mollison Way 0.3miles

82 Stag Lane, Edgware, Middlesex, HA8 5LP
Tel: 020 8952 8484

Doctors: Dr AKM Shah (M), Dr H Bano (F)

Clinics: Contraceptives, Maternity Services, Child Health Surveillance

Open: Mon-Fri:9am-1pm, 4.30-6.30pm except Thurs afternoon. Sat: 9-11am

2. Dr BANERJEE Distance from Mollison Way 0.4miles

46 Girtton Avenue, Kingsbury, London, NW9 9SU
Tel: 020-8206-1490, 020-8

Doctors: Dr N Banerjee (F)

Open: Mon-Fri: 8.30am-1pm, 4.30-6.30pm except Thurs afternoon

3. KING'S EDGE MEDICAL CENTRE Distance from Mollison Way 0.5miles

Kings Edge Medical Centre, 132 Stag Lane, Kingsbury, NW9 0QP
Tel: 020 8204 0151

Doctors: Dr PV Kumar (M), Dr M Ahmad (M)

Open: Mon-Fri: 09.00am-12pm, 4.30-6.30pm except Thurs afternoon

4. ZAIN MEDICAL CENTRE Distance from Mollison Way 0.5miles

Zain Medical Centre, 122 Turner Road, Edgware, Middlesex, HA8 6BH
Tel: 020 8952 3721

Doctors: Dr S Kirmani (F)

Open: Mon-Fri:9am-1pm, 4.30-6.30pm except Weds afternoon

5. Bacon Lane Surgery Distance from Mollison Way 0.5miles

11 Bacon Lane, Edgware, Middx, HA8 5AT
Tel: 020 8952 5073

Doctors: Dr C Capper (M), Dr S Kohll (F), Dr M Coreira (F), Dr G Parsons (F), DR L Hommel (M), Dr N Shah (M)

Clinics: Family Planning clinic, Ante Natal Clinic, Minor Surgery, Contraceptives, IUDs, Diabetes Clinic, Well Man Clinic, Well Woman clinic, Asthma Clinic.

Open: Mon-Fri: 8.00am-1pm, 2pm-6.30pm

6. Oak Lodge Medical Centre Distance from Mollison Way 0.5miles

Oak Lodge Medical Centre, 234 Burnt Oak Broadway, Edgware, Middlesex, HA8 0AP

Tel: 020 8952 1202

Doctors: Dr M Barnard (F), Dr A Whitby, Dr K Shah, Dr J Beney (F), Dr N Sebastianpillai, Dr S Ramanathan, Dr Z Majid (F), Dr L Stephenson (F)

Open: Mon, Tue, Thu: 9.00am-12pm, Wed & Fri: 09.00am-12.30pm

Mon: 1.30pm-7pm, Tue, Thu & Fri: 4pm-6.30pm, Wed: 4pm-7pm

7. CHANDOS SURGERY Distance from Mollison Way 0.7miles

82 Chandos Crescent, Edgware, Middlesex, HA8 6HL

Tel: 020 8952 7662 (Also at 85 Crowshott Avenue, Stanmore, HA71HS)

Doctors: Dr L Gould (M), Dr S Lakhani(M), Dr S Hassan (F), Dr J Gerrard (F)

Open: Mon-Fri: 9.00am-12.30pm, 3pm-6pm except Weds afternoons

8. STAG LANE MEDICAL CENTRE Distance from Mollison Way 0.7miles

245 Stag Lane, Kingsbury, NW9 0EF

Tel: 020 8204 0777

Doctors: Dr AJ Modi (M), Dr MS Vora (M)

Clinics: Contraceptives, Ante Natal Clinic, Family Planning clinic, Diabetes Clinic, Asthma Clinic

Open: Mon-Fri: 9.00am-12.30pm, 5pm-7pm except Thurs afternoon

9. Honeypot Medical Centre Distance from Mollison Way 0.7miles

The Honeypot Lane Med Ctr, 404 Honeypot Lane, Stanmore, Middlesex, HA71JP

Tel: 020 8204 1363

Doctors: Dr C Nagpaul (M), Dr A Patel (F), Dr M Thakur (F), Dr P Jain (M)

Open: Mon-Fri: 08.00am-1pm, 2pm-6pm

10. Dr GUGENHEIM Distance from Mollison Way 0.8miles

Gervase Road, Burnt Oak, Edgware, Middlesex, HA8 0NR

Tel: 020-8201-1812

Doctors: Dr A Tobias (M), Dr P Gugenheim (M), Dr M Gomes (F)

Open: 8.15am-12.30pm, 1.30-6.30pm except Thurs afternoon

11. Charlton Medical Centre Distance from Mollison Way 0.8miles

The Charlton Medical Centre, 223 Charlton Road, Kenton, Harrow, Middlesex, HA3 9HT

Te: 020 8204 2686

Doctors: Dr KR Kelshiker (F), Dr SM Shah (M), Dr H Kelshiker (F).

Open: Mon-Fri: 8.30am-3.30pm, 4pm-6.30pm except Wednesday afternoon

- 12. Dr MAKANJI** Distance from Mollison Way 0.8miles
- Woodcroft Medical Centre, Gervase Road, Edgware, Middlesex, HA8 0NR
Tel: 020-8906-0500
- Doctors:** DR H MAKANJI (M)
Open: 9.00am-12.30pm, 2.00pm-8.30pm except Thursday afternoon
- 13. Dr MOODALEY** Distance from Mollison Way 0.8miles
- Woodcroft Medical Centre, Gervase Road, Edgware, Middlesex, HA8 0NR
Tel: 020-8906-8700
- Doctors:** DR D MOODALEY (M)
Open: Mon-Fri: 9.00am-11.30pm, 5pm-6pm
- 14. Dr Sumners & Partners** Distance from Mollison Way 0.8miles
- 108 Watling Avenue, Edgware, Middx, HA8 0NR
Tel: 020 8906 1711
- Doctors:** DR S AHLUWALIA (M), DR A PATEL (M), DR P TRAFFORD (F),
DR J MOORE (M), DR M SALDANHA (F)
Open: Mon-Fri: 8.30am-12.30pm, 1.30pm-6.30pm
- 15. The Medical Centre** Distance from Mollison Way 1 mile
- The Medical Centre, 177 Streatfield Road, Kenton, Middlesex, HA3 9BL
Tel: 020 8204 5561
- Doctors:** Dr K Vara (M), Dr S Vara (M).
Open: Mon-Fri: 9.00am-1.00pm, 4pm-6.00pm except Thursday afternoon
- 16. WILLOW TREE FAMILY DOCTORS** Distance from Mollison Way 1 mile
- Willow Tree Family Doctorrs, 301 Kingsbury Road, Kingsbury, NW9 9PE
Tel: 020 8204 7456
- Doctors:** Dr A SELWYN (M), Dr C MITCHELL (F), Dr M DODHIA (F), Dr S
KUMAR (F), Dr S THAKORE, Dr A HAYTER (M), Dr S DATTA (M), Dr R
LLOYD (F), Dr A DENTSCHUK (F)
Open: Mon-Fri: 8.30am-6.30pm
- 17. Kenton Clinic** Distance from Mollison Way 1 mile
- Kenton Clinic, 533a Kenton Road, Kenton, Harrow, HA3 0UQ
Tel: 020 8204 2255
- Doctors:** Dr PJ David
Open: Mon-Fri: 8.00am-1.00pm, 2.00-7.00pm except Wednesday afternoons
Languages:

Appendix Three

List of Stakeholders

Patients/Public

All Patients

Mollison Way Patient Participation Group

Healthcare Professionals

Pharmacies in area

GP practices in the area

Practice Based Commissioning Clusters

Statutory Bodies

Ward Councillors

MPs

Overview and Scrutiny Committee

Members of Transitional LINKs Group

Harrow PCT PPI Committee

LMC

LPC

Barnet PCT

Brent PCT

Honeypot Lane Clinic

Voluntary/Community Groups

Age Concern

HAVS

Harrow Association for Disabled

Harrow Carers

Sangat Centre

MIND

MENCAP

Other

Places of worship, churches, temple, mosques, synagogues

Harrow Observer

Harrow Times

Residents Associations

Library

Appendix Four

GLOSSARY OF TERMS

PRIMARY CARE TRUST	Part of the NHS responsible for the planning and securing of health services and improving the health of a local population.
PRIMARY CARE	<p>The first point of contact for many people when they develop a health problem is their doctor, dentist, pharmacist or optician.</p> <p>Together these health professionals work as part of the NHS front line team which is referred to as Primary care. They work alongside a variety of practice nurses, district nurses, health visitors, oral hygienists, dispensing assistants, speech therapists, chiropodists and other healthcare specialist to provide a wide range of non hospital-based health care services to our local population.</p>
COMMISSION	In this context the process of acquiring services to meet the health needs of the local population. Includes patient and carer focused service planning through reviewing, planning and prioritising service developments, implementing the NHS agenda, monitoring service agreements, allocating funds with service providers and investing/disinvesting appropriately in services. Commissioning is done through PCTs and their collaborative commissioning structure, partner agencies, health service providers and the voluntary sector
PROCUREMENT	Act of buying goods or services
PROVIDER	Supplier of Services
QUALITY STANDARDS	<p>As part of a new NHS contract, introduced in 2004, GP practices are rewarded for achieving clinical and management quality targets and for improving services for patients within a Quality and Outcomes Framework.</p> <p>It sets out a voluntary system of financial incentives for improving quality within the General Medical Services contract for GP payments.</p>
DEPRIVATION	A measure of material poverty based on a number of criteria, such as income, economic circumstances, environment, etc.

Question Two: How do you want to be kept informed about this process?

