



## HARROW PARTNERSHIP BOARD

### Minutes of the Special meeting held on Thursday 22 July 2010

#### (1) Present:

##### Harrow Strategic Partnership Board Members:

Councillor Bill Stephenson (Chairman)	Leader of the Council, Portfolio Holder for Finance and Business Transformation	Harrow Council
Councillor Graham Henson	Performance, Customer Services and Corporate Services Portfolio Holder	Harrow Council
Councillor Susan Hall	Leader of the Conservative Group	Harrow Council
Councillor Barry Macleod- Cullinane	Deputy Leader of the Conservative Group	Harrow Council
Dr Gillian Schiller (Vice- Chairman)	Chairman	Harrow Primary Care Trust
Malcolm Parr	Representative	Harrow in Business
Brian McGowan	Representative	Large Employers' Network
Dr Mohamed Aden	Representative	Voluntary and Community Sector
Julie Browne	Representative	Voluntary and Community Sector
Avani Modasia	Representative	Voluntary and Community Sector
Deven Pillay	Representative	Voluntary and Community Sector
Jacqui Mace	Representative	Further Education Sector
Ann Groves	Older People's Reference Group	Older People's Reference Group
John Edwards	Divisional Director, Environmental Services	Sustainable Development and Enterprise Management Group
Chief Superintendent Dal Babu	Borough Commander, Harrow Police	Safer Harrow Management Group
Sue Moran	Representative	Job Centre Plus
Shelly Choudhury	Interim Director	Harrow Equalities Centre

#### (2) Also Present:

Michael Lockwood	Chief Executive	Harrow Council
Mark Easton	Chief Executive	Harrow Primary Care Trust

**(3) The following Harrow Council Officers attended:**

Alex Dewsnap	Divisional Director, Partnership, Development and Performance	Harrow Council
Trina Thompson	Senior Policy Officer, Policy and Partnership Service	Harrow Council

**Apologies were received from:**

Howard Bluston (Representative) (North West London Chamber of Commerce), Hassan Khalief (Representative) (Voluntary and Community Sector), Andrew Howe (Director of Public Health) (Adult and Social Care Management Group), Anne Whitehead (Co-chair, Community Cohesion Management Group) (Community Cohesion Management Group), Brendon Hills (Corporate Director, Community and Environment Services) (Co-Chair, Community Cohesion Management Group), Nick O'Reilly (Harrow Borough Commander) (London Fire Brigade), Mike Howes (Service Manager, Policy and Partnership Service) (Harrow Council) and Tom Whiting (Assistant Chief Executive) (Harrow Council)

**ACTION**

**15. Attendance by Substitute Members:**

**AGREED:** To (1) note the attendance at this meeting of the following substitute members:-

<u>Ordinary Member</u>	<u>Substitute Member</u>	<u>Organisation</u>
Councillor Phillip O'Dell	Councillor Margaret Davine	Harrow Council
Fiona Wise	David Cheesman	North West London NHS Hospital Trust
Catherine Doran	Betty Lynch	Harrow Council

(2) note the apologies received.

All to note

**16. Declarations of Interest:**

**AGREED:** To note that the following interests were declared:

Agenda Item 4 – Local Area Agreement Reward Grant Allocation

Councillor Margaret Davine declared a personal interest in that she was the chair of the Harrow Domestic Violence Forum. She would remain in the room whilst the matter was considered and voted upon.

Councillor Barry Macleod-Cullinane declared a personal interest in that his sister was employed as a teacher by Hatch End High School. He would remain in the room whilst the matter was considered and voted upon.

Dr Gillian Schiller declared a personal interest in that she was involved in bidding on a first aid training project for schools, worth approximately £100,000. She would remain in the room whilst the matter was considered and voted upon.

All to note

**17. Minutes:**

**AGREED:** That the minutes of the board meeting held on 15 June 2010, be deferred until the next ordinary meeting of the board.

All to note

**18. Local Area Agreement Reward Grant Allocation:**

The Chairman introduced the item and explained that central government had reduced the Local Area Reward Grant provided to local authorities. As a result it had been agreed at the last Board meeting that the management groups and Harrow Chief Executives would conduct further investigation into the implications of the reduction. Revised proposals would then be prepared for consideration by the Board.

The Chairman explained that in addition to details of revised proposals the report also consisted of both best and worst case scenarios which was dependant on the specific amount of money provided by central government. All management groups had conducted an equalities impact assessment for each of the revised proposals.

In response to a query raised by a Member, the Chairman explained that the Board had agreed at the last meeting, that the reduction in grant would be spread across all management groups and Harrow Chief Executives in proportion to their original allocation approved by the Board.

The Board then discussed the proposals of each management group in turn.

Adult Health and Well Being Management Group

The Board agreed to the revised proposal.

