

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 27 July 2010

TIME: 7.30 pm

VENUE: Committee Rooms 1 & 2,
Harrow Civic Centre

MEMBERSHIP (Quorum 4)

Chairman: Councillor Jerry Miles

Councillors:

Sue Anderson
Ann Gate
Bill Phillips
Sachin Shah

Kam Chana
Barry Macleod-Cullinane
Paul Osborn (VC)
Stephen Wright

Representatives of Voluntary Aided Sector: Mrs J Rammelt/Reverend P Reece
Representatives of Parent Governors: Mrs Despo Speel/Vacancy

(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. Nana Asante
2. Varsha Parmar
3. Krishna Suresh
4. Sasi Suresh
5. Krishna James

1. Stanley Sheinwald
2. Mark Versallion
3. Christine Bednell
4. Susan Hall

Contact: Damian Markland, Acting Senior Democratic Services Officer
Tel: 020 8424 1785 E-mail: damian.markland@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

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

Reserve Members may attend meetings:-

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

2. DECLARATIONS OF INTEREST

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

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

3. MINUTES (Pages 1 - 4)

That the minutes of the meeting held on 8 June 2010 and the Special Meeting held on 21 July 2010 (to follow) 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 Committee Procedure Rule 17 (Part 4B of the Constitution).

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. DEPUTATIONS

To receive deputations (if any) under the provisions of Committee Procedure Rule 16 (Part 4B) of the Constitution.

7. REFERENCES FROM COUNCIL/CABINET

(if any).

8. SAFEGUARDING ADULTS ANNUAL REPORT 2009/10 (Pages 5 - 54)

Report of the Corporate Director, Adults and Housing.

- 9. HARROW STRATEGIC PARTNERSHIP ANNUAL REPORT (To Follow)**
Report of the Assistant Chief Executive.
- 10. SCRUTINY WORK PROGRAMME (Pages 55 - 60)**
Report of the Divisional Director, Partnership Development and Performance.
- 11. POOL OF ADVISERS (Pages 61 - 64)**
Report of the Divisional Director, Partnership Development and Performance.
- 12. SCRUTINY MEMBER INDUCTION / DEVELOPMENT PROGRAMME 2010/11 - PROGRESS REPORT (Pages 65 - 68)**
Report of the Divisional Director, Partnership Development and Performance.
- 13. NEIGHBOURHOOD CHAMPIONS CHALLENGE PANEL (Pages 69 - 92)**
Report of the Divisional Director, Partnership Development and Performance.
- 14. REPORT FROM THE CHAIR OF PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE (To Follow)**
- 15. MINUTES OF THE PERFORMANCE AND FINANCE SCRUTINY SUB-COMMITTEE HELD ON 19 JULY 2010 (To Follow)**
To receive and note/agree any actions arising for this Sub-Committee
- 16. ANY OTHER BUSINESS**
Which the Chairman has decided is urgent and cannot otherwise be dealt with.

AGENDA - PART II - NIL

This page is intentionally left blank

OVERVIEW AND SCRUTINY COMMITTEE MINUTES

8 JUNE 2010

Chairman:	* Councillor Jerry Miles	
Councillors:	* Sue Anderson * Kam Chana * Barry Macleod-Cullinane * Paul Osborn	* Varsha Parmar (2) * Bill Phillips * Sasi Suresh (4) * Stephen Wright
Voting Co-opted:	(Voluntary Aided) * Mrs J Rammelt Reverend P Reece	(Parent Governors) * Mrs D Speel
In attendance: (Councillors)	James Bond	

* Denotes Member present
(2) and (4) Denote category of Reserve Members

6. Attendance by Reserve Members

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

Ordinary Member

Councillor Ann Gate
Councillor Sachin Shah

Reserve Member

Councillor Varsha Parmar
Councillor Sasi Suresh

7. Declarations of Interest

RESOLVED: To note that the following interests were declared

Agenda Item 8 – Developing the Scrutiny Work Programme

Councillor Paul Osborn declared a personal interest in that he had been a Cabinet Member and the Portfolio Holder for Performance, Communication and Corporate Services under the previous administration. He would remain in the room during discussion and decision making on this item but would leave should his personal interest become prejudicial.

Councillor Barry Macleod-Cullinane declared a personal interest in that he had been a Cabinet Member and the Portfolio Holder for Adults and Housing under the previous administration. He would remain in the room during discussion and decision making on this item but would leave should his personal interest become prejudicial.

8. Minutes

RESOLVED: That

- (1) the minutes of the meeting held on 13 April 2010 be taken as read and signed as a correct record;
- (2) the minutes of the special meeting held on 27 May 2010 be taken as read and signed as a correct record, subject to the following amendment:
 - An extra line be added to the end of minute item 4, to read: “A Member of the Conservative Group stated that he objected to the proposed new committee structure”.

9. Public Questions, Petitions and Deputations

RESOLVED: To note that no public questions were put, or petitions or deputations received at this meeting.

10. References from Council/Cabinet

RESOLVED: To note that there were no references.

RESOLVED ITEMS

11. Developing the Scrutiny Work Programme

The Committee received a report which set out a number of projects which the previous Overview and Scrutiny Committee had recommended for inclusion in the 2010/11 work programme. An officer stated that the Scrutiny Team would be consulting with Members over the next month with the intention of bringing a more comprehensive work programme to the

Committee on 27 July 2010. The purpose of the current report was to allow Members to start considering the kind of projects which might be included in the work programme.

The Chairman proposed that two challenge panels be constituted in July 2010 in order to consider Harrow Council's Single Equalities Scheme and the introduction of SmartWater across the borough. In addition, he stated that it would be useful for the Committee to revisit the Neighbourhood Champion Scheme in the future as the original challenge panel had not agreed the final report. In light of this he proposed that, insofar as was possible, the panel be reconstituted with the new Safer and Stronger Community Leads added to the membership. A Member stated that he agreed with the proposal relating to Harrow Council's Single Equality Scheme, but that he would like to ensure that representatives from the trade unions and Community and Council groups were also involved.

During further discussion on the work programme, Members made the following suggestions:

- any scrutiny work relating to increasing the involvement of residents in sport should also aim to consider residents' involvement in art;
- future work relating to recession monitoring should aim to consider both the town centre and district centres;
- the Committee should consider the progress of the Better Deal for Residents Programme, including proposals to relocate the civic centre;
- the Performance and Finance Scrutiny Sub-Committee would need to consider recent changes to the Local Government inspection regime;
- in light of the recent changes in Central Government, the Committee should ensure that there was adequate flexibility in the work programme to account for unexpected issues arising as a result of new policies or strategies;
- the Committee would need to carefully monitor proposed efficiency savings and the impact any changes would have on key services;
- due to the budgetary concerns NHS Harrow was currently facing, the Committee should carefully monitor the provision of continued care services in the borough and the impact of any changes;
- the Committee or Lead Members should consider the lessons that had been learnt following the Planning Committee's decision to grant planning permission for the Richards Close 'extra care' scheme. Members stated that this might have already been considered by the Planning Committee or the Governance, Audit and Risk Management Committee;

- the Committee should continue to monitor the performance of Kier contract.

RESOLVED: That

- (1) the comments and suggestions of the Overview and Scrutiny Committee in relation to the proposed Scrutiny Work Programme be noted;
- (2) a challenge panel to consider Harrow Council's Single Equality Scheme be arranged to take place in July 2010, taking into account the comments of the Overview and Scrutiny Committee;
- (3) a challenge panel to consider the introduction of SmartWater across Harrow be arranged to take place in July 2010;
- (4) insofar as possible, the Neighbourhood Champions Scrutiny Challenge Panel be reconstituted with the new Safer and Stronger Community Leads added to the membership;
- (5) an updated report outlining the scope, methodological approach and priority of proposed scrutiny projects be provided at the Overview and Scrutiny Committee meeting on 27 July 2010.

(Note: The meeting, having commenced at 7.30 pm, closed at 7.54 pm).

(Signed) COUNCILLOR JERRY MILES
Chairman

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE
AND SCRUTINY SUB-
COMMITTEES**

Date of Meeting:	27 July 2010
Subject:	Safeguarding Adults Annual Report 2009/10
Responsible Officer:	Paul Najsarek, Corporate Director Adults and Housing
Scrutiny Lead Member area:	Councillors Ann Gate and Vina Mithani, Scrutiny Lead Members for Health and Social Care
Exempt:	No
Enclosures:	Appendix 1 - Harrow Safeguarding Adults Board Annual Report 2009/10

Section 1 – Summary and Recommendations

This report provides Scrutiny Committee Members with an overview of the Local Safeguarding Adults Board (LSAB) Annual Report for 2009/10.

The annual report summarises safeguarding activity undertaken throughout the year by the Council and its key partners, sets out the progress made against priorities, statistical information which analyses the referrals received and outlines priorities for the current year.

Recommendations:

Scrutiny Committee is requested to note the work that has taken place in 2009/10 and the action plan for 2010/11.

Reason: (for recommendation)

Preventing and appropriately dealing with the abuse of vulnerable adults is a key priority for the Council. Presentation of the Annual Report at this Committee allows for scrutiny of this critical statutory function.

Section 2 – Report

2.1 Introduction

This is the third Annual Report of the Local Safeguarding Adults Board (LSAB) and a copy is attached at Appendix 1 for information.

The LSAB oversees the work of the Council and its partners in protecting vulnerable adults from abuse. For the purposes of this work, vulnerable adults are defined as:

- people with learning disabilities
- people with physical disabilities
- people with sensory impairment
- people with mental health needs, including dementia
- people who misuse substances or alcohol
- people who are physically or mentally frail

2.2 National Context

The Department of Health (DH) state that local authorities are required to:

Collaborate with public, voluntary, private sector agencies and with users and carers and involve them in developing an inter agency response to Safeguarding Adults

Safeguarding Vulnerable Adults continues to increase in priority nationally and the annual report should be seen in the context of a number of national developments:

- Review of the “**No Secrets**” (Department of Health) guidance first issued in 2000 which requires local authorities to take a lead in developing and implementing multi-agency policies and procedures. Although formal changes to the “No Secrets” guidance are still awaited, the response to the consultation included some key messages, which are that “safeguarding requires -
 - empowerment/the victim’s voice

- empowerment is everybody's business but safeguarding decisions are not
 - safeguarding adults is not like Child Protection
 - the participation/representation of people who lack capacity is also important"
- The **Deprivation of Liberty Safeguards (DOLS)** under the Mental Capacity Act 2005 ensures protection for those vulnerable people who cannot make decisions for themselves
- The Independent Safeguarding Authority (ISA) has been created to help prevent unsuitable people from working with children and vulnerable adults by working in partnership with the Criminal Records Bureau (CRB) and other delivery partners. The Secretary of State announced on 15 June 2010 that she has halted the start of voluntary registration with the new Vetting and Barring Scheme (VBS) which was due to begin on 26 July. The government has decided to maintain those aspects of the Scheme which are already in place, but not to introduce further elements.
In the meantime it still remains a criminal offence for individuals barred by the ISA to work or apply to work with children or vulnerable adults in a wide range of posts – including most NHS jobs, Prison Service, Education and Childcare. Employers face criminal sanctions for knowingly employing barred individuals across a wider range of work areas
- the **Care Quality Commission (CQC)** has recently announced a reduction in the amount of areas that Councils will be required to submit to assessment each year as part of their performance judgement. However "Dignity and Respect" which includes safeguarding vulnerable adults will be one of the three remaining areas
- the pan-London procedures are still awaited and the LSAB will oversee their introduction in Harrow. These will be welcome as they will provide a more uniform approach to this area of work across all the London Boroughs
- there are a range of key documents that the LSAB will keep under review in taking forward its work programme in 2010/11. They include:
 - national training competencies
 - the Association of Directors of Adult Social Services (ADASS) standards in safeguarding adults
 - the ID&eA peer review findings
 - CQC "learning the lessons" findings
 - Department of Health Dignity in Care campaign
 - NHS changes, including possible increased role of GPs

2.3 Local Context

In November 2009, the CQC judgement on the safeguarding adults work in Harrow during 2008/9 was that it was “adequate”.

Much was done in 2009/10 to improve that rating (which will be known in November 2010) and the attached Annual Report provides detailed information on the range of work that was carried out.

2.4 Key Messages

Some of the key messages are:

- significant expansion of the training programme with more courses, greater number of attendees and a broader range of topics, including specialist sessions
- strengthening of quality assurance processes with 90 cases audited and resulting findings actioned. In all cases examined there was evidence that the client had been protected
- improved “star” ratings of local home care and residential/nursing care providers
- positive user views about “feeling safe” in a range of surveys (e.g. MORI survey) gives some reassurance about progress
- extra financial investment in the Safeguarding Adults Team and Service in 09/10

Statistics

- referral numbers** – a 6% rise from 356 in 2008/9 to 378 in 2009/10. This is seen as a positive position due to increased awareness brought about by more publicity campaigns, training and outreach activity
- predominant area of abuse** – the majority of cases (15% of all referrals) were older people living in their own home with the alleged perpetrator being a partner or other family member
- the female/male ratio** is 60:40 which mirrors the national picture
- BME referral rate** has (further) increased by 3% from 35% to 38% which is still slightly under-representative of Harrow’s population (41% at last census)
- where abuse took place** – the largest numbers are in the person’s own home (up 28% on previous year). There was a slight reduction in referrals about care homes

- vi. **the abuser** - in previous years the main issue was about paid care workers (29%), but this year the greatest numbers are family members (31%)
- vii. **client group** – there was a 46% reduction in referrals about people with a physical disability and an increase in referrals (by 96%) from mental health. The latter is to be welcomed as there was previously significant under-reporting in this area and a lot of work has been done in 2009/10 to brief staff. There were 11% and 8% increases in referrals from older people and learning disability respectively
- viii. **types of abuse** - remain largely unchanged from previous years with the predominant types being physical and financial abuse
- ix. **outcomes** – this is the first year that the data collection system has allowed for analysis of outcomes following the abuse investigation. It is very positive that this information is now available as it allows managers to have an overview of practice. One notable feature is that there was no use of the Court of Protection in Harrow in 2009/10 – so more will be done with staff this year to raise awareness of the services that the Court can offer.

2.5 Action Plan for 2010/2011

There are 12 actions for 2010/11 the majority of which build on progress already made in 2009/10.

Aims and Objectives/Priorities

- 1.) Implement year one of the Business Plan
- 2.) Implement year one of the Training Strategy with agreed competencies
- 3.) Implement year one of the Prevention Strategy
- 4.) Continue to work towards full compliance with the ADASS Standards for Safeguarding Adults
- 5.) Follow up the outcomes of Safeguarding Adults investigations in writing to service users
- 6.) Continue joint working with the Police on issues such as Community Safety and Hate Crime
- 7.) Run targeted awareness raising sessions with HIV and Drug & Alcohol Services where no referrals were received in 2009/10
- 8.) Further embed Dignity in Care and the 10 Dignity Challenges across all Services in Harrow

- 9.) Further refine electronic systems to ensure Harrow meets the requirements of the National Data Set (NDS) and provides the required returns to the Information Centre
- 10.) Analyse the data from the 2009/10 NDS and the 2010/11 NDS and use the learning from this analysis to target awareness raising sessions where most needed
- 11.) Develop a system to gauge the success of the various publicity campaigns i.e. asking referrers details of where/how they found our number or how they knew where to call – use this feedback to further refine future awareness raising sessions
- 12.) Continue to target harder to reach groups so that safeguarding adults' referrals are more in line with Harrow's demographic
- 13.) To continue and further develop the Safeguarding Adults Quality Assurance processes and to incorporate a mechanism for User/Carer feedback into these processes
- 14.) To ensure all the LSAB's Work Streams have clear action plans in line with the above objectives

Section 3 Financial Implications

The Council has already invested an additional £150k (in 2009/10) to strengthen local safeguarding adults arrangements and respond to the increasing number of referrals.

Section 4 Risk Management Implications

Risk included on Directorate risk register? Yes

Separate risk register in place? No

Potential risks:

- failure to ensure local safeguarding arrangements are robust could lead to a serious untoward incident e.g. death of a vulnerable person

Section 5 Statutory Officer Clearance

Not required.

Section 6 Contact Details and Background Papers

Contact: Paul Najsarek, Corporate Director Adults and Housing
(0208 424 1361)

Section 7. Background Papers:

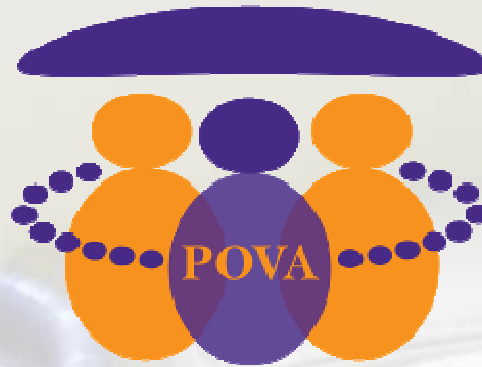
Harrow Local Safeguarding Adults Annual Report 2009/10

This page is intentionally left blank



& our Partners,

Committed to
Safeguarding Adults



Harrow's Local Safeguarding Adults Board
(L.S.A.B.)

