

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date: 9th April 2013
Subject: Scrutiny Lead Member Report
Responsible Officer: Alex Dewsnap, Divisional Director, Strategic Commissioning

Scrutiny Lead Member area:

- Cllr Zarina Khalid, Performance Lead, Children and Families
- Cllr Christine Bednell, Policy Lead, Children and Families
- Cllr Chris Mote, Policy Lead, Community Health and Well Being
- Cllr Nana Asante, Performance Lead, Community Health and Well Being
- Cllr Krishna James, Policy Lead, Health and Social Care
- Cllr Vina Mithani, Performance Lead, Health and Social Care

Exempt: No
Enclosures: Reports from the Scrutiny Lead Members

Section 1 – Summary and Recommendations

The report accompanies the reports from the Scrutiny Lead Members.

Recommendations:

The Committee is requested to consider the reports from the Scrutiny Lead Members and agree the actions proposed therein.

Section 2 – Report

Introductory paragraph

This report outlines details of the work of the Scrutiny Lead Members.

The report from the Children and Families leads is the report of the extended group which has been set up to consider a number of key performance issues.

Financial Implications

There are no financial implications associated with this report

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 risks associated with this report.

Equalities implications

Was an Equality Impact Assessment carried out? No

This report outlines the activities of the scrutiny lead councillors; it makes no proposals to change service delivery.

Corporate Priorities

The Scrutiny Lead Members' responsibilities cover all areas of the council's activity.

Section 3 - Statutory Officer Clearance

Not required for this report.

Section 4 - Contact Details and Background Papers

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

Background Papers: None

HEALTH AND SOCIAL CARE SCRUTINY LEADS BRIEFING

Wednesday 27 February 2013

Attendees

Councillor Krishna James, Policy Lead for Health and Social Care
Councillor Vina Mithani, Performance Lead for Health and Social Care
Paul Najsarek, Corporate Director Community Health and Wellbeing
Bernie Flaherty, Director Adult Social Services
Felicity Page, Senior Professional Scrutiny

Developments in Adults Services - directorate update

Performance and finance

- Ambitious performance targets continue to be a challenge however hard work persists across the directorate to ensure that best possible results are achieved.
- Forecasts for the current period reflect a £38k underspend on the directorate's budget for 2012/13, which is over £80m gross.

Key areas of activity

- A consultation on the Strategic Review of Learning Disability Accommodation will report to Cabinet in March 2013. It was advised that the consultation seeks to improve outcomes, present a more modernised offer, and, ensure better value for money.
- Work continues with the PCT to provide integrated care pathways for older people. This requires a multi-disciplinary approach with partnerships working together towards better outcomes and value for money.
- It was advised that Central and North West London (CNWL) Mental Health Trust are monitored very closely at a senior level, as part of the imposed Section 75, and held to account on the performance information they produce. There was an appreciation however that CNWL can only report in terms of user complaints on the information they receive from homecare agencies. The leads were pleased to hear that the Council have regular contact with Home Care Agencies in order to monitor and improve outcomes for service users. Furthermore, the Council are undertaking their own checks with service users through; questionnaires, monitoring complaints, independent voluntary sector services and mystery shopping. It was agreed this was a very positive step forward which ultimately aims to improve care for Harrow's residents.

Personal budgets

- Shop4Support, an online social care portal which assists users in receipt of a personal budget choose the care most appropriate to them, was reported to be progressing well and receiving positive feedback.
- Harrow's Resource Allocation System (RAS) for personal budgets is based on the national RAS which defines how much a person is entitled too. Harrow uses a 'social work moderated' extra functionality process to ensure assessed needs can *actually* be purchased using the allocation.
- Feedback received from service users has led to a 'personal budgets for carers' programme.

Corporate Scorecard – Quarter 3 2012/13

There are 10 indicators linked to the performance of health and social care presented on the *Supporting and protecting people who are most in need* corporate scorecard. Leads were advised that:

- The original target of 10% for adults with mental health in paid employment was very ambitious and although it had currently only reached 6.5% it was anticipated to increase before year end.

- 78.8% of people with learning disabilities are now living in their own home or with their families. This was a good outcome and places Harrow comparatively against other Council's nationally.