- Public Meeting
- Post
- E-mail (please give your e-mail address).....
- Other (please specify)

Personal Details

We would be grateful if you could provide the following information. This will help us to check that we have received responses from a representative group of people.

Name:

Address:
.....

Are you providing your own response

Giving your response on behalf of an organisation

If you are responding on behalf of an organisation please indicate what category of organisation it is (refer to Appendix 3 for information)

- Patients/Public
- Healthcare Professionals
- Voluntary/Community Groups
- Statutory Bodies
- Other. Please specify: _____

Please tell us how old you are:

- Under 25
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or over
- Prefer not to say

Are you:

- Male
- Female
- Prefer not to say

Please turn over

Which ethnic group do you consider yourself to belong to?

- White
- Mixed
- Asian or Asian British
- Black or Black British
- Chinese
- Other (please specify) _____
- Prefer not to say

Using the Disability Discrimination Act definition below, do you consider yourself to have a disability?

'A physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities'

- Male
- Female
- Prefer not to say

Thank you for taking the time to complete this feedback form.

Please return it in the attached pre-paid envelope (return address PALs, Harrow PCT, the Twenty One Building, 21 Pinner Road, Harrow HA1 4BB).

If you require further information please contact the Patient and Public Involvement Team on 020 8537 3170.

Complex Neonatal and Paediatric Surgery and Associated Critical Care

Update to Harrow Overview and
Scrutiny Committee

Harrow
Primary Care Trust



What is the project about?

- This initiative is part of a larger piece of work to review Paediatric Services within North West London (NWL) in line with the Children's National Service Framework.
- The work stream relating to specialist paediatric services, and in particular complex neonatal and paediatric surgery, was identified as an urgent clinical priority by clinicians in NWL in 2007-8.

Background

- The literature on specialist paediatric surgery and critical care makes a strong clinical and organisational case for the development of a Lead Centre for specialist, in-patient Paediatrics, which would be the 'hub' for a paediatric network, within a given geographical area.
- Such an approach is known to reduce mortality and morbidity due to the concentration and co-location of facilities, skills and expertise.
- Changes in medical education and the effect of the European Working Time Directive (EWTD) will also dilute expertise in District General Hospitals (DGHs). This makes it even more critical that specialist paediatric care is concentrated in a 'hub' with more routine care being provided in the 'spokes' with support being provided from the 'hub' as required.

Background cont.

- No formal review of paediatric services within NWL has been undertaken in the last 10 years and as a result:
 - Specialist paediatric services (surgery and medicine) are fragmented
 - There is no clearly designated Lead Centre for Paediatrics
 - Paediatric Intensive Care (PIC) beds are on 2 sites and the site undertaking the majority of complex surgery does not have a Paediatric Intensive Care Unit (PICU). Some specialist complex in-patient paediatric surgery is also carried out in the DGHs without on-site PICU support.
 - PIC and Neonatal Intensive Care (NIC) services are arranged in networks but are still fragmented
 - There are clear standards for the provision of PIC, NIC and Paediatric surgery. At present there is little evidence to demonstrate that these are being complied with.
 - Information to demonstrate the effectiveness and quality of care is poor.

Alignment with Healthcare for London (HFL)

- The HFL Children's Pathway Report (March 2008) supports the NWL approach

Key Messages

- *There are currently multiple points of access to services for urgent care needs which may lead to inappropriate choices by parents*
- *There are skill shortages in key areas*
- *Secondary care services are often inappropriately overloaded*
- *Current configuration of inpatient services is not safely sustainable*
- *Alternative models will promote greater integration at the primary-secondary care interface and potentially provide a more effective service*
- *There is an urgent need to establish managed clinical networks for the ill child in accordance with the children's NSF*
- *Addressing paediatric surgical services is an urgent issue because of workforce shortages*
- *The current fragmented provision of tertiary services for children is not sustainable*
- *Neonatal level 3 capacity needs to be increased*
- *Specialist services are vulnerable in their current configuration*

Process

- The NWL Strategy Board agreed in February 2008 that there was a strong imperative for Commissioners to undertake a rapid and comprehensive review of Paediatric services across NWL.
- The first step in the process should be to resolve the current fragmentation of complex in-patient surgery by rationalising the number of centres that provide a service and aligning paediatric and neonatal critical care with that centre.
- The three Trusts in NWL who currently undertake the majority of complex neonatal and paediatric surgery were asked if they could come up with a joint proposal to resolve the fragmentation of services.
- A joint solution to the problem of fragmentation of services was not forthcoming.
- NWL Strategy Board agreed that a project group should be established to scope and specify the service required, following which, Trusts in London would be asked for expressions of interest in providing the service.

Vision and Aim

Vision

- By 2014, children residing within NWL will receive high quality, seamless health and social care provided locally where possible and centralised where necessary. Such care will be co-ordinated through the development of a **managed clinical network**.
- The specific vision for this project is that by 2009, children who require complex neonatal or paediatric surgery receive their in-patient care in an institution which can provide them with the full range of direct and support services on a 24/7 basis and can continue to support their ongoing care, if necessary, in conjunction with a hospital closer to home once they no longer require specialised in-patient care.

Aim

- The aim of this project is to determine a model of care for complex neonatal and specialised paediatric surgery and associated critical care which allows PCT Commissioners within NWL to commission services that ensure the safe and sustainable provision of paediatric care in line with national standards.
- To ensure that the recommended model of care is implemented within NWL during 2009.

Engagement process

- A stakeholder engagement plan has been developed for this project
- This plan ensures that service users, carers and providers of services will be actively involved in shaping the service specification and the evaluation criteria.
- Service users and carers will also be involved in the evaluation of bids to provide the service.



Meeting:	Overview and Scrutiny Committee
Date:	4 September 2008
Subject:	Draft scope for Extended Schools scrutiny review
Responsible Officer:	Tom Whiting Assistant Chief Executive
Portfolio Holder:	Councillor Anjana Patel Schools and Children's Development
Exempt:	No
Enclosures:	Draft scope

Section 1 – Summary and Recommendations

This report sets out the scope for the 'Extended Schools as Community Resources' scrutiny review, for agreement by the Committee. This has been substantially revised since it was presented to Overview and Scrutiny Committee 22 April 2008 as the 'Future of Schools' scrutiny review.

Recommendations:

The Overview and Scrutiny Committee is asked to consider and agree the attached scope.

Reason: (For recommendation):

To allow progress on a scrutiny review that is prioritised within the scrutiny work programme for 2008/09.

Section 2 – Report

Background

In November 2007, the Overview and Scrutiny Committee considered a feasibility study on a scrutiny review of the Future of Schools and agreed that a scrutiny review should be undertaken.

A scope was developed by members of the review group. However given the changed timescales around Harrow's work on the Building Schools for the Future initiative, at Overview and Scrutiny Committee on 22 April it was decided to change the nature of the scrutiny review to focus on extended schools as community resources.

This report sets out the revised scope for the review, for formal agreement. This scope has been developed and finalised by members of the review group. In line with the scrutiny protocols for scoping scrutiny reviews, it has been discussed with the relevant Council Director and further it has been sent to the portfolio holder with an invitation for comments.

Current situation

A project plan for the review will be developed and this will be informed by the scope and Overview and Scrutiny Committee's comments.

Why a change is needed

Not applicable.

Main options

The review group welcomes the Overview and Scrutiny Committee's comments, however it should be noted that the scope has been agreed by the review group.

Other options considered

Not applicable.

Implications of the Recommendation:

The Overview and Scrutiny Committee is asked to agree the attached scope.

Considerations

Resources, costs and risks

Costs associated with this scrutiny review will be contained within the scrutiny budget 2008/09.

Staffing workforce

The scrutiny review will be delivered using in-house resources. This will mainly draw on resources from the Scrutiny Team (support and administration) but will also ask officer time of colleagues in other service departments, namely Children's Services.

Equalities impact

It will be endeavoured at all times that this scrutiny review be sensitive to and respect equalities issues and the needs of all those participating.

Legal comments

There are no legal issues directly arising from this report.

Community safety (s17 Crime and Disorder Act 1998)

There are no specific community safety issues directly related to this report.

Financial Implications

There are no financial issues arising from this report. As included in the scope, resources for this review will be met from the existing scrutiny budget. No significant additional expenditure is anticipated.

Performance Issues

There are no performance issues specific to this report. The review will add value to a corporate priority for 2008/09 – ‘extending the community use of schools while making education even better’.

Risk Implications

Key risks identified at this stage relate to the completion of the scrutiny work programme.

Risk included on Directorate risk register? No

Separate risk register in place? No

Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 21 August 2008		
Name: Sharon Clarke	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 12 August 2008		

Section 4 - Contact Details and Background Papers

Contact:

Nahreen Matlib, Senior Professional Scrutiny
nahreen.matlib@harrow.gov.uk

Background Papers:

Report to Overview and Scrutiny Committee 22 April 2008 – ‘Draft scope for Future of Schools scrutiny review’

If appropriate, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES

**OVERVIEW AND SCRUTINY
COMMITTEE 2008/09**



**SCRUTINY LIGHT-TOUCH REVIEW
OF EXTENDED SCHOOLS AS
COMMUNITY RESOURCES**

DRAFT SCOPE – JULY 2008

1	SUBJECT	Extended Schools as Community Resources
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	Councillor Margaret Davine Councillor Mitzi Green Councillor Manji Kara Councillor Dinesh Solanki Councillor Yogesh Teli Ramji Chauhan (education co-optee – parent governor) Despo Speel (education co-optee – parent governor)
4	AIMS/ OBJECTIVES/ OUTCOMES	<p><i>Impact</i></p> <ul style="list-style-type: none"> • To assess the impact and connectivity of cluster activities - whether all clusters of extended schools are helping the authority deliver and promote the Every Child Matters outcomes. • To gauge whether all of Harrow's extended schools and clusters are meeting the core offer of services well and identify any gaps in provision. <p><i>Strategy and vision</i></p> <ul style="list-style-type: none"> • To add value to the corporate priority on 'Extending the community use of schools while making education even better' and help develop the corporate vision around the extended schools agenda and the overall connection with the 'wider family' of provision through the children's centres. <p><i>Sustainability</i></p> <ul style="list-style-type: none"> • To consider whether extended schools services are a good investment and sustainable – including value for money considerations around finance, performance, attendance rates, exclusions and uptake of services. • To identify and share good practice within extended schools clusters.