Safeguarding Adults Annual Report

2009/10

www.harrow.gov.uk/safeguardingadults
safeguarding.adults@harrow.gov.uk

020 8420 9453 during office hours or:
020 8424 0999 at all other times



<u>Index</u>	<u>Page No.</u>
Introduction from the Chair	3
Introduction to the Annual Report	4
Analysis of the Aims and Objectives from the 2008/09 Annual Report	4
Aim and Objective 1	6
Aim and Objective 2	8
Aim and Objective 3	9
Aim and Objective 4	11
Aim and Objective 5	15
Aim and Objective 6	16
Aim and Objective 7	17
Aim and Objective 8	18
Aim and Objective 9	22
Aim and Objective 10	24
Aim and Objective 11	29
Aim and Objective 12	31
Setting the Aims and Objectives for 2010 /11	33
Appendix 1	34
Local Safeguarding Adults Board Information and Terms of Reference	34
Appendix 2	37
Statistics	37

Harrow Council Local Safeguarding Adults Board

(L.S.A.B.)

3rd Annual Report

Introduction from the Chair, Paul Najsarek, Corporate Director of Adult and Housing Services

This is the 3rd Annual Report of Harrow Council's Local Safeguarding Adults Board (L.S.A.B) setting out the progress we have made locally in 2009/10 to ensure that vulnerable people in Harrow are treated with dignity and respect and safeguarded from abuse, exploitation and harm.

It's been another very busy year both locally and nationally as the Safeguarding Adults agenda continues to command appropriate priority at both a local and central government level.

The role of the LSAB continues to be of vital importance in promoting Safeguarding Adults work across all partner agencies. We have worked hard in 2009/10 to further strengthen the strategic lead of the LSAB whilst also ensuring that its messages are cascaded across partner agencies.

Significant progress has been made to improve our approach, but we know that there is always more that we can do. To reflect this and to ensure we build on our successes year on year, the LSAB has developed a series of 3-year strategies.

These strategies will be discussed later in this report but include a Prevention Strategy, a Training Strategy and a Business Plan. The documents represent the LSAB's commitment to strengthening our current arrangements and to further promoting the safety and well-being of the most vulnerable people in our community.

Recent high profile cases in relation to child protection have also focussed attention on safeguarding arrangements and in particular partnership and multi-agency working. It is therefore very appropriate that we have worked towards strengthening our links with the Local Safeguarding Children's Board so that we can more effectively work together to safeguard both children and adults alike.

We also welcome the recent Parliamentary statement by the Care Services Minister Phil Hope, committing to strengthening the approaches to Safeguarding Adults, the eagerly awaited review of "No Secrets" and the Pan London Safeguarding Adults Policies and Procedures.

These developments all represent exciting new challenges in the world of safeguarding and will serve to reinforce the commitment of the LSAB to positively respond to these challenges in the coming years.

The LSAB remains committed to ongoing improvement and will keep its programme under review to ensure that it remains well resourced and fit for purpose.

We are pleased with the progress that the LSAB has made this year and look forward to building on this success in 2010.

Paul Najsarek, Corporate Director of Adult and Housing Services.

Page | 3

Introduction to the Annual Report

As highlighted in the Director's introduction above, it's been a very busy and successful year for Safeguarding Adults in Harrow and this report will explore in more detail some of those successes.

As also highlighted, the Care Services Minister's statement outlining the Government's response to the Consultation on Safeguarding Adults will contribute towards shaping the medium to long terms future of Safeguarding in England.

The main points he highlighted were....

- The duty we owe to vulnerable people in our communities
- The principles of Protection, Justice and Empowerment
- The importance of Leadership and Scrutiny
- The importance of Safe, High Quality Services
- The importance of balancing "Risks, Informed Choices and Self-Determination"
- That the voice and views of vulnerable people needed to be heard much more than it is now
- The review of the No Secrets Guidance

He also outlined 3 main programmes of work to take this forward:

- 1.) The establishment of an Inter-Departmental Ministerial Group (IDMG) on Safeguarding Vulnerable Adults
- 2.) The introduction of new legislation to strengthen the local governance of safeguarding by putting Safeguarding Adults Boards on a statutory footing with formal membership and defined roles and responsibilities
- 3.) The review of "No Secrets" with the view to a "No Secrets 2"

The LSAB welcome these developments and look forward to the challenges they will pose.

We also consider these areas as key to the health and well-being of our citizens' and in recognition of this; we have set our priorities and strategies for the coming years accordingly.

The main aim of this year's report will be to look back at the aims and objectives set in the last annual report and to examine the LSAB's performance against these.

This report also sets the aims and objectives for next year (2010/2011 - year one of the Business Plan)

This report should also be read in conjunction with the Business Plan which sets out in much more detail Harrow's strategic and operational objectives and direction of travel over the next 3 years together with how the LSAB plans to achieve these aims.

Statistics and data analysis will also play an important role in this year's report and these breakdowns can be found at the end of this report.

Analysis of the Aims and Objectives from the 2008/09 Annual Report

Harrow Local Safeguarding Adults Board (L.S.A.B.)			
	Aim / Focus	Action	Expected Outcome
18	<p>1 Ensure clear governance and ownership across the agencies in Harrow of their responsibly to Safeguard Adults with the view to achieving excellence in service provision</p>	<ul style="list-style-type: none"> • To further develop the role, function and leadership of the LSAB • To further explore and develop the LSAB's Governance arrangements 	<p>Clear governance routes across all agencies in Harrow</p> <p>Sign up, commitment and ownership of agreed responses at all levels within the Council and partners organisations</p> <p>All agencies are clear on their roles and responsibilities towards Safeguarding Adults and their role and function within the LSAB</p> <p>Ownership and commitment to achieving excellence in service provision</p>
<p>Successes</p> <p>Harrow and its partners have had a single multi-agency Safeguarding Adults Policy and Procedure in place since 2001 (updated in 2006). This Policy clearly outlines roles and responsibilities and is fully endorsed by the Board and its members.</p> <p>Throughout 2009/10 the Chair of the LSAB has worked to strengthen the strategic approaches to Safeguarding Adults in Harrow and in doing so has obtained the sign-up and commitment of those at the most senior level within the main statutory, voluntary and private sector organisations.</p> <p>This success can be demonstrated in the expanded membership of the LSAB, the consistency of attendance from the core key members and</p>			

the seniority of those represented on the board.

During 2009/10 the LASB reviewed its chairing arrangements and the Corporate Director of Adults & Housing was asked to continue to provide this strategic lead.

The membership of the LSAB also plays an active role in deciding the strategic priorities of the board and have also committed to championing Safeguarding Adults within their respective organisations. This can also be demonstrated by the LSAB's endorsement of some key strategic documents such as the ADASS standards for Safeguarding Vulnerable Adults, the Prevention Strategy and Training Strategy.

The Council and its partners (through the LSAB) have also adopted the 10 Dignity Challenges as set out in the Department of Health's "Dignity in Care" campaign.

Internally, bi-monthly briefing reports are presented to the Chief Executive and lead elected Councillor and there was also a session at Scrutiny in summer 2009 which reviewed the LSAB Annual Report for 2008/9 and the action plan for 2009/10.

Members of the LSAB also feed into the governance arrangements within their respective organisations to ensure Safeguarding is afforded the highest priority.

The LSAB has further developed the 5 multi-agency Work Streams (Improving Practice; Training and Learning; Publicity and Communication; User and Carer Involvement and Quality Assurance). Each Work Stream has agreed terms of reference and a work programme and also reports quarterly to the LSAB.

The LSAB continues to produce an Annual Report; however this has now been augmented by a 3 year Business Plan which will be put to the Board in May 2010.

Referral numbers increased in 2008/9 and this increase has been sustained in 2009/10.

Harrow has also been part of the voluntary (mandatory from April 2010) National Data Set and has used this as an opportunity to develop and collect more robust statistics and information to allow the LSAB to more effectively monitor the outcomes from investigations, to set priorities and to plan for future developments.

2	To improve practice and further clarify responsibilities	<ul style="list-style-type: none"> • To continue to raise awareness with Portfolio Holders and Members • To contribute to and support the implementation of the Pan-London Policy and Procedures • To continue to contribute to associated implementation groups • To develop local protocols where appropriate to compliment the Pan-London Procedures 	<p>To further improve the responses to Harrow's vulnerable adults when abuse is alleged or suspected</p> <p>To incorporate feedback and lessons learned from experience, good practice and updates in legislation and guidance and to update the policy and procedure in light of this</p>
<p>Successes</p> <p>The Corporate Director and Chair of the LSAB continued throughout 2009/10 to brief Harrow's Chief Executive and the responsible Portfolio Holder.</p> <p>In a joint working approach, Safeguarding Adults and Children services came together to carry out joint Safeguarding briefing sessions with elected members throughout 2009/10. This approach was viewed as a positive initiative and also received some very positive feedback from those elected members who attended. This initiative (through the Member Development Programme) briefed 54 Councillors (86%)</p> <p>Harrow also continues to contribute to the development of the Pan London Policies and Procedures as they now near completion. A final draft of the policy and procedures are currently being worked on and will go out for consultation (approx) May/June. The current schedule plans for an official launch event in September 2010.</p>			

	Harrow remains a member of the key groups and the LSAB will contribute towards the final consultation process when the document is formally issued.		
21	<p>3 To further Improve the response to Vulnerable Adults who may be in need of Safeguarding</p>	<ul style="list-style-type: none"> • To further develop the LSAB's Quality Assurance Processes • To audit a minimum of 30 safeguarding cases in 2009 • To further develop the Councils Safeguarding Website • To work with partners on a joint response to WEAAD 2009 • To continue to explore and develop further awareness raising opportunities • To replenish existing stocks of posters, fliers etc. • To produce this information in more accessible formats i.e. community languages • To specifically target Harrow's BME Communities by developing 	<p>That the Policy and Procedure and access to Safeguarding Services are accessible and available to all those who require information support or advice</p> <p>That the mechanisms for reporting concerns or allegations are clear, well publicised and available to all</p>

materials in Harrow's most commonly spoken community languages

Successes

The Quality Assurance Work Stream has continued to develop and promote the QA approach to Safeguarding both internally and with partners. The focus of this Work Stream has been identifying and promoting good practice while highlighting learning and opportunities to improve practice. This area will be discussed further in the Work Stream section.

The Council's Safeguarding website was further developed in 2009/10, additions include:

- a selection of posters and fliers
- information posters
- current training programme
- good practice examples identified from the QA process
- information in community languages
- the current Annual Report

The LSAB also co-ordinated a number of successful events to mark the 3rd World Elder Abuse Awareness Day (WEAAD) events included:

- Carer/user awareness raising event at Carer's Week
- Public awareness raising event in the Local Shopping Centre
- Public awareness raising event in the Civic Centre foyer
- Launch of the 2008/09 Training programme
- Launch of a Good Practice Section on the Website
- Article in Staff newsletters and the Local Press to raise awareness around events and the issues surrounding elder abuse

Further developments in Publicity and Communications, including Awareness Raising will be discussed in the Work Stream section.

4	<p>To improve the care of Vulnerable Adults receiving Community Care Services and to minimise the risk of abuse</p>	<ul style="list-style-type: none"> • To act on recommendations from the CSCI Inspection and Joint Review in relation to further developing contract monitoring arrangements for safeguarding • To continue to work with the Self Directed Support Team to further develop the principles of risk and risk management as it relates to the Personalisation and Safeguarding agendas • To review and update the LSAB's Cornwall Action Plan 	<p>That all services either directly provided or commissioned by Harrow on behalf of vulnerable people have clearly defined protocols and local procedures in place that acknowledge and reference Harrow's overarching policy and procedures</p> <p>That these local procedures set out the organisations commitment to work in line with Harrow's expectations and affirm their commitment to delivering safe and quality services to Harrow service users</p> <p>That service users accessing Direct Payments are advised and supported to access safe recruitment practices when employing staff to deliver their care package</p> <p>That the LSAB continues to work with regulators and local providers to contribute to the delivery of safe services</p>
<p>Successes</p> <p>See also - Aim 8 for developments in Dignity in Care</p> <p>Contracts and Brokerage are represented at a senior level on the LSAB and have worked hard in 2009/10 to develop Harrow's policies and procedures and to strengthen arrangements and contracts with providers.</p> <p>Safeguarding is now considered an integral part of all contract arrangements and has been included in the revisions of all new contracts with providers. Future contracts and all future contract revisions will also include robust arrangements around Safeguarding Adults.</p> <p>Contract monitoring arrangements have also been developed to include a weighted focus on Safeguarding arrangements including training, safe recruitment and quality of care etc. Contracts and Brokerage have also introduced a matrix to allocate monitoring resources with one of</p>			

the measures being the number of safeguarding strategy meetings held in respect of the contract - this is designed to identify if there is a systemic issue. This work will be further refined to look at whether the allegations have been upheld or not.

Contracts and Brokerage do less monitoring of good service providers i.e. 2 yearly as opposed to annually. There is a higher level of contract monitoring of the homes where there have been concerns and this process was re-designed in 2009/10 to include environment, dignity, and safeguarding. Harrow's Supporting People (SP) approach sets thresholds/targets and monitors the 5 outcomes (including enjoying and achieving) with part of the budget set aside for performance reward.

Contracts and Brokerage have also been involved in establishing a West London framework of provision for residential/nursing and home care that sets a 2 star standard for such provisions while also ensuring that Safeguarding is appropriately weighted. Specifications are designed with service users and are outcome focused, including a section to ensure that dignity, privacy and respect of service users is paramount.

Contracts and Brokerage also now receive a copy (and maintain an overview) of Regulation 37 notifications and are vigilant towards trends and/or patterns and where issues are identified, raise these within the appropriate forums – including Safeguarding arrangements where appropriate.

Contracts and Brokerage maintain an overview of complaints and service failures and where these may constitute a Safeguarding issue there are formal processes in place to ensure appropriate action is taken.

Data from the internal and external audit programme is also being used to identify issues with independent sector providers, these issues are then taken forward as appropriate and have resulted in, e.g. further training on handling medication.

Safeguarding Adult Services and Contracts and Brokerage have worked closely on a number of Safeguarding Adults cases and can demonstrate improvements in the quality and delivery of services to users as a result of this joint working.

Contracts and Brokerage have developed a draft Policy for Homecare, Residential, Nursing and Non Regulated Placements where there are concerns about performance or the quality of care – this policy also give appropriate weight to Safeguarding Adults arrangements.

To ensure that good practice and learning is shared across provider organisations and agencies the learning from the most recent Serious Case Review was shared at the April 2009 Provider Forums where Domiciliary Care Agencies were given information on the feedback from this review.

Safeguarding, awareness raising briefings and other related issues have also be presented at provider forums.

The Provider Forum has discussed dignity in care, including presentations from Community Nurses on topics such as tissue viability – an issue that has come up regularly in alerts about some care homes.

Training to independent and voluntary sector providers is now offered free of charge to increase take up.

The Safeguarding Adults Team routinely do unannounced visits to homes where there have been recent Safeguarding allegations before a formal investigation gets underway – this approach has proved useful in establishing a feel for the home or service which contributes towards potential next actions.

90% of local Domiciliary Care providers are now 2 star (up from 30% last year) and referrals are only made to 2 star+ providers.

Each Domiciliary Care Agency now has a linked Safeguarding Adults Practice Advisor (S APA) who meets with them regularly to discuss issues of concern and any resulting training needs.

The Safeguarding Adults Team has been allocated individual Teams and areas of responsibility to act in a dedicated advice, support and liaison role.

As a key area of priority for the Council, the Self Directed Support Team (SDS) has been allocated the same level of dedicated support - the SAPA liaises with the SDS Team on Safeguarding issues as they pertain to Service Users receiving Direct Payments/Personal Budgets. This role offers support to managers and practitioners alike in relation to general safeguarding knowledge, specific cases, support around risk, choice and control etc.

This ensures “on the job” support (alongside the regular casework supervision provided by Team Managers and Senior Practitioners) as well as compliance with excellent practice, legal requirements and the Safeguarding Adults Policy and Procedures.

The LSAB also commissioned a series of specialised training courses for managers and practitioners (across agencies) which focussed on Personalisation, Risk and the Law and a separate series of courses which focussed exclusively on Safeguarding and the Law. These courses were delivered by a highly experienced and respected Lawyer who specialises in Community Care Law and who is currently working with the Department of Health on the legal aspects of “No Secrets 2” and with SCIE on the legal aspects of the Pan London procedures. These courses were delivered to approx 180 staff which subsequent feedback and evaluations being extremely positive, particularly in relation to the personalisation focus.

Personal Budget and Direct Payments training is undertaken on Harrow's behalf by Harrow Association for Disabled People who advise Service Users on a range of Safeguarding issues including safe recruitment, CRB checks, where and how to report concerns of abuse and support this with an information pack for Service Users. This Training and the CRB checks are all funded by the Council.

The assessment of risk is a key part of the Personalisation process and starts with the self-assessment and overview process and continues throughout the care management process in to monitoring and review and beyond. Risk forms part of the regular discussions between Safeguarding Adults Services and the SDS Team and these processes are currently being reviewed.

The Harrow Learning Disability Team Joint Management Board has reviewed the recommendations from the Cornwall Report and developed an Action Plan as part of its 3-year improvement plan. This Board will continue to assess progress and if any specific Safeguarding Adults issues are identified, these will be reported back to the LSAB.