Policy horizon scanning - relevant policy issues/implications at national and local level

The leads were advised on the latest developments:

- Public Health will be the responsibility of the Local Authority after 1 April 2013.
- The Health and Wellbeing Board will be held in a public forum after 1 May 2013.
- In response to the Dilnot Review, the government recently outlined its plans to reform adult social care funding. There were two central proposals noted - 1) to cap an individual's contribution to the costs of adult social care to £75,000 and 2) to raise the value of assets a person could hold before having to pay the full cost of their care to £123,000. These proposals will take effect from April 2017.
- Impacts of the Health and Social Care Bill on Local Authorities were discussed, particularly with regard to the range of initiatives that would likely affect the Adult Social Care budget. For example all carers will have the right to an assessment whether the person they care for has substantial needs or not.
- FACS criteria will be removed as we know it to avoid a post code lottery.
- The Francis Report recently published its findings and recommendations following the failings of care at Mid Staffordshire Foundation Trust. It was highlighted that one of the recommendations was around 'duty of candour' which, if agreed, would make it a criminal offence for an employee not to report a sighting of wrongdoing.

Integrated Care Organisation

The leads requested that a regular item on Shaping a Healthier Future (SaHF) come to future meetings of the Health and Social Care Scrutiny Sub-Committee. This is to include updates on the merger between Ealing Hospital NHS Trust and the NW London Hospitals Trust, and, report on progress of the Integrated Care Organisation.

For action: For the report authors to be made aware of leads request.

Scrutiny - items coming up at Committee and review work

Mental Health

The leads had previously agreed that an overview of mental health service provision in the borough be reported to the next meeting of the Committee in April. Following this a scrutiny project group will begin scoping the review. The leads were advised that the PCT are currently developing a strategy which they will be discussing with both the Local Authority and CNWL. This will subsequently be brought to the Health & Wellbeing board for discussion.

All other items for the next meeting were agreed.

Any other business

The policy lead requested updates on the following issues:

Update on progress for the Bids for the Bridge Day Centre

It was noted that the tender process was underway at the Bridge and completing evaluation. A decision on the provider would be made next week with a planned start date of 2 April, although this may shift by 1 month subject to receiving assurances that the most efficient processes were in place.

Update on progress regarding Marlborough Hill Day Centre

Negotiations were underway and no final decision had been taken as yet -although it was important to note that the building is not in a very good condition.

For action:

Cllr James asked if the number of Mental Health service users had been decreasing over the last year. Director Adult Social Services did not think in terms of social care that this was the case but agreed to follow up the query with particular regard to the health numbers.

- Thom Wilson to follow up.

CHILDREN'S PERFORMANCE BRIEFING 26TH FEBRUARY

PRESENT

- Cllr Sue Anderson, Chair, Performance and Finance sub committee;
 - Cllr Christine Bednell, Policy Lead Children and Families;
 - Cllr Zarina Khalid, Performance Lead Children and Families
-
- Catherine Doran, Corporate Director, Children and Families;
 - Nick Crick, Service Manager, Children Looked After;
 - Leora Crudass, Divisional Director, Quality Assurance, Commissioning and Schools;
 - Catherine Halsall, Virtual Head Teacher;
 - David Harrington, Service Manager, Performance Management;
 - Parmjit Chahal, Service Manager, Targeted Services;
 - Peter Tolley, Service Manager, Targeted Services;
 - Jonathan Williams, Service Manager, Quality Assurance and Service Improvement
-
- Lynne Margetts, Service Manager Scrutiny

DETAIL

This meeting had been established to enable more detailed consideration of a number of performance issues in Children's Services: Attendance and Achievement of Children Looked After, delivery of the Youth Offending Team inspection improvement plan, delivery of the SLAC Ofsted inspection improvement plan (service improvement plan). In the main, the performance issues relate to social care and not to education/schools. The only area where there has been some concern with education performance is with regard to school exclusions. The Divisional Director, Quality Assurance, Commissioning and Schools advised that this is likely to be addressed by the development of the Jubilee Free School. It is possible that the secondary schools take on the function of the Pupil Referral Unit if the free school works well.

