



OVERVIEW AND SCRUTINY COMMITTEE

**MONDAY 26 JANUARY 2009
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. John Cowan
2. Ashok Kulkarni
3. Narinder Singh Mudhar
4. Mrs Kinnear
5. G Chowdhury
6. Salim Miah
7. Mrs Camilla Bath
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**

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HARROW COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MONDAY 26 JANUARY 2009

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.

Enc. 3. **Minutes:** (Pages 1 - 12)

That the minutes of the Ordinary meeting held on 9 December, and of the Special meeting held on 17 December 2008, be taken as read and signed as correct records.

4. **Public Questions:**

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

5. **Petitions:**

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

6. **Deputations:**

To receive deputations (if any) under the provisions of Overview and Scrutiny Procedure Rule 10.

7. **References from Council/Cabinet:**

(if any).

Enc. 8. **Report from Lead Members:** (Pages 13 - 18)

- Enc. 9. **Joint Overview and Scrutiny Committee to Review Acute Stroke and Major Trauma Services in London - Healthcare for London Stage 2:** (Pages 19 - 24)
Report of the Assistant Chief Executive.
- Enc. 10. **Adults Star-Rating:** (Pages 25 - 54)
A report of the Corporate Director of Adults and Housing, which was considered by Cabinet on 18 December 2008, is attached.
- Enc. 11. **Scrutiny Review - "Delivering a Strengthened Voluntary Community Sector for Harrow":** (Pages 55 - 56)
Minute 535 of the Cabinet meeting on 18 December 2008, which considered the Scrutiny Review on "Delivering a Strengthened Voluntary Community Sector for Harrow", is attached for the Committee's information.
- Enc. 12. **Overview and Scrutiny Committee Terms of Reference:** (Pages 57 - 60)
Report of the Assistant Chief Executive.
13. **Any Other Business:**
Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

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REPORT OF OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD ON 9 DECEMBER 2008

Chairman:	* Councillor Stanley Sheinwald	
Councillors:	* Ms Nana Asante (3) * Mrs Margaret Davine * Mitzi Green * Manji Kara * Mrs Vina Mithani * Janet Mote	* Phillip O'Dell (2) * Anthony Seymour * Dinesh Solanki * Yogesh Teli * Mark Versallion
Voting Co-opted:	(Voluntary Aided) † Mrs J Rammelt Reverend P Reece	(Parent Governors) * Mr R Chauhan † Mrs D Speel

* Denotes Member present
(2) and (3) Denote category of Reserve Members
† Denotes apologies received

PART I - RECOMMENDATIONS - NIL

PART II - MINUTES

453. **Attendance by Reserve Members:**

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

Ordinary Member

Councillor B E Gate
Councillor Jerry Miles

Reserve Member

Councillor Ms Nana Asante
Councillor Phillip O'Dell

454. **Declarations of Interest:**

RESOLVED: To note that the following interest was declared:

Agenda Item 9 - Response Maintenance Service to Tenants and Leaseholders of Harrow Council

Councillor Yogesh Teli, having declared a personal interest in this item by virtue of his role as Cabinet Support Member to the Portfolio Holder for Adult and Housing, but stated that he had not taken any part in any meetings or decisions relating to this item, and as a result his interest could not be considered to be prejudicial. He would remain in the room to take part in the discussion and decision relating to this item.

455. **Minutes:**

In accordance with the Local Government (Access to Information) Act 1985, the minutes of the meeting held on 25 November 2008 were admitted late to the agenda in order that the minutes could be approved at the earliest opportunity. The minutes had not been available at the time the agenda was printed and circulated due to the proximity of the meetings and the need to consult.

RESOLVED: That the minutes of the meeting held on 25 November 2008, be taken as read and signed as a correct record, subject to the inclusion of the following interest under Minute 439:

Agenda Item 12 – Special Educational Needs

Councillor Anthony Seymour - Governor of Pinner Park First and Middle School.

456. **Public Questions, Petitions and Deputations:**

RESOLVED: To note that no public questions were put, or petitions or deputations received, at this meeting under the provisions of Overview and Scrutiny Procedure Rules 8, 9 and 10 (Part 4B of the Constitution) respectively.

457. **References from Council/Cabinet:**

RESOLVED: To note that there no references from Council or Cabinet.

458. **Report from Lead Scrutiny Members:**

The Scrutiny Performance Lead Member for Corporate Effectiveness and Finance reported orally on his meeting with the Chairman (Policy Lead Member) prior to this Committee meeting. Their meeting had focused on the Local Area Agreement, Workforce Development and absentee rates in the Council. He was pleased to report that absentee rates were dropping, and that the benefits of the use of the SAP system were being realised.

RESOLVED: That the oral report be noted and that a written report setting out the details of the meeting between the Lead Scrutiny Members for Corporate Effectiveness and Finance be submitted to the next ordinary meeting of the Committee.

459. **Response Maintenance Service to Tenants and Leaseholders of Harrow Council:**

In accordance with the Local Government (Access to Information) Act 1985, a report of the Divisional Director of Housing on this matter was admitted late to the agenda to allow the Committee to comment on this important issue. The report had not been available at the time the agenda was printed and circulated due to the timing of the request for this report.

The Corporate Director of Adults and Housing introduced the report, which set out the action taken, albeit temporary, to achieve a reduction in forecast spend for the delivery of the responsive maintenance service in 2008/09 to tenants and leaseholders of Council's housing stock. The Corporate Director briefed the Committee on the background to this decision, and explained the complex partnership arrangements involved in the delivery of this service. He informed Members that a wider view of how repairs were handled by the Council was under way.

A Member queried why it was not possible to vire budget overspends from other budget areas within the Housing Revenue Account (HRA) in 2008/09 or beyond. In noting that a further report on this matter was expected at the January 2009 meeting of the Performance and Finance Scrutiny Sub-Committee, the Member asked that a detailed breakdown of any overspend on day to day repairs, voids, and other budget areas be included in that report.

In response, the Corporate Director stated that the HRA was under pressure and the best possible and least harmful option had been selected. The temporary cessation of non-urgent repair works would be managed sensitively and any special circumstances relating to individual tenants would be taken into account before a decision was taken on whether or not to carry out the non-urgent works.

RESOLVED: That (1) the report be noted;

(2) a report be submitted to the January 2009 meeting of the Performance and Finance Scrutiny Sub-Committee on the responsive maintenance service to tenants and leaseholders setting out a detailed breakdown of budget areas and the percentage overspend in those areas;

(3) following consideration of the report referred to in (2) above, the Performance and Finance Scrutiny Sub-Committee report back on the outcome to the Overview and Scrutiny Committee.

460. **The Right To Manage - Challenge Panel Update:**

The Scrutiny Performance Lead Member for Sustainable Development and Enterprise introduced a report, which set out the background to the decision made by the Committee to hold a 2-day Challenge Panel to investigate progress on the Right to Manage process.

The Scrutiny Lead Member updated the Committee on progress made with arranging the 2-day Challenge Panel. Day 1 of the Challenge Panel would be held on 16 December 2008 and would focus on the concerns of residents and tenants, and how the Tenant Management Organisations (TMOs) operated.

The Scrutiny Lead Member reported that Linda Robinson from the Scrutiny Pool of Advisors had been invited to participate in the Challenge Panel. Given the level and nature of the concerns expressed by residents and leaseholders, the Housing Corporation had been informed that Harrow Council was not in a position to sign the required grant applications to progress to the next stage. The advice from the Housing

Corporation was that an independent body should consider the capacity to take the Tenant Management Organisation option further in the borough.

It was reported that the response from tenants and leaseholders to the invitation to engage in the Challenge Panel had been positive. Details of those that had responded would be sent to Councillor Phillip O'Dell, as requested.

RESOLVED: That (1) the background to the decision to hold the Challenge Panel be noted; and

(2) progress made on the establishment of the Right to Manage Challenge Panel be noted.

461. **Scrutiny Review of 'Delivering a Strengthened Voluntary and Community Sector for Harrow' - Final Report:**

The Committee considered a report of the Project Sponsors, the Corporate Director of Finance, Harrow Council, and the Chief Executive of Harrow Association of Voluntary Services, which set out the findings and recommendations of the Scrutiny Review on Delivering a Strengthened Voluntary and Community Sector for Harrow. It was noted that the Scrutiny Review Group had conducted its enquiries over two phases of work between March and November 2008.

The Chairman of the Review Group introduced the report and thanked all participants for their work on the Review. He was pleased that the outcome of the Review had been accepted by the Voluntary Sector, and he commended the Review Report for referral to Cabinet. He added that the report would initially be considered by the Cabinet on 18 December 2008 and that detailed feedback would be received by the Overview and Scrutiny Committee at its meeting in February 2009. The Council's Corporate Strategy Board had welcomed the Review Report.

It was noted that detailed feedback from Cabinet would be delayed until February 2009 because of the unavailability of the Portfolio Holder for Community and Cultural Services and to allow for a considered response to the recommendations of the Review Group.

Some Members were disappointed that a response from Cabinet would be delayed, particularly as the Review Group had progressed the Review according to the timescales requested by the Cabinet and the deadline given was 18 December 2008. As a result the Review Group had not had the opportunity to address all issues in as much depth as wished, for example the issue of strategic commissioning, which was considered to be an important aspect of the Review. The lack of a full exploration of this matter and the implications on future models were considered to be a weakness of the report.

An officer explained that an officer group had been tasked with implementing the recommendations when approved. Some of the recommendations had financial implications and, as a result, would require a considered response from Cabinet.

The Chairman of Performance and Finance Scrutiny Sub-Committee stated that progress on the recommendations from the Review Group would be monitored by the Sub-Committee on a quarterly basis.

RESOLVED: That (1) the report and the recommendations of the Review Group be endorsed;

(2) the report be referred to Cabinet and the Partnership Board for consideration and agreement and that they be requested to report back to the Overview and Scrutiny Committee at the earliest opportunity;

(3) the monitoring of the progress against the recommendations of the Review Group be placed on the Scrutiny Work Programme for addressing by the Performance and Finance Scrutiny Sub-Committee and that the Sub-Committee submit quarterly progress reports to the Overview and Scrutiny Committee.

462. **Consultation Strategy:**

In accordance with the Local Government (Access to Information) Act 1985, a report of the Assistant Chief Executive in this regard, which had not been available when the agenda was printed and circulated, was admitted late to the agenda so that the action plan could be progressed.

The report, which described the strategy for extending the range of consultation that the Council employed, co-ordinating its customer and resident research and using the results to improve service outcomes and customer satisfaction. She outlined the key areas of the Consultation Strategy, the issues that it had been designed to address and how these would be progressed.

Members' attention was drawn to the legal comments and the requirement to consult lawfully. Inadequate consultations could result in judicial review proceedings and decisions being quashed.

During discussion on the report, a Member pointed out that there was a need to improve the common perception amongst those consulted that the decision-maker would not take any notice of the outcome of the consultation undertaken. The officer accepted that this was an issue, as was how results of consultations were used, fed back and disseminated to the community. Members welcomed the proposal to post the results of consultations on the Council's website and the move to ensure a joined-up approach to consultation. A Member welcomed the Consultation Strategy and hoped that it would have a positive impact on the Call-In Scrutiny Sub-Committee, as some of the decisions taken by the Executive had been called-in due to lack of adequate consultation.

RESOLVED: That the Consultation Strategy be welcomed.

463. **Reconfiguration of the Scrutiny Structures - A Review:**

In accordance with the Local Government (Access to Information) Act 1985, a report in this regard which was being consulted on at the time of the despatch to the agenda was admitted late to the agenda, to allow consideration of the findings of a Review and how the scrutiny process could be improved.