5
26

To improve the ability to Safeguard and Plan for the future of Service Provision

- To continue to address Safeguarding issues within the priorities of both the Council and partner Organisations and Agencies
- To further develop Harrow's Safeguarding Adults Team
- To undertake a review of the role and function of the current Safeguarding Adults Team and learn / develop based on experience and practice
- To learn and develop policy and practice based on the

That Safeguarding Adults is prioritised and embedded within the Councils restructuring process

That the workforce strategy considers the future vision of a Safeguarding Adults Team and considers the ability to build capacity and further develop the service

To enable Harrow to build a picture of local prevalence and to shape its prevention and protection strategies accordingly

To shape future services and strategies based on the monitoring and analysis of local statistical information

		<p>feedback and experience of the Safeguarding Adults Team</p> <ul style="list-style-type: none"> • To further develop the LSAB's ability to produce ever more sophisticated data and to use this data to inform priorities • To develop Harrow's data systems in line with the Department of Health's and Information Centre's proposed National Data Set 	
--	--	--	--

27

Successes

2009/10 saw a review of the current Safeguarding Adults arrangements in Harrow and an acknowledgement that as the priorities of the Safeguarding Adults agenda increases, so too must Harrow's ability to deal with that level of priority. In acknowledgement of this, Harrow has increased capacity within the Safeguarding Adults Team by creating a number of new posts - a Service Manager, 2 Safeguarding Adults Practice Advisors (SAPAs), a Dignity in Care Coordinator and an Assistant role.

This approach builds on the existing Safeguarding Adults Co-ordinators role and under the direction of the Head of Community Care and the Corporate Director of Adults and Housing demonstrates Harrow's commitment to strengthening the current arrangements, to increase capacity for the future and to continue to develop the Safeguarding agenda at both strategic and operational levels.

There continues to be joint investment from partners into the Safeguarding Adults agenda and this will again be reviewed in the 2010/11 work programme.

The issue of data collection, statistics and how this area ties into planning for the future will be discussed further in Aim 11.

6	<p>Governance – To improve the responses of Organisations and Agencies across Harrow to Vulnerable Adults</p>	<ul style="list-style-type: none"> • Please see Aim 1 for a detailed status report on the LSAB’s Governance arrangements 	<p>To further improve the responses to Harrow’s vulnerable adults when abuse is alleged or suspected</p> <p>To ensure clear demarcation between the complaints and safeguarding processes and to ensure that each is treated and actioned according to agreed legislation and guidance</p>
28	<p>Successes</p> <p>Please see Aim 1 for a detailed status report on the LSAB’s Governance arrangements.</p> <p>Please see Aim 8 for a detailed status report on the LSAB’s Training arrangements.</p> <p>There continues to be a clear demarcation between safeguarding issues and the complaints process and each issue (where they may overlap) is separated with any potential Safeguarding issues being dealt with as such.</p> <p>Safeguarding Adults Services is also a member of the Councils Quality Assurance and Learning Forum, a Corporate forum to ensure the good practice and learning from across a range of services and departments is gathered, monitored and shared.</p>		
7	<p>Establish robust evaluation mechanisms to contribute towards improved practice</p>	<ul style="list-style-type: none"> • As detailed above in 4, 5 & 6 • To continue to action the recommendations from the CSCI Inspection and the Joint Review 	<p>To further improve the responses to Harrow’s vulnerable adults when abuse is alleged or suspected</p> <p>To incorporate feedback and lessons learned from experience, good practice and updates in legislation and guidance</p> <p>To learn from the feedback received from both the providers and participants of Safeguarding Adults Training and to use this information to further develop the training</p>

		<ul style="list-style-type: none"> • To further develop the LSAB's various Work Streams • To further develop the LSAB's Quality Assurance Processes • To continue to seek out mechanisms to reflect and evaluate on our current position and to work towards continuous improvements in practice and development. 	<p>and learning opportunities both internally and externally to the Council</p> <p>To empower and support staff with the skills, knowledge and experience required to deliver safe services to vulnerable adults commensurate with their role in the process</p> <p>To increase capacity across partner organisations and agencies by continuing as appropriate with joint investigations and targeting those staff that will be involved in and carrying out those investigations to ensure that they have received the required level of training and support in order to fulfil these responsibilities</p> <p>To empower and enable staff, carers and service users with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place</p>
--	--	--	--

29

Successes

This Aim was taken forward with the development of the LSAB's 5 multi-agency Work Streams:

- Training and Learning
- Publicity and Communication
- Quality Assurance
- Improving Practice
- User and Carer Involvement

Each Work Stream has agreed terms of reference and a work programme and also reports quarterly to the LSAB.

These work streams, under the direction of the LSAB are responsible for implementing the Board's aims and objectives and priorities.

8	<p>To empower and enable staff, carers and service users with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place.</p>	<p>The Development of Work Streams</p> <p>Training and Learning Work Stream</p> <ul style="list-style-type: none"> • To review and evaluate the 2008 /09 Training Programme • To incorporate the feedback from stakeholders and partners into this review • To use this feedback to develop the 2009 /10 Training Programme • To identify and re-train / refresh Harrow Staff who have not had appropriate Safeguarding training in the last 3 years • To increase the % of trained Harrow Council Staff (SAS figures) to 90% • To increase the training provided to private / independent / third sector staff by a minimum of 10% 	<p>To Raise Awareness amongst staff, carers, service users and the wider general public to identify, report and respond to allegations or suspicions of adult abuse</p> <p>To empower and enable staff, carers, service users and the wider general public with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place</p>
---	---	---	--

Successes

Training and Learning Work Stream

In 2009/10 the LSAB benchmarked local practice against the relevant standards e.g. the ADASS framework, leading to (for example) clearer statements in publicity about the zero tolerance of abuse by all partner agencies, the production of the Training Strategy and the involvement of users/carers in the development of accessible information about the Policy.

The Multi-Agency Safeguarding Adults Training Strategy and its implementation (with a detailed action plan) will be overseen by the Training and Learning Work Stream. This strategy will inform the LSAB's strategic and operational priorities going forward over the next 3 years.

The Training strategy introduces the concepts of core competencies for all staff commensurate with their roles and responsibilities within the Safeguarding Adults process.

The Training and Learning Work Stream has also reviewed/evaluated the training provided in 2009/10 and a broad analysis of this can be seen below.

The LSAB also took a strategic decision to re-tender Harrow's Multi-Agency Training in line with the recommendations from the training strategy. This process is currently underway and it is expected that the new 2010/11 Training Programme will commence in the early Summer. The LSAB's current provider will continue to provide training until this point.

The core competencies will be central to the 2010/11 Training Programme and will further enhance the LSAB's ability to evaluate the effectiveness of the training programme.

Members of the LSAB have also committed to review their own organisations training programmes and strategies to ensure these competencies are reflected across all partners.

The 2010/11 Training Programme will continue to be offered free of charge to all partners to promote and improve take-up.

Analysis of the feedback from the previous training programme suggested that those staff with greater experience and performing more specialised roles i.e. investigators, would benefit from more specialised training.

As previously discussed and to facilitate this, the LSAB commissioned a series of specialised training courses for managers and practitioners (across agencies) which focussed on Personalisation, Risk and the Law and a separate series of courses which focussed exclusively on Safeguarding and the Law. These courses were delivered by a highly experienced and respected Lawyer who specialises in Community Care Law and who is currently working with the Department of Health on the legal aspects of “No Secrets 2” and with SCIE on the legal aspects of the Pan London procedures. These courses were delivered to approx 180 staff with subsequent feedback and evaluations being extremely positive, particularly in relation to the personalisation focus.

As well as this formal training, the Safeguarding Adults Team continues to carry out awareness raising sessions and briefing sessions whenever and wherever required.

As stated above, the Safeguarding Adults Team has briefed 86% of elected members and presented at the Council Managers’ Forum to an audience of over 200 Harrow managers including Corporate Directors and the Chief Executive.

Training sessions on the Mental Capacity Act and DOLS have been given to local residential and home care providers during the year. Home care agencies have also attended the CALMS (peaceful restraint) training run by Harrow Council Children’s Services.

Some of the broad training statistics can be seen below:

In 2009/10 the programme trained 641 staff across 27 courses (up 79% from the total 2008/09 figure).

These figures comprise 368 Harrow Council staff (an increase of 109% on 2008/9) and 273 external staff (an increase of 67% on 2008/9).

Further analysis shows that of the 273 external staff, 79 were from the NHS (an increase of 36% on 2008/9); 71 from the private sector (an increase of 37% on 2008/9) and 117 from the voluntary sector (an increase of 65% on 2008/9).

In Mental Health Services, 40 community staff and 24 hospital staff (including 2 psychiatrists) received training.

9	<p>To Raise Awareness amongst staff, carers, service users and the wider general public to identify, report and respond to allegations or suspicions of adult abuse</p>	<p>Publicity and Communication Work Stream</p> <ul style="list-style-type: none"> • To work with partners on a joint response to WEAAD 2009 • To further develop the Council's Safeguarding Website • To continue to work with partners, both internal and external to the Council, to explore and further develop awareness raising opportunities • To replenish existing stocks of posters, fliers etc. • To produce this information in more accessible formats i.e. community languages • To disseminate, promote and publicise this information as widely as possible 	<p>To equip, empower and support workers from all agencies with an opportunity to share and discuss individual or complex issues / cases and to benefit from a multi-agency discussion around those issues</p> <p>To empower and support staff with the skills, knowledge and experience required to deliver safe services to vulnerable adults commensurate with their role in the process</p> <p>To use the learning, feedback and discussion from this group to shape and inform future direction and practice and to use this to contribute towards the next review of the policy and procedure</p> <p>To further improve the responses to Harrow's vulnerable adults when abuse is alleged or suspected</p> <p>To incorporate the feedback and lessons learned from experience, good practice and updates in guidance and legislation</p> <p>To learn from the feedback received from partners and workers involved in the Safeguarding Adults process and to use this information to further develop the training, learning and development opportunities both internally and externally to the Council</p> <p>To build on existing processes / practices and further improve Harrow's responses when abuse is alleged or suspected</p>
---	---	---	---

Successes

Publicity and Communication Work Stream

Referral numbers rose again in 2008/09 and by a further 6% in 2009/10 to 378 alerts/referrals - indicating that more people know what to do if they are concerned about abuse.

This success (at least partly) can be attributed to the increased awareness raising and publicity targeted at professionals but also to a number of campaigns targeted at the wider community.

Good examples include:

- a series of local events during World Elder Abuse Awareness Day (detailed in Aim 3 with further planned in 2010)
- articles in Harrow People (delivered to every household in Harrow)
- Poster Campaign in the Cleaner and Safer Streets Handbook (delivered to every household in Harrow)
- Poster Campaign in the Fire Safety magazines (delivered to high proportion of households in Harrow)
- articles in Harrow's Vitality News Magazine
- Safeguarding Adults Services included in the publicity and awareness raising materials produced for the Domestic Violence campaigns
- Safeguarding Adults Services included in some of the publicity and awareness raising materials produced by Children's Services
- Further developing the Council's Safeguarding Adults website (detailed in Aim 3)

All publicity has reinforced the local zero tolerance principle to the abuse of vulnerable adults in Harrow.

The Safeguarding Adults Team has also recently started asking referrers where they obtained the Team's details from to track the outcomes from public awareness raising activity

Additional work has also been done to contact harder to reach communities e.g. attendance at the Mosque and Asian Voluntary Groups to provide information and advice, answer questions and take referrals.

Analysis of the 2008/09 referrals showed that further work needed to be done within the HIV and Drugs & Alcohol Services to ensure good levels of protection across all sectors and some targeted awareness raising events have been completed during the year in these areas.

Further awareness raising sessions in HIV and Drug & Alcohol Services will continue in 2010/11.

		<p>line with the above</p> <ul style="list-style-type: none"> • To further develop the mechanisms to involve stakeholders and partners in this process • To further develop the mechanisms to share the feedback and lessons learned from this process with staff, stakeholders and partners <p>Quality Assurance Work Stream</p> <ul style="list-style-type: none"> • To further develop the Quality Assurance Work Stream, its processes and protocols in line with the above to ensure the consistent implementation of Harrow's Policy and Procedures. 	
	<p>Successes</p> <p>Improving Practice Work Stream</p> <p>The work of Improving Practice Work Stream spans much of the other Work Streams but more specifically has contributed to:</p> <ul style="list-style-type: none"> • the on-going development of the Safeguarding Adults Team • the development of the Prevention Strategy • ensuring Safeguarding Adults is included in Corporate (and partner) strategies including the Joint Strategic Needs Assessment (JSNA) and 		

the Comprehensive Area Assessment (CAA)

- developing closer links with Children's Services

The Improving Practice Work Stream has also organised 2 Good Practice Workshops which offer workers (from all agencies) an opportunity to discuss individual or complex cases (anonymised) and to benefit from a multi-agency discussion around those cases.

They offer an opportunity to share information and experience around good practice, look at innovative ideas and approaches to Safeguarding Adults work and act as a means of learning from the positive and less positive experiences of workers involved in Safeguarding Adults work.

This group has also benefited from presentations from the Police around Domestic Violence and MARAC and Distraction Burglary, the Mental Capacity Act, sharing outcomes from the Quality Assurance process to name but a few.

These are popular forum's and will be further developed in 2010/11

The Improving Practice Work Streams also continues to maintain and further develop links and representation at both strategic and operational levels on the following groups in order to represent the work of Safeguarding Adults in Harrow, these include:-

- MAPPP – Multi Agency Public Protection Panel
- MARAC – Multi Agency Risk Assessment Conference (Domestic Violence Risk Assessment and Review Panel)
- Harrow's Domestic Violence Forum and its Health and Social Care Sub Group

In 2009/10 the LSAB have also developed links with the Local Safeguarding Children's Board (LSCB) and now have regular attendance on this Board with reciprocal arrangements planned on the LSAB.

The LSAB are also further developing links with the Police in relation to Race Hate Crime and further joint working opportunities are being explored.

User and Carer Involvement Work Stream

The User and Carer Work Stream aims to explore and implement various means to ensure that the voice, experiences, wishes and views of Service Users and Carers are heard and included within the Safeguarding Adults agenda in Harrow.

There are various initiatives at both a strategic and operational level and some of these are detailed below:

The review into the high number of referrals about paid carers was completed and implemented in Summer 2009/10 and an update report was presented to the LSAB in February 2010. This review arose from a CQC concern about the perceived high numbers of referrals about paid carers following issues the previous year about low numbers. The LSAB responded by targeting training and awareness raising sessions in

the independent sector and as a result a marked increase in referrals was seen in this area.

Following on from the success of the recent MORI Survey, the LSAB has ensured that any Service User or Carer survey has a question included around Safeguarding and feeling/staying safe. Any issues highlighted from these surveys are then fed back to Care Management to be dealt with appropriately (and under Safeguarding Procedures where applicable).

In relation to Older People, CNWL also use a variety of questionnaires aimed at in-patients which ask about dignity, respect and the "patient experience". There is an audit of this work being undertaken at the moment which will report in November 2010. CNWL also use surveys around communication, pressure ulcers and nutrition and use the information from these to further develop service responses.

In 2009/10 the standard review process was amended to include questions about personal support preferences, the quality of the environment (in care homes) and the standards of the personal care being provided. Any resulting issues are fed back to the Commissioning Manager during routine visits to front line teams.

Age Concern undertakes an independent survey of domiciliary care users twice a year. This contains a question about dignity/respect. In the early 2009 survey, an average of 47% of users stated they were always or usually treated with respect. In the late 2009 survey this figure had risen to 49%. Feedback from the surveys e.g. Service Users raising the importance to them of continuity of care/privacy etc. is given to the agencies in writing and fed into their agreed improvement plans.

The Police have also pursued a number of prosecutions arising from (and relating to) Safeguarding Adults referral. These prosecutions send a number of positive messages to service users, carers, paid staff and the wider community that abuse is often a crime and is treated as such with the associated penalties/outcomes.

Further positive outcomes have included (through feedback and monitoring trends) more emphasis being placed in a number of establishments around tissue viability which has brought improvement for service users.

Case audit and review has also highlighted good use of the Mental Capacity Act and referral to the Office of the Public Guardian in relevant cases.

Campaigns also include raising awareness & expectations e.g. a recent Health Fair for LD at one of the day centres provided information on the dignity challenges to 30 users & carers about what individuals have a right to expect from local services & who to contact with any concerns.

Age Concern and Harrow Carers sit on the regular Partnership Board meetings held between the Contracts Team and the main domiciliary care providers. They bring a User/Carer voice to the table and as a result, service improvements have been made e.g. care workers now phone clients direct if they are running late rather than via the office.

All the major Service User and Carer groups are also represented on the LSAB ensuring their representative groups also have a significant voice within the Safeguarding agenda in Harrow.

A Carers Emergency Support Service is also in place linked to a pre-arranged care plan.

The User and Carer Involvement Work Stream is also overseeing the implementation of the new Prevention Strategy Action Plan and the 10 Dignity Challenges as set out in the Department of Health's "Dignity in Care" campaign which the Council and partners (through the LSAB) have adopted. The 10 Dignity Challenges have also been incorporated into the redesigned Safeguarding Adults Audit Tool.