All to note

Children's Trust Management Group

A reserve Member of the Board explained that the management group had assessed the needs of children and prioritised their proposals accordingly. The measures had additionally been consulted on widely particularly with Providers who had contributed to the Local Area Agreement. It was also considered that infant health and development of partnership working were areas of priority.

In response to questions raised, the reserve Member of the Board commented that:

- Attention to detail would be provided in relation to the service specifications of the Electronic Referral System. It would also ensure that no work was being duplicated within the Council.
- The development of the Electronic Referral System was based on

achieving successful outcomes and there was a comprehensive evidence base to support the proposal.

- If the existing IT infrastructure was able to support the proposal, then it would be utilised.

The Board agreed to the revised proposals.

All to note

### Sustainable Development and Enterprise Management Group

A Member of the Board explained that as a result in the reduction of grants, it was decided to withdraw several projects. There had been discussions with the Chair of Trustees of the Harrow Association of Voluntary Services regarding this.

In response to questions raised, the Member of the Board responded that:

- The management group had spoken to various organisations and in the space of time which was available, conducted as much consultation as was possible.
- Although concerns that most of the projects cut impacted on the voluntary sector had been expressed, due to the time period, it was difficult to consult with further representatives from the voluntary sector. Consultation did take place with those affected.

A Member expressed concerns on what he perceived was a lack of evidence to support the Management Group's proposal. The Member, Councillor Barry Macleod-Cullinane, wished to be recorded as voting against the proposal as he felt that there was not sufficiently clear information on how the money was being spent.

Upon a vote, the Board agreed to the revised proposals.

All to note

### Safer Harrow Management Group

A Member of the Board informed the board that a number of projects had been abandoned due to the reduction in grants. Another Member of the Board commented that every decision made by the management group had been a difficult one.

In response to queries raised, a Member of the Board reported that:

- The sustainability of the project relating to domestic violence had been investigated. Even if all the resources had been utilised, it still would not have been possible to employ all the staff for an entire year.
- The Police provided reassurance that in cases of domestic violence cases, the perpetrator was usually arrested immediately. The only change as a result of the proposals would be in relation to support provided after the incident had taken place.

- There was a need to work within the resources available and for partners to work together. Additionally the Police had offered a premises free of charge to Victim Support Workers.

The Chief Executive, Harrow Council and the Borough Commander agreed to meet with Councillor Margaret Davine to discuss options for Domestic Violence funding and the implications of redundancy. The Chairman of the Board also reported that the Council would look to fill a role of Domestic Violence Co-ordinator, which had been vacant for two years, and one and a half Domestic Violence posts would be confirmed.

The Board agreed to the revised proposals.

All to note

#### Community Cohesion Management Groups

The Board agreed to the revised proposals

All to note

#### Harrow Chief Executives

The Chief Executive, Harrow Council, explained to the Board that in deciding on the revised proposals, the Chief Executives had investigated themes including sustainability, outcomes and strategies. The group focused on areas which it was perceived would make the biggest difference to residents and were confident that these were the right decisions in the circumstances.

**AGREED:** That

(1) the management groups business cases be approved;

(2) the agreed Harrow Chief Executives business cases be noted.

All to note

### **19. Financial Position and Turnaround Plan:**

The Chief Executive, Harrow Primary Care Trust (PCT), introduced the item and explained that there had been a significant swing in the PCT's financial position since 2007/08 when they had achieved surplus funds. The statutory financial duties for 2009/10 had only been achieved with a £6.5 million loan.

The PCT did expect for their financial situation to improve. A Savings Plan had been designed to address these issues. The Board was informed that the reason for the PCT's current financial situation was due to an increase in their expenditure. This had been mainly caused by significant increase in the amount spent on patients receiving acute services.

The outturn position for 2010/11 was dependant on achieving savings of £18.3 million and obtaining £7.9 million from other PCTs. The outturn position for 2011/12 would be achieved through savings of £25 million.

The key principles of the Savings Plan focussed on achieving greater efficiency, reducing unnecessary acute care and ensuring that the PCT paid what it was responsible for rather than reducing services. There were risks associated with the Savings Plan but there was confidence that at

least one-third of the proposals contained would be achieved.

Robustness of the Savings Plan would be ensured in a number of ways. This included utilising external expertise to establish a Turnaround Programme and carrying out an impact assessment on each project to ensure that there were no unintended consequences.

The majority of savings in the breakdown plan related to providing acute care at a lower cost. Other savings related to avoiding acute care, lower drugs costs and continuing care.

The presentation was concluded by referral to recent proposals announced by Central Government to abolish PCTs and provide GPs with the power to commission services. The PCT had identified themselves as being in a transitional stage and were keen to engage GPs at an early stage regarding their commissioning responsibilities.