Members discussed the report and were in agreement on the majority of the recommendations set out therein. However, there were differing views on how health issues ought to be addressed.

Some Members favoured stricter scheduling of health issues within the existing structure and were of the view that this option would allow all existing Members of the Overview and Scrutiny Committee to participate in health issues. They felt that a specific Health Scrutiny Sub-Committee, an option favoured by some Members, would disenfranchise some of the existing Committee Members from participating in discussions of health issues. The creation of a subject-specific Sub-Committee would also have an impact on resources and could lead to a return to the old structure which the Council had moved away from following reconfiguration. Moreover, many of the issues addressed by the Committee were cross-cutting and not subject-specific. Regular meetings of the Overview and Scrutiny Committee would allow critical issues to be dealt with swiftly and effectively. In addition, training and support proposed for Scrutiny Lead Members would increase capacity to address issues quickly.

Members who supported the establishment of a subject-specific Health Scrutiny Sub-Committee outlined the merits of this option. They were of the view that such a Sub-Committee would improve the Council's focus on health issues and allow it to address these with increased confidence. It would show that the Council was taking the issue seriously, and would not lead to more meetings as the existing number of Overview and Scrutiny meetings would be reduced. A Member was of the view that the existing structure had not demonstrated scrutiny's ability to deal with issues quickly and cited scrutiny's handling of the issue of maternal deaths at Northwick Park Hospital as an example.

The same Members pointed out that the report had not addressed the proposal to set up a specific-impact Committee, which would enable scrutiny to consider issues which were likely to dominate the scrutiny work programme in any specific year.

It was moved and seconded that a detailed report on the establishment of a Health Scrutiny Sub-Committee which may be either permanent or temporary be approved. Upon a vote, this was not carried. It was then moved and seconded that health issues be addressed by ensuring a stricter scheduling of these issues and expertise within Overview and Scrutiny Committee meetings, and it was

RESOLVED: That (1) the report from the Scrutiny Reconfiguration Workshop be noted;

(2) a meeting of the Scrutiny Lead Members be held to explore in more depth the issues that they faced with a view to developing further training and support to enable them to fulfil their role, as envisaged in the original reconfiguration proposals;

(3) further publicity with regard to the Scrutiny Lead Members be developed for dissemination across the organisation;

(4) officers ensure a stricter scheduling of health issues and expertise within existing Overview and Scrutiny Committee meetings.

464. **Any Other Business:**

(i) Care Matters Update – Harrow’s response to the Children and Young Persons Bill 2007

A Member stated that she was disappointed that the letter sent to the Chairman of the Member Development Panel, following the last meeting, on the need to make progress on mandatory training sessions for Councillors on the corporate parenting role, had not been circulated to the Scrutiny Lead Members for Adult Health and Social Care.

(ii) Overview and Scrutiny Committee

As the October 2009 meeting of the Committee was scheduled to be held during the Conservative Party Annual Conference Week, it was

RESOLVED: That the Overview and Scrutiny Committee meeting on 7 October 2009 be re-arranged.

(iii) Joint Overview and Scrutiny Committee (JOSC)

RESOLVED: That an information paper on the discussions at the JOSC relating to the Darzi Review be circulated with the Council’s Information Circular.

(iv) Lead Members for Scrutiny

The Chairman stated that a questionnaire would be circulated to Lead Members for Scrutiny to ascertain their development requirements.

(Note: The meeting, having commenced at 7.35 pm, closed at 8.50 pm).

(Signed) COUNCILLOR STANLEY SHEINWALD
Chairman

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REPORT OF OVERVIEW AND SCRUTINY COMMITTEE

(SPECIAL) MEETING HELD ON 17 DECEMBER 2008

Chairman:	* Councillor Stanley Sheinwald	
Councillors:	* Mrs Margaret Davine * B E Gate * Mitzi Green * Manji Kara * Ashok Kulkarni (2) * Jerry Miles	Janet Mote * Narinder Singh Mudhar (3) * Anthony Seymour * Dinesh Solanki * Yogesh Teli
Voting Co-opted:	(Voluntary Aided) † Mrs J Rammelt Reverend P Reece	(Parent Governors) * Mr R Chauhan * Mrs D Speel

* Denotes Member present
(2) and (3) Denote category of Reserve Members
† Denotes apologies received

[Note: Councillor David Ashton also attended this meeting to speak on the item indicated at Minute 470 below].

PART I - RECOMMENDATIONS - NIL
PART II - MINUTES

465. **Welcome:**
The Chairman welcomed Councillor David Ashton, Leader of the Council and Portfolio Holder for Strategy, Partnership and Finance, and Myfanwy Barrett, Corporate Director of Finance, to the meeting.
- Councillor Narinder Singh Mudhar was welcomed to his first meeting of the Committee.
466. **Attendance by Reserve Members:**
- RESOLVED:** To note the attendance at this meeting of the following duly appointed Reserve Members:
- | <u>Ordinary Member</u> | <u>Reserve Member</u> |
|---|---|
| Councillor Vina Mithani
Councillor Mark Versallion | Councillor Ashok Kulkarni
Councillor Narinder Singh Mudhar |
- [Note: The meeting was also notified, during this item, that Councillor John Cowan would be attending as a Reserve Member for Councillor Janet Mote, but Councillor Cowan subsequently did not attend].
467. **Declarations of Interest:**
- RESOLVED:** To note that the following interests were declared:
- Agenda item 5 (b) – Question and Answer Session - Budget Proposals for 2009-10 to 2011-12
Councillor David Ashton declared a personal interest in that his daughter-in-law worked at the Council. He would remain in the room to answer questions from the Committee.
- Councillor Margaret Davine declared a personal interest in that her mother was in receipt of social care from the Council. She would remain in the room to ask questions relating to this item.
- Councillors B E Gate and Anthony Seymour declared personal interests as members of their families were in receipt of single person Council Tax Allowance from Harrow Council. They would remain in the room to ask questions relating to this item.
- Councillors Narinder Singh Mughar and Yogesh Teli declared personal interests in this item by virtue of their roles as Cabinet Support Members to the Portfolio Holders for

Performance, Communications and Corporate Services and Adults and Housing respectively, but stated that as they had not taken part in any meetings or decisions relating to this item their interests could not be considered to be prejudicial. They would remain in the room to ask questions relating to this item.

468. **Minutes:**

RESOLVED: That the minutes of the meeting held on 9 December 2008 be deferred to the next ordinary meeting of the Committee.

469. **Deputations:**

RESOLVED: To note that no deputations were received at the meeting under the provisions of Overview and Scrutiny Procedure Rule 10.

470. **Question and Answer Session with the Leader of the Council and the Corporate Director of Finance - Comparative Performance Analysis and Budget:**

In accordance with Local Government Act (Access to Information Act) 1985, the item on the budget was admitted late to the agenda to allow Members to ask questions on the budget which was being considered by Cabinet the following day. Reference to this item had inadvertently been omitted from the agenda when it was circulated.

The Committee received a presentation from the Leader of the Council and Portfolio Holder for Strategy, Partnership and Finance. He stated that the Council had adopted an integrated planning framework to ensure that the Corporate Plan and the Medium Term Financial Strategy (MTFS) were developed in tandem. He outlined the Council's priorities for 2009-10, which were:

- Better Streets
- Improve support for vulnerable people
- Build Stronger Communities.

The Leader stated that the number of priorities had been reduced from previous years in order to ensure that they received appropriate funding, including growth. The development of the MTFS would continue to be increasingly challenging because of the low level of reserves held by the Council, as a result of which the Council did not have much flexibility to utilize its reserves in the short term. There was also an expectation from the Council's external auditor that the levels of reserves would continue to increase. The current economic climate and the credit crunch had also put additional pressures on the budget. It was therefore intended to revise the policy of adding £1m to reserves each year until such time as general balances exceeded £5m. A revision in the policy would be considered by Cabinet in December 2008.

Members were informed that the Council had a statutory duty to approve a balanced budget and that a substantial amount of work had been carried out with the Directorates. Savings were being sought through the Directorates, and the Council would be examining how its services were delivered and whether any changes would assist the challenging financial position. The final budget proposals and the Council's Corporate Priorities would be submitted to Cabinet in February 2009 initially and thereafter to Council for approval.

The Leader and the Corporate Director of Finance responded to a question on the involvement of Price Waterhouse Coopers, the Council's external auditor, in carrying out a comparative performance analysis and the associated costs of this commissioning exercise. They stated that the report had been prepared for use nationwide and the costs were low. Bench-marking was an essential ingredient to judging performance and the report provided 'real time' results. In-year tracking would also be available should a number of boroughs subscribe to this requirement. The Corporate Director agreed to provide the Committee with the costs incurred in engaging Price Waterhouse Coopers in this analysis.

In response to a question during the course of the meeting on how the administration had arrived at three priorities, the Leader stated that this had been achieved through consultation with a Residents' Panel, Have Your Say consultation and by engaging with people in the Town Centre.

In response to questions from Members on the budget, the Leader of the Council and the Corporate Director of Finance responded as follows:

Q - What impact is the credit crunch having on the Council's cash flow and investments?

A – One of the main impacts of the credit crunch had been the inability to proceed with the development of a new Leisure Centre. The credit crunch had had an adverse affect on revenue and the sale of the asset would not therefore proceed. The credit crunch had also impacted on other areas, for example income from land charges had fallen and the Council was in the process of renegotiating its contracts because of high inflation rates. Energy costs had risen and the low base rates had impacted on short-term deposits held by the Council.

As a result of the credit crunch, forecasting was very difficult and the Council was working and budgeting on the assumption that both the inflation and interest rates would be low in the following year.

Q - What is the Council's analysis of how the general downturn will impact upon the Harrow economy, what are the anticipated likely calls on the Council and how prepared is the Council to deal with these demands?

A – Harrow had, to date, been fortunate that its homelessness figures had not risen. However, unemployment levels in Harrow were expected to increase more than in other boroughs. The downturn would impact on the provision of care for adults and children and a small contingency of £150,000 had been allocated for any unforeseen eventualities in this area. The Leader acknowledged that this was an insufficient and, possibly, unrealistic amount. To help residents, the Council was exploring the possibility of setting up a Credit Union and had received support from the GMB Union in this regard. A Credit Union would need to be community linked.

The Corporate Director stated that an increase in claimants of housing benefit and Council Tax benefit was expected and these areas were being monitored closely. The Council was working with local businesses with a view to advising them during the downturn.

The Leader responded to a supplemental question in relation to the proposals in the budget about library opening hours. He stated that the proposals had not been finalised and that he could not confirm whether or not there would be closures or a reduction in the opening hours of the libraries. However, he was hopeful that the Council Tax would not be set above 3% in 2009/10 but could give no guarantees given the economic pressures.

In terms of the savings of £20,000 proposed in relation to the scrutiny budget, there were no proposals to reduce the number of staff. However, it was intended to review the existing structure and staff grades. A staffing review across the Assistant Chief Executive's area was expected.

Q - Funding gaps are £4m in 2009/10, £8m in 2010/11, and £7m £2011/12. Efficiency savings are forecast at £4m, £1.6m, £2m and already built into the figures. What is the Council's strategic approach to finding such big savings which cannot be found from Council Tax due to 5% capping or from central government grant, for example will we stop doing something altogether or heavily reduce some services in line with the Corporate Plan?

A – The Leader stated that the Council would need to radically review and evaluate the services it provided and the way these were delivered. It would need to examine which services needed to be provided and were required under the law, which were 'good' to provide and those that were 'nice' to do. The Council would need to ascertain whether it could afford to provide the latter two and would need to strike a balance.