A Dignity in Care Coordinator has also been appointed (located in the Safeguarding Adults Team) who has started to work on raising the profile of dignity issues in both domiciliary care and residential settings.

Current and future awareness raising campaigns will also include a weighted focus on Dignity in Care while at the recent Health Fair for people with Learning Disabilities and their Carers, the Safeguarding Adults Team had a stall which provided information on the 10 Dignity Challenges to 30 people about what individuals have a right to expect from local services and who to contact if they had any concerns.

Quality Assurance Work Stream

Quality Assurance has continued to play an important part in the priorities of the LSAB in 2009/10 and Harrow's processes continue to be developed to ensure that the good practice and learning identified within the Safeguarding Adults process can be shared (both internally and across partners) to improve quality, consistency and performance.

The Quality Assurance approach for Safeguarding Adults work has several strands, these include:

- contract monitoring
- internal quality assurance programme
- external audit programme
- Serious Case Review
- On-going supervision and support of Care Managers and Social Workers (including routine file audit)

These processes are overseen by the Quality Assurance and Improving Practice Work Streams of the LSAB.

Throughout 2009/10 the Quality Assurance Workstream met regularly to audit a random selection of Safeguarding cases to identify good practice and learning and to share this learning across Teams (and partner agencies). 30 cases were audited as part of this process and where required an action plan was agreed to deal with any remedial, training or learning issues highlighted.

A number of external partners were also members of this group and acted in a “critical friend” role to ensure openness and transparency.

The 1st external audit process was carried out in Spring 2009 and the actions from this audit have now been carried out.

The 2nd external audit was carried out in March 2010 and the actions from this audit are currently being implemented. Some of these actions include: the redesign of the Framework-i recording system; new chairing and minute taking courses in the training programme and additional guidance added to the flowcharts to make the pre-strategy meeting stage more explicit.

In relation to both external and internal audit outcomes, there was evidence that all clients had been protected.

A “Learning from the Serious Case Review” event was held in September 2009 which was facilitated by an ex-Director of Social Services who carried out the SCR investigation. This was attended by all relevant managers and fieldworkers ensuring that the lessons from the SCR were shared with front line staff.

At training and briefing sessions throughout 2009/10 flow charts simplifying the processes have also been issued to attendees.

Safeguarding Adults Services are also a member of the Councils Quality Assurance and Learning Forum, a Corporate forum to ensure the good practice and learning from across a range of services and departments is gathered, monitored and shared.

Safeguarding is also included as a regular item at the Corporate and Divisional Directors Group where feedback on audit work and resulting actions is presented.

11	Ensuring Planning and Development based on Local Knowledge	<ul style="list-style-type: none"> Further develop the Councils Electronic Systems, Statistics, Data Collection and Monitoring Mechanisms 	<p>To enable Harrow to build a picture of local prevalence and to shape its prevention and protection strategies accordingly</p> <p>To shape future services and strategies based on the monitoring and analysis of local statistical information</p>
----	--	--	---

- To take this forward with the next phase of Framework-i's development to allow us to produce more detailed statistics and information around the nature and extent of suspected or alleged abuse
- To use this information to analyse trends, patterns and prevalence and to build a local picture, which will ultimately be used to shape and inform direction and practice

Successes

The Department of Health (through the Information Centre) piloted a new National Data Set from 1st October – 31st March 2010 and Harrow was part of this voluntary pilot which became mandatory from April 2010.

Harrow has used the NDS as an opportunity to develop and collect more robust statistics and information to allow the LSAB to more effectively monitor the outcomes from investigations, to set priorities and to plan for future developments.

To better achieve this, Harrow has gone a step further and used the NDS format to backdate Harrow's data to 1st April 2009 in order to provide a full years worth of data and to facilitate more robust comparison and analysis of both previous years' data but also in going forward.

The LSAB now has the most robust set of data available to date and will use this to identify any potential trends or patterns and use this information to plan future priorities.

	<p>In 2009/10 this data was collected manually but going forward plans are in place to re-design the Safeguarding Adults element of Harrow electronic recording system to be able to report on this data electronically.</p> <p>A detailed analysis of the current data will be a priority for 2010/11.</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">42</p>	<p>12 To Improve Access to Safeguarding Services</p>	<ul style="list-style-type: none"> • To further develop the Council's Safeguarding Website • To continue to work with partners, both internal and external to the Council, to explore and further develop awareness raising opportunities 	<p>To further improve the responses to Harrow's vulnerable adults when abuse is alleged or suspected</p> <p>That the Policy and Procedure and access to Safeguarding Services are accessible and available to all those who require information, support or advice.</p> <p>That the mechanisms for reporting concerns or allegations are clear, well publicised and available to all</p> <p>Signup, commitment and ownership of agreed responses at all levels within the Council and partners organisations</p> <p>All agencies are clear on their roles and responsibilities towards Vulnerable Adults and in their role and function within the Safeguarding Adults process</p> <p>Ownership and Commitment to achieving excellence in service provision</p> <p>To empower and enable staff, carers, service users and the general public with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place</p>
	<p>Successes</p> <p>Development in terms of Harrow's Safeguarding Adults website have been discussed earlier in this report but as new information and updates become available this will obviously mean the website with require updating – with this annual report and the new Training</p>		

Programme as two examples.

The Safeguarding Adults Team will also work with Harrow's (and partner's) Communication Teams to further explore these opportunities.

As also previously discussed the Safeguarding Adults Service Manager now sits on the Local Safeguarding Children's Board (with a reciprocal arrangements planned) to ensure joined up working and the sharing of information and experience.

Work is underway with the Community Safety Team and Police around "hate crime" in relation to older people, people with disabilities and / or mental health issues. Crimes against vulnerable people continue to be a rising priority for the Police and there are some excellent examples of joint working between the Police and Social Services in highlighting potentially vulnerable people and where crimes are identified, in prosecuting those crimes – there have been a minimum of 3 prosecutions during 2009/10 demonstrating further consolidation of work with the Police.

In the NHS, local hospital trusts and the PCT, many areas now have dedicated Safeguarding posts and where they don't have dedicated posts, they have designated Safeguarding Adults leads.

Many NHS Trusts now also have implementation, steering or other similar strategic groups to over the implementation of Safeguarding approaches.

In Mental Health, the Harrow Service now has a Safeguarding Patients Group as part of its clinical governance structure and in 2 audited cases there was evidence of excellent joint work with children's services.

Harrow also continues to contribute to the development of the Pan London Policies and Procedures as they now near completion. A final draft of the policy and procedures are currently being worked on and will go out for consultation (approx) May / June. The current schedule plans for an official launch event in September 2010.

The LSAB will continue to contribute towards this process and will play a key part in the consultation process together with ratifying, launching and implementing Pan London locally in Harrow.

Setting the Aims and Objectives for 2010/11 – Year One of the Business Plan

The following areas have been considered as priorities in Year 1 of the Business Plan.

Please see the accompanying Action Plan and Business Plan for comprehensive details for delivery and implementation.

Aims and Objectives/Priorities

- 1.) Implement year one of the Business Plan
- 2.) Implement year one of the Training Strategy with agreed competencies
- 3.) Implement year one of the Prevention Strategy
- 4.) Continue to work towards full compliance with the ADASS Standards for Safeguarding Adults
- 5.) Follow up the outcomes of Safeguarding Adults investigations in writing to service users
- 6.) Continue joint working with the Police on issues such as Community Safety and Hate Crime
- 7.) Run targeted awareness raising sessions with HIV and Drug & Alcohol Services where no referrals were received in 2009/10
- 8.) Further embed Dignity in Care and the 10 Dignity Challenges across all Services in Harrow
- 9.) Further refine electronic systems to ensure Harrow meets the requirements of the National Data Set (NDS) and provides the required returns to the Information Centre
- 10.) Analyse the data from the 2009/10 NDS and the 2010/11 NDS and use the learning from this analysis to target awareness raising sessions where most needed
- 11.) Develop a system to gauge the success of the various publicity campaigns i.e. asking referrers details of where/how they found our number or how they knew where to call – use this feedback to further refine future awareness raising sessions
- 12.) Continue to target harder to reach groups so that safeguarding adults' referrals are more in line with Harrow's demographic
- 13.) To continue and further develop the Safeguarding Adults Quality Assurance processes and to incorporate a mechanism for User/Carer feedback into these processes
- 14.) To ensure all the LSAB's Work Streams have clear action plans in line with the above objectives

Harrow's Local Safeguarding Adults Board (LSAB)

Terms of Reference and the Strategic Management of Safeguarding Adults in Harrow

Department of Health/Home Office Guidance “NO SECRETS” 2000

The Department of Health and the Home Office published *NO SECRETS* in March 2000. It was issued as Guidance under Section 7 of the Local Authority Social Services Act 1970.

NO SECRETS makes it a requirement for local authority Social Services Departments to take a lead in working in partnership with health care providers, the police and the voluntary and private sector to: “create a framework for action within which all responsible agencies work together to ensure a coherent policy for the protection of adults at risk of abuse”

Local authorities are required to:

Collaborate with public, voluntary, private sector agencies and with users and carers and involve them in developing an inter-agency response to Safeguarding Adults.

Adopt a lead /co-ordinating role in the development of local Safeguarding Adults Policies and Procedures

Carry out a policy and service audit, develop a Safeguarding Adults Strategy and present an Annual Report to elected Members.

Collect and collate monitoring information.

Ensure that Safeguarding Adults is included in commissioning and contract monitoring.

Develop a Training Plan and ensure that training is provided.

Disseminate information.

Partner agencies have a responsibility to:

Work in collaboration with the local authority and other agencies.

Investigate and take action when a vulnerable adult is believed to be suffering abuse.

Produce internal guidelines.

Appoint a lead officer.

Provide training for staff and volunteers

Draw up guidance on confidentiality

Disseminate information to staff and service users.

LSAB Terms of Reference

- 1).** Harrow's Local Safeguarding Adults Board (LSAB) is a multi-agency forum comprising of partners from the statutory sector (Council, PCT / NHS Acute and Mental Health Trusts, Police and CSCI.) together with partners from the private and voluntary sectors.
- 2).** Working with service users and carers at the heart of the process, the LSAB aims to:

- ensure effective partnership arrangements
- devise strategies to detect and prevent abuse from happening
- agree operational definitions and thresholds for intervention
- co-ordinate multi-agency safeguarding adults policies and procedures
- develop systems and structures to safeguard vulnerable adults in Harrow

3). The Roles and Responsibilities of the LSAB

Member agencies are responsible for their full and effective contributions to the work of the LSAB.

This will include:

- To oversee the continued working of the Safeguarding Adults Policies and Procedures, including publication, distribution and administration of the procedures document.
- To manage and audit multi-agency relationships relating to the implementation of the procedures document.
- To review the policy and procedures on a two-yearly basis to reflect current experience and government guidance together with expectations and lessons learned from the monitoring process.
- To make links with other areas of national and local policy development
- To develop good practice guidance relating to i.e. Contracting and Commissioning, Care Management and developing those links across Child Protection, Domestic Violence, Direct Payments, the Community Safety Plan, etc.
- To maintain a strategic overview of Safeguarding Adults training and oversee the implementation of a multi-agency training programme
- To secure funding from statutory agencies to support the work and infrastructure of Safeguarding Adults in Harrow
- To promote the awareness of Safeguarding Adults issues amongst staff / professionals in the statutory, private and voluntary sectors together with service users and carers and the wider community.
- To produce public information, organise events, and use available resources to publicise the work of the LSAB.
- To promote a wider professional and public understanding of Safeguarding Adults through a variety of events or information campaigns.
- To identify and secure adequate resources and funding to ensure there are sufficient skilled staff across agencies to undertake investigations as appropriate
- To develop a robust audit and monitoring system and cascade / implement the learning from those audits to improve performance and practice.
- To use information from audit and monitoring to develop more robust protective measures and services.
- To oversee the production of an Annual Report and Action Plan to identify and deliver on the LSAB's aims and objectives.
- To present an Annual Safeguarding Adults report to Senior Officers, Members and to Executive Management Boards in line with good Governance arrangements.
- To ensure Safeguarding Adults and Protection issues are effectively addressed / included in areas of strategic planning and within the Harrow Strategic Partnership.

- To commission Serious Case Reviews on cases where a vulnerable adult/s has been seriously injured or died as a result of adult abuse.
- To liaise with other strategic groups, i.e. the Local Safeguarding Children's Board (LSCB) and the Domestic Violence Steering Group on areas of mutual interest including training and awareness raising.
- To oversee the work of the various Work Streams to deliver on identified aims and objectives and strategic priorities.
- To support the Safeguarding Adults Co-ordinator in their role.
- That a quorum is a third of the membership that is also representative of the sectors and client groups.

4). Membership, Accountability and Decision Making Authority

Representatives from partner organisations / agencies will be of sufficient seniority and authority within their agency to be able to take decisions and commit time / resources as appropriate to the work of the LSAB and associated work streams.

The LSAB will have a standing membership from:

- Adult and Housing Services
- Contracts and Brokerage
- The Metropolitan Police
- Harrow Primary Care Trust
- North West London Hospital Trust (NWLHT)
- Central and North West London Mental Health NHS Foundation Trust (CNWL)
- Commission for Social Care Inspection (CSCI)
- Independent Sector Providers
- The voluntary sector including Age Concern, HAD, Mencap, MIND, etc
- User and Carer Groups
- Advocacy Services
- Harrow Commission for Race Equality (CRE)

- 5). Representatives from these organisations are accountable to the organisation / agency they represent and are responsible for reporting back, both at an operational and strategic level and for embedding Safeguarding Adults within their agency and its Governance arrangements.
- 6). All representatives and agencies are jointly responsible for the actions of the LSAB
- 7). Other organisations / agencies or groups may be part of the LSAB or associated work streams for either a time limited period or permanently as appropriate and as decided by the LSAB
- 8). **The LSAB will meet 4 times per year with the work streams meeting in between the board meetings and reporting back to the LSAB at each board meeting.**

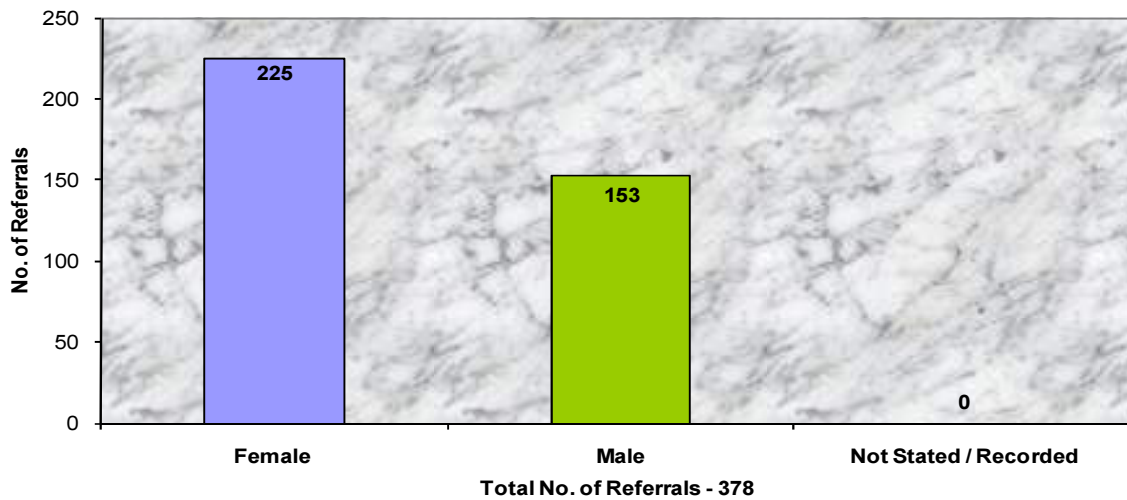
Safeguarding Adults Referrals 1st April 2009 - 31st March 2010