		<p><i>Service development and partnerships</i></p> <ul style="list-style-type: none"> • To maximise links between children’s centres and extended schools to ensure joined up services. • To consider the strategic development of extended schools services and the links to the different priorities of partner agencies. <p><i>Adding value to community resources</i></p> <ul style="list-style-type: none"> • To evaluate the value added to the community through the provision of extended services in schools, including engagement with stakeholders. • To highlight any issues that warrant further study by scrutiny.
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Expansion in the capacity of schools to meet the wider partnership agenda, for example in relation to extended schools, children’s centres. • Enhanced culture of learning in Harrow, e.g. enhanced participation in school life for Harrow’s children and young people (including extra-curricular activities). • Contribution to the authority’s progress on sustained school improvement. • A tangible input into the process of external evaluation of Harrow’s services for children and young people.
6	SCOPE	The scope of the review will only consider issues where there is the potential for the local authority to make an impact – what the Council can add to the wider strategic operation of schools and the schools’ clusters, the Council as promoting the cohesiveness of schools in Harrow.
7	SERVICE PRIORITIES (Corporate/Dept)	Corporate priority 2008/09 – ‘Extending the community use of schools while making education even better’
8	REVIEW SPONSOR	Paul Clark, Corporate Director Children’s Services
9	ACCOUNTABLE MANAGER	Lynne McAdam, Service Manager Scrutiny
10	SUPPORT OFFICER	Nahreen Matlib, Senior Professional - Scrutiny
11	ADMINISTRATIVE SUPPORT	Scrutiny Team
12	EXTERNAL INPUT	Possible input from the following may be considered during the course of the review:

		<p>Stakeholders:</p> <ul style="list-style-type: none"> • Children and young people • Parents and carers • Harrow Association of Governing Bodies • Headteachers • Teaching staff and support staff in schools • School councils and the Youth Parliament • Other local authorities • Staff within children’s settings e.g. schools, children’s centres, extended schools services • Relevant corporate director(s) • Relevant portfolio holder(s) • Integrated Early Years and Community Services Partnership • Service providers within extended school clusters • The ‘wider community’ e.g. residents within cluster areas <p>Partner agencies:</p> <ul style="list-style-type: none"> • Harrow Primary Care Trust • Harrow Police • Harrow Colleges • North West London Hospitals Trust <p>Experts/advisers:</p> <ul style="list-style-type: none"> • Advisor from SACRE • Representative interest groups • Centre for Public Scrutiny • Academic experts • Public policy think-tanks
13	METHODOLOGY	<p>During this light-touch review, the Review Group may draw upon the following methodologies:</p> <ul style="list-style-type: none"> • Desktop performance research sessions – small working groups to analyse population data and policy directions, to ascertain Harrow’s current position, identify the challenges/opportunities faced, and the relevant timescales for implementation of government direction: <ol style="list-style-type: none"> 1. Relevant documents will include demographic data, performance information (results, trends) for Harrow schools, reviews by external bodies (Ofsted evaluation of Harrow LA, Joint Area Review), audit and survey findings and any relevant previous scrutiny reviews 2. Stock take of extended services within schools 3. Benchmarking against other local authorities with specific reference to value for money considerations in delivering extended school

		<p>activities</p> <ul style="list-style-type: none"> • Focus groups - of parents, children and young people, headteachers, governors, cluster co-ordinators (different focus groups for service users and service providers) • Fact finding visits – to extended schools in Harrow’s clusters and to other local authorities where best practice has been identified • Challenge session(s) – evidence gathering from key witnesses from within the local authority and more widely from partner organisations • Survey of users (e.g. parents and children) in one or more clusters – to gather feedback on users’ access to a full menu of activities under the extended schools initiative <p>Methodologies open to the Review Group include: Written evidence, oral evidence, research, questionnaires, surveys, focus groups, presentations, questioning senior managers and members, inspections, site visits, expert witnesses, public meetings etc.</p>
14	EQUALITY IMPLICATIONS	<p>Equality considerations will be of paramount importance to this review. The review will consider during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends.</p> <p>In carrying out this review, the Review Group will also need to consider its own practices and how it can facilitate all relevant stakeholders in the borough to have their voices heard.</p>
15	ASSUMPTIONS/ CONSTRAINTS	<p>The review will require a long-term commitment from members and officers.</p> <p>Success will depend upon the ability and willingness of officers, partners and stakeholders (as relevant) to participate and contribute fully in this review.</p>
16	SECTION 17 IMPLICATIONS	<p>The review will have regard to the possible community safety implications of any recommended changes to policy/practice.</p>
17	TIMESCALE	<p>A light-touch review to be carried out over Autumn 2008 so as to allow enough time for the transfer of responsibility for extended schools services from the</p>

		<p>Community Learning Directorate to Children's Services to be embedded.</p> <p>The Review Group will ensure that it flags up any potential budgetary implications of its findings in a timely fashion. The final report of the review will be presented to Cabinet in Spring 2009 so as to allow recommendations to be implemented in time for the 2009/2010 academic year (September 2009).</p>
18	RESOURCE COMMITMENTS	To be met from the existing scrutiny budget. No significant additional expenditure is anticipated.
19	REPORT AUTHOR	Nahreen Matlib, as advised by the Review Group.
20	SCRUTINY PRINCIPLES	A feasibility study was undertaken and presented to the Overview and Scrutiny Committee in November 2007, assuring compliance with the scrutiny principles.
21	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>To Service Director <input checked="" type="checkbox"/> throughout the course of the review and when developing recommendations</p> <p>To Portfolio Holder <input checked="" type="checkbox"/> as a witness in the review and when developing recommendations</p> <p>To Corporate Strategic Board <input checked="" type="checkbox"/> To be confirmed</p> <p>To Cabinet <input checked="" type="checkbox"/> Spring 2009</p>
22	FOLLOW UP ARRANGEMENTS (proposals)	Initial monitoring by Overview and Scrutiny Committee (after 6 months) then monitoring by the Performance and Finance Scrutiny Sub-Committee on a 'by-exception' basis.

Scope – version 7 – 30 July 2008

This page is intentionally left blank



Meeting:	Overview and Scrutiny Committee	
Date:	4 September 2008	
Subject:	Strategic Approach to School Reorganisation INFORMATION REPORT	
Responsible Officer:	Heather Clements Director Schools and Children's Development	
Portfolio Holder:	Cllr Anjana Patel Portfolio Holder, Schools and Children's Development	
Exempt:	No	
Enclosures:	Annexe 1	Proposals for Individual Schools
	Annexe 2	High Level Timeline
	Annexe 3	Workstream Groups

Section 1 – Summary and Recommendations

This report presents an up-date of the work of the School Reorganisation Stakeholder Reference Group and proposes to undertake consultation to change school organisation and the ages of transfer in Harrow. It also informs of the Department for Children, Schools and Families (DCSF) consultation on Building Schools for the Future (BSF).

This report was agreed by cabinet at their meeting on 19 June 2008 and is presented to scrutiny for information only

Recommendations agreed by Cabinet on 19 June 2008:

Cabinet agreed to:

1. Consider and note the progress of the work of the Stakeholder Reference Group.
2. Undertake a consultation on school reorganisation to change the ages of transfer and age ranges in community schools in Harrow, in accordance with DCSF Guidance to change community schools, with effect from September 2010. The proposed changes will establish:
 - separate first schools (Reception to Year 3) as infant schools (Reception to Year 2)

- separate middle schools (Year 4 to Year 7) as junior schools (Year 3 to Year 6)
 - combined first and middle schools (Reception to Year 7) as primary schools (Reception to Year 6)
 - high schools (Year 8 to Year 11) as secondary schools with 6th form provision (Year 7 to Year 13)
3. Receive a further report in early 2009 outlining the comments received during the consultation and to consider whether to publish statutory notices.
 4. Delegate responsibility to the Director of Schools and Children's Development in consultation with the Portfolio Holder Schools and Children's Development to submit a response to the DCSF consultation and an Expression of Interest for Building Schools for the Future funding in response to the DCSF guidance.

Reason: (For recommendation)

Cabinet re-affirmed their commitment to changing the age of transfer at their meeting in October 2007 and established the Stakeholder Reference Group. To exercise the local authority's statutory responsibility in relation to school organisation, consultation on proposals is required. This report will enable the Stage 1 consultation to reorganise community schools in Harrow.

Section 2 – Report

2.1 Introduction

- 2.1.1 The Strategic Approach to School Reorganisation and the potential outcome to change the ages of transfer will contribute to the Corporate Priority to extend community use of schools while making education in Harrow even better.
- 2.1.2 The Vision for Education agreed by Cabinet at their meeting on 21 May 2008 will underpin the development of the strategic approach to school reorganisation.
- 2.1.3 Cabinet's commitment to changing school reorganisation in Harrow is consistent with a range of National and Local policies impacting currently on Children's Services and schools. These include:
 - the aspirations from the Children's Plan,
 - Every Child Matters
 - the local authority's role as champion for pupils and parents
 - the consultation on BSF and the opportunity to re-submit expressions of interest to bring forward BSF funding for Harrow schools, and
 - the investment opportunity provided through the DCSF Primary Capital Programme.