In response to a supplemental question about streamlining the top structure, the Leader stated that savings could be achieved in this way. They would need to be balanced with associated costs. He confirmed that the Council would not be able to meet the funding gap(s) even if it increased the level of Council Tax to the capped figure of 5%.

Q - Is now a good time to start thinking about zero-based budgeting?

A – The Leader was of the view that zero-based budgeting was a costly and time consuming process. It was considered to be a critical tool by many. The Corporate Director stated that whilst she agreed with the principal of zero-based budgeting, it would be difficult to resource it on the basis of the work involved in setting the budget. With the size of the funding gaps and the poor settlements received from the

government, radical action was necessary as it was not feasible to keep making small savings year on year.

In response to supplemental questions, the Leader stated that the Council was trying to mitigate the impact of the cut in the base rate by financing capital with short-term borrowing and lending long-term. Where possible, the Council was trying to place funds for longer terms in order to capture higher rates of interest and by borrowing to finance capital expenditure at less than 3% to minimise the impact on the budget. The Council did not have powers to borrow money with a view to lending it.

Looking ahead to 2011-12, and given the current economic climate, the Council might not be in a position to purchase the Lowlands site currently occupied by Harrow College. This purchase was with a view to selling the Civic Centre site.

Q - Are there any potential job losses associated with the 2009/10 budget?

A - The Corporate Director of Finance stated that there were no proposals in the draft budget to reduce the number of staff employed but the Council was looking at various measures with a view to reducing the substantial funding gap(s). It was not in a position to fund redundancy costs which could not now be spread over a number of years as had been possible before. Early retirement was also costly. She confirmed that all new recruitment, except those in schools which managed their own budgets, had to be approved by the relevant Portfolio Holder.

Q - The budget papers show an allowance of 2% for inflation costs. Is this realistic?

A - Inflation was expected to fall and allowance had to be made for a possible deflation. When finalising the budget, an assumption of the probable rate of inflation would be made. The largest liability that the Council was facing was financing the payroll and the pay settlement agreed for 2009/10. The Council did not have any control over the pay settlement agreed nationally and, for the purposes of the budget, it was taking an objective view of the likely settlement.

In response to a supplemental question on the proposed savings in the Adults and Housing Directorate, the Corporate Director stated that there had been an underspend in this area in recent years but it was working to deliver on spend in 2009/10. The 'capacity' that existed in the Directorate was being taken away to show real efficiency savings. It would not have an impact on provision of care to residents. In response to a question from Members, she undertook to inform the Scrutiny Manager about the social care reform grant and its provision in the budget.

Q - In the spirit of the VAT cut and the GLA precept expecting to be nil in 2009/10, have we considered a nil rate Council Tax increase to help hard pressed Harrow residents?

A - The Leader stated that the administration had intended to set a nil rate but, due to the challenging financial situation and the current economic climate, this was an unlikely proposal. A 3% increase in the Council Tax would be an achievement in itself. The Corporate Director added that a 1% increase in Council Tax equated to revenue of £1m and a correct balance had to be struck when setting the budget and the Council Tax. A small reduction in VAT had a neutral effect on the Council's finances and it was not economical to alter fees and charges by a few pence.

Q - In the aftermath of the Baby P tragedy, it is possible that there will be an increase in the number of children looked after by the Council. Is this likely to have an impact on the Council's finances and how is this being mitigated?

Q - How does the efficiency saving of £1.8m in Adults and Housing services square with providing services to vulnerable people?

A - The Leader informed Members that following the Baby P tragedy, a cross-party review had been undertaken by the Council. The Corporate Director of Children's Services was satisfied that the allocated budget was sufficient to ensure that children were not put at risk. A best practice reminder had been issued to relevant staff.

The care of vulnerable children was a complex and demanding area, and the Council faced considerable media challenges in explaining what the Council do. In Harrow the work of Children's Services, the police and the Primary Care Trust - together and separately - was subject to national inspection and local regular audit and checks. However, the Council had undertaken an additional review of high risk cases as an extra precaution - the key points arising from which were:

- All high risk cases were being monitored effectively and there were no cases where the poor practice outlined in the Haringey inspection report existed in Harrow. The work was completed on 1 December and the results were being developed into a 'best practice' multi-agency action programme.

A best practice reminder had been issued to all workers and a programme of extra training, audit, support and development had been established.

There were always improvements that could be made and the audit would ensure that Harrow learnt from the issues and errors made elsewhere and built upon basic good practice. Harrow staff were not complacent and constantly worked to challenge and support each other to improve practice, give children good life chances and support families in difficulty.

Senior managers in Children's Services regularly audited case files and practice and met with workers, children and families to get a view of the service.

It was not possible to say "It won't happen here" as some people deliberately harmed children and sought to hide the fact from discovery. Harrow staff were constantly vigilant and focus their efforts on the "day in the life of the Child".

The leaflet "What to do if you are worried a child is being abused or bullied" was available to all staff, public and Councillors from the Harrow Local Safeguarding Children Board.

The Corporate Director of Finance stated that as the budget was developed, discussions with the Corporate Director of Children's Services would continue with a view to ensuring that all statutory responsibilities and safeguarding issues in Children's Services were resourced adequately. A similar exercise had been carried out in the Adults and Housing Directorate. The Council was also working with its partners to ensure a seamless service.

A Member stated that in their corporate parenting role, Councillors ought to lead by example and keep this issue at the forefront of its agenda. Councillors had a responsibility to ensure that all children were protected and that the tragic circumstances in Haringey were not repeated in Harrow. The Leader agreed with these sentiments. Two other Members highlighted that the safety of children was of paramount importance, the safeguarding of children ought to be a priority and there was a need to engage with residents at various levels and in schools.

Q – How did the credit crunch impact on recycling and its management by the Council?

A - In the short term, the impact would be minimal because contracts had previously been agreed. In future, it was possible that the Council would face additional costs.

The Corporate Director of Finance stated that procurement activity in partnership with other agencies such as Capita and the West London Consortium was ongoing with a view to reaping financial benefits.

Q - How much has it cost to set up Access Harrow and have the anticipated savings from Access Harrow materialised?

A – It was unlikely that any savings would be achieved through Access Harrow. A growth of £70,000 had been budgeted in order to ensure an efficient service to residents. The relationship with Capita had improved and, overall, the terms of the contract had been delivered successfully. However, identifying and delivering on savings had not been successful, as a result of which the savings had had to be re-phased.

A Member of the Committee commented that overall, the relationship with Capita ought to be considered as a success story.

Q - Is the Council exploiting all of the available external funding opportunities either for itself or for voluntary sector partners?

A – In response to the question, the Leader stated that grants were normally ring-fenced to particular areas, and some money from the European Union had been acquired. The Council did not intend to apply for pump priming grants, as these required matched funding from the Council. The External Funding Officer provided support to the Voluntary Sector to help secure funding, an area that was the subject of further consideration by Cabinet in light of the recent scrutiny review.

Q – Sharing of services with other Councils and the cost of the Council's Communications Service

A – The Corporate Director of Finance replied that consideration had been given to the sharing of services with other boroughs but this could take a long time to establish. It was noted that the Trading Standards Service was jointly provided with Brent Council.

In terms of the Communications Service, the Council did not spend as much as some other boroughs on communications. It was essential that residents were kept informed and that communication was effective. A more focused approach had been undertaken by the Communications Team than was the case in previous years with consequential benefits. Internal communications had improved as shown by the results of the staff survey.

In response to a supplemental question about the accuracy of press releases issued by the Council on behalf of scrutiny, the Chairman undertook to discuss this matter separately.

Q – Use of agency staff

A – The Council did not spend a significant amount in this area and under certain circumstances it was cost effective to employ agency staff, particularly in IT (Information Technology) Services. The Council was in the process of carrying out a review of its IT Services and was using agency staff prior to deciding on a suitable service delivery model.

Due to spending pressures, all Directorates had been requested to review their use of agency staff. Capita was carrying out an exercise on the management of recruitment of permanent staff and agency staff.

Competitive arrangements were in place in the advertising of vacancies and recruitment of staff.

Q - Budget Process

A – In order to ensure that there were no 'surprises' during the budget setting process, each budget holder was required to sign-off their allocated budget at the beginning of the process. The Corporate Director outlined the robust monitoring process that was in place to ensure that pressures were identified early. The process was supported by the use of the SAP system and further work was underway to gauge capacity and the level of underspend within Directorates at an early stage.

Q - Parking Fines/CCTV

A – The Leader explained that these areas were the remit of the Community and Environment Directorate and reflected accordingly in the budget. There had been an increase in parking revenue year on year and the Corporate Director of Finance agreed to provide details of the increases to Committee Members.

Q – Budget for Schools/Performance

A – In reply to a question regarding the performance of schools and the allocation of budget, the Leader informed Members that the schools' budget was delegated to schools. Overall evaluation showed that the performance of schools was even better than the examination results.

The Leader highlighted his recent visit to Canon High School where the conduct of pupils was excellent. He was pleased to see that the school was teaching its pupils to be good citizens. Overall, Harrow ought to be proud of its schools, bearing in mind that the proportion of pupils with English as their first language was low.

The Chairman thanked all for participating in the Question and Answer Session.

(Note: The meeting, having commenced at 7.05 pm, closed at 9.00 pm).

(Signed) COUNCILLOR STANLEY SHEINWALD
Chairman



Meeting:	Overview and Scrutiny Committee
Date:	26 th January 2009
Subject:	Report from Lead Members
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the items that have been considered by the Corporate Effectiveness scrutiny policy and performance leads at their quarterly briefing in December 2008.

Recommendation:

Councillors are recommended to:

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

Section 2 – Report

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: 16 th January 2009		

Section 4 - Contact Details and Background Papers

Contact: Lynne Margetts, 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

APPENDIX ONE **REPORT FROM THE CORPORATE EFFECTIVENESS SCRUTINY LEAD** **COUNCILLORS**

The scrutiny lead councillors for Corporate Effectiveness met on 9th December 2008.

Local Area Agreement

Councillors were advised that there are two LAAs in existence. The 'old' LAA runs from 2006 – 09 and has 12 targets each of which attracts up to £540k – if a minimum of 60% of the target is met. The council's performance against a number of these targets is red but additional resources have been made available to improve performance in some of these areas – not all of the pump priming funding available to the partnership was drawn down and it was decided to use some of this finding to support improvement in performance. It is anticipated that only two of the targets may not be met:

- **Percentage of people who feel that their local area is a place where people from different backgrounds get on well together** – the target is 61% and current performance has dropped to 48%. This reflects the methodological shortcomings of the monitoring process rather than a real decline in community cohesion – the survey gives residents the option to respond that they 'don't know' whether people from different backgrounds get on well together and it is an increase in this type of response that has resulted in the more negative result. A number of proposals are in place to try to improve the performance of this indicator.
- **Improve school attendance at the 25% worst performing primary and secondary schools** – as the council has some of the highest performing schools in the country an exceptionally high target had to be set which will make it less likely to be achieved.

All of the others are expected to achieve at least the minimum 60% of the target and will thus receive some reward grant though the precise amount is not clear. It has been agreed that half of the reward grant will be passed to the Harrow Strategic Partnership for pump-priming the new LAA and half will be given to those organisations whose activities have contributed to the delivery of improved performance.

The 34 targets for the new LAA are almost agreed. Whilst all have reward grant attached to them, this is significantly reduced from the amount attached to the current LAA with only approximately £60k for each target. There is also no pump priming money associated with the new LAA.