Summary Statistics

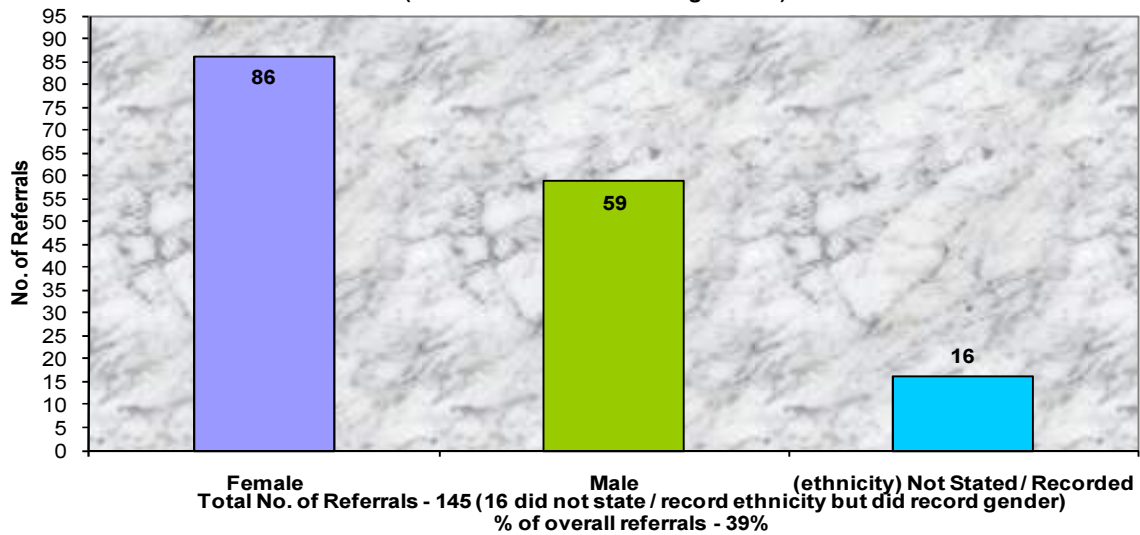
No. of Alerts: -	378	%		
Taken forward as Refs: -	253	67%		
Dealt with at Alert Stage: -	125	33%		
No. of Repeat Refs: -	42	11%		
No. of Completed Refs: -	150	59%		
Female	225	60%		
Male	153	40%		
Not Stated / Recorded	0	0%		
From different Ethnic Backgrounds (non white): -	145	38%		
Female	86	59%		
Male	59	41%		
(ethnicity) Not Stated / Recorded	16	11%		
	W / U K	B M E		
From different Ethnic Backgrounds (white): -	233	145		
From different Ethnic Backgrounds (non white): -	62%	38%		
Where Abuse took Place: -				
Own Home	170	44%	} Many cases involve multiple locations of abuse and this is highlighted in these figures	
Care Home - Permanent	73	19%		
Care Home with Nursing - Permanent	29	8%		
Care Home - Temporary	17	4%		
Care Home with Nursing - Temporary	6	2%		
Alleged Perpetrators Home	10	3%		
Mental Health Inpatient Setting	10	3%		
Acute Hospital	2	1%		
Community Hospital	0	0%		
Other Health Setting	1	0%		
Supported Accommodation	8	2%		
Day Centre/Service	10	3%		
Public Place	7	2%		
Education/Training/Workplace Establishment	8	2%		
Other	6	2%		
Not Known / Not Recorded	28	7%		
Client Group: -				
Older People	167	44%		
Learning Disability	128	34%		
Physical disability	34	9%		
Mental Health	49	13%		
Not Stated / Recorded	0	0%		
Type of Abuse: -				
Physical	180	40%	} Many cases involve multiple abuses and this is highlighted in these figures	
Sexual	20	4%		
Emotional/Psychological	78	17%		
Financial	75	17%		
Neglect	77	17%		
Discriminatory	1	0%		
Institutional	16	4%		
Not Stated / Recorded	0	0%		
Multiple Abuses	78	17%		

Alleged Perpetrator:-					
Health Care Worker	20	5%			
Neighbour or Friend	29	8%			
Other Family Member	89	24%			
Other Professional	2	1%			
Other Vulnerable Adult	43	11%			
Partner	27	7%			
Social Care Staff	92	24%			
Stranger	11	3%			
Volunteer or Befriender	1	0%			
Other	10	3%			
Not Known/Stated/Recorded	54	14%			
Outcomes for Victim (completed cases) :-					
Increased Monitoring	57	24%	} Many cases allow for multiple outcomes and this is highlighted in these figures		
Removed from property or service	17	7%			
Community Care Assessment & Services	24	10%			
Civil Action	3	1%			
Application to Court of Protection	0	0%			
Application to change appointee-ship	0	0%			
Referral to advocacy scheme	3	1%			
Referral to Counselling/Training	2	1%			
Moved to increase/Different Care	22	9%			
Management of access to finances	3	1%			
Guardianship/Use of Mental Health Act	0	0%			
Review of Self Directed Support (IB)	1	0%			
Management of access to Perpetrator	25	10%			
Referral to MARAC	2	1%			
Other	12	5%			
No Further Action	71	29%			
Outcomes for Pepertrator (completed cases) :-					
Criminal Prosecution/Formal Caution	4	2%	} Many cases allow for multiple outcomes and this is highlighted in these figures		
Police Action	21	10%			
Community Care Assessment	0	0%			
Removal from Property or Service	9	4%			
Management of access to Vulnerable Adult	22	10%			
Referred to PoVA List/ISA	0	0%			
Referral to Registration Body	0	0%			
Disciplinary Action	10	5%			
Action By Care Quality Commission	1	0%			
Continued Monitoring	27	13%			
Counselling/Training/Treatment	31	14%			
Referral to Court Mandated Treatment	0	0%			
Referral to MAPP	0	0%			
Action under Mental Health Act	0	0%			
Action by Contract Compliance	2	1%			
Exoneration	4	2%			
No Further Action	81	38%			
Not Known	2	1%			

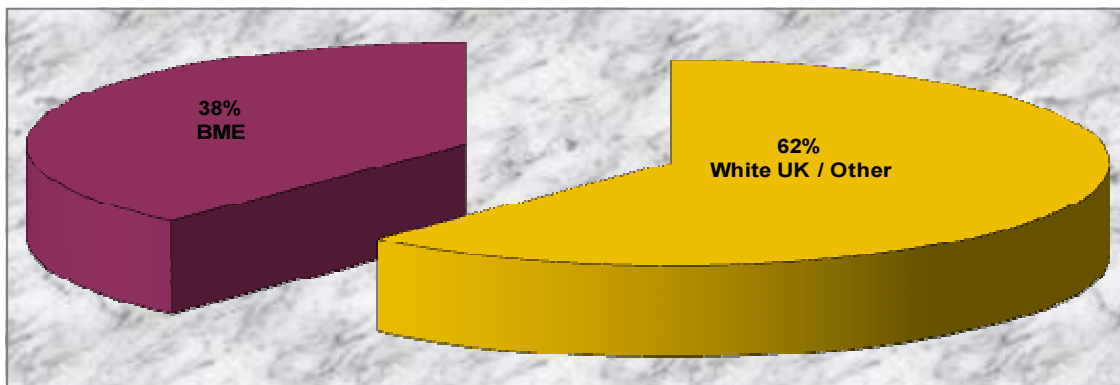
**Safeguarding Adults Referrals 1st April 2009 - 31th March 2010
Male / Female Ratio**



**Safeguarding Adults Referrals 1st April 2009 - 31th March 2010
Male / Female Ratio
(from different ethnic backgrounds)**

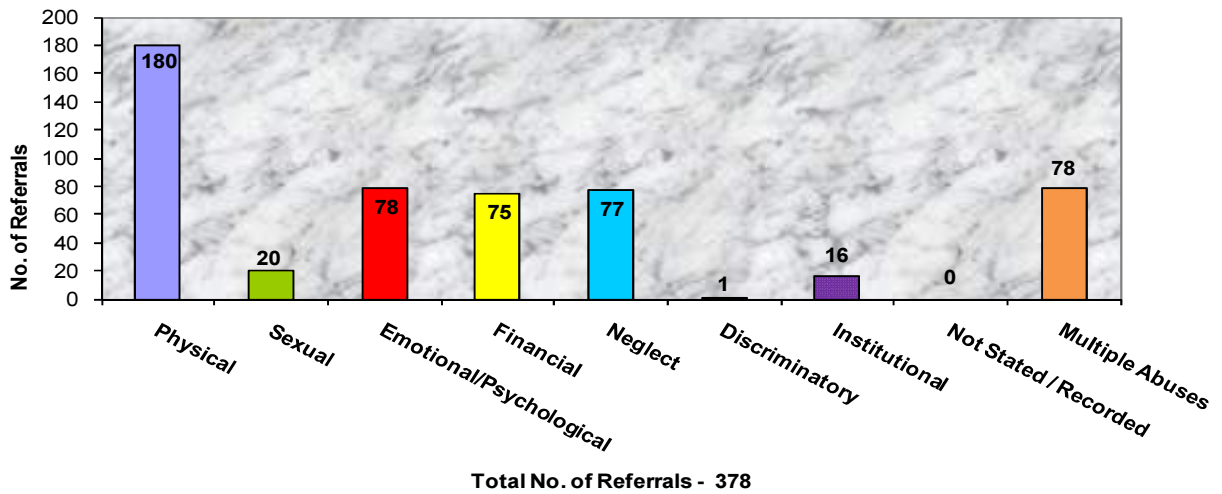


**Safeguarding Adults Referrals 1st April 2009 - 31th March 2010
W/UK / BME Ratio**

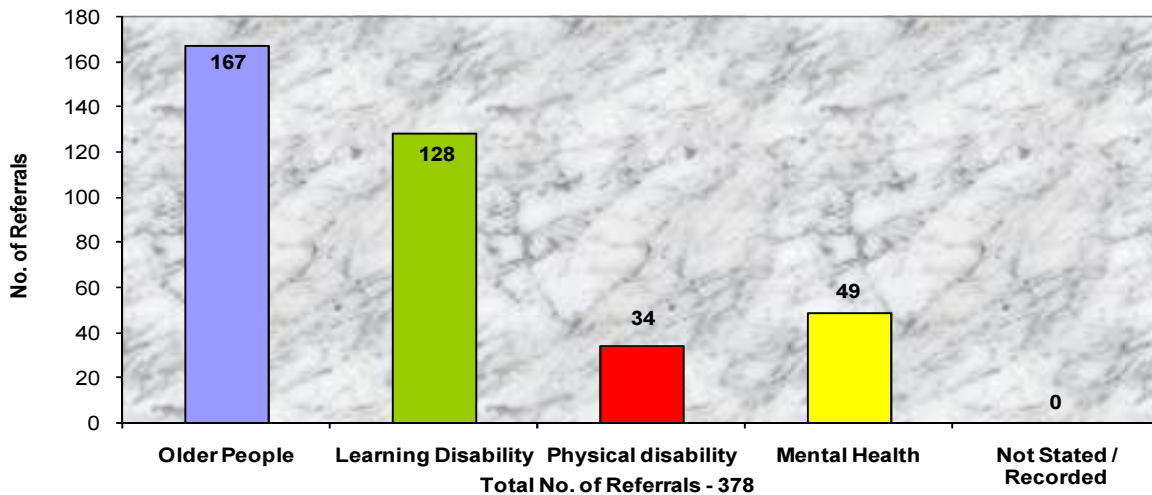


**% BME Community in Harrow
(from 2001 Census) - 41.23%**
% BME Safeguarding Referrals - 38%

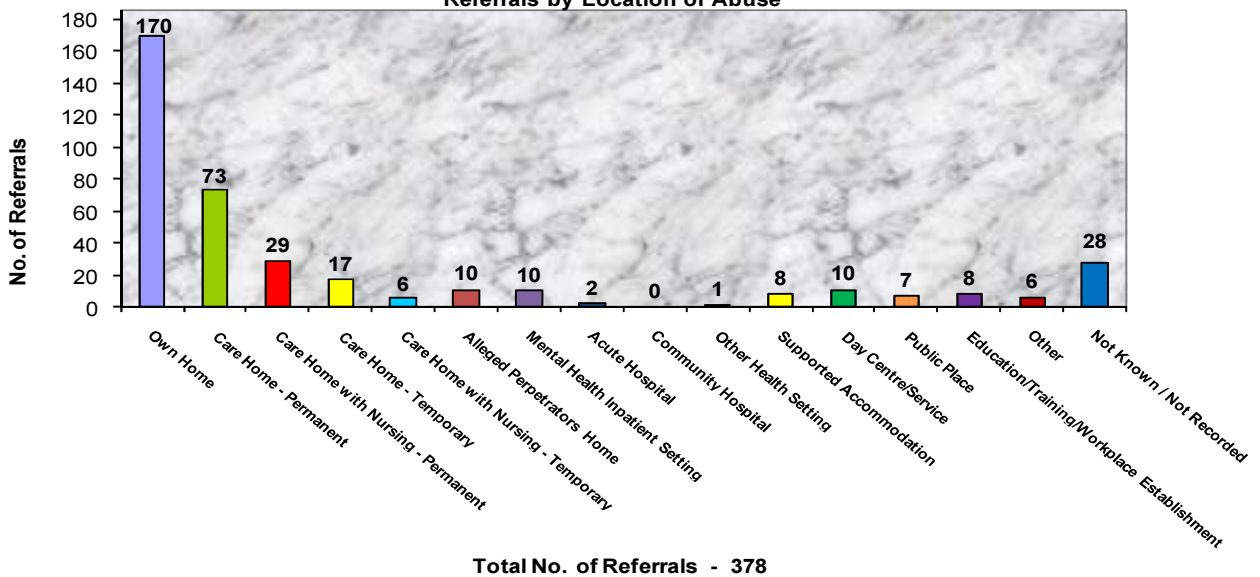
**Safeguarding Adults Referrals 1st April 2009 - 31st March 2010
Referrals by Type of Alleged Abuse**



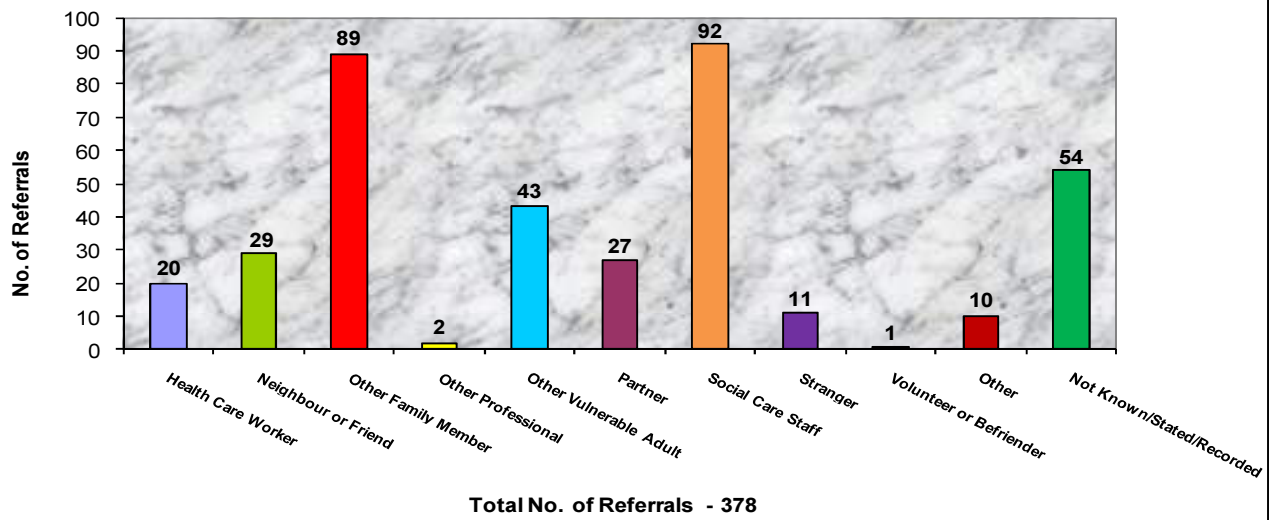
**Safeguarding Adults Referrals 1st April 2009 - 31st March 2010
Referrals by Client Group**



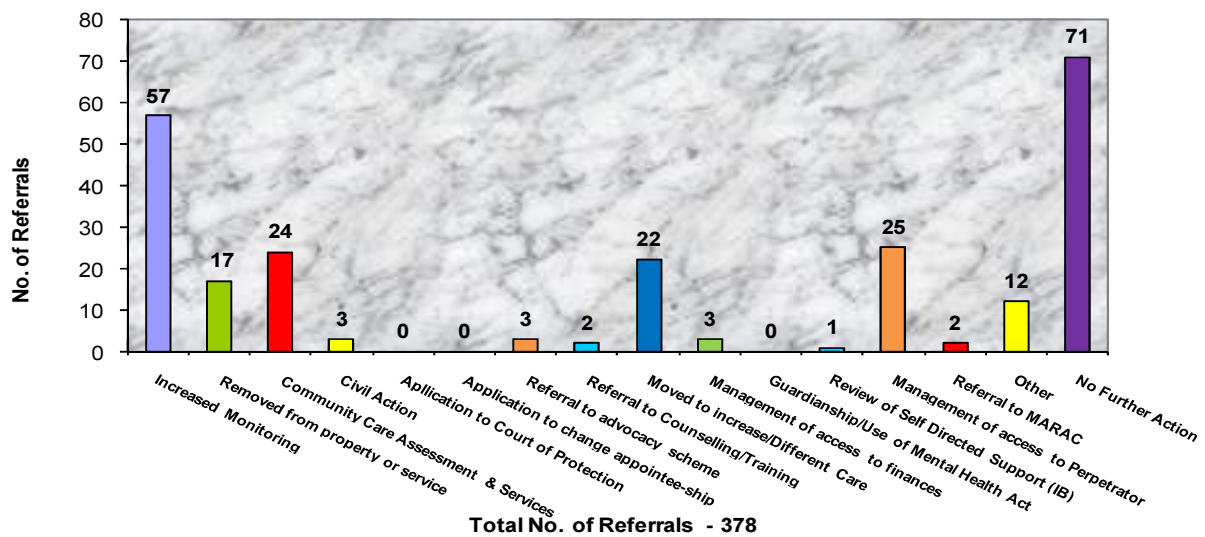
**Safeguarding Adults Referrals 1st April 2009 - 31st March 2010
Referrals by Location of Abuse**