2.2 Background

- 2.2.1 At their meeting in October 2007, Cabinet agreed a Strategic Approach to School Organisation. The rationale for changing school organisation was outlined in the report grouped under the headings Organisation,

Education and Social Factors and Stakeholder Support. Cabinet resolved:

- i) Commitment to implementing changes in the age of transfer from 12 to 11 years of age to secondary school and from 8 to 7 years of age to Junior School.
- ii) To establish a Stakeholder Reference Group.
- iii) The submission of a revised Building Schools for the Future (BSF) bid in accordance with the Department for Children, Schools and Families guidance be agreed.
- iv) An amended amalgamation policy be agreed.

2.2.2 The amalgamation policy continues to be implemented when circumstances within the policy are met. Proposals arising from the application of the amalgamation policy will be reported to Cabinet accordingly.

2.2.3 The DCSF are undertaking a consultation on the management of future waves of the BSF programme. It is expected that guidance will be issued in August and submission made by October 2008. To enable the preparation and submission of the consultation response and the Expression of Interest, Cabinet are requested to agree to delegate responsibility to the Director of Schools and Children's Development in consultation with the Portfolio Holder Schools and Children's Development to agree the submissions in accordance with the DCSF's timeline and guidance.

2.2.4 The remaining focus of this report is on the Stakeholder Reference Group and proposals to consult on changing the age of transfer.

Options considered

2.3 School Organisation in Harrow

2.3.1 There are several models of school organisation in Harrow. Community schools in the primary sector in Harrow are organised as separate first schools, Reception to Year 3, separate middle schools, Year 4 to Year 7, combined first and middle schools Reception to Year 7. High schools are currently Year 8 to Year 11; however the addition of sixth forms means that from September 2008, the high schools will be Year 8 to Year 13. The organisation of the special schools will also need to be reviewed to align them with mainstream schools. There are more flexible practices currently that allow some pupils to transfer to special high schools at the end of Year 6.

2.3.2 The Strategic Approach to School Reorganisation project is inclusive of the voluntary aided sector. Voluntary aided schools are included in the discussions to do with the project and the workstreams. The education vision has been discussed with diocesan bodies, who are supportive of the approach.

2.3.3 The primary schools in the voluntary aided sector (Roman Catholic, Church of England, Jewish and Hindu) are combined first and middle schools or primary schools. The Roman Catholic secondary schools are Year 7 to Year 11. From September 2009 these secondary schools will be Year 7 to Year 13. The Governing Bodies have

responsibility for the organisation of their schools. It is proposed that local authority officers offer to work with the governing bodies of the voluntary aided schools to co-ordinate the process for them to bring forward statutory notices, if they so choose, to make changes and align their schools with the arrangements proposed for community sector schools.

2.3.4 The proposed reorganisation for Community Schools is summarised in the table below. There are no proposals to change the number of places in the first and middle schools. The proposals for individual schools are listed in Annexe 1.

Current Organisation (no. of schools)	Year Groups	Proposed Organisation (no. of schools)	Year Groups
First Schools (16)*	Reception to Year 3	Infant Schools (16)*	Reception to Year 2
Middle Schools (16)*	Year 4 to Year 7	Junior Schools (16)*	Year 3 to Year 6
Combined First and Middle Schools (13)*	Reception to Year 7	Primary Schools (13)*	Reception to Year 6
Special Schools (2)	Reception to Year 7	Special Primary Schools (2)	Reception to Year 6
High Schools (8) **	Year 8 to Year 11	Secondary Schools (8)	Year 7 to Year 13
Special High Schools (2)	Year 7 to Year 13	No change	

Notes:

* *These numbers may be subject to change. On 21 May 2008, Cabinet decided to publish statutory proposals to amalgamate the West Lodge schools. There may be further consultations about proposals to amalgamate schools that may affect these numbers.*

** *With effect from September 2008, community high schools will be Year 8 to Year 13 including sixth form provision*

2.4 Timescale for Implementation of Proposals

2.4.1 It is proposed that school reorganisation is implemented in September 2010 and that the proposals for each individual school are subject of consultation in accordance with the DCSF Guidance Stage 1 during September, with the consultation ending in early December 2008. An outline high level timeline is provided in Annexe 2.

2.5 Impact of School Reorganisation

2.5.1 The strategic change to school organisation proposed is a complex project that will impact on all community schools in Harrow and has the

potential to impact on those schools in the voluntary aided sector also organised with Year 7 pupils. The headline impacts are:

- In September 2010, the first year of the change, pupils in Year 2 and Year 3 at the end of the summer term 2010 in separate first schools will transfer to the newly established junior schools. In the current Academic Year 2007-08 these pupils are in Reception and Year 1.
- Pupils in Year 6 and Year 7 at the end of the summer term 2010 in separate middle schools and combined schools will transfer to newly established secondary schools. In the current Academic Year 2007-08 these pupils are in Years 4 and 5.
- The admissions arrangements will need to be agreed in accordance with the statutory process, meet the requirements of the New Code of Practice and the Admissions Service will need to manage four cohorts of pupils transferring in September 2010.
- SEN statements for all pupils transferring will need to be completed and appropriate induction and curriculum planning in place.
- Appropriate accommodation will need to be available for the pupils changing schools and capital funding deployed to meet these needs. Available sources include Schools Devolved Formula Capital, DCSF modernisation and Basic Need funding, Primary Capital Programme and BSF funding.
- School budgets will need to be adjusted to reflect the movement of pupils, and transitional arrangements agreed within the available funding from the Direct Schools Grant (DSG)
- School staffing structures will need to be reviewed and appointments made appropriate for the school organisation
- Parents, staff and governors will need to be consulted and informed of the proposals and the changes
- Statutory processes will need to be completed to implement the changes
- Curriculum planning, teaching and learning strategies, induction processes etc will need to be in place for the schools

2.6 Stakeholder Reference Group

2.6.1 The Stakeholder Reference Group was established in February 2008. It is a representative group with the remit to provide advice and guidance on the refinement of proposals and options for implementation to change the age of transfer. The Group is chaired by the Portfolio Holder for Children's Services and is supported by a range of officers.

2.6.2 The Stakeholder Reference Group (SRG), which is not a decision-making group, has considered a range of focused workstreams regarding school reorganisation. These are listed as follows:

- i) Admissions
- ii) Capital
- iii) Consultation and Communication
- iv) Curriculum, Teaching and Learning
- v) Early Years and Extended Schools
- vi) Finance

- vii) Pupil Projections and Demographics
- viii) School Leadership, Governance and Management
- ix) Special Education Needs
- x) Workforce Strategy

2.6.3 A Project Officer Team supports the SRG. Each workstream within the project is lead by a senior officer. There are representative working groups for the Admissions, Finance and Workforce Strategy workstreams with headteachers, governors and union representatives. Officers are developing the other work streams. There are links and cross cutting themes between all the workstreams and the working groups meet jointly as required. Each workstream has a project scope document which includes reference to key milestones. The diagram in Annexe 3 illustrates the workstream groups.

2.7 Workstreams Progress to Date on Key Impacts Admissions

2.7.1 The Admissions Group are considering admission arrangements to ensure that they meet the Admissions Code of Practice and are fair to all parents. The arrangements are also being considered in the context of proposed changes to school organisation. There will be an exercise during June and July 2008 to gather 'soundings' on models of admissions. This will be followed by a formal consultation in the Autumn Term 2008. The models developed for consultation will be informed by the soundings.

Capital

2.7.2 School Site Development Plans for all high schools have been commissioned and are being agreed with Headteachers and Chairs of Governors. The plans include the provision for Year 7 pupils and the sixth forms. These plans will form the basis of the BSF submission in September 2008.

2.7.3 In the primary school sector, there is a rolling programme of completing School Site Development Plans. The Schools' Asset Management Data has been reviewed and up-dated. A desktop exercise is being undertaken to identify potential capacity in schools, which could be used to expand capacity for places in the future. The submission for the Primary Capital Programme is being prepared and agreed for submission by 16 June 2008.

Consultation and Communications

2.7.4 A communication and consultation plan is being developed that will be implemented following the Cabinet decision in June. There will be a DCSF Statutory Stage 1 consultation from September to December 2008. The Stakeholder Reference Group considered the most efficient mechanisms for communication and suggested the following: school based meetings using a standard presentation prepared by the local authority, road shows, newsletters for staff, governors and parents in addition to a website and dedicated email address.

Curriculum, Teaching and Learning/Leadership, Governance and Management

2.7.5 The approach adopted to address School Improvement and Leadership issues is to mainstream activities arising from changes to

school organisation to Harrow's School Improvement Strategies. For example, the Review of the Secondary Curriculum would be implemented nationally but in Harrow this will now be in the context of the change in age of transfer. Opportunities to engage school senior management teams are being implemented to support the development of approaches to a range of issues including pupils' induction programmes, pastoral systems, curriculum planning. This group has a link with the Workforce Strategy in relation to workforce restructuring and training for staff. Investigations are being undertaken to confirm if New Instruments of Governance are required.

Finance

- 2.7.6 There have been a series of modelling exercises undertaken to illustrate the overall impact on school budgets generated by funding following pupils. The challenge for this group is to move from a high level position of understanding to more specific impact on individual school budgets and then to determine an acceptable middle position. Further considerations are being given to the Government's Minimum Funding Guarantee, LA Protection and transitional funding arrangements that are affordable within the available resources of the Direct Schools Grant (DSG) and avoid redundancies and associated costs.

Pupil Projections and Demographics

- 2.7.7 Pupil population and roll projections have been completed and there is an indication of an increase in the number of 4-10 year olds by 2015. This is generated from increases in population and potential growth in child yield from housing developments. Schools will be identified with the potential to increase capacity for places in the future.