If the council is successful in delivering the new targets, it has again been agreed that 50% of the reward grant will be passed to the HSP to support the delivery of the next LAA and 50% will go to those organisations that played a part in delivering the improvement.

Recommended action: Corporate Effectiveness leads will continue to monitor the LAA target plans outside of committee

Strategic Workforce Development Plans

Councillors were advised that it is the council's ambition to begin to develop workforce development plans with partners. The development of a council wide workforce development plan, which will flow from the individual directorate plans, will support the council's use of resources score – which has now been extended to include staff as a resource of which the council must make effective use.

Councillors received an update on progress in each of the council directorates towards the development of strategic workforce development plans. Two areas which appeared to be experiencing some difficulties are Community and Environment – which includes large number of blue collar workers and Adults and Housing – which has a number of big service issues that need to be addressed as a priority.

Councillors were also advised that informal feedback from events such as the Chief Executive's lunches and staff forums suggest that staff morale is improving.

Councillors were also advised on progress towards the achievement of IIP accreditation across the council, corporate accreditation is no longer a priority for the council and individual directorates are being encouraged to pursue accreditation in their own right. Progress is being made in most areas at a pace with which the Director of Human Resources and Development is comfortable.

Recommended action: To note progress in this area and continue to monitor

Sickness Absence

Councillors were advised that the overall level of sickness absence in the council is falling and that in the only areas of concern, Community and Environment and Adults and Housing there are clear reasons as to why this might be. In previous briefings, the low level of sickness reporting had been identified and officers had advised that improvements in this area might result in increased sickness levels. This had not happened. The Director also confirmed that problems with the SAP absence recording system had been resolved.

Recommended action: To note progress in this area and continue to monitor

Management Development Programme

Information was provided on the number of managers who have participated in the Management Development Programme, these indicate a high level of coverage of the programme. Feedback also suggests that there is a high level of satisfaction with the programme – 89% of attendees are positive about the content, 81% feel they can apply the learning to their role and 78% feel that it is a good use of their time.

Councillors were advised that a second phase will assess managers' performance against a revised IPAD process which will include objectives, learning and development and behavioural standards. This new process is likely to be rolled out in 2009 and will be linked to contribution based pay. Longer term developmental needs will be met using this process.

Recommended action: To note progress in this area and continue to monitor

Councillor Call for Action (CCfA) Update

The Councillor Call for Action as proposed in the Local Government and Public Involvement in Health Act 2007 empowered all councillors to refer local government matters for consideration by an overview and scrutiny committee. It is expected that this will be brought into force by the end of 2008. A similar Call for Action to address crime and disorder issues is also part of the Police and Justice Act 2006 and the Home Office is currently consulting on how this might be integrated into broader accountability arrangements for crime and disorder and guidance on this is also expected by the end of 2008.

The guidance will explain how councillors can use their power and will advise local authorities as to how they can deal with Councillor Calls for Action. It will include timeframes, how to deal with vexatious issues and issues that span a number of wards.

The council has considered the implementation of Councillor Calls for Action and the reconfigured scrutiny structure has been specifically designed to clarify appropriate access for CCfAs into the scrutiny system. As increased guidance is made available further briefings will be provided to the Lead Councillors.

Recommended action: Corporate Effectiveness Leads are awaiting further information from relevant officers and will consider again at the March 2009 briefing'



Meeting:	Overview and Scrutiny Committee
Date:	26 January 2009
Subject:	Joint Overview and Scrutiny Committee to Review Acute Stroke and Major Trauma Services in London – Healthcare for London Stage 2
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out the proposed mode of operation and draft terms of reference for a pan-London Joint Overview and Scrutiny Committee to respond to the second stage of Healthcare for London consultation on acute stroke services and major trauma care.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- a) Note the proposals for a Joint Overview and Scrutiny Committee for the second stage of Healthcare for London consultation.
- b) Consider how Harrow scrutiny will input into the work of the JOSC, including consideration of reconvening the scrutiny working group and the suggested terms of reference for this.
- c) Give consideration to the other related issues detailed so Harrow's conclusions can be fed back to the London Scrutiny Network and/or formal JOSC as appropriate. These issues are:
 - I. Harrow hosting a future meeting of JOSC
 - II. A pan-London standing committee (JOSC) for Healthcare for London issues
 - III. Contributing to the costs of a pan-London health scrutiny officer for JOSC work

Reason: (For recommendation)

To inform Harrow's participation in the forthcoming pan-London JOSC for Healthcare for London.

Section 2 – Report

Background and current situation

The first stage of consultation on *Healthcare for London: A Framework for Action* ('The Darzi Review') on the principles for change and models of healthcare in London was considered by a pan-London Joint Overview and Scrutiny Committee (JOSC) which completed its deliberations in May 2008¹. A second stage of consultation by Healthcare for London (through each of London's individual Primary Care Trusts) on two specific clinical areas is planned for early 2009. These areas are:

- a) acute stroke services
- b) major trauma care

Healthcare for London asked all PCTs in London to ask themselves: "Could the implementation of the models of care and delivery proposed for acute stroke and major trauma services amount to a substantial variation or development for all or part of the population served by my PCT?". The answer in the case of all 31 PCTs was 'yes' and therefore the PCTs have formed a Joint Committee of PCTs (JCPCT). As these new proposals will be a 'substantial variation or development' to local healthcare services, again a public consultation by the PCTs will statutorily require the corresponding Overview and Scrutiny Committees to form a pan-London JOSC to consider the implications of proposals and the consultation process from a scrutiny perspective.

Informal JOSC meeting – 17 December 2008

An informal JOSC meeting was held on 17 December 2008 in preparation for the formal JOSC Stage 2. For this meeting, Councillor Mithani sent her apologies and Councillor Davine attended in her place. Given below are the main issues that were discussed at the meeting.

Mode of operation

The favoured mode of operation is a pan-London JOSC looking at both acute stroke and major trauma care proposals, to work in the same way to the pan-London JOSC which responded to Stage 1 of the consultation on the models of healthcare.

Terms of reference

Members attending the informal meeting were in general agreement of the draft terms of reference for the JOSC:

1. Consider and respond to proposals set out in the 'Healthcare for London' consultation document 'improving Stroke and Major Trauma Services in London' (**)², with reference to any related impact assessments or other

¹ All papers from the JOSC Stage 1 including the original Healthcare for London report, minutes of JOSC meetings and the final JOSC report can be found on Harrow's scrutiny webpages:
http://www.harrow.gov.uk/site/scripts/documents_info.php?documentID=958&pageNumber=3

² (**) or whatever is the exact title of the awaited 'Healthcare for London' consultation document.

documents issued by or on behalf of 'Healthcare for London' in connection with the consultation;

2. Consider whether the 'Healthcare for London' proposals affecting stroke and major trauma are in the interests of the health of local people and will deliver better healthcare for the people of London and people travelling across the GLA boundary, having due regard to cross-border issues;

3. Consider the 'Healthcare for London' consultation arrangements - including the formulation of options for change, and whether the formal consultation process is inclusive and comprehensive.

Consultation – acute stroke and major trauma services

a) Adult services for acute stroke care

Including the provision of hyperacute stroke unit (HASU) services, stroke unit (SU) services and transient ischaemic attack (TIA) services. The consultation will contain details of the specific hospital sites proposed to provide these services in London.

All London NHS acute providers were invited to bid for all aspects of the service. 18 bids were received for HASU, 29 bids for SU and 27 bids for TIA services. Bids were assessed against designation criteria that formed the service specification supplied to bidders.

Northwick Park Hospital was judged to have met the specified requirements for all of the stroke services – alongside 11 other HASU successful bids, 18 SU successful bids and 20 TIA services successful bids³.

b) Adult services for acute trauma care

Including major trauma networks for the whole of London, comprising a major trauma centre linked with a number of trauma centres. The consultation will propose specific identified hospitals.

In bidding to become designated as a major trauma centre, coordinating networks for an area of London, three London hospital trusts have demonstrated that they can meet the clinical quality standards required by 2010. These are Barts and The London NHS Trust (The Royal London), Kings College Hospital NHS Foundation Trust, and St Georges Healthcare NHS Trust. There are currently areas in North and West London which are not linked in with a Major Trauma Network and this will need to be addressed before consultation can commence. Options could include expanding capacity in the Major Trauma Centres that submitted successful bids or to assess if, how and when, another hospital could reach the levels of clinical excellence required for being a Major Trauma Centre.

Timescales

It was originally intended that Healthcare for London would run the consultation around acute stroke and major trauma proposals from 5 January to 6 April 2009. At the informal JOSC meeting, Healthcare for London informed members that this would now be delayed to 30 January 2009, as more work is needed around ensuring the proposed services/sites meet clinical standards and provide a long term solution for London. With this in

³ Specific details of bidders are contained in the report to Harrow PCT Board's 9 December 2008 meeting entitled 'Stroke and Trauma Consultation Update' (agenda item 2.5).

mind, a meeting of the JOSC (Stage 2) has been arranged for Wednesday 4 February 2009.

Harrow scrutiny's response to Healthcare for London consultation

Running in parallel to the first-stage JOSC, a working group of scrutiny councillors in Harrow was established to consider the local implications of the Healthcare for London proposals and receive updates on JOSC deliberations. This working group produced Harrow's submission to the JOSC.

Members are asked to consider reconvening the scrutiny working group to inform Harrow's participation in JOSC (Stage 2). It is suggested that the terms of reference for the first working group that were agreed (at Overview and Scrutiny Committee 13 November 2007) can in general be applied for the work relating to Healthcare for London second-stage consultation. These could therefore be:

- Consider the proposals for change as set out in the PCT consultation document relating to Healthcare for London's Improving Stroke and Major Trauma Services in London consultation.
- Consider whether the Healthcare for London proposals are in the interests of the health of local people and will deliver better healthcare for Harrow residents.
- Consider the PCT consultation arrangements and whether this is inclusive and comprehensive for local people.
- Develop a Harrow perspective on the Healthcare for London proposals and consultation process and their impact on Harrow residents.
- To support Harrow's representative on the JOSC in feeding in Harrow's experiences, needs and concerns into JOSC deliberations.

Other issues for consideration

At the informal JOSC meeting, members raised a number of issues that although not directly related to JOSC Stage 2 work, may nevertheless be worthy of note and discussion at a local level:

1. Various authorities have offered venues within their civic site to host the JOSC meetings in the first stage. Harrow could consider doing so for the second stage. Costs/resources would involve room hire, catering and committee administration (agenda dispatch, clerking and production of minutes). In the past this has been estimated at about £800.
2. It has been suggested by some authorities that a pan-London standing committee (JOSC) for Healthcare for London be established – this will be discussed at the next London Scrutiny Network on 11 February. In advance of these discussions, all authorities have been asked to seek legal advice about the local ramifications of such an arrangement (see comments from the Director of Legal and Governance Services further in the report). This issue however should not impact upon decisions around the operation of the JOSC for Stage 2 as it is a separate issue and a more long-term consideration around London health scrutiny in general.
3. The Centre for Public Scrutiny has undertaken some work around the support and resourcing required for JOSC around the country. The first stage JOSC operated largely on local authority goodwill for its officer support team. The CfPS has estimated that if the boroughs of London were to employ a pan-London health scrutiny support officer for JOSC work between the 33 authorities, this would equate to about £1400 per authority per year.

Why a change is needed

The JOSC for Stage 1 has completed its work and the second stage of Healthcare for London consultation is likely to commence in late January / early February and therefore a new JOSC must be established in readiness for this. A JOSC meeting date of 4 February 2009 has been arranged.