Scorecard

It was advised that the council is moving towards the single assessment with 35-day time limit – this will result in a single set of papers for each child. The problem for the council in this regard has been with the 'front door' to children's services. There have been a number of management and staffing issues which the service is attempting to resolve. In particular the service is predominantly staffed with agency workers, despite a number of attempts to fill posts with permanent staff. The council is investing in the new service structure and staffing levels have been increased from 7 – 13 but there are still only 2 permanent members of the team. The staffing difficulties have also been compounded by the fact that thresholds for service have been too high, lowering these has resulted in higher numbers of referrals through the front door. The Corporate Director commented that she continues to address the permanency of appointments and that a local supplement may be required to attract staff. She also felt that some of the council's processes make it difficult for the services to make the speedy decisions required in these circumstances.

Another area of difficulty historically for the service has been the number of children with a child protection plan for more than 2 years. It was however noted that specific consideration of each child's case in these circumstances has resulted in a reduction from 28 to 6. Tight performance management has turned this around.

With regard to the health of children looked after, there appear to be difficulties with regard to the process for undertaking health checks. It seems that health colleagues

are requiring significant amounts of work, which would normally only be required if a child is subject of adoption. Further work to negotiate a more appropriate system is being undertaken. Problems are compounded by the fact that 2 sets of records are being kept, because the separate systems being used by health and the council cannot interface with each other – lack of recording had been identified as an issue for health by the Care Quality Commission.

With regard to placement stability (3 or more placements per year) it was clarified that in future any change in placement must be agreed by 2 managers, unless the placements are emergency or assessment placements. In terms of long term stability (%in same placement for more than 2 years) the aim is to identify permanent placements, there is only a small number of young people for whom permanency is difficult. Performance in both of these areas is improving.

The council is working with West London Alliance to develop in-house care options across the west London boroughs.

With regard to legal planning of care proceedings, the Family Justice Review has resulted in new guidance which will require cases to be dealt with within 26 weeks from beginning to end – the council's current performance is 40 weeks. The council is involved in a joint project with Ealing and Brent to improve performance in this area.

It is the service's opinion that there will be an increase in the number of looked after children – welfare reforms will create pressures on families and the council's own thresholds have been too low

Children Local After Attendance and Attainment

The Virtual Headteacher tabled her paper outlining performance in this area

With regard to attendance, she commented that there are 9 young people with specifically difficult situations and in one specific circumstance, the police had advised that the young person should not attend school. However, there have been no permanent exclusions and the number of fixed term exclusions is also improving – a total of 6 days, one young person for 5 days and one for one day.

With regard to attainment, the VHT advised that the cohort changes on a yearly basis. At year 6, 4/8 young people have behavioural problems but 6/8 expect to achieve at the average performance, 2 have requested private tuition

At year 11 there are 18 students. 3 have special needs, 4 are unaccompanied asylum seekers, though these young people may achieve some success, and 4 have behavioural problems. 7 have the potential to succeed, 5 out of these 7 are in Harrow secondary schools. The numbers involved are very small and any changes in achievement levels will appear significant.

The VHT commented that further tracking is being undertaken with 16 – 21 year-olds to monitor what happens to them once they have completed school attendance – this will identify what happens to young people who don't succeed at this stage in their lives and who perhaps have retaken their examinations.

Youth Offending Team

The Corporate Director explained the staffing/personnel issues which have been experienced by the team. Whilst there are still some challenges, these are now being dealt with and there is an improved professionalism in the team. The Corporate Director commented on the need for leaner corporate HR processes which would allow the service to deal with these issues more effectively. She commented that a significant amount of resource has been targeted at the service in order to resolve the HR issues. The Corporate Director commented on the need for an improved system to monitor performance – the YOIS system is not effective.

Improvement Plan

The Divisional Director, Quality Assurance, Commissioning and Schools explained the changes to the Ofsted inspection regime which has significantly toughened the previous regime. As such, it is unlikely that the council will be successful in delivering an improved inspection rating if the focus is simply on delivery of the improvement plan which was devised following the Ofsted inspection in 2012. The future focus will be on how the council intends to improve the child's journey through care and what 'good' might look like in this context.