Special Educational Needs

- 2.7.8 The main issues highlighted to date are the need for statements of special educational needs to be reviewed and published for all pupils transferring and to ensure that the needs of pupils with special educational needs are met within the planning of the curriculum group. The special schools' age ranges will need to be aligned with primary and secondary phases. This will mirror the current practices.

Workforce Strategy

- 2.7.9 An initial impact assessment exercise has been completed to identify the potential number of posts affected by the proposed changes. This is based on general assumptions, which need to be developed further into specific assumptions. The effects on schools will vary according to the profile of the staff and existing staffing structures. The group are working towards an agreed statement on the avoidance of redundancy and process for managing change. Advice regarding re-structuring will be re-issued to schools after Cabinet. There will be further joint meetings with the Finance Group to ensure that resource issues are considered together.

2.8 Implications of the Recommendation

Equalities Impact

- 2.8.1 An initial Equalities Impact Assessment has been undertaken and this will be reviewed throughout the project. Overall the alignment of Harrow community schools with the VA sector and neighbouring

boroughs will enhance the equality of opportunity and choice for young people.

Legal comments

- 2.8.2 The Education and Inspections Act 2006 provides a framework for consultation, publication and determination of statutory notices in respect of proposals for schools, including changing the age range. There are responsibilities for both local authorities and governing bodies within this legislation to bring forward proposals for changes to schools. Changes to Admissions Arrangements are also included in this Legislation.
- 2.8.3 If the project proceeds school governing bodies will have access to legal advice under the terms of their Service Level Agreement (SLA) for Legal Services and for Human Resources and Development Services.

2.9 Financial Implications

- 2.9.1 The School Reorganisation project is being managed currently within existing resources. In the formation of the implementation strategies, each of the workstream leads is developing the business case for additional resources. It is expected in some areas that there will need to be a time limited additional resource. For example, managing four cohorts of admissions for September 2010 and, supporting schools to re-structure accordingly. Additional resources will only be considered where the School Reorganisation project is generating additional work that would not usually arise as part of a service. Any additional requirements for school organisation will be included in the MTBS process.
- 2.9.2 The Finance Working Group is considering the revenue implications for Schools. Any changes to the funding formula will need to be agreed by the Schools Forum and contained within the Dedicated Schools Grant.
- 2.9.3 Capital funding will be available from a range of sources including Schools' Devolved Formula Capital, DCSF Modernisation Funding, Primary Capital Programme and Building Schools for the Future.
- 2.9.4 For Harrow to be part of the Building Schools for the Future programme there will need to be sufficient funding to support the process and satisfy the DCSF that this will be available. The process includes the development of Strategies for Change for Schools for each school. In addition, the Council will need to establish an appropriate vehicle to procure the building programme. The DCSF's preferred model is a Local Education Partnership (LEP). This procurement will be through the Competitive Dialogue Process and will incur costs for technical, legal and other professional advisers. The costs will be developed further once the position of Harrow in the BSF programme is clarified.

2.10 Performance Issues

- 2.10.1 Delivering School Reorganisation so that Harrow Schools are in line with the national agenda is Council Improvement Plan project IP7D and contributes to a range of performance indicators, in particular the following from the new National Indicator Set. NI 72 – 109 'Enjoy and

Achieve' indicators covering Key Stage achievement and progression, narrowing the gap for lower performing and vulnerable groups, attendance, behaviour, special educational needs.

2.10.2 Whilst Harrow's performance is currently above national and statistical neighbours averages at all Key Stages, Harrow's targets, which are set annually for the DCSF, are highly challenging. The table below presents Harrow's performance against its targets and the national averages.

Harrow's 2006-07 Results

KS1	Actual	Target	National
Reading L2+	84.7%	Not set	84%
Writing L2+	81.0%	Not set	80%
Maths L2+	90.5%	Not set	90%
Science L2+	88.2%	Not set	89%
KS2	Actual	Target	National
English L4+	82%	85%	80%
Maths L4+	79%	85%	77%
Science L4+	88%	Not set	88%
KS3	Actual	Target	National
English L5+	79%	82%	74%
Maths L5+	79%	80%	76%
Science L5+	75%	78%	73%
GCSE	Actual	Target	National
% 5+ A*-C	68.0%	67.5%	62.0%
% 5+ A*-C incl E&M	56.1%	Not set	46.8%

2.11 Risk Management Implications

2.11.1 Each of the work stream leads has developed a Risk Log including actions to mitigate potential risks. These will be subject to on-going review and development.

Section 3 - Statutory Officer Clearance

Name: Bharat Jashapara..... <input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 23.5.08.....	
Name: Helen White..... <input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 20.5.08.....	

Section 4 – Performance Officer Clearance

--

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Strategy and Improvement)
Date: 22.5.08.....		

Section 5 - Contact Details and Background Papers

- Annexe 1 Proposals for Individual Schools
- Annexe 2 High Level Timeline
- Annexe 3 Workstream Groups

Contact: Johanna Morgan, Service Manager, Partnerships and Well-Being,
020 8736 6841

Background Papers:

- Paper 1 Cabinet Report Strategic Approach to School Organisation
October 2007
- Paper 2 Department for Children Schools and families (DCSF) Building
Schools for the Future (BSF) Consultation

If appropriate, does the report include the following
considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES

Current and Proposed Organisation for Primary Phase Schools

Separate First Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
Belmont First School	Reception to Year 3	4	60	Belmont Infant School	Reception to Year 2	3	60
Cannon Lane First School	Reception to Year 3	4	90	Cannon Lane Infant School	Reception to Year 2	3	90
Elmgrove First School	Reception to Year 3	4	82	Elmgrove Infant School	Reception to Year 2	3	82
Grange First School	Reception to Year 3	4	60	Grange Infant School	Reception to Year 2	3	60
Kenmore Park First	Reception to Year 3	4	90	Kenmore Park Infant School	Reception to Year 2	3	90
Longfield First	Reception to Year 3	4	90	Longfield Infant School	Reception to Year 2	3	90
Pinner Park First School	Reception to Year 3	4	90	Pinner Park Infant School	Reception to Year 2	3	90
Priestmead First	Reception to Year 3	4	90	Priestmead Infant School	Reception to Year 2	3	90
Roxbourne First School	Reception to Year 3	4	90	Roxbourne Infant School	Reception to Year 2	3	90
Roxeth Manor First School	Reception to Year 3	4	90	Roxeth Manor Infant School	Reception to Year 2	3	90
Stag Lane First School	Reception to Year 3	4	90	Stag Lane Infant School	Reception to Year 2	3	90
Stanburn First	Reception to Year 3	4	90	Stanburn Infant School	Reception to Year 2	3	90
Weald First School	Reception to Year 3	4	90	Weald Infant School	Reception to Year 2	3	90
Welldon Park First School	Reception to Year 3	4	90	Welldon Park Infant School	Reception to Year 2	3	90
West Lodge First	Reception to Year 3	4	90	West Lodge Infant School	Reception to Year 2	3	90
Whitchurch First	Reception to Year 3	4	90	Whitchurch Infant School	Reception to Year 2	3	90

Separate Middle Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
Belmont Middle School	Year 4 to Year 7	4	60	Belmont Junior School	Year 3 to Year 6	4	60
Cannon Lane Middle	Year 4 to Year 7	4	90	Cannon Lane Junior School	Year 3 to Year 6	4	90
Elmgrove Middle School	Year 4 to Year 7	4	82	Elmgrove Junior School	Year 3 to Year 6	4	82
Grange Middle School	Year 4 to Year 7	4	60	Grange Junior School	Year 3 to Year 6	4	60
Kenmore Park Middle School	Year 4 to Year 7	4	90	Kenmore Park Junior School	Year 3 to Year 6	4	90
Longfield Middle School	Year 4 to Year 7	4	90	Longfield Junior School	Year 3 to Year 6	4	90
Pinner Park Middle School	Year 4 to Year 7	4	90	Pinner Park Junior School	Year 3 to Year 6	4	90
Priestmead Middle	Year 4 to Year 7	4	93	Priestmead Junior School	Year 3 to Year 6	4	93
Roxbourne Middle School	Year 4 to Year 7	4	90	Roxbourne Junior School	Year 3 to Year 6	4	90
Roxeth Manor Middle School	Year 4 to Year 7	4	90	Roxeth Manor Junior School	Year 3 to Year 6	4	90
Stag Lane Middle School	Year 4 to Year 7	4	90	Stag Lane Junior School	Year 3 to Year 6	4	90
Stanburn Middle	Year 4 to Year 7	4	90	Stanburn Junior School	Year 3 to Year 6	4	90
Weald Middle School	Year 4 to Year 7	4	90	Weald Junior School	Year 3 to Year 6	4	90
Welldon Park Middle School	Year 4 to Year 7	4	90	Welldon Park Junior School	Year 3 to Year 6	4	90
West Lodge Middle School	Year 4 to Year 7	4	90	West Lodge Junior School	Year 3 to Year 6	4	90
Whitchurch Middle	Year 4 to Year 7	4	90	Whitchurch Junior School	Year 3 to Year 6	4	90