The Harrow member on the JOSC (Stage 1) was Councillor Mithani, with Councillor Davine as the reserve member. Full Council in February will appoint Harrow's member and reserve member(s) for the JOSC (Stage 2).

Main options

Not appropriate to this report.

Other options considered

Not appropriate to this report.

Implications of the Recommendation

Resources, costs and risks

Issues relating to the resourcing of the JOSC are addressed in the main body of the report. Resources for the JOSC (Stage 2) will continue to be provided by each of the boroughs involved in the JOSC, as per the first-stage JOSC. Other possible specific costs outlined, for example possible commitments to hosting a JOSC meeting and contributing to a pan-London health scrutiny officer, will need to be met from the existing scrutiny budget.

Staffing/workforce

There are no immediate staffing and workforce considerations specific to this report.

Equalities impact

The provision of and access to services that meet high standards in terms of equality and that recognise diversity within London's boroughs will be central to the Healthcare for London proposals. Consideration of health inequalities relating to the acute stroke services and major trauma care proposals will form part of the JOSC's work.

Legal comments

If a pan-London standing committee were established to consider Healthcare for London issues, some functions would have to be delegated from Harrow to that group to make it effective, which might restrict the scope of the Harrow Overview and Scrutiny Committee in future.

Community safety

There are no particular community safety considerations specific to this report.

Financial Implications

There are no financial implications arising directly from this report. Any costs associated to Harrow Overview and Scrutiny Committee's discussions relating to the pan-London JOSC will be contained within the current scrutiny budget.

Section 3 - Statutory Officer Clearance

Not required for scrutiny reports.

Section 4 - Contact Details and Background Papers

Contact:

Nahreen Matlib, Senior Professional – Scrutiny

Email: nahreen.matlib@harrow.gov.uk

Telephone: 020 8420 9204

Background Papers:

Papers from first stage of JOSC are posted on Harrow's website:

http://www.harrow.gov.uk/site/scripts/documents_info.php?documentID=958&pageNumber=3

If appropriate, does the report include the following considerations?

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



Meeting:	Cabinet
Date:	18 December 2008
Subject:	Adults Star-rating
Key Decision:	No
Responsible Officer:	Paul Najsarek Corporate Director Adults and Housing
Portfolio Holder:	Cllr Barry McLeod-Cullinane, Portfolio Holder for Adults and Housing
Exempt:	No
Enclosures:	Appendix 1 – Adult Social Care Judgement 07/08 Appendix 2 - Letter from CSCI

Section 1 – Summary and Recommendations

Recommendations:

Cabinet to note the outcome of the 2008 star-rating for Adults Services and the developments in the assessment process for 2009.

Reason: (For recommendation)

To inform Cabinet of progress in a key service area and to respond to the Commission for Social Care Inspection request that the star-rating should be reported to Cabinet within two months of publication.

Section 2 – Report

2.1 Introduction

Since 2001 Inspectors (currently the Commission for Social Care Inspection – CSCI) have produced annual star-rating and assessments of Adult Social Care. These ratings assess Council performance for the year in question and the prospects for future improvement. Harrow have not previously changed its rating since the rating system began (1* uncertain prospects).

The rating system has undergone a number of changes over the years. The current system is based on seven outcome areas and a capacity to improve judgement which looks at Leadership, Commissioning and use of resources. The judgement relies primarily on data and evidence from the preceding financial year but does allow the inclusion of some in year evidence.

3. 2008 Star-Rating

- 3.1 Harrow's adult social care rating has improved this year to 1* with promising capacity to improve. This is the first improvement in rating for the service in the 7 years they have existed.
- 3.2 Appendix 1 shows a summary comparison of our progress over the last year. Members will note that CSCI have assessed us as having moved up a grade in two outcomes areas and in the leadership category.
- 3.3 Appendices 2 and 3 contain CSCI's summary reports which show more detail on our strengths and areas for development.
- 3.4 If the current rating system continued to exist we would need to move one more area outcome to good to achieve 2* status (3 out of 4 in CPA terms)
- 3.5 Even if the current system persisted this would still be challenging as there are significant number of areas we are still developing and improving – Notable themes included:
 - The Learning Disability Service
 - Our Quality Assurance and User feedback mechanisms
 - The quality of some of our external provision
 - Volume of people supported to live at home and receiving intensive homecare
 - Ensuring a whole council response to adult well-being

4. Next Years Rating

- 4.1 There is still a lack of clarity on how adult services will be rated in Autumn 2009. The final handbook which sets this out will be published in December. There are a number of expected changes.
 - The Adult Services Transformation agenda will be reflected for the first time (this is based on the governments Putting People First document which focuses on personalisation of services)
 - The new National indicators will be used for the first time.
 - Some of the old Performance Assessment Framework (PAF) indicators are likely to be dropped.
 - There will be more emphasis on local evidence of qualitative improvement in services
 - It is likely there will be no single 'star rating' for the services next year. Instead it is likely that the adult services will receive a rating for each of the service outcome areas. This assessment will then feed into the overall CAA assessment

5. Moving Forward

5.1 CSCI has confirmed that they believe the Adults and Housing Transformation Programme is comprehensive and is the right path for the future of the service. Much of the feedback on areas for development is already covered by the programme. Officers will continue to make adjustments to the programme as the new framework is clarified for next year. Irrespective of the framework we will continue to focus on transformation, personalisation and improving the experiences of services users.

6. Financial Implications

CSCI continue to report that the Council is a low spender on Learning Disability and Older People;s Services We have invested in the LD service during 2008/09 This is a relevant consideration for Members as the new MTFS is finalised over the next few weeks.

Risk Management Implications

Risk included on Directorate risk register? Yes/~~No~~ (Delete as appropriate)

Separate risk register in place? Yes/~~No~~ (Delete as appropriate)

Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett	<input checked="" type="checkbox"/>	Chief Financial Officer
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Date: 19 November 2008

Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
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Date: 19 November 2008

Section 4 – Performance Officer Clearance

Name: Tom Whiting	<input checked="" type="checkbox"/>	on behalf of the* Divisional Director (Strategy and Improvement)
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Date: 19 November 2008

Section 5 - Contact Details and Background Papers

Contact: Paul Najsarek, Corporate Director of Adults and Housing, tel:020 8424 1361

Background Papers: None

Adult Social Care Judgement 07/08

Areas for judgement	2006/7 Grade	2007-8 Grade
Delivering Outcomes	Adequate	Adequate
Improved health and emotional well-being	Good	Good
Improved quality of life	Adequate	Adequate
Making a positive contribution	Adequate	Good
Increased choice and control	Adequate	Adequate
Freedom from discrimination or harassment	Adequate	Good
Economic well-being	Adequate	Adequate
Maintaining personal dignity and respect	Adequate	Adequate
Capacity to Improve (Combined judgement)	Uncertain	Promising
Leadership	Uncertain	<i>Promising</i>
Commissioning and use of resources	Uncertain	<i>Uncertain</i>
Star Rating	One Star	One star



Paul Najsarek
Director of Adult Services
London Borough of Harrow
Civic Centre
PO Box 57
Station Road
Harrow
HA1 2XF

27 October 2008

Dear Mr Najsarek

Performance Summary Report of 2007-08

Annual Performance Assessment of Social Care Services for Adults Services London Borough of Harrow

Introduction

This performance summary report summarises the findings of the 2008 annual performance assessment (APA) process for your council. Thank you for the information you provided to support this process, and for the time made available by yourself and your colleagues to discuss relevant issues.

Attached is the final copy of the performance assessment notebook (PAN), which provides a record of the process of consideration by CSCI and from which this summary report is derived. You will have had a previous opportunity to comment on the factual accuracy of the PAN following the Annual Review Meeting.

The judgments outlined in this report support the performance rating notified in the performance rating letter. The judgments are

- Delivering outcomes using the LSIF rating scale

And

- Capacity for Improvement (a combined judgement from the Leadership and the Commissioning & Use of Resources evidence domains)

The judgment on Delivering Outcomes will contribute to the Audit Commission's CPA rating for the council.

The council is expected to take this report to a meeting of the council within two months of the publication of the ratings (i.e. by 31st January 2009) and to make available to the public, preferably with an easy read format available.

Adult Social Care Performance Judgments for 2007/08

Areas for Judgment	Grade awarded
Delivering Outcomes	Adequate
Improved health and emotional well-being	Good
Improved quality of life	Adequate
Making a positive contribution	Good
Increased choice and control	Adequate
Freedom from discrimination and harassment	Good
Economic well-being	Adequate
Maintaining personal dignity and respect	Adequate
Capacity to Improve (Combined judgment)	Promising
Leadership	Promising
Commissioning and use of resources	Uncertain
Performance Rating	One Star

The report sets out the high level messages about areas of good performance, areas of improvement over the last year, areas which are priorities for improvement and where appropriate identifies any follow up action CSCI will take.

Key Strengths and Areas for Improvement by People Using Services

Key strengths	Key areas for improvement
All people using services	
<ul style="list-style-type: none"> • Pro-active in promoting health awareness, with a range of activity regarding active lifestyles • Number of service users receiving a review • Stronger engagement with people who use services • People using services involvement in the Transformation Programme Plan • People using services are integral to all partnership boards • People using services involved in staff recruitment • People using services receive a statement of their needs and how they will be met • Low admissions to residential care for both adults and older people • Dedicated team for self directed support • People from BME communities receiving direct payments • Assessment and service provision is proportionate to BME populations • All major projects have an equality impact assessment • Beacon status for race equality • Improved recording of ethnicity of adults in receipt of services • Level 4 of the local government equality standards • Resolution of local continuing care disputes • Sound safeguarding policies and procedures • Better partner representation on the Safeguarding Board • Virtually all people admitted to residential care have their own rooms • Contracts with providers include safeguarding arrangements 	<ul style="list-style-type: none"> • Continue to develop preventative services and systems to capture its effectiveness, including in assessment and care management • Fully embed quality assurance framework to capture people's feedback, including via assessment and care management • Consider how to reconcile apparent dissonance between homecare survey results and inspection findings from the re-provided domiciliary homecare agencies • Continue to increase direct payments • Develop support for and review safeguarding referrals for self funders • Continue to improve recording ethnicity of adults assessed • Ensure documents in relation to individual service users are accessible in terms of disability and language needs • Continue work to better protect people on self directed support • Continue work to address safeguarding allegations about paid carers and possible under reporting of alerts concerning people from BME communities • Increase safeguarding adults training, particularly for independent sector staff • Embed safeguarding QA framework • Replicate the accelerated delivery of some improvements across all areas

<ul style="list-style-type: none"> • Stronger political and corporate support • Comprehensive transformation plan • Engagement of change agents and embarked on a series of peer reviews • Strategic partnership boards have been further developed • Improved relationships between the council and PCT • Plans for formal partnerships- learning disabilities & mental health • More robust performance management systems • Low staff turnover, vacancies and sickness absence • Good investment in training directly employed staff • Financial and performance management systems are aligned • Increased investment and financial stability • Council reserves are increasing 	<ul style="list-style-type: none"> • Translate the strong commitment for user and carer involvement into demonstrably improved outcomes • Ensure collaborative working includes integral quality indicators to evidence improved outcomes • Continue to work with partners to improve data capture to track service provision • Continue to develop robust quality assurance systems to underpin processes from strategic planning, commissioning to review, with outcome based qualitative measures that capture service user experience • Continue to increase investment in practice learning • Improve recording of staff ethnicity • Increase cashable efficiency gains • Work with partners to translate the JSNA and strategic partnership plan into robust plans for joint commissioning strategies with tangible improvements for people • Increase the balance of intensive homecare compared to residential care • Reduce cost of intensive social care • Reduce unit cost of homecare • Work with service providers to improve the quality of homecare • Ensure balance of contracting arrangements enhances choice, best value, with demonstrably positive outcomes for people using services
<p>Older people</p>	
<ul style="list-style-type: none"> • Number of delayed transfers of care • Waiting times for services for older people • People in receipt of direct payments 	<ul style="list-style-type: none"> • Continue to increase intermediate care • Helping people to live at home • Continue to increase telecare • Review reablement provision including intensive homecare • Ongoing extra care housing