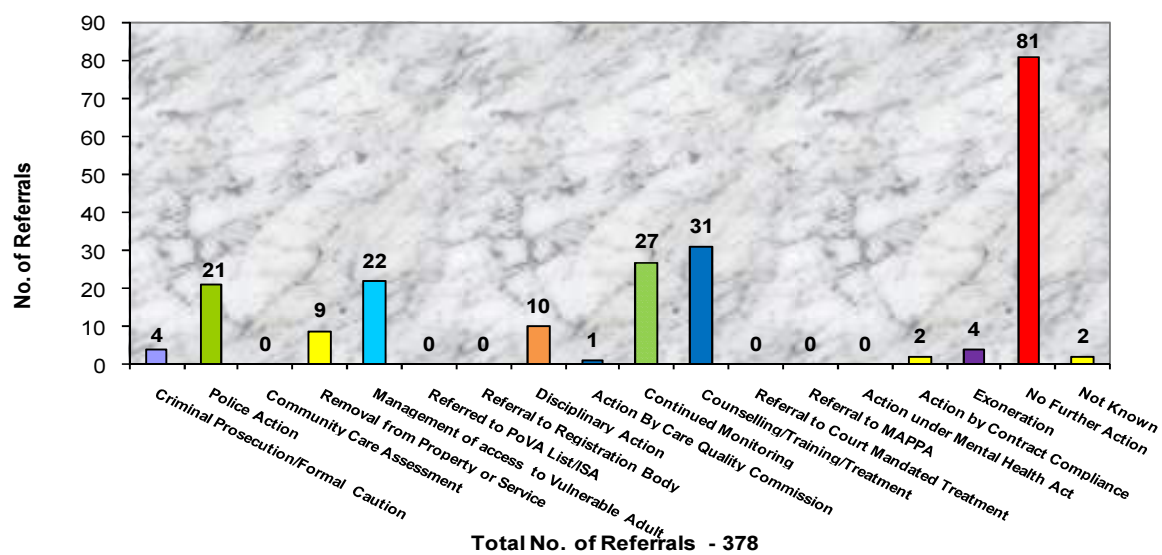
Safeguarding Adults Referrals 1st April 2009 - 31th March 2010
Referrals by Alleged Perpetrator



Safeguarding Adults Referrals 1st April 2009 - 31th March 2010
Outcomes for Alleged Victim



Safeguarding Adults Referrals 1st April 2009 - 31th March 2010
Outcomes for Alleged Perpetrator



HarrowCOUNCIL
LONDON

& our Partners

**Committed to
Safeguarding Adults**

HarrowCOUNCIL
LONDON

in partnership with:

AGE Concern HARROW

HAD

Mind For better mental health

Harrow MENCAP Powering opportunity, prioritising change

METROPOLITAN POLICE Working together for a safer London

Royal National Orthopaedic Hospital NHS NHS Trust

The North West London Hospitals NHS NHS Trust

Central and North West London NHS NHS Foundation Trust

LinkUp

Princess Royal Trust Carers Support Harrow

support for living

FREMANTLE Passionate about Care

NHS Harrow

Adult abuse – break the silence

REPORT IT

Abuse can be physical, sexual, financial, psychological, discriminatory or neglect



Harrow Council and its partners

**Are you, or someone you know
being abused, hurt, or exploited?**

Call Harrow's Safeguarding Adults co-ordinator on:

020 8420 9453

during office hours or:

020 8424 0999

at all other times

This page is intentionally left blank

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	27 July 2010
Subject:	Scrutiny Work Programme
Responsible Officer:	Alex Dewsnap, Divisional Director Partnership Development and Performance
Scrutiny Lead Member area:	Not applicable, report concerns all areas.
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out proposals for the scrutiny work programme for 2010/11

Recommendations:

Councillors are asked to:

- I. Consider the context within which the scrutiny function will operate going forward
- II. Consider whether to operate a more flexible work programme which leaves space to pick up issues relating to transformation as they arise
- III. Consider whether or not they wish to undertake more in depth or longer term projects and if so
- IV. Identify which longer-term projects it wishes to undertake

Section 2 – Report

Development of the work programme so far

The Overview and Scrutiny committee in June received an initial report outlining the kinds of projects it might wish to pursue during the coming administrative year and potentially beyond. This list of projects included:

- items handed over from the previous administration
- items suggested by the scrutiny team
- items suggested following discussions with the council's corporate strategy board.

At its meeting in June, the list of proposals was further modified as below:

- **Pinner Village Surgery** – a result of the consideration of the closure of the surgery at the Health sub committee meeting on 16th June. Designed to consider the detail behind the closure, in particular how effective PCT's performance management structures are in anticipating such significant changes. This is particularly relevant in the light of proposals for GP commissioning outlined in the new Health White Paper. Challenge panel has been scheduled for 22nd July.
- **Smartwater** – A challenge panel to consider the effectiveness of the Smartwater scheme will take place in the autumn.
- **Single Equalities Scheme** – as part of the consultation on the development of the scheme. A challenge panel has been scheduled for 6th September.
- **Neighbourhood Champions** – the committee has agreed to reconsider the findings of this challenge panel which took place during the last administration. A report as to how to resolve the issues is on the agenda for this evening's meeting.
- **Anti social behaviour strategy** – to consider how well the strategy is responding to changing anti social behaviour context, in particular the impact future budget cuts may have on police and council spending on the prevention of anti social behaviour and to explore how changed 'neighbourhood responsibility' might offer solutions. Probably an in depth project.
- **Young People and Citizenship** – As suggested during discussions between Children and Young People lead councillors and the Corporate Director for Children's Services. This could also link to the anti-social behaviour strategy work.
- **Budget review** – Councillors have expressed a wish to continue the work of the budget review.
- **Transitions** – to pick up work previously identified by the Overview and Scrutiny committee which was scoped during the previous administration.

- **Integrated Strategic Plan** – Following the election, there have been significant changes in the development of health services. Health Care for London proposals had been implemented across the borough and broader proposals with regard to the future of the acute hospital services were anticipated in this strategic plan. Time was being reserved within the scrutiny work programme to consider these proposals. However, for the most part, the Healthcare for London proposals have now been suspended and the committee is now unlikely to need to spend time on this aspect of health provision. A white paper on the future commissioning arrangements has now been published and a verbal update will be given to the committee on this.
- **Involvement in art and sport** – The original proposal for this project was to focus specifically on the wellbeing of residents through increasing involvement in sport. This also has potential benefits for the council in terms of the Better Together stream of the Better Deal for Residents programme – see below. During discussion at committee in June, it was agreed to extend the scope of this project to accommodate the arts.
- **Kier Contract** – This project was deferred from the 2009/10 work programme
- **Civic Centre renewal** – Decisions regarding the redevelopment of the civic site to be subject to consideration by scrutiny – possibly as agenda items or perhaps a challenge panel
- **Recession monitoring** – incorporating the town centre and districts development

The committee also noted the general need to consider the projects emerging from the Better Deal for Residents Programme and proposed efficiencies.

The changing context for scrutiny

Before making final decisions with regard to the work programme, the committee must consider the context within which scrutiny now finds itself.

On entering office, the new government made clear its intentions to reduce the public sector deficit and announced £6.2bn of savings to be made across the sector during this financial year, Harrow public sector's share of these savings amounted to £3.95m (Area based grant cut by £1.3m (of which £1.1m relates to Education), Local Authority Business Growth Incentive (LABGI) funding cut by £350k, Housing and Planning Delivery Grant (HPDG) abolished, Local Area Agreement (LAA) Reward Grant cut by 50% or £2.3m). Following this, the spending review, which will report in the autumn will set spending limits for every Government department for the period 2011-12 to 2014-15. Departments will be required to deliver approximately 25% savings in their budgets. In terms of the council's funding, although the position changes on a daily basis, dependent upon the movement of such economic indicators as the rate of inflation and interest rates, it is anticipated that the council will be required to find in the region of £43m over the next 3 years, including between £16 – £18m next year, 2011/12. Whilst the council has already delivered significant savings - £50m over the last 3 year – the context within which these savings must be found is challenging – demand is

expected to continue to rise as demographic changes continue and the council has limited reserves upon which to draw

Nonetheless, the council has already put in place the Better Deal for Residents programme, designed to transform the delivery of local services by changing our relationship with residents and our partners and by ensuring that maximum efficiencies are achieved in the delivery of our services.

Scrutiny does not and cannot operate outside this context and scrutiny is subject to the same stringent test of relevance and value-added as all other services. As such, if seriously limited resources are not to be wasted, then scrutiny must ensure that it is addressing those issues of most importance to the council and that it is adding value to the council's improvement process. It is therefore arguable that scrutiny's role should be to:

- Consider how the organisation defines and maintains its core business in such difficult times
- Investigate the impact of efficiencies on local people
- Consider how to engage/ convince the community of the need to transform services and service delivery process and to work with residents to identify their own responsibilities
- Pick up some of the projects which cannot now be resourced by the organisation but which are critical to transforming how the council works

In the context of building more effective links with our residents, it may be feasible for scrutiny to operate as the honest broker, articulating both the context within which the council must now deliver services whilst at the same time working with residents to ensure impact of change is proportionate and reasonable and that the council is responding to the real, not assumed, priorities for residents. A stronger focus on looking outwards into the community and truly engaging with constituents may represent a change in approach for scrutiny but it is one which can help to deliver a real change in relationships for the council and it will ensure that scrutiny is properly engaged in the process of transformation

It is within this context that decisions must be made with regard to the scrutiny work programme. At the Scrutiny Leadership Group meeting on 24th June, the scrutiny lead councillors and the chairmen and vice chairmen of the committees agreed that, rather than determining a complete programme of work that it might be a more useful approach to have a more flexible programme which can respond to issues as they arise. The committee could identify perhaps one cross cutting, strategic project which it wishes to undertake and which could add value to the transformation process and leave space to consider issues that arise during the programme thus making scrutiny more responsive to the needs of transformation. It was also agreed that the context as outlined above, will be the core consideration in determining what scrutiny spends its time on.

With all of this in mind it is recommended that the committee considers:

- (a) whether it agrees to operate a more flexible work programme which leaves space to pick up issues relating to transformation as they arise
- (b) whether or not it wishes to undertake a more in depth project and if so
- (c) which longer-term projects it wishes to undertake.

In the autumn, a further report will be brought to the Overview and Scrutiny committee outlining the future role and responsibilities of each of the scrutiny committees and how they can contribute to the Better Deal for Residents programme, both adding to the body of evidence needed to make decisions and also challenging these decisions and safeguarding the best interests of residents. Within this report will be include further detail on the role of scrutiny within placed based budget setting – the Local Government Association has recently published a ground breaking policy document outlining its views on the future governance of local public services in the context of place based budgets. This document argues that significant efficiencies can be delivered through a radical programme of devolving public spending and also emphasises the role of scrutiny in this ‘councils have well established scrutiny arrangements, the reach of which is being extended to other public services and across local authority boundaries’¹

Financial Implications

The scrutiny budget like all budgets across the council will be subject to ongoing monitoring to ensure it is being used to best effect. As with other budgets it is also subject to reduction in the light of the serious budget situation. The programme adopted must acknowledge this as all projects must be delivered from within existing resources.

Performance Issues

There are none specific to this report.

Environmental Impact

There are no environmental implications associated with this report.

Risk Management Implications

There are no risk implications associated with this report.

Equalities implications

Was an Equality Impact Assessment carried out? Yes (✓) No ()

An initial screening has been undertaken and this suggests there is no need at this time to undertake a full Equalities Impact Assessment.

Corporate Priorities

Please identify which corporate priority the report incorporates and how:

- Deliver cleaner and safer streets
- Improve support for vulnerable people
- Build stronger communities

Section 3 - Statutory Officer Clearance

Not required for this report

¹ ‘Place-based budgets - the future governance of local public services’ Local Government Association

Section 4 - Contact Details and Background Papers

Contact: Lynne Margetts, Service Manager Scrutiny, 020 8420 9387
lynne.margetts@harrow.gov.uk

Background Papers: None

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	27 July 2010
Subject:	Pool of Advisers
Responsible Officer:	Alex Dewsnap, Divisional Director Partnership Development and Performance
Scrutiny Lead Member area:	Not applicable, report concerns all scrutiny areas.
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out details of the pool of advisors and seeks the committee's continued endorsement of the approach and the development of scrutiny's practice in the area of community engagement.

Recommendations:

That the committee:

1. Endorse the work of the pool of advisors and the use of the pool by scrutiny for future community engagement activity.

Section 2 – Report

Introduction

During the previous administration the Committee established a ‘pool of advisors’ to support and strengthen the work of scrutiny. Given the developments in community engagement practice since 2008, this report outlines how scrutiny can strengthen its activity through the pool.

Background and current situation

For several years scrutiny has drawn upon the experience of members of the local community by enabling individuals with specific experience, skills and knowledge to work alongside councillors on projects and reviews. These ‘advisors’ have included both interested individuals as well as representatives of local voluntary and community organisations.

During the previous administration the Committee agreed to establish a ‘pool of advisors’ in order to bring this group together. The pool has met to support work programming process and to work with the committee chairman and scrutiny lead members.

Since then the council overall has strengthened its community engagement activity. To ensure that scrutiny is in keeping with the council’s approach the pool will now be managed jointly by the council’s scrutiny team and policy officer for community engagement.

This means that the role of the pool of advisors is enhanced, as interested local people will be able to participate in consultation activity as well as becoming involved in scrutiny. This prevents duplication and ensures that scrutiny consultation and engagement activity is undertaken within the context of the council’s wider community engagement approach.

All local people who have previously participated in the pool of advisors will be included in re-launch of the pool (see below). Recruitment for additional panel members has begun through a range of methods:

- The consultation finder database
- Harrow People
- A stand at the Under One Sky Event on 27 June

The pool will participate in consultation such as focus groups and e-participation (discussion forums, email and so on); panel members will also have the opportunity to participate in scrutiny reviews alongside elected councillors in order to bring a resident or ‘community expert’ perspective to projects being undertaken. Involvement in scrutiny activity will continue to include identifying topics further investigation.

Launch event

It is proposed that the pool be re-launched at an event to be held in October 2010. This event will enable advisors to be introduced to their role and to meet scrutiny councillors.

It is proposed that scrutiny members also use the opportunity to discuss areas which might benefit from consideration by scrutiny. Possible dates for the launch are:

- Thursday 14 October
- Monday 18 October
- Thursday 21 October

Why a change is needed

The Local Government and Public Involvement in Health Act placed a 'duty to involve' local people on local authorities. This means that the council will inform, consult and involve people in matters that affect their daily lives.

Aside from the legislative duty, by joining with the council's corporate approach to engagement, scrutiny avoids duplicating contact with the community. This approach has the potential to save resources as well as ensuring that the council engages with residents intelligently. Such an approach is also in keeping with the new Coalition Government's 'Big Society' agenda, which aims to draw on the skills and expertise of local people in facing social, political and economic challenges.

Financial Implications

Any costs arising from the pool and the launch will be met from within existing resources.

Performance Issues

National indicator NI 4, the percentage of people who feel they can influence decisions in their locality, relates to this area of work. The future of the National Indicator Set is at this stage unclear.

Environmental Impact

There are no specific environmental impacts associated with endorsing the approach outlined in the report. However, in undertaking consultation activity scrutiny should be mindful of possible impacts on traffic and transport, procurement of materials and reducing energy use.

Risk Management Implications

There are no specific risks connected with the endorsement of the approach outlined within this report. However, in all of its consultation activity outside the Civic Centre, scrutiny must be mindful of the need to risk assess arrangements and to put in place measures to reduce risks identified.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Heather Smith, Scrutiny Officer, 020 8420 9203,
heather.smith@harrow.gov.uk

Background Papers:

Overview and Scrutiny Committee, 12 February 2008, *Appointment of Non-Voting Advisors to the Overview and Scrutiny committee*

<http://www.harrow.gov.uk/www2/ieListDocuments.aspx?CId=276&MID=3959&J=3#A142657>

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	27 July 2010
Subject:	Scrutiny Member Induction / Development programme 2010/11 – Progress Report
Responsible Officer:	Alex Dewsnap – Divisional Director, Partnership Development and Performance.
Scrutiny Lead Member area:	Councillor Jerry Miles, Chairman of the Overview and Scrutiny Committee
Exempt:	No
Enclosures:	None

Section 1 – Summary and Recommendations

This report outlines the progress that has been made in developing and implementing a training and development programme for Scrutiny Members during the course of the 2010/11 municipal year and beyond.

Recommendation:

- I. That the committee agree to the action being proposed; and
- II. That the committee request further reports on proposals for the scrutiny member development programme.

Section 2 – Report

As a result of the Borough elections that were held on 6th May 2010, 19 new councillors were elected onto Harrow Council, almost one third of the total membership. Many of these are engaged on overview and scrutiny. There are six new members on this Committee, two on Performance and Finance Sub Committee and three on the Health Sub Committee.

This influx of new members will bring fresh ideas and new skills to scrutiny but the need to support these members, as outlined in the previous report to this Committee on 13th April 2010, will assume even greater importance.

As members will be aware, the scrutiny team participated in the corporate welcome evening for new members on Monday 10th May 2010. On 17th May there was an introduction to scrutiny evening, as part of this event the DVD *What has scrutiny ever done for us* was shown. The event attracted a favourable response from members.