Combined Schools	DRAFT Current and Proposed Organisation for Primary Phase Schools						
	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
Alyward F & M School	Reception to Year 7	8	60	Alyward Primary	Reception to Year 6	7	60
Cedars Manor F& M School	Reception to Year 7	8	60	Cedars Manor Primary	Reception to Year 6	7	60
Earlsmead F& M School	Reception to Year 7	8	60	Earlsmead Primary	Reception to Year 6	7	60
Glebe F& M School	Reception to Year 7	8	52	Glebe Primary	Reception to Year 6	7	52
Grimsdyke F& M School	Reception to Year 7	8	60	Grimsdyke Primary	Reception to Year 6	7	60
Little Stanmore F& M School	Reception to Year 7	8	30	Little Stanmore Primary	Reception to Year 6	7	30
Marlborough F& M School	Reception to Year 7	8	60	Marlborough Primary	Reception to Year 6	7	60
Newton Farm F & M School	Reception to Year 7	8	30	Newton Farm Primary	Reception to Year 6	7	30
Norbury F& M School	Reception to Year 7	8	60	Norbury Primary	Reception to Year 6	7	60
Pinner Wood F& M School	Reception to Year 7	8	60	Pinner Wood Primary	Reception to Year 6	7	60
Roxeth Nursery, First and Middle	Reception to Year 7	8	56	Roxeth Primary	Reception to Year 6	7	56
Vaughan F& M School	Reception to Year 7	8	60	Vaughan Primary	Reception to Year 6	7	60
Whitefriars F& M School	Reception to Year 7	8	60	Whitefriars Primary School	Reception to Year 6	7	60

Special Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Number of Places	Proposed Organisation	Year Groups September 2010	No of Year Groups	Number of Plaes
Alexandra F& M School	Reception to Year 7	8		Alexandra Primary School	Reception to Year 6	7	
Woodlands School	Reception to Year 7	8		Woodlands Primary School	Reception to Year 6	7	

Voluntary Aided Schools	Current Organisation			Proposed Organisation			
	Year Groups September 2008	No of Year Groups	Planned Admission No Reception	Proposed Organisation	Year Groups September 2010	No of Year Groups	Planned Admission No
St Anselm Primary	Reception to Year 6	7	60				
St Bernadettes RC Primary	Reception to Year 6	7	60				
St George's Primary	Reception to Year 6	7	60	Any changes to voluntary aided schools will need to be considered and brought forward by the Governing Bodies and Diocesan Boards			
St John Fisher RC F&M	Reception to Year 7	8	60				
St Josephs Primary School	Reception to Year 6	7	60				
St Teresa's F&M School	Reception to Year 7	8	60				
St John's C of E School	Reception to Year 7	8	60				
Moriah Primary	Reception to Year 6	7	30				
Krishna Avanti	Reception to Year 7	8	30				

First Schools	16
Middle Schools	16
Combined	13
Special Primary	2
VA	9
Total	56

DRAFT
Current and Proposed School Organisation for Community High Schools

High Schools	Current Organisation			Proposed Organisation		
	Year Groups September 2008	No of Year Groups	Planned Admission No Years 8 - 11	Year Groups September 2010	No of Year Groups	Planned Admission No Year 7 - 11 ***
Bentley Wood High School	Year 8 to Year 13	6	180	Year 7 to Year 13	7	180
Canons High School	Year 8 to Year 13	6	180	Year 7 to Year 13	7	180
Hatch End High School	Year 8 to Year 13	6	300	Year 7 to Year 13	7	300
Harrow High School	Year 8 to Year 13	6	180	Year 7 to Year 13	7	180
Nower Hill High School	Year 8 to Year 13	6	300	Year 7 to Year 13	7	300
Park High School	Year 8 to Year 13	6	280	Year 7 to Year 13	7	300
Rooks Heath High School	Year 8 to Year 13	6	210	Year 7 to Year 13	7	270
Whitmore High School	Year 8 to Year 13	6	260	Year 7 to Year 13	7	270
Kingsley High School*	Year 7 to Year 13	7		No change		
Shaftesbury High School**	Year 7 to Year 14	6		Year 7 to Year 14	7	

*Kingsley High School - no change is required to Kingsley High School. Special Schools do not have Planned Admission Numbers but a total number of places

**Shaftesbury High School - Special Schools do not have Planned Admission Numbers but a total number of places

***Planned Admission No Year 7 - these are the maximum number of places being considered.

This page is intentionally left blank

Strategic Approach to School Re-Organisation In Harrow

High Level Outline Plan

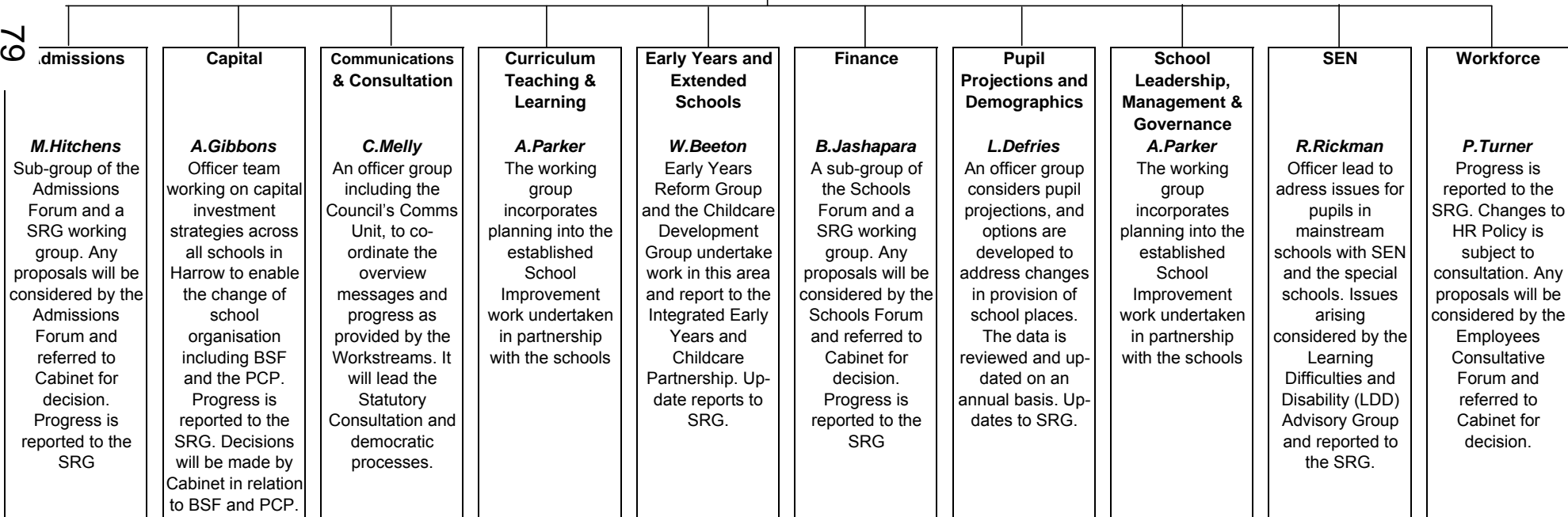
Date	Action
February 2008	Establish Stakeholder Reference Group
June 2008	Report to Cabinet on Proposals for Consultation
July 2008	Soft Consultation starts
September 2008	Formal Consultation on Proposals for change
December 2008	Consultation ends
January 2009	Report to Cabinet outcomes of consultation
February 2009	Publish Statutory Notices
March 2009	Report to Cabinet to Determine Statutory Notices
September 2010	Year 7 & 8 pupils admitted to Secondary Schools Year 3 & 4 pupils admitted to Junior Schools

This page is intentionally left blank

This diagram illustrates the Workstreams reporting to the SRG. The lead of the workstream is in italics. For some groups there are specific working groups with representative headteachers, governors and union members. The SRG is not a decision making group. Cabinet are responsible for final decisions. Where there are other formal stages in the decision making process these are indicated in the text.

Stakeholder Reference Group			
Councillors Christine Bednell (Chair) Bill Stephenson Anjana Patel	Headteacher Representatives Janice Howkins High Schools Pauline Atkins Special Schools Joy Lawrence Middle Schools Kim James First Schools Chris McDermott First & Middle Schools	Governors Sangita Patel First Schools & Middle Schools Diana La Rue High Schools Sue Chaplin Combined F&M Schools Local Authority Heather Clements Director Schools and Children's Development	Professional Associations Lynne Ahmad UNISON Lynne Snowdon NUT John Dunbar GMB

79



This page is intentionally left blank



Meeting:	Overview and Scrutiny committee
Date:	4 th September 2008
Subject:	Scrutiny Review Updates Report
Responsible Officer:	Tom Whiting Assistant Chief Executive
Portfolio Holder:	Paul Osborn Performance, Communication and Corporate Services Portfolio Holder
Exempt:	No
Enclosures:	Appendix One: Review Updates Matrix

Section 1 – Summary and Recommendations

This report sets out progress on the current programme of reviews

Recommendations:

The Overview and Scrutiny committee is asked to:

- I. Consider and comment upon progress on the programme of reviews

Section 2 – Report

Background

Each year the Overview and Scrutiny committee commissions a programme of reviews designed to support the improvement of services in the borough or to support policy development in particular areas. This year the following reviews were included in the scrutiny work programme:

- Beacon Centre
- Future of Schools/Extended Schools
- Implications of 'Health Care for London: A Framework for Action'
- Preparing for the White Paper, 'Care Matters: Time for Change'
- Standing Scrutiny Review of the Budget
- Standing Scrutiny Review of NHS Finance
- Support for the Voluntary Sector/Delivering A Strengthened Voluntary and Community Sector
- Town Centre Redevelopment

The Standing Review of NHS Finances has continued.

The table attached as Appendix One updates the committee on progress on each of these projects.

Financial Implications

There are no financial implications associated with this report as the cost of the scrutiny work programme will be met from within the scrutiny budget.

Performance Issues

The indicators in the table below are relevant to the reviews included in the 07/08 work programme and are included for reference purposes to enable councillors to have a sense of the relevance of particular reviews.