	<p>programme</p> <ul style="list-style-type: none"> • Continue to improve waiting times for assessments • Increase percentage of assessments of older people that are completed within 2 weeks • Increase per capita spend for older people
People with learning disabilities	
<ul style="list-style-type: none"> • Capacity within the learning disability service has been increased 	<ul style="list-style-type: none"> • Embed action plan to ensure reviews of people with learning disabilities are more needs led, person centred and undertaken by suitably qualified assessment staff • Helping people to live at home, increase numbers of people receiving community based council funded services • Quality assure implementation plans for people in transition, to evidence improved outcomes • People to have increased access to advocacy services • Reduce numbers of people with learning disabilities in residential care, maximising independence/supported living options • Continue to accelerate modernisation of services for people with learning disabilities via the Learning Disability Services Improvement Plan • Improve the number of people helped into paid or voluntary work • Increase training opportunities • Continue to increase per capita spend for people with learning disabilities
People with mental health problems	
<ul style="list-style-type: none"> • Drug misusers sustained in treatment • Higher than average per capita spend for people with mental health problems 	<ul style="list-style-type: none"> • Numbers of problem drug users accessing treatment • Helping people to live at home • Continue to work with partners for more robust mental health data capture • Increase direct payments • Continue to develop work opportunities
People with physical and sensory disabilities	

<ul style="list-style-type: none"> • Length of time waiting for minor adaptations • Higher than average per capita spend for people with physical disabilities 	<ul style="list-style-type: none"> • Helping people to live at home • Equipment delivered within 7 working days • Length of time waiting for major adaptations
<p>Carers</p>	
<ul style="list-style-type: none"> • Provision of breaks for carers, including take up from BME communities • More carers outreach work • Annual survey for carers • Number of carers of people aged 18-64 with learning disabilities receiving an assessment or review 	<ul style="list-style-type: none"> • Continue to increase care managed services for carers • Number of carers of older people with learning disabilities receiving an assessment or review • Increase direct payments • Further develop support for working carers

Improved Health and Emotional Well-Being

The contribution that the council makes to this outcome is **good**.

The council, with its partners is pro-active in promoting health awareness, with a range of activity regarding active lifestyles.

In response to the area for improvement last year, the council are streamlining care pathways for older people with mental ill health, via the development of an integrated co-located Community Mental Health Team. However, it is too early to yet assess impact.

While there has been increased investment in intermediate care, this still remains significantly below the London average, and needs further development, particularly in the context of ensuring sufficient capacity for re-ablement of older people. Numbers of people delayed in hospital that are fit for discharge continues to improve and with performance significantly better than the London average. Likewise, there is good performance regarding delays that are attributable to adult social care.

Harrow need to work with partners to increase numbers of drug users accessing treatment services, as performance in this area is lower than comparators; this was also an area for improvement last year. Once in treatment however, high numbers were sustained in treatment services.

The council, together with the PCT have plans to review those people with learning disabilities in NHS accommodation, with a view to re-provision of services. Access to advocacy will be integral to this process.

There is continued good performance on numbers of people using services receiving a review; aligned with the London average. However, the Service Inspection noted the need for reviews of people with learning disabilities to be more needs led, person centred and undertaken by suitably qualified assessment staff. The council have commenced training programmes for all staff within learning disabilities services to address this and are quality assuring practice, including via case file audits. This needs to be fully embedded to ensure demonstrably improved outcomes for people with learning disabilities and their carers, as a fundamental part of the service improvements.

Harrow's registered services (both those owned exclusively by the council, and those registered in partnership with other agencies) promote people's health needs, with mainly positive outcomes achieved, although 2 services need further development.

KEY STRENGTHS

- Pro-active in promoting health awareness, with a range of activity regarding active lifestyles
- Number of delayed transfers of care
- Drug misusers sustained in treatment
- Number of service users receiving a review

Key areas for improvement

- Continue to increase intermediate care
- Numbers of problem drug users accessing treatment
- Embed action plan to ensure reviews of people with learning disabilities are more needs led, person centred and undertaken by suitably qualified assessment staff

Improved Quality of Life

The contribution that the council makes to this outcome is **adequate**.

Although the council have slightly improved performance in supporting older people to live at home, this is still significantly below the London average. However, in relation to assisting people with learning disabilities and those with physical disabilities to live in the community, performance has fallen.

While the council report they are confident that increased investment in adult social care will enhance community support, they need to take robust and accelerated action in order to address this and to realise their strategic vision. Supporting people to live independently is also a corporate priority via the council's Local Area Agreement.

The council assert that the dramatic fall in performance in helping people with mental health problems to live at home is attributable to continued data problems with partners. To improve data capture in this arena was also an area for improvement last year. The council have worked with partners regarding this issue and are confident of much improved performance in 2008, but this still remains an area for improvement, until plans have impacted. The council need to ensure that work begun in this area ensures rigorous systems for data capture and also evidences the extent and impact of the role of the voluntary sector in the provision of community support.

There have been some developments in preventative services, with further investment in telecare, which has helped to prevent hospital admissions and with some positive user feedback. None the less, this needs increased development, to align with comparators.

Despite being an area for improvement last year, the provision of intensive homecare has significantly fallen and with low levels of take up via direct payments. The council affirm that increased uptake of direct payments for older people has affected this performance to some extent. Adult social care need to undertake a strategic review of re-ablement for older people, including intensive homecare provision, to satisfy themselves that they are supporting those with the highest level of need and in the light of plans to enhance and ensure the effectiveness of preventative services. The council is currently reviewing provision of preventative services within the voluntary sector, to assess impact and inform strategic planning and future development of more outcomes based commissioning practices. The council report plans with partners for increased investment to support independence and re-ablement.

While there has been no development of extra care provision in the last two years, there is now agreement for a 46 bedded scheme for completion by 2010. The council need to ensure a programme of continued development to facilitate more choice, enhance independence and to catch up with comparators.

The council need to secure appropriate provision and support for people with learning disabilities receiving community support, numbers of whom have dropped.

There has been a slight drop in the timeliness of equipment provision, which renders performance significantly below the London average; this was also an area for improvement last year. The council state that this is partially attributable to premises problems. Plans for the future provision of this service need to ensure the sustainability of more recent improved performance. There is good performance on waiting times for minor adaptations, which is significantly lower than comparators. Despite the council being confident last year that streamlining processes would have a positive impact upon waiting times for major adaptations, this has not been realised and the council need to take robust action to ensure accelerated and sustained improvement in this area.

Care managed services to carers have very significantly increased, although still needs further consolidation to align with the London average. The provision of breaks to carers is above the London average, with good take up from Black and Minority Ethnic communities.

The council are reaching more carers via the carers register and developing services for more flexible provision in emergencies. They are also prioritising support for carers over 60, in response to findings of the Service Inspection. They are working with the voluntary sector to develop systems to better assess effectiveness and quality of their provision to carers. Carers are a corporate priority via the council's Local Area Agreement.

Key Strengths

- Length of time waiting for minor adaptations
- Provision of breaks for carers, including take up from BME communities
- More carers outreach work

Key areas for improvement

- Number of people helped to live at home for all client groups
- Number of people with learning disabilities receiving community based council funded services
- Continue to work with partners for more robust mental health data capture
- Undertake a strategic review of re-ablement for older people, including intensive homecare provision
- Continue to increase telecare provision
- Develop programme of continued extra care housing provision
- Equipment delivered within 7 working days
- Length of time waiting for major adaptations
- Continue to increase care managed services for carers
- Continue to develop preventative services and systems to capture effectiveness

Making a Positive Contribution

The outcomes in this area are **good**.

A project board is overseeing the development of self- assessment.

The council acknowledges the need to develop meaningful engagement with partners and service users and to improve assessment of its effectiveness. There is a strong commitment to an enhanced service user focus. The council have developed a Community Engagement Strategy, underpinning work with stakeholders in this area.

The council have appointed a designated post to improve user engagement, particularly in relation to the development of the Transformation Programme Plan, which is driving Harrow's improvement programme. Following consultation with service users, the plan was renamed "Your Future, Our Future."

People who use services and carers are integral to all partnership boards, and service users involved in the necessary review of the Learning Disabilities Partnership Board.

Carers have been involved in the evolving Carers Strategy. The council have developed an annual survey for carers to capture qualitative feedback from service developments; it is too early to fully assess impact.

In response to service user feedback, the council have developed a newsletter for users and carers, both to disseminate information and support engagement.

People who use services are increasingly being used on interview panels for the recruitment of staff within adult social care.

The council are beginning to develop a quality assurance framework to capture feedback from people, with initial results looking positive. This needs to be robust, comprehensive and fully embedded to ensure this is intrinsic to strategic planning, commissioning and review, with demonstrable evidence of impact, particularly in the light of Harrows improvement agenda. The council need to consider how to reconcile the apparent dissonance between the results of their homecare survey with inspection findings from the re-provided domiciliary homecare agencies.

There are a number of volunteer schemes, and this is a council corporate focus via the Local Area Agreement.

Key Strengths

- Stronger focus on user engagement
- Service users involvement in the Transformation Programme Plan
- People who use services integral to all partnership boards
- Annual survey for carers
- People who use services involvement in staff recruitment

Key areas for improvement

- Fully embed quality assurance framework to capture people's feedback
- Consider how to reconcile apparent dissonance between homecare survey results and inspection findings from the re-provided domiciliary homecare agencies

Increased Choice and Control

The outcomes in this area are **adequate**.

The council has taken action to improve performance in waiting times for assessments for older people, although this needs consolidation to bring it in line with, as it is just below the London average. Assessments for older people completed within 2 weeks have fallen and needs considerable development to align with comparators; this remains an area for development from last year.

The council have improved the timeliness of provision of services for older people post-assessment and performance is now in line with comparators.

All people who use services receive a statement of their needs and how they will be met; this was an area for improvement last year. The council are developing systems to audit assessment and care planning processes. This needs fully embedding as part of a wider quality assurance framework, to ensure that qualitative outcomes for people who use services are intrinsic to Harrow's improvement agenda and inform strategic planning, service development and review.

The council has taken robust action to significantly increase numbers of carers of younger people with learning disabilities receiving an assessment or review. However, in relation to carers of older people who have learning disabilities, this needs further improvement.

The Service Inspection found the need for transparent and robust transition pathways for young people with learning disabilities and for improved planning and support for their carers. The council have drafted a multi-agency transition strategy, practitioner guidance and commissioning plan to support a range of services for young people in transition. Adult social care needs to embed and quality assure the implementation of this, in order to evidence demonstrably improved outcomes for people with learning disabilities and their carers. As part of the overall learning disability service improvements, person centred planning is developing further.

The PCT withdrawal of the Learning Disability Development Fund has impeded service developments for people with learning disabilities within the last 2 years. Although the council have worked with partners to mitigate some risks, the funding being under council control will assist with the considerable development still required. Advocacy spend has fallen slightly, rendering performance significantly below the London average; this was also an area for improvement last year. While this was compounded by the LDDF funding situation, the council do need to ensure there are robust advocacy arrangements, particularly in the context of the needed improvement to learning disabilities services. The council are undertaking a review of advocacy commissioning arrangements, with a view to improving qualitative outcomes.