Currently two further scrutiny training and development sessions are in the pipeline, the first took place on 20th July and was entitled *About Scrutiny*. This session covered topics such as what is scrutiny, legal powers and duties, scrutiny roles and putting these roles into practice.

The second session is, at the time of writing, at an advanced stage of preparation and is scheduled to take place on 22nd September 2010. This second session is entitled *Scrutiny Skills*. This will include a practical session in which members will be invited to consider how to scope, plan and undertake a scrutiny project.

Further sessions are in preparation, possibly for November 2010 and January and March 2011. These are likely to be a second skills session, an event on roles and responsibilities and finally on the big issues facing the Council – Health, the Police and the Economy are likely to be included within these sessions.

The aim of these events is to enhance the skills of members for the four year duration of the Council and to provide you with details on the big policy issues facing the council. In order to ensure that the more specific training needs are being met, the scrutiny team is proposing to undertake a training needs analysis of scrutiny members. In this way we can ensure that the training that is provided is targeted at the most important issues and that we are using resources, including members' time, most efficiently.

As previously reported it is intended that these sessions will be as interactive as possible – the first session will feature a question and answer session and the second event will be based on a case scenario.

There are significant challenges facing the Council in the next few years and there is a need for scrutiny to be equal to the challenges presented. The training proposed will enable scrutiny members to meet these challenges more effectively.

Financial Implications

There are no financial implications associated with the delivery of this report as the majority of the programme will be delivered in house by the scrutiny team and other officers from the Council.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report.

Risk Management Implications

There are no risk management implications associated with this report.

Corporate Priorities

Build stronger communities.

Section 3 - Statutory Officer Clearance

Not necessary for this report.

Section 4 - Contact Details and Background Papers

Contact:

Paul Morrison
Senior Professional Scrutiny
020 8420 9204

Background Papers:

There are no background papers

This page is intentionally left blank

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE
AND SCRUTINY SUB-
COMMITTEES**

Date of Meeting:	27 July 2010
Subject:	Neighbourhood Champions Challenge Panel
Responsible Officer:	Alex Dewsnap, Divisional Director Partnership Development and Performance
Scrutiny Lead Member area:	Councillors Nana Asante and Chris Mote, Scrutiny Lead Members for Safer and Stronger Communities
Exempt:	No
Enclosures:	Final report of the Neighbourhood Champions Challenge Panel

Section 1 – Summary and Recommendations

Attached to this report is the final report of the Neighbourhood Champions challenge panel which took place in February 2010. The report was not agreed by the Overview and Scrutiny committee. This report updates the committee on progress towards completion of the review and seeks the agreement of the committee for the findings of the panel to be presented to Cabinet.

Recommendations:

Councillors are asked to:

- I. Consider and comment on the attached report from the Neighbourhood Champions challenge panel
- II. Refer the report to Cabinet for consideration

Section 2 – Report

In February 2010, the Overview and Scrutiny committee received the final report from the Neighbourhood Champions challenge panel. This panel had been convened:

- *‘To evaluate plans for the introduction of the neighbourhood champions scheme, including:*
 - *how outcomes of the scheme will be reported and monitored,*
 - *resources are available to address the problems reported by champions*
 - *processes for selecting, vetting and training and supporting champions.*
- *To identify best practice from other authorities with a view to making recommendations to strengthen local arrangements, particularly for phase two of the project.*
- *To consider how the outcomes of the scheme could be assessed.’*

At this meeting, the committee was advised that the report did not reflect a consensus of opinion amongst the members of the panel and as such, the committee decided that it could not accept the recommendations and that the panel should reconvene to confirm its findings before the report would again be considered by the committee.

Despite several attempts, it was not possible to reconvene the panel and since this time, the election has resulted in a change of administration and change in the membership of the committee itself.

This has left the report in abeyance and means that the recommendations from the review are not available to the new administration which wishes to continue with the scheme and has expressed a desire to understand the concerns raised in the original report. There are a number of options available to the committee to address the approach from Cabinet:

- As the report has not been agreed by the panel or the previous committee, Cabinet can be advised that the report cannot be provided.
- As the report has not been agreed by the panel or the previous committee, the committee can agree to reconvene the panel to reconsider the issue
- The committee can consider the final draft report and its recommendations and can refer its comments, observations from the Safer and Stronger Communities Lead Members and the final report to Cabinet.

Each of these options is considered further below.

- **The report cannot be provided**

Whilst the previous panel cannot be reconvened in order to reconsider its findings, it should be pointed out that 50% of the panel members had confirmed their agreement with the reports findings and recommendations and that concerns raised were as much to do with tone of the report as with its content. To prevent Cabinet accessing the report does present a missed opportunity for scrutiny to influence the ongoing development of the Neighbourhood Champions scheme
- **Reconvene the panel to reconsider the issue**

This would obviously offer a formal opportunity for the recommendations to be confirmed or otherwise. However, it is difficult to see what additional information would be provided than that which has already been considered and in times of serious resource challenge it would not make best use of scrutiny resources or indeed the time of officers from both within and outside of the council who might be expected to contribute to an additional investigation.

- **Committee to reconsider the final draft report**

This offers a compromise approach. The final review report, which is attached to this report can be reviewed at this evening's meeting and comments from this meeting, together with those from the Lead Members for Safer and Stronger Communities can be referred to Cabinet together with the original draft report. It is recommended that this approach is taken in order to finalise the report.

Financial Implications

There are no financial implications associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

The Neighbourhood Champions scheme can support the delivery of two of the council's corporate priorities 'Deliver cleaner and safer streets' and 'Building stronger communities' which in turn reflect residents concerns regarding the quality of the environment.

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications

Was an Equality Impact Assessment carried out? Yes () No ()

An Equalities Impact Assessment has not been undertaken as the attached report refers to the performance of the Neighbourhood Champions scheme which is not within the purview of the scrutiny function. Should any of the challenge panel's recommendations be taken up and result in a change to the scheme, it will be the responsibility of the service itself to ensure that an Equalities Impact Assessment is carried out.

Corporate Priorities

The Neighbourhood Champions scheme can support the delivery of two of the council's corporate priorities 'Deliver cleaner and safer streets' and 'Building stronger communities'.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Lynne Margetts, Service Manager Scrutiny, 020 420 9387

Background Papers: None

February 2010

Overview and Scrutiny Committee

Neighbourhood Champions
Report from the Challenge Panel

Members of the Standing Review

Councillors

Cllr Mitzi Green (Chairman)

Cllr Brian Gate

Cllr Eileen Kinnear

Cllr Richard Romain

Cllr Yogesh Teli

Ramji Chauhan

TABLE OF CONTENTS

CHAIRMAN'S INTRODUCTION & ACKNOWLEDGEMENTS	6
BACKGROUND	7
OBSERVATIONS	9
RECOMMENDATIONS	13
CONCLUSION.....	14
APPENDIX ONE: DRAFT SCOPE	15
APPENDIX TWO: QUESTION PLAN	18
APPENDIX TWO: BRENT COUNCIL RESPONSE	20

CHAIRMAN'S INTRODUCTION & ACKNOWLEDGEMENTS

This is the report from the Neighbourhood Champions challenge panel which took place on 4th February 2010. The Overview and Scrutiny committee commissioned the challenge panel to consider the implications of the recently launched Neighbourhood Champions scheme, to investigate the potential risks of the scheme and to make recommendations as to how the scheme might be improved. The panel comprised:

- Cllr Mitzi Green (chairman)
- Cllr Brian Gate
- Cllr Eileen Kinnear
- Cllr Richard Romain
- Cllr Yogesh Teli
- Ramji Chauhan, education co-optee on the Overview and Scrutiny committee

We are extremely grateful for the support we received from colleagues from Brent and Hillingdon and would like to thank Graeme Maughan, StreetCare Service Development Manager, Brent and David Frost, StreetScene Locality Manager, Hillingdon for giving up their time to brief us on the schemes operating in their respective boroughs, the information they provided has given us a helpful framework from which to judge the proposals for Harrow.

We are also grateful to Cllr Susan Hall, Environment and Community Safety Portfolio Holder, John Edwards, Divisional Director, Environmental Services and Chief Inspector Nick Davies for attending the panel and for their contribution to our investigation.

The panel has now had an opportunity to consider the Neighbourhood Champions scheme and recognises its usefulness. We feel that the challenge panel has been able to make a number of helpful observations on the scheme and hope that the portfolio holder and Cabinet are able to accept our recommendations.

On behalf of the challenge panel, I commend this report.

Cllr Mitzi Green
Chairman Neighbourhood Champions Challenge Panel

BACKGROUND

On 12th November 2009 Cabinet agreed a report outlining the introduction of the Neighbourhood Champions scheme. The scheme proposes the development of a network of volunteers called Neighbourhood Champions to enhance contact with the public and to improve and promote the cleaner and safer streets work of the Council and the Metropolitan Police Service at a local level.

The scheme, the report suggests, is part of the response to the challenge of improving residents' satisfaction with the Council and the linked perceptions of value for money and cleaner, safer streets. It will:

- Provide a network of volunteer residents as Neighbourhood Champions, and give them a voice in their community;
- Use the Neighbourhood Watch Coordinators network as a base to provide a quick start for Neighbourhood Champions;
- Ensure Public Realm and Community Safety teams work closely with Access Harrow to deliver cleaner and safer streets and develop a synergy with Neighbourhood Champions.
- Develop relationships between the Council and Neighbourhood Champions focused on their experience of frontline services;
- Improve the targeting of information about the Council's services;
- Improve the information flow about enquiries and the Council's response using the technologies now available through Access Harrow;
- Develop closer liaison between the public and the Council workforce.

The scheme as agreed will be rolled out in two phases, each covering specific service areas. Services in the scope of Phase One include:

- Street cleansing;
- Waste collection and recycling;
- Anti-graffiti;
- Fly-tip and abandoned vehicle removal;
- Parks and woodlands;
- Public open spaces;
- Street furniture;
- Street lighting;
- Highway maintenance.
- Noise nuisance;
- On-street parking;
- General anti-social behaviour such as drug dealing or street prostitution, petty vandalism and criminal damage.

Services in the scope of the Phase Two include:

- Reporting of child or elder abuse;
- Reporting of domestic violence;
- Reporting of racial harassment/hate crime; and
- Other volunteer opportunities such as sports coaching, first aid and languages.

Phase One, the design and launch of the scheme and general expansion commenced in November 2009, Phase Two, the extension and development of the scheme to include the more sensitive services will commence from April 2011.

The Overview and Scrutiny committee meeting on 24th November was concerned that there had been no opportunity for the committee to consider the proposal

prior to it being agreed by Cabinet and, which, it was felt, presented a number of potential risks. As a result, the committee commissioned a challenge panel to further investigate the proposals and to make recommendations to minimise any identified risks. The scope of the investigation is attached as Appendix One and the question plan for the panel is attached as Appendix Two.

It was noted that a number of other boroughs had introduced similar schemes and, in order to support Harrow scrutiny's investigation, information was sought regarding the detail of these schemes. A written response from Brent Council, to questions raised by the panel is attached as Appendix Three, information on the Hillingdon scheme is available from Hillingdon Council's website <http://www.hillingdon.gov.uk/streetchampions>. Representatives from both councils attended the panel meeting to provide further information.

OBSERVATIONS

The enthusiasm and commitment of the portfolio holder and her officers was self evident and the panel was made aware of what she saw as the inherent benefits of the proposal and the contribution such a scheme can make to improved engagement with residents. She highlighted the potential of the a successful scheme could make to revitalising a spirit of community within the borough and the contribution it can make to the 'Better Together' component of the 'Better Deal for Residents' transformation programme. Having said this however, the panel would make a number of observations which would enable the better working of the scheme and reduce potential risks.

Planning process

Whilst we recognise and welcome the enthusiasm for and commitment to the scheme, we feel that the planning process has been lacking. Whilst we would not wish to dampen the enthusiasm of those responsible for the scheme by proposing unnecessary adherence to overly bureaucratic process, we would point out that the procedures for the development of policy offer a transparent and accountable process and ensure that all relevant parties are able to contribute. We have noted that the proposal does not appear to have been subject to the normal 'forward planning' process and would suggest this was unhelpful.

It is unfortunate that the scheme was not discussed with the Overview and Scrutiny committee prior to launch. We think that it is fairly clear that such discussions would have added value to the scheme given the very constructive dialogue that took place at the panel. Scrutiny has a key role to play in supporting the development of policy and it is unfortunate that the opportunity for discussion with 'critical friends' was not taken up. We would urge that in future, this key role of scrutiny is not overlooked.

It also appears to us that much of the scheme detail has evolved as it has rolled out, whilst this enables the scheme to develop organically and respond to challenges as they emerge, it might precipitate a degree of uncertainty and leave the council open to accusations of unaccountability as there are no plans against which to measure performance.

It is within the context of the planning process that we also make our observations regarding the financing of the scheme. It is not clear to us whether there is a detailed development plan for the scheme based on estimated numbers to be involved and, as such, it is not clear to us how the budget for the scheme has been devised. We would urge that proper project management and monitoring processes are put in place to safeguard the public funding being allocated to the scheme.

Having said this however, we were pleased to hear the portfolio holder emphasise the need for some of the infrastructure to have been in place prior to pressing ahead to implement the Neighbourhood Champions scheme.

Role of ward councillors

We appreciate that the scheme's main ambition is improved engagement between residents and the council and police and we recognise that this can happen as residents increase their interaction with the council/police by becoming more responsible for their local community. However, we do not think that sufficient attention has been given to the impact that this might have on ward councillors or indeed how ward councillors should/could fit with the scheme. We

would urge that this is addressed – linking ward councillors into the scheme can help to enhance engagement not only with the council as an organisation/service provider but also with the democratic process. Marginalisation of the elected member and separation from their constituents will not be helpful.

We would suggest that a clearly thought out process linking ward councillors to the Neighbourhood Champions would enable the Harrow scheme to make a serious contribution to service improvement and community engagement. Without this connection, the scheme runs the risk of becoming a duplicate/parallel complaints process which is more about PR than improvement. In this context we suggest that a clear mission statement for the scheme could help to clarify the roles and responsibilities of the various groups engaged in the scheme and we would therefore recommend that such a statement is drafted for approval by Cabinet.

We would also like to suggest to the Overview and Scrutiny committee that consideration is given to the adoption of practice as operated in Brent where the borough's Street Walkers scheme is able to provide evidence to the scrutiny process.

Safeguards for champions and for residents

One of the biggest risks of a scheme such as this is the quality of the volunteers and in particular their integrity. We were very pleased to hear that Neighbourhood Champions are subject to significant vetting. Unlike colleagues from our neighbouring boroughs, Harrow has subjected volunteers to a number of formal and informal police checks, which has seen practical, grass roots intelligence applied to applications. We welcome this and urge the portfolio holder, council officers and the police to continue to ensure that residents are safeguarded from over-zealous or even inappropriate champions.

The signing of contracts clarifying roles and responsibilities is also welcome in this context.

Phase Two Extension

It is within the context of safeguards that the panel offers the following observations on the proposals to extend the scheme beyond the Phase One scope to cover more serious, personal issues such as domestic violence and child abuse. The portfolio holder gave an explanation as to how she expects the roll out from Phase One of the scheme to happen. In the context of the advice from both Brent and Hillingdon, that they **would not** contemplate such an expansion, it was reassuring to hear that the proposals for Harrow do not include an increase in champions' responsibilities which could increase the likelihood of them being involved in investigations of very specific and very sensitive incidents more properly suited to police or social work consideration. Not only would this present a serious risk to the champions but could also have serious implications for residents subject to inappropriate investigations. This has been one of our most significant concerns.

The portfolio holder advised that the key purpose of the Neighbourhood Champions scheme is to create an environment of trust and facilitate communication between residents, the council and police. Phase One of the scheme is designed to develop this in such a way that the champions feel confident that they know what to report and to whom in relation to the 'envirocrime' issues included in the initial scope. She made it quite clear, that the roll out to Phase Two is no different: the champions would not be expected to investigate or identify any of the more serious issues proposed but *would* be in a

position to know what to do with any such reports or concerns that come to their attention. We were pleased to be advised that even at this stage, the training being offered to the champions is explaining the limitations of their responsibilities.

The expansion of Phase 2 as stated in the Cabinet paper was entirely unacceptable to the panel. However, if the council is able to offer reassurances with regard the roll out of the scheme in the way outlined by the portfolio holder (and a full evaluation of Phase One reveals no other shortcomings) then we accept a limited expansion. We would expect as a minimum, that the contract between the champions and the council is *very* explicit in these matters. If these safeguards are not forthcoming then the panel would firmly recommend that there is no extension of the scheme.

Diversity and representativeness of scheme

We do not agree with the assertion in the report to Cabinet in November that, '*An important test of success will be ensuring that the Neighbourhood Champions are representative of the community of Harrow*'. We heard from both Brent and Hillingdon, whose schemes are much more mature than our own, that to *strive* for representation is a more realistic aim than to *insist* on it, and particularly, to measure the scheme's success on this criteria could consign it to failure. As such we would suggest that the wording of the scheme is changed to make diversity a longer-term objective of the scheme, not a measure of its success.

However, we do recognise that it is important to try to ensure that the scheme reflects the demographics of the borough. In this context, the portfolio and officers might like to consider the detail of the Eco Detectives scheme for young people being developed in Enfield and also the Junior Environmental Teams being set up with primary schools in Hillingdon.