Review	Indicator	2008/9	2007/8
Beacon Centre	BV119a (3 yearly)	47 with 2.74 confidence interval	47 with 2.74 confidence interval
	CPA C17	Annual	First reported Q2 2008/9 (2006/7 20.6%)
	CPA C18	Annual	First reported Q2 2008/9 (2006/7 5.0%)
	CPA C19	Annual	45% Provisional estimate
Future of Schools	NI88	Q2	NEW
Healthcare for London	NI119	Place Survey	NEW
	NI120	A	NEW
	NI137	A	NEW

Care Matters: Time for Change	NI62	Q1 - 0	NEW
	NI63	Q1 - 56.86	NEW
	NI66	Q2	NEW
	NI99	Annual	NEW
	Ni100	Annual	NEW
	NI101	Annual	NEW
	NI147	Annual	NEW
	NI148	Quarterly – 0.46	NEW
	BV161	Annual	
Standing review of the budget	NI179	First reported Q2	NEW
Standing review of NHS finances			
Delivering A Strengthened Voluntary and Community Sector	NI1	Annual Survey	NEW
	NI2	Annual Survey	NEW
	NI3	Annual Survey	NEW
	NI4	Annual Survey	NEW
Town Centre Redevelopment	NI138	Annual Survey	NEW
	NI154	Claire codling	NEW
	NI155	980	NEW

Risk Management Implications

There are no risks associated with the recommendations in this report.

Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar Date: 22 nd August 2008	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Name: Hugh Peart Date: 8 th August 2008	<input checked="" type="checkbox"/>	

Section 4 - Contact Details and Background Papers

Contact: Lynne McAdam, Service Manager Scrutiny 020 8420 9387

Background Papers: None

If appropriate, does the report include the following considerations?

1.	Consultation	NO
2.	Corporate Priorities	NO

Review	Chairman	Membership	Scope Prepared	Scope Agreed	Comments
--------	----------	------------	----------------	--------------	----------

OVERVIEW AND SCRUTINY COMMITTEE

Beacon Centre	Cllr Green	Cllr Asante Cllr Champagne Cllr Akhtar Cllr Kulkarni Cllr Scott Cllr Solanki Cllr Stephenson Ramji Chauhan	Yes	Yes	The completed review was presented to the Overview and Scrutiny committee on 1 st April 2008. It was considered at Cabinet on 21 st May and the recommendations were agreed.
Future of Schools/Extended Schools	Cllr Davine	Cllr Green Cllr Kara Cllr Solanki Cllr Teli Ramji Chauhan Despo Speel	Yes	Revised scope to be considered at 4 th September meeting of O&S	The original scope for this review was amended following further discussion with the Corporate Director of Children's Services to reflect the need for scrutiny support to consider the effectiveness of extended schools. The review will commence in September, pending agreement of the scope.
Implications of 'Health Care for London: A Framework for Action'	Cllr Mithani – representative on the Pan-London Joint Overview and Scrutiny Committee JOSC	Working Group supporting JOSC Cllr Davine Cllr Macleod-Cullinane (until May 08) Cllr Rekha Shah Cllr Solanki	Terms of reference for JOSC and working group	Yes – via verbal report to O&S on 13 th November 2007	The Healthcare for London JOSC has submitted its findings to NHS London and a response is anticipated in the autumn. In the meantime, the council is awaiting proposals for implementing the changes proposed in the Darzi report from Harrow PCT. Further work in this area is anticipated and has been built into the work programme for 08/09.
Preparing for the White Paper, 'Care Matters: Time for Change'	Cllr Davine	Cllr Green Cllr Mithani Cllr Solanki Ramji Chauhan Despo Speel	Yes	Yes	Work on this review was postponed until the autumn. It has been included in the work programme for 08/09.

Review	Chairman	Membership	Scope Prepared	Scope Agreed	Comments
Standing Scrutiny Review of the Budget	Cllr Sheinwald	Cllr Gate Cllr Iddaikadar Cllr Kara Cllr Kinnear Cllr Macleod-Cullinane (until May 08) Cllr Stephenson (until July 08) Cllr Solanki Cllr Seymour Cllr Teli Cllr Zeid Philp Morrish Cliff Lichfield Elizabeth Hugo	Yes	Yes	<p>Since its original constitution, the group membership has been supplemented by members of the Open Budget Panel.</p> <p>The group has met throughout 2008 and has received evidence on a number of elements of the budget planning process. Visits to other boroughs have also resulted in pointers towards best practice which have been discussed with the Leader, Chief Executive and Director of Finance.</p> <p>An initial report is being prepared for presentation to the Overview and Scrutiny committee in September/October.</p>
Standing Scrutiny Review of NHS Finances	Cllr Davine	Cllr Mithani Cllr Rekha Shah Cllr Sheinwald Julian Maw Janet Smith Avani Modasia Ruth Coman	Yes	Yes	<p>This group has been in existence since July 2006. The remit of the group has been to consider the impact of NHS financial difficulties on the council and the combined impact of NHS and council financial difficulties on residents. A key part of the investigation has been monthly monitoring of financial performance and a case study investigation of the impact of financial difficulties on carers. This was followed up in June 2008 with a challenge panel to consider the robustness of the joint carers' strategy.</p> <p>Further information has been requested on the financial outturn of the PCT and NW London Hospital NHS Trust.</p>

Review	Chairman	Membership	Scope Prepared	Scope Agreed	Comments
Support for the Voluntary Sector/ Delivering A Strengthened Voluntary and Community Sector	Cllr Sheinwald	Cllr Asante Cllr Champagne (Phase One) Cllr Davine Cllr Gate Cllr Kara Cllr Kinnear Cllr Macleod-Cullinane Cllr Teli Cllr Versallion Ramji Chauhan Mohamed Ali Julia Smith Mike Coker Julie Brown John Wolf Julie Bellchambers	Yes	Yes	<p>The title of the review has been changed to reflect its more strategic approach. The membership has also been supplemented by representatives from the voluntary and community sector forum.</p> <p>The group has produced its interim report which has analysed the issues surrounding the council's relationship with the sector and this has been roundly welcomed as presenting a thorough analysis upon which to begin to propose improvements.</p> <p>Phase Two of the review which will begin the remodelling process is now underway and the proposed work programme was agreed at O&S on 29th July.</p> <p>The final report will be submitted to Cabinet in December</p>
Town Centre Redevelopment	Cllr Seymour	Cllr Asante Cllr Kinnear Cllr Miles Cllr O'Dell Cllr Scott Cllr Solanki Ramji Chauhan	Yes	Yes	<p>A number of changes were made to the original scope for the project and concerns with these changes resulted in significant delays to the delivery of the project. Unfortunately, the delays have meant that the review cannot now contribute to the council's overall redevelopment plans for the town centre and therefore the O&S committee agreed in July to cancel the review</p>

Review	Chairman	Membership	Scope Prepared	Scope Agreed	Comments
Council Improvement Programme	Cllr Scott	Cllr Brian Gate Cllr Mitzi Green Cllr Richard Romain Cllr Stanley Sheinwald	Yes	Yes	This challenge panel was commissioned in-year and its findings were reported to the Overview and Scrutiny committee on 8 th July. The findings were included in papers considered by Cabinet on 19 th June

Review	Chairman	Membership	Scope Prepared	Scope Agreed	Comments
--------	----------	------------	----------------	--------------	----------

PERFORMANCE AND FINANCE SUB COMMITTEE

Accord MP	Cllr Versallion	Cllr Gate Cllr Macleod-Cullinane Cllr Zeid Cllr Gawn Cllr Benson Cllr Idaikkadar	Yes	Yes	The completed review was presented to the Overview and Scrutiny committee on 28 th January 2008. It was considered at Cabinet on 17 th January and the recommendations were agreed
Places Survey	Cllr Versallion	Cllr Janet Mote Cllr O'Dell Cllr Green Cllr Solanki Cllr Teji	Yes	Yes – 29 th July 2008	This challenge panel was commissioned in-year and is scheduled to take place on 1 st September 2008
Financial issues • Elimination of budget shortfall • Attracting external finances					<ul style="list-style-type: none"> Budget performance has been monitored by the sub committee External financing has been incorporated into the remit of the Standing Review of the Budget
Residents' Satisfaction					This has been monitored via reports to the sub committee
A new start for Wealdstone (Corporate Plan, flagship action 3.3)					This has not been progressed – it is a longer-term project
Access Harrow – inspection preparation					This project was not progressed



Meeting:	Overview and Scrutiny committee
Date:	4 th September 2008
Subject:	Developing the Scrutiny Work Programme
Responsible Officer:	Tom Whiting Assistant Chief Executive
Portfolio Holder:	Cllr Paul Osborn Performance, Communication and Corporate Services Portfolio Holder
Exempt:	No
Enclosures:	Appendix One: Long list of projects to be included in the scrutiny work programme

Section 1 – Summary and Recommendations

This report sets out the process for agreeing the scrutiny work programme for 2008/09 and the long list of projects for inclusion in the programme

Recommendations:

The Overview and Scrutiny committee/Sub-Committee/Panel is requested to:

- I. Approve the process for developing the scrutiny work programme
- II. Comment upon the areas included in the long list
- III. Select areas for the development of more detailed feasibility studies
- IV. Call for a further report outlining these feasibility studies for the 7th October meeting of the Overview and Scrutiny committee
- V. Agree that the list of areas selected for more detailed consideration via feasibility reports be submitted to Corporate Strategy Board and Cabinet

Section 2 – Report

Background

Each year, the Overview and Scrutiny committee decides the projects that will be included in its work programme for the coming year. In brief, this process involves:

- Meetings between lead scrutiny councillors, scrutiny officers, portfolio holders and corporate directors to identify areas in which scrutiny investigation might be timely/helpful
- Identification of further areas for potential investigation via independent assessment of council and partner performance information (with the Chairman and Vice Chairman of Performance and Finance sub committee)
- Consideration of the potential need for policy development support for the forthcoming year
- Submission of this long list of potential projects to the Overview and Scrutiny committee for the identification of the short list of potential projects. Preparation of feasibility reports on each of the short listed projects
- Based on the feasibility reports, selection of final list of projects for the scrutiny work programme

The document attached to this report as Appendix One is, the long list of potential projects for inclusion in the scrutiny work programme.