A dedicated team devoted to self directed support has resulted in very significant improvement in the take up of direct payments. However, this still remains below comparators, although the council plans for considerable improvements again in 2008/09. While there is good take up from older people and increasingly from Black and Minority Ethnic communities, performance needs further consolidation, particularly in relation to carers and people with mental health problems. Self-directed support is a corporate priority for the council via its Local Area Agreement.

Admissions to residential care have fallen in relation to younger adults, and with levels significantly below the London average. However, the numbers of those with learning disabilities in residential care has increased. The council need to ensure the development of supported and independent living options for people with learning disabilities is robust and timely and reduces numbers living in residential care.

Although levels remain below the London average, residential admissions for older people have slightly increased. While the council are confident this does not represent the beginnings of a trend, they need to ensure that there is sufficient community re-ablement capacity to prevent any escalation.

The Service Inspection found that personalised services for people with learning disabilities were poor; the council have incorporated areas to address within their overarching improvement plan. Capacity within the learning disabilities services has been strengthened. The council need to ensure that this leads to accelerated improvement and modernisation of this service, and with demonstrably improved outcomes for service users.

There has been a significant reduction in the number of complaints received. Service users within Harrow's registered provision were aware of how to complain and complaints made were in the main appropriately investigated. However, one service needs to improve practice at the interface between complaints and safeguarding.

Key Strengths

- Waiting times for services for older people
- Number of carers of people aged 18-64 with learning disabilities receiving an assessment or review
- People using services receiving a statement of their needs and how they will be met
- Low admissions to residential care for both adults and older people
- Dedicated team for self directed support
- Good take up of direct payments from older people and from BME communities

Key areas for improvement

- Consolidate improvements in waiting times for assessments for older people
- Increase percentage of assessments of older people that are completed within 2 weeks
- Number of carers of older people with learning disabilities receiving an assessment or review
- Embed quality assurance systems in assessment & care management, with clear evidence of impact
- Embed and quality assure implementation plans for people in transition, to evidence improved outcomes
- Advocacy services for people with learning disabilities
- Continue to increase direct payments, particularly for carers and people with mental health problems
- Reduce numbers of people with learning disabilities in residential care and maximise independence/supported living options
- Continue to accelerate modernisation of services for people with learning disabilities via the Learning Disability Services Improvement Plan

Freedom from Discrimination and Harassment

The outcomes in this area are **good**.

Following the legal challenge to council plans to raise eligibility criteria, Harrow have now decided to retain thresholds at substantial and critical.

Self-funders have access to information and assessment, if requested. The council acknowledge the need to develop support to self-funders.

Promoting and sustaining a cohesive community is a corporate priority for the council via the Local Area Agreement. Assessments and service provision is responsive to Harrow's increasingly diverse communities and with good take up of services from people with learning disabilities from Black and Minority Ethnic communities.

Every major project in Harrow is subject to an equality impact assessment. The council has Beacon status for race equality and the IDeA peer review judged that consideration of diversity was embedded within service delivery.

Recording of ethnicity of those in receipt of services has significantly improved and is in line with the London average. However, recording in relation to assessments still needs further development; this was also an area for improvement last year.

The council have made further progress in completing level 4 of the local government equality standards and with plans to progress to level 5 in 2008/09.

The Service Inspection found that the need for documents in relation to individual service users should be accessible in terms of their disability and language needs.

Key Strengths

- Assessment and service provision is proportionate to BME populations
- All major projects have an equality impact assessment
- Beacon status for race equality
- Improved recording of ethnicity of adults in receipt of services
- Level 4 of the local government equality standards

Key areas for improvement

- Further develop support for self-funders
- Continue to improve recording ethnicity of adults assessed
- Ensure documents in relation to individual service users are accessible in terms of disability and language needs

Economic Well-being

The outcomes in this area are **adequate**.

Reducing the number of continuing care disputes was an area for development last year. The council have worked within improving relationships with the PCT to resolve all long standing continuing care disputes; there are currently no local disputes. However, they have yet to resolve all such disputes with a neighbouring PCT.

Although the council have assisted some people with learning disabilities into paid or voluntary work, this needs further development, as performance is still significantly below the London average. This was also an area for development last year. Enhancing training opportunities also needs further development. This forms part of the council's agenda to significantly improve the learning disability service and a corporate priority via the council Local Area Agreement.

The council have developed a flexible appointment system to facilitate the needs of working carers. Training is provided to facilitate carers returning to employment. However, as the Service Inspection found service users and carers reported day centre opening hours to be short, the council should consider developments that further accommodate working carers as part of its modernisation and improvement programme.

The council are developing employment and vocational strategies in response to last years area for improvement; to enhance skills and work opportunities for those with mental health problems. They need to ensure that these deliver demonstrable improvement in such opportunities.

KEY STRENGTHS

- Resolution of local continuing care disputes

Key areas for improvement

- Improve the number of learning disabled people helped into paid or voluntary work
- Further develop training opportunities for people with learning disabilities
- Further develop support for working carers
- Continue to develop work opportunities for people with mental health problems

Maintaining Personal Dignity and Respect

The outcomes in this area are **adequate**.

The Service Inspection judged the council's safeguarding of adults to be adequate. It found sound safeguarding policies and procedures and practice generally satisfactory.

The Local Safeguarding Adults Board is chaired by the Director of Adults Services and has more recent better partner representation; this was an area for improvement last year. The board is developing a more strategic role in safeguarding adults in Harrow.

The council need to undertake a strategic review of the high numbers of safeguarding referrals in relation to self-funders and consider any necessary actions to enhance protection. The Service Inspection found that the council should take steps to better protect people on self-directed support. It also recommended that the council addressed the high numbers of safeguarding allegations about paid carers and possible under reporting of alerts concerning people from Black and Minority Ethnic communities. The council have developed action plans to address these issues, although these are still being implemented, so it is not possible to yet assess impact.

Numbers of staff within adult social care who are trained in safeguarding is just below the London average. However, training for staff within the independent sector needs considerable development to bring it in line with comparators and in order to address the findings of the Service Inspection. Training levels may also be impacting upon the levels of safeguarding referrals, which fell slightly last year and are below average. Inspection of Harrow in-house services evidenced staff had received safeguarding training and were mostly aware of their responsibilities in this arena, although one service needs further development.

The council are developing a quality assurance framework in response to the Service Inspection to analyse both safeguarding practice and to influence future improvements. Safeguarding considerations are intrinsic to contracting arrangements.

People's personal, family and sexual relationships are appropriately promoted within Harrow's regulated residential services. Virtually all people admitted to residential or nursing care have their own individual rooms.

Key Strengths

- Sound safeguarding policies and procedures
- Better partner representation on the Safeguarding Board
- Virtually all people admitted to residential or nursing care have their own rooms
- Contracts with providers include safeguarding arrangements

Key areas for improvement

- Undertake a strategic review of safeguarding referrals for self-funders
- Continue work to better protect people on self directed support
- Continue work to address safeguarding allegations about paid carers and possible under reporting of alerts concerning people from BME communities

- Significantly increase safeguarding adults training for independent sector staff
- Embed developing safeguarding quality assurance framework, with evidence of improved outcomes

Capacity to Improve

The council's capacity to improve services further is **promising**.

There is much stronger political and corporate support, with a higher profile for adult social care, which also features more strongly within the councils Local Area Agreement.

The Service Inspection judged the safeguarding of adults to be adequate and personalised services for people with learning disabilities to be poor. The council was deemed to have uncertain capacity to improve. While the Service Inspection acknowledged some improvement, this was at an embryonic stage. The council have since developed a Learning Disability Service Improvement Plan, and incorporated this into its wider strategic improvement framework. Management capacity within the learning disabilities services has been strengthened, with a staff-training programme initiated to underpin the necessary change in culture. The council need to ensure that these improvement plans for learning disabilities services lead to accelerated improvement and modernisation of this service, with demonstrably improved outcomes for people who use services and carers. The council have also, together with partners, developed a comprehensive transformation plan to drive the necessary extensive change, with dedicated resources and governance arrangements to support its delivery. This was an area for development last year.

There is more clarity of strategic vision and planning, with improved governance arrangements and investment in Harrow Strategic Partnership. Strategic partnership boards have been developed further, with planned annual reviews to ensure they are effective in driving the necessary change. The Service Inspection found the Learning Disabilities Partnership Board lacked strategic focus and leadership to drive the required service modernisation. Membership has been reviewed and the council and partners are developing work plans and revising governance arrangements. The council and partners need to translate the strong commitment for user and carer involvement in strategic planning, evaluation and decision-making processes into demonstrably improved outcomes.

Partnerships have been underdeveloped in the past. There are much improved relationships between the council and PCT, with debt resolution and more financial stability of both parties. There is strong commitment from both partners to forge closer collaborative working, facilitated by work from the consultant commissioned through match funding from the Department of Health. There are plans in place for an s75 agreement for integrated learning disability services in 2009, which was a recommendation of the Service Inspection. There are also plans for integrated mental health services the following year. The council, with partners need to ensure that such developments have integral quality indicators to evidence improved outcomes. Plans are in place for the joint appointment of a Director of Public Health.

The Service Inspection noted some positive stakeholder feedback regarding improved leadership in adult social care.

Performance management systems are more robust, with increased scrutiny and accountability. The council need to ensure that work with partners to improve mental health data capture does secure this improvement; this was also an area for development last year.

Adult social care is developing a culture which is increasingly service user focussed. The council is building upon some existing methods of capturing people's feedback to develop a quality assurance framework. This was an area for development last year. Initial feedback from service users is largely positive. Given the council's ambitious and extensive change agenda, it needs to ensure the development of a comprehensive and robust quality assurance system, at both strategic and operational levels, with intrinsic service user input. This needs outcome based, qualitative measures that capture service user experience, to underpin processes from strategic planning and commissioning to review.

Robust action has been taken to address the significant human resource issues identified as areas for improvement last year. Thus, staff turnover, vacancy levels and staff sickness absence have all reduced and are all now below the London average. There are no reported recruitment difficulties for any groups of staff within adult social care. While the council assert they are confident that they possess sufficient skill and experience to drive the change, it needs to ensure that the planned workforce re-configuration does not compromise its ability to deliver the extensive change.

There is increased investment in staff training and particularly in practice learning. However, the latter still needs further development to align with the London average and in order to realise the council's improvement agenda.

A competency framework for managers and frontline staff is being developed.

The council need to take robust action to effect improvement in recording ethnicity of staff; this remains an area for improvement outstanding from last year.

The council are more outward looking and have engaged change agents in its direction of travel, as well as embarking on a series of peer reviews. The Peer Review undertaken on the council in December 2007 acknowledged that there were improvements made within the council. Recommendations made regarding reviewing strategic partnership arrangements and relationships with the voluntary sector have been acted upon.

Adult social care is developing stronger foundations upon which to base the necessary improvements. However, there is still much to achieve, particularly to ensure robust and comprehensive change, and in the realisation of the targets within the challenging transformation improvement plan. It is important that the accelerated delivery of some improvements is now replicated across all sectors of adult social care, to enshrine the changing culture and effect widespread and sustainable change for better outcomes for the people of Harrow.

While most of the council's registered provision has been judged as excellent or good, the council need to take action to improve the other 2 services.

Adult Social Care has operated within challenging financial constraints within recent years, which has impacted upon its ability to drive improvements in some key areas. The council have now aligned financial and performance management systems, with increased scrutiny and with financial management training for all managers. Budgets are less exposed to risks.