Feedback scheme

We were very interested to hear of the proposals to streamline the reporting and response processes and in particular the move to ensure this is undertaken electronically. We consider the feedback process as key to the success of the scheme: if residents do not receive responses to the issues raised – whether resolved to their satisfaction or not – then the credibility of the scheme, and thus its long term success will be jeopardised. The development of a dedicated website to enable the champions to 'help themselves' is welcome. We hope that the system being designed to deliver this is successfully implemented and would welcome further updates on this point.

We were concerned that the Neighbourhood Champions scheme should not result in some residents being 'more equal than others'. We were advised that the scheme does not mean better access to services for some residents than others but contact via the scheme should deliver a prompter response to requests. It is hoped that in future an increased number of requests will be presented via the champions which will reduce contact via individual residents.

We would suggest that a system for flagging reported incidents is introduced, to make it clear which incidents in an area have been reported. In this way, duplicate reporting and the need to respond to issues already reported can be minimised. The panel recommends that champions are issued with postcards/notifications which can be placed in the vicinity of potholes, broken lamp posts, graffiti etc. once they have been reported to the council.

Training

We appreciate that training for the volunteers is essential and we also appreciate that an alternative venue to the usual civic centre site as a location for training can be more conducive to a learning experience. However, we would urge the portfolio holder and officers to ensure that expenditure in this area is carefully monitored and offers value for money to council tax payers.

We would also recommend that the training for the scheme is extended to all councillors to ensure that they are conversant with the scheme.

RECOMMENDATIONS

The Neighbourhood Champions challenge panel makes the following recommendations:

1. That, in order to safeguard the viability of the scheme, formal plans and monitoring processes are put in place which can be subject to review by the council.
2. That proper financial planning, costings and controls are demonstrated and put in place.
3. That in future, the Overview and Scrutiny committee's responsibilities for policy oversight are recognised and scrutiny councillors are given early opportunity to contribute to policy development.
4. That further thought is given to how the scheme can involve ward councillors and that this is incorporated in a revised mission statement for the scheme.
5. That contracts and codes of conduct incorporate safeguards for volunteers and residents particularly in regard to the roll out of Phase Two.
6. That clarification of the scope of the Phase Two roll out be provided to Cabinet and the Overview and Scrutiny committee. In the absence of such clarification as was provided to the panel by the portfolio holder, the Overview and Scrutiny committee recommends that the roll out is not pursued.
7. That the assertion that the test of success of the scheme will be to ensure that the scheme reflects the community of Harrow is amended to state that it should be a long term objective of the scheme that the scheme reflects the demography of the borough.
8. That training on the scheme is provided for councillors
9. That an update report is prepared for Cabinet which addresses the issues raised by the challenge panel. In particular the report should incorporate:
 - An enhanced mission statement
 - Clarification that the longer term ambition of the scheme is to ensure that it is representative of the diversity of the borough
 - Detailed explanation of the roll out of Phase Two of the scheme as discussed with the panel
10. That consideration is given to the development of a reported incidents flagging process
11. That further updates on the Neighbourhood Champions scheme are provide to the Scrutiny Lead Members for Safer and Stronger Communities

CONCLUSION

We were very pleased to have had the opportunity to meet with the portfolio holder and her team to discuss this exciting scheme. Whilst we were disappointed not to have had an opportunity to comment prior to the scheme going live, we hope that the panel has made helpful recommendations which have enabled the scheme to be improved and we look forward to continuing to discuss the proposal in the future.

Members of the Neighbourhood Champions Challenge Panel

APPENDIX ONE: NEIGHBOURHOOD CHAMPIONS CHALLENGE
PANEL - DRAFT SCOPE

1	SUBJECT	Neighbourhood Champions
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	Cllr Nana Asante Cllr Brian Gate Cllr Mitzi Green Cllr Eileen Kinnear Cllr Phil O'Dell (TBC) Cllr Richard Romain Cllr Anthony Seymour Cllr Yogesh Teli Ramji Chauhan
4	AIMS/ OBJECTIVES/ OUTCOMES	To evaluate plans for the introduction of the neighbourhood champions scheme, including: <ul style="list-style-type: none"> • how outcomes of the scheme will be reported and monitored, • resources are available to address the problems reported by champions • processes for selecting, vetting and training and supporting champions. <p>To identify best practice from other authorities with a view to making recommendations to strengthen local arrangements, particularly for phase two of the project.</p> <p>To consider how the outcomes of the scheme could be assessed.</p>
5	MEASURES OF SUCCESS OF REVIEW	Panel able to contribute to improvements to the neighbourhood champions scheme. Recommendations from the panel implemented by the service.
6	SCOPE	<ul style="list-style-type: none"> • Best practice from other authorities in delivering schemes of this type (including whether others have broadened the scope to cover more challenging areas such as safeguarding). • Consideration of risks to the scheme and how these might be mitigated. • To contribute to the development of phase two of the project.
7	SERVICE PRIORITIES (Corporate/Dept)	Corporate priority – build stronger communities

8	REVIEW SPONSOR	John Edwards, Divisional Director Environment Services
9	ACCOUNTABLE MANAGER	Lynne Margetts, Service Manager Scrutiny
10	SUPPORT OFFICER	Heather Smith, Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	Heather Smith, Scrutiny Officer
12	EXTERNAL INPUT	To seek input from boroughs operating similar schemes such as Hillingdon. To engage with partners contributing to the scheme (police, Neighbourhood Watch).
13	METHODOLOGY	<u>Pre-panel meeting</u> – Members only (time TBC) To determine main lines of inquiry and questioning based on background briefing pack prepared by the scrutiny officer, to include: <u>Panel</u> (time TBC) Question and answer session to be attended by representatives of: <ul style="list-style-type: none"> • Relevant portfolio holder • Relevant chief officer • Borough with scheme already in operation (Hillingdon?) • Police (any other partners – LSCB or adults equivalent?) <u>Post-panel meeting</u> – Members only To determine recommendations and thrust of report
14	EQUALITY IMPLICATIONS	The neighbourhood champions will need to be representative of the local community if the scheme is to strengthen community cohesion.
15	ASSUMPTIONS/ CONSTRAINTS	As the neighbourhood champions project is in its early stages the challenge panel will need to concentrate on the plans in place, learning from best practice and identifying potential risks to the project.

16	SECTION 17 IMPLICATIONS	<p>The reporting of general antisocial behaviour is included within the list of areas upon which the champions can report in phase one. In phase two reporting may be extended to cover the reporting of child or elder abuse, domestic violence and racial harassment/hate crime.</p> <p>The panel will therefore need to have regard to the ability of the scheme to support the prevention of crime and disorder in Harrow.</p>
17	TIMESCALE	To report to O&S on 16 March 2010.
18	RESOURCE COMMITMENTS	No resource commitments in excess of Scrutiny Officer time. Officers from relevant directorates will be required to attend the challenge panel.
19	REPORT AUTHOR	Panel supported by Heather Smith
20	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>To Service Director <input checked="" type="checkbox"/> Late February 2010</p> <p>To Portfolio Holder <input checked="" type="checkbox"/> Late February 2010</p> <p>To CSB <input type="checkbox"/> N/A</p> <p>To Cabinet <input checked="" type="checkbox"/> 22 April 2010</p>
21	FOLLOW UP ARRANGEMENTS (proposals)	<p>Specific issues to be identified as part of the monitoring process at P&F chairman's meetings and where necessary forwarded to P&F for further inspection.</p> <p>Updates on the implementation of the recommendations to be considered by the Performance and Finance Sub-Committee on a 6-monthly basis.</p>

Contact: Heather Smith, Scrutiny team, Harrow Council

Background Papers: None

APPENDIX TWO: QUESTION PLAN

SCHEME DETAIL

- What was the genesis of the scheme
- Why wasn't the opportunity to share the scheme with scrutiny taken up?
- How much background research was undertaken to support the scheme?
- A number of the other similar schemes are recruiting much fewer numbers than those proposed in Harrow. Why are we recruiting so many?
- Do you think duplicate reporting is necessarily a bad thing
- What risks have been identified for residents and how are these being mitigated?
- How do ward councillors fit into the scheme
- How will the scheme links to other organisations/functions with similar roles e.g. Crime Stoppers, Safer Neighbourhood Teams and what will the Neighbourhood Champions do differently/add to the existing schemes?
- What is the process for resolving issues raised and how does this fit with the service request process, complaints procedure, councillor calls for action or indeed with scrutiny?
- How will the scheme be branded – how will a champion be identified?

CHAMPIONS

- The cabinet report emphasises the need for diversity and representativeness. As this is a volunteer scheme how will this work and how will the scheme avoid recruiting 'single issue' campaigners who see the scheme as a means of lobbying on their own specific interest?
- What skills/experience/qualifications do you expect a champion to have?
- How are champions being recruited?
- How are champions being trained?
- How are the champions being supported and safeguarded?
- What controls are in place on the role of the champions – what is the scope of their authority?
- Would it be better to operated Neighbourhood Champion groups rather than individuals?
- How will over zealous champions be controlled?

RESOURCING THE SCHEME

- The cabinet papers talk about the cost of the scheme (£100k) being funded through efficiencies, is this figure realistic and can you explain what efficiencies are being found?
- If this is a set amount, how will the expansion of numbers be funded as the scheme goes forward?
- Do you think there are sufficient resources to address issues identified by the Neighbourhood Champions?
- Where a number of calls are being made on a specific budget, how will decisions be made about the priority of these demands? Will the Neighbourhood Champions requests have a priority over requests from other sources?
- What are the implications of resources not being available and how are these being mitigated?
- Will champions receive any remuneration?

PHASE TWO

- How will phase one of the scheme be evaluated and how will this information be used to modify/change proposals for phase two?
- Phase two represents a significant expansion of the role of the champions, how will they be supported to undertake this expanded role?
- What evaluation of the risks and safe operation of any expansion will take place?

Will the recruitment, training and support for the champions be different under phase two?

APPENDIX TWO: BRENT COUNCIL RESPONSE

NEIGHBOURHOOD CHAMPIONS SCHEME CHALLENGE PANEL

4TH FEBRUARY, 6.45 – 9.30, COMMITTEE ROOM 5

QUESTION SUMMARY FOR WITNESSES

SCHEME DETAIL

- Background to the scheme

Brent's StreetWatchers scheme was established in 1999 to improve & increase the number of reports on environmental quality problems. The scheme allows us to deal with issues before they become stage 1 complaints, giving active residents a direct line and dedicated response to any issues raised.

- What risks have been identified in their schemes and how have these been overcome?

Health and Safety: a full risk assessment was undertaken for scheme members, which identified a number of potential risks. Our StreetWatchers Guide Booklet explains the H&S requirements. New StreetWatchers are required to complete an application form which requires them to agree to the H&S requirements we establish.

Reputation: over the course of 10 years a few (we count about 3) volunteers have started to assume that they speak for the council and are allowed to tell our waste contractors what to do, or their neighbours how to act. About four years ago we updated our application form and Guide to ensure that volunteers sign up to our rules. These effectively say they are "valued volunteers" but not council employees, that they must not bring the council into disrepute, and anything that might constitute confronting someone must be passed to the council to deal with. StreetWatchers are defined as the "eyes and ears" of the council, and this is confirmed in all the application and guidance literature.

- What do they think is good or bad about their local scheme and what can/should Harrow learn from them?

We keep membership to around 200 StreetWatchers very deliberately, so that they can feel they're getting a more personal service. Out of that number, about 35 form an active core group and are familiar faces at our quarterly meetings, trips and annual conference.

We have a dedicated StreetWatchers coordinator, which is around 0.5FTE at SO2-PO1 level. There is also a small budget available, upto £8k, though it is difficult to predict spend. The budget is used for trips to sites of environmental interest (MRFs, compost plants, paper recycling plants, landfill sites, etc), advertising the scheme, materials and equipment (design and print for guide booklets, hi-vis jackets, phone cards, folders, useful phone number reference

cards), room hire for the annual conference, and refreshments for meetings and conference.

Volunteer drift is an issue. Some sign up very keen and reporting everything they can. However when they realise that there are some issues that take a long time to solve (eg, flytipping on private land where there is no obvious ownership) they become frustrated, can blame the scheme for not delivering what they expected, and drift off. We tackle this through the quarterly meetings where we invite officers from relevant services to talk about how their service works. This is very popular with StreetWatchers, who often have no idea how councils work, or the complexities in tackling issues that are the responsibility of different agencies.

The major concern with the scheme is the diversity of StreetWatchers, which breaks down approximately as:

- 62% male, 38% female
 - 74% white, 18% asian, 8% black - the ethnicity breakdown does not match the borough population profile
 - Most are in the age range 46-65
- What overlap is there with other similar schemes within the area and how is this managed?

There is overlap with Neighbourhood Watch. We use our quarterly StreetWatchers newsletter to pass on relevant information from the NW people. However we have to ensure that the focus stays on envirocrimes.

Brent's Green Zones scheme was dreamed up by a StreetWatcher. We can supply information on this separately. There is information available on the Brent website. The Green Zones Coordinator sits in the same team as the StreetWatchers Coordinator (at one point they were the same person).

CHAMPIONS

- What is the role and scope of responsibility of their champions?

StreetWatchers are asked to be the eyes and ears of the council for envirocrimes. Their Guide booklet identified the issues we are interested in. We simply ask that if they spot these issues while out and about in their own time, that they report them to a dedicated phone line / email address / online form.

Some StreetWatchers undertake specific walkabouts. We will supply a hi-vis jacket for this. The Guide booklet gives all the H&S requirements for walkabouts.

- Are the champions paid?

It's voluntary. No payments. If StreetWatchers are invited in to talk to auditors about how the council works with the community, then we will pay travel expenses.

- How are they recruited?

We advertise in the Brent Magazine (the council's monthly publication that goes to all households), directly at residents meetings, and make a particular point about asking Streetwatchers to spread the word and recruit through their own networks. Our SW Coordinator will also talk at Neighbourhood Watch meetings or similar. We have a website with appropriate information. Additionally, our StreetCare Officers and Neighbourhood Working Coordinators will promote the scheme to active residents.

We also ask our Consultation Team to promote the StreetWatchers scheme on a quid pro quo basis – the team gain a consultation pool that they can access at any point for opinions on council services.

- How are they trained?

An application form and Guide booklet. The form must be signed and returned to the Coordinator. We do not give specific training. Occasionally at the annual conference we will have training sessions that link into the NI195 cleanliness survey to improve reporting.

We will also identify appropriate external training, for example, that offered by Neighbourhood Watch on staying safe when out and about, and promote this to StreetWatchers.

- How are they supported?

Dedicated StreetWatchers Coordinator. Quarterly meetings where they can discuss issues, and learn how the council works. Quarterly newsletter with feedback or relevant news items – this also features articles written by StreetWatchers (and edited by the council to ensure there is nothing contentious).

- What safeguards are in place for champions and residents?

H&S risk assessments. 24 hour Control Room that StreetWatchers can report into if they are undertaking walkabouts. Management support for the SW Coordinator if anything unusual happens (we have had to 'sack' a StreetWatchers for trespass).

- Are there any staffing/recruitment issues that Harrow can/should learn from them?

Brent uses a mixture of direct advertising, staff knowledge and promotion, and deliberately asking StreetWatchers to spread the word. In terms of value for money the indirect methods (officers/SWs) works best. An advert for £900 doesn't gain all that much.

You could also advertise the scheme to serial complainants. This offers a good opportunity to take them out of your complaints system and give them the attention and engagement they obviously crave.

RESOURCING THE SCHEME

- How is the scheme funded?

As above. 0.5 FTe at SO2/PO1 level, plus budget of £8k.

- How is the resolution of issues raised funded?

I presume this is about things like flytips? The vast majority of issues are things covered by our core services. Some things we have to refer to other agencies.

- Are there any funding issues that Harrow can/should learn from them?

Spend will be up and down. Some years you get enough feedback to understand that you need a consultation exercise, which could cost >£8k. Other years you may be struggling to spend £1.5k of the £8k budget.

SCHEME MODIFICATION

- Has their scheme been modified since the original?

Yes. We introduced a conference, newsletter and quarterly meetings about 4 years ago, and embarked on a recruitment drive. This saw the scheme grow from 30 members to 200, where we are keeping it.

We know from feedback that StreetWatchers are members of residents associations and will pass on their positive experience of the council, and the information they receive, through their networks. The commercial world will often tell you that each customer can influence another 10-20 customers. I would estimate this as being true for StreetWatchers, too.

- How and why has the scheme modified?

Modifications were inspired by three things:

1. the Chartermark standard, which prompted us to ask questions about how we could closer with the community
2. a feeling that StreetWatchers were an under used resource
3. a long term view that SWs could come up with environmental projects for the council to develop, and could act as environmental champions with the right information and encouragement

- Implications of modification of scheme on the recruitment/responsibilities of champions

Their responsibilities were not changed. We only ever ask of them to report issues they spot, within the time and energy they have available. Anything else we gladly accept. Active StreetWatchers are promoted in the newsletter.

- How was any expanded scheme risk assessed?

As mentioned above, the changes made 4 years ago included H&S risk assessment, and reputation assessments.