In order to support councillors to understand the context for the improvements they are considering, the Corporate Director suggested that opportunities for councillors to 'shadow' social workers could be arranged. The councillors agreed that this would be helpful and the Service Manager Scrutiny will liaise with the councillors and officers.

For action

- Monitoring of the specific areas to continue
- Service Manager Scrutiny to set up shadowing opportunities

COMMUNITY HEALTH AND WELL BEING SCRUTINY LEADS BRIEFING 25th **FEBRUARY 2013**

Present

Cllr Chris Mote

Paul Najsarek, Corporate Director Community Health and Well Being, Lynne Margetts

Community and Culture

The Corporate Director summarized the service's performance in this area. Performance across this area is good:

- library usage is up – one of the highest in London,
- bookings at Harrow Arts Centre are increasing,
- the Active People survey shows Harrow as having the best figures in West London,
- visits to the museum are generally increasing – at least until the last quarter of 2012 when problems with the heating meant that the building needed to close;

The service's biggest challenge is the improvement of IT in libraries. As the council has experienced considerable IT pressures, the IT support available to introduce the People's Network and WiFi in libraries have been reduced. Nonetheless, the introduction of self service in the libraries has gone well, borrowing and usage is still higher than other boroughs.

The community and culture budget is performing well. However, in awarding the leisure contract to Greenwich Leisure Limited (GLL), the council had set a challenging income generation target of £400k. Although GLL has generated £200k surplus for the council, the overall target has not been reached.

In order to deliver further £250k savings, a management restructure is taking place

The voluntary sector grants process has been completed, subject to final agreement of awards at Full Council. Awards have been made to cover a 3-year period.

The voluntary sector is developing its own 3rd sector strategy which is expected to be reported to cabinet in March. The Corporate Director commented that the development of the strategy by the sector itself may mean that the sector will determine its own future development and address some of the sustainability issues which need to be considered.

The Directorate is reaching the end of a tendering process for the Libraries and Leisure service. It is anticipated that the contract will be considered at Cabinet in March or April.

Additional capital investment has been agreed for the Tithe Barn at the museum. This will be used as match funding for a bid to the London region of the Heritage Lottery Fund. Community Health and Well Being directorate has been asked to reduce the subsidy to the museum and arts centre by 50% over the next two years, whilst this will be challenging to deliver for the Arts Centre although tickets sales have risen to their highest level, it is a more difficult task for the museum. It is possible that the additional capital investment will help by reducing some of the revenue costs.

Funding has been included in the budget for Under One Sky, the London Youth Games and for work with the voluntary sector with regard to welfare reform. Funding has also been agreed for Harrow Young Musicians – reducing over a two year period.

Cllr Mote asked how the council is now performing with regard to the indicator which measured how well people from different backgrounds get on with each other. The Corporate Director advised that the survey which had measured this had been abolished but that the council is still able to monitor community cohesion via the 'reputation tracker' which is undertaken by the communications team. This is showing that cohesion is holding steady/improving.

Housing

The Corporate Director advised that Housing Services are now acknowledged to be performing well.

In terms of homelessness, whilst the figures remain low in comparison with other boroughs and below projections, there has been an increase. One of the reasons seems to be that the private rented sector is not flourishing at the moment. In order to try to alleviate pressure, the council has undertaken a number of policy reviews and is consulting on a number of options

- Life time tenancies for local authority housing will no longer be available. All new tenancies will be reviewed after one year and thereafter every five years
- Private landlords are being offered incentives to bring their properties into use e.g. through the award of renovation grants
- Allocations policy is being reviewed to include possible options:
 - A Harrow stronger residency qualification
 - Rewarding positive community activity – working with Harrow voluntary sector to investigate the feasibility of this
 - Recognising employment status in allocation policy
 - Investigating the possibility of discharging housing duty by moving people out of borough. In practice members have already agreed to apply this approach during 2012/13.

Cllr Mote asked if private sector rents are reducing in the context of benefit changes. The Corporate Director advised there is little evidence of reductions and not sufficient to make the rents affordable. Cllr Mote commented that the borough needs an increased number of larger properties

For action

The Community Health and Well Being scrutiny leads may consider:

- Work with the voluntary sector – in particular the development of the 3rd sector strategy
- Emerging policy changes in housing
- Changes in Library contract