There is increased investment in Adult Social Care, which was delivered within budget in 2007/08. Council reserves are incrementally increasing.

Additional capacity has been added to the commissioning team. The council are beginning to use the CRILL tool to analyse the market and potentially to enhance the quality of commissioned services.

The council have, with the PCT produced a draft Joint Strategic Needs Assessment, with analyses of demographic and health data, and in relation to Harrow's diverse community. This should give a sound foundation for the development of future commissioning strategies. The joint strategic partnership plan for adults sets the vision and direction of travel and, with commitment for practice based and outcome based joint commissioning, market management and place shaping. The council and partners need to translate the JSNA and strategic partnership plan into robust plans for joint commissioning strategies with tangible improvements for people who use services.

Cashable efficiency gains are below average and need to be enhanced further; the council are planning significant further gains in 2008/09.

Per capita spend for learning disabilities has significantly increased, although this still needs to increase further to align with the London average and particularly in order to realise the improvements identified within the Service Inspection. This was also an area for improvement last year. The council are planning another significant increase in 2008/09. Likewise per capita spend for older people needs development. Per capita spend for people with mental health needs and for people with physical disabilities is above the outer London average.

The council need to take action to ensure accelerated improvement to address the imbalance in intensive homecare and residential care, as the latter has increased. Intensive homecare costs also need to reduce. The council need to ensure that the re-provided homecare services not only leads to reduced unit costs but also improved quality. In particular, it needs to work with those service providers to improve their quality ratings and secure better outcomes for service users.

The council need to ensure that the balance of contracting arrangements enhances choice, best value and the demonstrably positive outcomes for service users.

Key Strengths

➤ Leadership

- Stronger political and corporate support
- Comprehensive transformation plan
- Engaged change agents and peer reviews
- Strategic partnership boards have been further developed
- Improved relationships between the council and PCT
- Plans for formal partnerships- learning disabilities, mental health
- More robust performance management systems
- Low staff turnover, vacancies and sickness absence
- Good investment in training directly employed staff

- **Commissioning and use of resources**
- Financial and performance management systems are aligned
- Increased investment and financial stability
- Council reserves are increasing
- Above average per capita spend for people with physical disabilities
- Above average per capita spend for people with mental health problems

Key areas for improvement

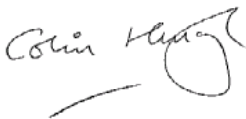
➤ **Leadership**

- Ensure that the improvement plan for learning disabilities services leads to accelerated improvement and modernisation
- Ensure accelerated improvements across all areas of adult social care
- Translate the strong commitment for user/carer involvement into demonstrably improved outcomes
- Continue to work with partners to improve data capture to track service provision
- Continue to develop robust, outcome based quality assurance system to underpin strategic planning, commissioning and review
- Continue to increase investment in practice learning
- Improve recording of staff ethnicity

➤ **Commissioning and use of resources**

- Increase cashable efficiency gains
- Work with partners to translate JSNA and strategic partnership plan into robust joint commissioning plans, to evidence tangible improvements for people
- Continue to increase per capita spend for people with learning disabilities
- Increase per capita spend for older people
- Increase the balance of intensive homecare compared to residential care
- Reduce cost of intensive social care
- Reduce unit cost of home care
- Work with service providers to improve the quality of home care
- Ensure balance of contracting arrangements enhances choice and best value, with positive outcomes

Yours sincerely,



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CONFIDENTIAL: EMBARGOED UNTIL 27 NOVEMBER 2008

Paul Najsarek
Director of Adult Social Care
London Borough of Harrow
Civic Centre
PO Box 57
Station Road
Harrow
HA1 2XF

27th October 2008

Dear Mr Najsarek,

Performance Ratings for Adult Social Care Services

I am writing to inform you of the 2008 performance rating and judgments for your council's adult social care services. The delivering outcomes judgment contributes to the Comprehensive Performance Assessment (CPA) for all local government services. The council's overall CPA rating will be announced by the Audit Commission in February 2009.

The performance judgments for your Council are as follows:

- Delivering outcomes: **Adequate**
- Capacity for improvement: **Promising**
- Your adult social care services performance rating is **1 Star**

If your council has been rated zero stars the Chief Inspector will write to you separately to explain the next steps.

Performance Summary Report and Quality Assurance and Moderation Summary (attached)

The final performance summary report that will be published on the CSCI website on 27th November, the final Performance Assessment Notebook and a summary of the Quality Assurance and Moderation form for your council are attached to this letter.

Priority for Improvement Councils

In November 2008, CSCI will provide an account to the Minister on all councils' performance in adult social care for 2007/8. This report will also update the Minister on the progress of any council currently identified as a Priority for Improvement Council and any councils newly rated as zero stars.

Written Representations

A Chief Inspectors letter informed you on 25th September 2008 of the revised timetable for notification of performance ratings. Guidance on the written representation process is available at <http://www.csci.org.uk/> as Annex 9 of the Performance Assessment handbook. The process provides for an opportunity at this stage to make a formal written representation.

All notifications of intent to make representation, and actual written representations should be sent to CSCI for the attention of Louise Guss Head of Legal Services, copied to the relevant CSCI Regional Director. Please use the e-mail address of Louise Guss's Personal Assistant, Jenny Wright using one of the following methods:

- Email: jenny.wright@csci.gsi.gov.uk
- Faxination: 01484 770 421

The revised timetable for written representations is as follows:

- Council intention to make written representations to be received by Representations Office no later than Tues 28th October at 4.00pm.
- Council confirmed written representations received by Representations office no later than Sunday 2nd November at 9.00am.

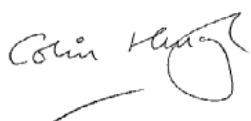
Further Information and Publication

The new performance ratings and underlying judgments will be published on 27th November 2008. The summary report for your council and your performance ratings will also be available on our website at www.csci.org.uk on 27th November 2008.

We will send you a letter via email from our Chief Inspector confirming your performance ratings and information to access the WebPages containing the embargoed star ratings for all councils and the Performance Indicators report on 25th November 2008 at 08.00am. Both this letter and the e-mail setting out the star ratings for all councils are sent to give you time to prepare local briefings - for example, to handle press enquiries. If you require help or advice on dealing with the media, CSCI press officers, Andy Keast-Marriot, Ray Veasey and Chris Salter are available to assist. Their contact numbers are 0207 979 2093/2094/2089.

Any questions about your performance rating that are not answered by the guidance, or by the contents of this letter should be addressed in the first instance to your Business Relationship Manager.

Yours sincerely



**Regional Director
COMMISSION FOR SOCIAL CARE INSPECTION**

cc: Michael Lockwood, Chief Executive

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**EXTRACT FROM THE MINUTES OF THE CABINET MEETING HELD ON
18 DECEMBER 2008**

535. Scrutiny Review – “Delivering a Strengthened Voluntary Community Sector for Harrow”
In accordance with Executive Procedure Rule 20.1, the Chairman of the Overview and Scrutiny Committee introduced the report, which set out the response to the final report of the scrutiny review entitled “Delivering a Strengthened Voluntary and Community Sector for Harrow”. He advised that one of the most important parts of the review had been the consultation with voluntary sector organisations.

The Chairman of the Overview and Scrutiny Committee drew Cabinet’s attention to the 22 recommendations set out in the report and indicated that Scrutiny had requested a full response to each. Where a recommendation was rejected, he requested that reasons for that decision be provided.

Julia Smith, Chief Executive of Harrow Association for Voluntary Sector (HAVS) and co-sponsor of the review, expressed her thanks to the Chairman of the Overview and Scrutiny Committee for his chairing of the review. She advised that the review had been open and transparent and that the voluntary sector had been fully engaged, most notably at the two conferences held in November 2008. She welcomed the establishment of the scrutiny implementation group and indicated that HAVS would fund the funding officer post if that recommendation were to be agreed by Cabinet.

The Chairman referred to the reference from the Overview and Scrutiny Committee and advised that officers would consider the recommendations carefully. He emphasised that the scrutiny review recommendations were for Cabinet to consider and make decisions on. He concluded that Cabinet were appreciative of the work carried out by Scrutiny.

RESOLVED: That the report be noted and a further response to the scrutiny recommendations be submitted to the Cabinet meeting in March 2009.

Reason for Decision: To consider a response to scrutiny recommendations.

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Meeting:	Overview and Scrutiny Committee
Date:	26 th January 2009
Subject:	Overview and Scrutiny Committee Terms of Reference
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Exempt:	No
Enclosures:	Draft Revised Terms of Reference

Section 1 – Summary and Recommendations

This report sets out the proposed revised terms of reference for the Overview and Scrutiny committee.

Recommendations:

Members of the Overview and Scrutiny Committee are asked to:

- I. consider and agree the amendments to the existing terms of reference of the Overview and Scrutiny Committee; and
- II. recommend the revised terms of reference to Council.

Section 2 – Report

When the scrutiny function of the council was reconfigured in July 2007, the terms of reference were amended to reflect some of the changes proposed. Since this time there have been further legislative changes which are now reflected in these revised terms of reference.

Implications of the Recommendation

Resources, costs and risks

There are no resource implications associated with the proposals in this report.

Staffing/workforce

There are no staffing or workforce implications associated with the proposals in this report.

Equalities impact

There are no equalities implications associated with the proposals in this report.

Community safety

There are no community safety implications associated with the proposals in this report.

Financial Implications

There are no financial implications associated with the proposals in this report.

Performance Issues

There are no performance issues associated with the proposals in this report.

Risk Implications

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

Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar



on behalf of the
Chief Financial Officer

Date: 16th January 2009

Section 4 - Contact Details and Background Papers

Contact:

Lynne Margetts, 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

APPENDIX ONE: OVERVIEW AND SCRUTINY COMMITTEE REVISED TERMS OF REFERENCE

The Overview and Scrutiny Committee has the following powers and duties:

1. To oversee a targeted and proportionate work programme that can help secure service improvement through in-depth investigation of poor performance and the development of an effective strategy/policy framework for the council and partners;
2. To have general oversight of the council's scrutiny function;
3. To support the executive's policy development function and the long-term strategic direction of the borough;
4. To anticipate policy changes and determine their potential impact on residents;
5. To consider the council and partners' strategic approach to service delivery, using, where necessary, the power of overview and scrutiny committees to receive information from partner agencies and to require partner authorities to respond to reports and recommendations from the Committee, as set out under Part Five of the Local Government and Public Involvement in Health Act 2007;
6. To undertake detailed investigation of service/financial performance in order to recommend policy changes to the Executive and to commission light touch investigations by the Performance and Finance sub committee;
7. To have regard, in carrying out its functions, to the requirement to involve local representatives, as set out in Part Seven of the Local Government and Public Involvement in Health Act 2007;
8. To report scrutiny findings and recommendations to the Executive as appropriate
9. To consider items included in the Forward Plan as appropriate;
10. To consider Councillor Call for Action in terms of
 - a. Local Government Matters (Section 119, Local Government and Public Involvement in Health Act 2007)
 - b. Local Crime & Disorder Matters (Section 19, Police & Justice Act 2006)
11. To discharge the functions conferred by Section 21(f) of the Local Government Act 2000 of reviewing and scrutinising, in accordance with regulations under Section 7 of the Health and Social Care Act 2001, matters relating to the planning, provision and operation of health services in Harrow.
12. To scrutinise matters relating to health and public health and to hear the views of local residents, with a view to improving health services, reducing health inequalities and improving the health of local residents.
13. To respond to consultations from local health trusts, Department of Health and any organisation which provides health services outside the local authority's area to inhabitants within it.