During the discussion on this item, Members of the Board raised a number of issues, which were responded to as follows:

- The PCT would work very closely with GPs in the transitional period. It was not perceived that it was the intention of the government to transform GPs into managers but rather for them to provide clinical expertise and leadership in ensuring that services were responsive to patient's needs.
- Some of the Savings Plan proposals had already been secured. Some of the proposals were work in progress and there was a reasonable confidence that they would be achieved. Some proposals had high risks associated with it and required more work.
- Every proposal in the savings plan had been risk assessed. They had also been published providing transparency in relation to the proposals.
- The PCT were conscious of the guidance from Central Government to reduce management costs.
- There were a variety of reasons why there had been a 17.4 % slippage in the savings target for this year. These included a lack of activity at community clinics.
- Some key partners were involved in impact assessments and some were done in-house. It was dependent on the nature of the scheme.
- A strength of the forthcoming GP commissioning scheme would possibly be influencing people to use more services in the community.
- There had been a lot of discussion with the Council on the proposals including attending business transformation meetings.

The Chief Executive, Harrow Council, suggested that given the recent

proposals announced by Central Government, the Board could assist the PCT in ensuring that the transition was as seamless as possible.

In response the Chief Executive, Harrow PCT, stated that they would engage with the board when the GP's arrangements were beginning to be clarified and confirmed.

The Chairman of the Board requested that the PCT be invited to a future meeting to provide an update on the achievement of their savings targets.

**AGREED:** That the report be noted.

All to note

**20. Commissioning of Voluntary Sector Organisations 2010/11:**

The Board received a report which outlined the results of a review of voluntary sector commissioning undertaken by NHS Harrow. A representative from NHS Harrow introduced the report and informed the board that there had been discussions with the Harrow Association of Voluntary Services and Links on the review. Decisions made as part of the review had been made by a panel to promote better decision making.

It was acknowledged that there might have been things that the PCT could have done differently. However they felt that the process was transparent as had been confirmed by voluntary services body in Barnet who had also conducted a review and concluded that the process was fair.

The PCT had subsequently offered to meet with organisations affected to discuss alternative services. This was an ongoing offer offered to all voluntary sector organisations.

During the discussion on this item, Members of the Board raised a number of issues which the representative responded to as follows:

- The review panel had not earmarked any reductions to be made in the papers relating to its meeting on 27 April 2010.
- The PCT had an established Human Resources Process Framework. Any person whose job had been identified as at risk would have to go through the agreed processes in the framework. It was also anticipated that the secretary of state would provide further guidance on this issue in the next relevant white paper.

Some Members of the Board expressed concern at the lack of consultation on the proposals and commented that this had happened previously. In response another Member commented that the PCT always aimed to work with partners.

**AGREED:** That the report be noted.

All to note

**21. Draft Harrow Council Evidence Submission to Harrow Magistrates' Court - For Consultation on Courts Closures:**

The Corporate Director Place Shaping, Harrow Council reported that on the 23 June 2010, the Ministry of Justice had issued a consultation document which included a proposal to close Harrow Magistrates' Court.

The document also set out the Ministry's strategic direction.

The Council opposed the proposed closure and a draft response had been prepared on that basis. It was suggested that the draft response would be more robust if lead members of the board signed the letter. It was also expected that initiatives would be commenced in relation to presenting a petition, seeking the support of the local newspapers and seeking meetings with the MPs in Harrow. Additionally a cross party Motion was agreed at the last Full Council meeting of the authority.

During the discussion on this item, Members of the Board made a number of comments as follows:

- This had been the second attempt to close the magistrates' court. It would cause issues regarding attendance by the police as it was difficult to get to. It may also deter criminals from attending court. A number of the arguments, statistics and documents used to protest against the previous proposal could be utilised again.
- Demonstrating the extra resources that would be required to travel to an alternative court in Brent should be used to demonstrate the higher cost to the community.
- The Police could provide statistics on issues relating to the proposed closure of Harrow Magistrates' Court.

**AGREED:**

(1) That the closure of Harrow Magistrates' Court was detrimental to serving justice locally in Harrow;

(2) Board Members would be united in raising objections to Government proposals and work together in lobbying for a decision to keep Harrow Magistrates' Court open;

(3) to note that the Chief Executive, Harrow Council, would be writing on behalf of the partnership to Harrow's MPs for a high level meeting and objecting to the proposals for closure;

(4) support the establishment an interagency officer group and to provide support to this group.

All to note

**22. Date of Next Meeting:**

The Chairman informed the Board that the next scheduled meeting was due to be held in December 2010. However a meeting could take place earlier, especially as details of the Comprehensive Spending Review was due to be published in the autumn.

**AGREED:** That an extra meeting of the Board be scheduled to take place in September or October 2010.

All to note

[Note: The Meeting, having commenced at 6.03 pm, closed at 8.03 pm]