Councillors' attention is drawn to the extract from the scrutiny protocol, attached as Appendix Two, which outlines the previously agreed criteria for the selection of reviews.

In order to secure maximum engagement in the development of the work programme, it is proposed that the shortlist of projects, selected for more detailed feasibility studies, is also submitted to both the Corporate Strategy Board and Cabinet for opinion. This commentary will be included in the next report as part of the feasibility report on each area.

Implications of the Recommendation

Considerations

- **Resources, costs and risks**
The finally agreed programme of work for scrutiny will be delivered from within existing resources.
- **Staffing/workforce**
There are no staffing or workforce implications related to the recommendations in this report.
- **Equalities impact**
In selecting the long list of projects for inclusion in the scrutiny work programme, councillors will be asked to have regard to equalities issues.
- **Legal comments**
- **Community safety**
There are no community safety implications associated with the recommendations in the report.

Financial Implications

The cost of delivery of the scrutiny work programme will be met from within existing resources.

Performance Issues

The performance indicators below outline the council's performance in those areas in which poor performance has been identified as a reason for inclusion in the scrutiny work programme. The information is included to provide a sense of the relevance of the topic proposed.

Safeguarding adults transformation action plan review	NI125	Annual	NEW
	NI127	Annual	NEW
	NI128	Annual	NEW
	NI130	Q1 – 165	NEW
	NI131	Q2	NEW
	NI132	Q1 – 82.4	NEW
	NI133	Q1 – 91	NEW
	NI135	Q1 – 76	NEW
	NI136	Q1 – 2333	NEW
	NI139	Annual	NEW
	NI140	Annual Survey	NEW
	NI141	Q2	NEW
	NI142	Q2	NEW
	NI145	Q2	NEW
	NI149	Annual	NEW
	NI150	Annual	NEW
	BV195	Q1 – 82.4	
	BV196	Q1 – 91	
	BV53	Annual	
	BV54	Q1 – 73.8	
BV56	Q1 – 83.1		
BV201	Q1 – 131.6		
Promoting sustainability – performance against National Indicators 185, 186, 187 and 188	NI185		NEW
	NI186		NEW
	NI187		NEW
	NI188		NEW
Performance of the Kier contract – housing repairs	CPA H4,	96.9%	
Major building projects			
Workforce development			
Performance management			

Risk Management Implications

There are no risks associated with this report.

Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 21 st August 2008		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 8 th August 2008		

Section 4 - Contact Details and Background Papers

Contact: Lynne McAdam, Service Manager Scrutiny 020 8420 9387

Background Papers: None

If appropriate, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
1	Standing Review of the Budget	Standing review	Current	2, 3, 5	Continues from 07/08 work programme
	Standing Review of NHS Finances	Standing review	Current	1, 2, 3, 4	It is likely that, pending consideration of the final outturn reports of Harrow PCT and the NW London Hospitals NHS Trust, this review is closed and a final report submitted to the Overview and Scrutiny committee. Ongoing monitoring of the trusts' financial performance must be picked up by the Performance and Finance sub committee
	Health care for London – Proposals for Harrow	Dependent upon detail in the proposals – could involve a number of joint committees	Dependent on proposals from Harrow PCT	1, 4, 9	It is as yet unclear what the proposals for Harrow will be. However, space in the work programme will need to be made available in order to consider highest priority proposals – O&S will need to be clear that not every issue will of necessity be investigated
	Safeguarding adults transformation action plan review	Reports to the Performance and Finance sub committee	TBC	2, 3, 4, 6, 11	Support to monitor the service's performance against the transformation action plan has been requested by the portfolio holder and the service director.
	Criminal Records Bureau checks for foreign workers	Challenge panel with service to consider arrangements	TBC	4, 6, 11	How to guarantee the reliability of criminal record checks undertaken on foreign care workers

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
	Promoting sustainability – performance against National Indicators 185, 186, 187 and 188	<ul style="list-style-type: none"> Challenge to work of climate change working group In-depth consideration of the council's response to climate change and sustainability 	TBC	2, 3, 4, 5, 6, 8,	<p>From the Lead Members for Sustainable development and enterprise and corporate officers. Sustainability is a key component of the CAA. Work in this area could include:</p> <ul style="list-style-type: none"> How the work of the newly established climate change group is contributing to the delivery of the national indicators and the use of resources score How the council is influencing partners in this area The long-term sustainability of performance.
	Place shaping	In depth review	TBC	6, 8	From the Corporate Director Corporate Finance. Place shaping is a new area of responsibility for the council and scrutiny could contribute by defining what is meant by place shaping, identifying the key drivers/issues, and developing a broad strategy for the borough.
	Post Offices	Light touch review	TBC	1, 4, 6	To consider how the impact of the post office closure programme might be mitigated.
	Asbestos control compliance	Challenge panel/Light touch review	TBC	6	Proposal from the Leader Is there a policy in place, is it adequate, and is it being followed

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
	Revisiting fear of crime	Light touch review	TBC	1, 4, 5, 6, 8	To reconsider the findings of the fear of crime review particularly in the light of increased concerns re knife crime, perceptions of anti-social behaviour, improved communications and partnership with the media – possibly incorporate issues surrounding Harrow bus station
	Council communications	Light touch review/challenge panel	TBC	4	From the Lead Members for Safer and Stronger Communities. It is felt that there is a need to define more effectively the way in which the Harrow Strategic Partnership engages and informs local people. This could revisit the findings and recommendations of the previous 'HearSay' review.
	Extended schools	Light touch review	Autumn 2008	4, 5, 6, 8	Carried over from 07/08 work programme
	Care Matters – Time for Change	Challenge panel – scope agreed by O&S February 08	TBC	4, 5, 8	Deferred from 07/08 work programme
	Development of Children's Trust model	TBC at later date	2009/10	6	For 2009/10
	Performance of the Kier contract – housing repairs	Consideration by Performance and Finance	TBC	1, 2, 4, 7,	There continue to be concerns regarding the performance of the contract

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
	Tenants rights to manage	Challenge panel to consider the work that has been undertaken so far	TBC	6, 8	Proposal from the portfolio holder. Consideration of the pre-feasibility work that has been undertaken on tenants' rights to manage – in particular the consultation with tenants and leaseholders
	Legionella compliance	Challenge panel/Light touch review	TBC	6	Proposal from the Leader Is there a policy in place, is it adequate, and is it being followed
	Consistency of budget impact assessments across directorates	Part of the work of the standing review of the budget	TBC	3, 5, 6	Proposal from the Leader. It is not clear how effectively the council considers the impact of changes to the budget on service delivery
	Extent and quality of IPADs	Challenge panel	TBC	5, 6	Proposal from the Leader This work could consider the effectiveness and coverage of the council's IPAD process – which can make a useful contribution to preparation for council-wide IIP accreditation
	A new start for Wealdstone (Corporate Plan, flagship action 3.3)		TBC	4, 5, 6	This piece of work was scheduled for inclusion in the work programme for Performance and Finance sub committee last year. However, it has not as yet been progressed.
	Major building projects	Currently via Performance and Finance sub	TBC	2	Performance and Finance sub committee has identified a number of potential concerns re the risk

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
		committee			management of some of the council's major projects. These are currently being monitored via the chairman/vice chairman's meeting.
	Workforce development	Currently via Performance and Finance sub committee	TBC	2	Performance and Finance sub committee is currently monitoring this issue.
	Performance management	Light touch review	TBC	2	This is an area of work which could support the council's performance management process by investigating the quality of the information provided for performance management purposes.
	Accord MP	Report to Performance and Finance	October 2008	Update	6- month update t
	Obesity	Report to Performance and Finance	October 2008	Update	6- month update t

APPENDIX TWO: EXTRACT FROM SCRUTINY PRINCIPLES AND PROTOCOLS – SEPTEMBER 2005

'To ensure that overview and scrutiny resources are targeted at the most important issues to the council and residents, review topics will:

1. Be identified as a particular concern to residents (residents surveys/consultation exercises) and not necessarily solely within the remit of the council
2. Focus on an area of poor performance (BVPIs)
3. Focus on areas of apparent high cost and poor performance
4. Focus on the delivery of improved outcomes for local people not simply the internal structures or functions of local organisations
5. Assist the council to achieve its corporate priorities
6. Be requested by either senior officers or cabinet as a problematic area where the resources of overview and scrutiny would help identify service solutions
7. Focus on the source of a high level of complaints
8. Focus on an area in which the council wishes to develop policy
9. Focus on an area in which government legislation is being developed and which would benefit from early consideration by overview and scrutiny committee/sub committees
10. Be informed by the programme of inspection work to be undertaken by external inspectors in order to support rather than duplicate investigation (if appropriately programmed scrutiny could assist in identifying problematic areas, identifying solutions and thus contributing towards improved inspection score)
11. Be informed by services own service improvement programme, adding value to this process by offering support to service investigations rather than duplicating.....

It will often be useful for officers to investigate the feasibility of undertaking a review of a specific area/activity, prior to a decision being taken on whether to proceed with a review. Such an exercise may also assist in identifying initial options for the scope of the review. The feasibility of each of the areas identified will be examined in terms of:

- The potential to realise change
- Likely impact of change in relation to resources required to undertake the review
- Priority in relation to each other
- Nature of the investigation to be employed
- Cross over issues
- Timetabling of reviews'