

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date: 4th June 2013

Subject: Scrutiny Lead Member Report

Responsible Officer: Alex Dewsnap, Divisional Director, Strategic Commissioning

Scrutiny Lead Member area: Various and as set out in enclosures

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

CHILDREN AND FAMILIES' PERFORMANCE BRIEFING 26TH MARCH

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

- Melissa Caslake, Divisional Director Targeted Services
- David Harrington, Service Manager, Performance Management
- Lynne Margetts, Service Manager, Scrutiny

CHILDS JOURNEY THROUGH CARE

The Divisional Director updated the group on the Child's Journey Project. This is the children's services improvement programme which has taken into account the requirements of the 2012 Ofsted inspection, the findings of the 2012 peer review, changing national policy, specific local issues such as the high rate of domestic violence, the Joint Strategic Needs Assessment and a self assessment of performance. It is also based on a changing definition of what is defined as 'good' performance which takes into account a number of perspectives and is not driven by inspection outcomes.

The strategic improvement group is designing high level outcomes and actions and is a multi-agency body. The operational group is developing the detail by which these outcomes will be delivered.

Work undertaken so far has included self assessment under 'grade descriptors' in order to identify gaps in services.

Multi-agency training is being designed and delivered for all staff to improve services. Cllr Bednell enquired whether this had been taken up as during the scrutiny safeguarding project, which was undertaken during 2012, the review group had been concerned about some aspects of the performance of health. Melissa advised that health partners are now embedded in the groups working to deliver the improvement programme.

Cllr Khalid asked to what extent officers are making robust plans for vulnerable children. She cited her experience on the secure accommodation panel and her concern with regard to the preparation exhibited by some of the officers presenting options with regard to the care of vulnerable children. In her opinion social workers should get to know and care about the young people they are working with. She questioned whether the council's recruitment processes are enabling the right staff to join the authority.

Cllr Bednell echoed these concerns and stressed the importance of the development of effective long term relationships

The Divisional Director acknowledged these concerns, recognising the need for social workers to properly identify risk and to develop effective relationships with young people. She felt that shortcomings with some members of staff were beginning to be addressed by effective managers, who can provide the right support.

The Service Manager Scrutiny informed the Divisional Director of the work which had been proposed by scrutiny to support the Child's Journey project.

CHILDREN LOOKED AFTER

The Service Manager, Performance Management advised the councillors with regard to the meeting which had taken place that day to invigorate service delivery with regard to Children Looked After. The exclusion and absence information can be updated for councillors on a monthly basis: there had been 2 additional fixed term exclusions in the last month, 1 was a newly looked after young person who is now being educated at the PRU the second is a longer term exclusion and a young person who had an extension of an existing exclusion. These figures are monitored regularly.

The situation with regard to absence is significantly better than last year. Members commented that getting young people into a school should not be a problem, getting them into the RIGHT provision is the real issue.

YOUTH OFFENDING

Progress is being made in this service. In February all interventions had been properly assessed and this had not been done before. However, whilst it is important to complete the plans, the quality of these and the outcomes being derived is significant. Plans are being completed with the young people to ensure that it is not a paper exercise and are subject to increased manager scrutiny. This has resulted in a reduction in the number of plans signed off within timescale but this is felt to be a justifiable dip if the quality of the plans is to be improved.

Cllr Khalid asked if the plans take into account all that they need to and include a comprehensive understanding of the child's needs, particularly if an alternative worker needs to pick them up. The Divisional Director felt that there has been an improvement in this regard. She commented that there is now greater challenge by managers of the plans being prepared, this is reducing the timeliness of plans produced but again, means that quality will improve. An audit tool has been introduced which can identify the development needs of staff.

Cllr Anderson asked if feedback from young people is sought with regard to the quality of their care plans. The Divisional Director commented that the 'What you think forms' are the next big push for the service.

The Service Manager commented that improvements have been made in terms of recording of visits and that the numbers being undertaken now needs to increase. Cllr Anderson asked what high performance in this regard would look like. The Service Manager commented that 75% would be a target, the Divisional Director commented, that whilst visits are deemed good practice, they are not mandatory, however, in her opinion, an understanding of the home environment is critical to understanding the issues a young person faces.

Cllr Anderson enquired how many young people were subject to intervention and how many staff were in the team. She was advised that approximately 100 young people received services, but the Service Manager will provide

accurate figures. The team comprises 6 people but also includes a number of seasonal workers and secondments. It is comparatively small in relation to other boroughs.

Cllr Anderson asked to what extent the young people receiving support have learning disabilities. The Divisional Director commented that it is probable that some young people will experience a level of disability and that it is likely that speech and language intervention would be helpful. Further information would be provided to the next meeting.

Cllr Anderson also asked how the council uses appropriate adults and how they are managed and organised. The Divisional Director commented that volunteers are used and they are managed by a specially commissioned organisation.

Councillors highlighted their concerns with regard to the transition between children's and adults' services, in particular the transition between adults' and children's mental health services

For action

These areas of children's service performance will continue to be monitored.

CHILDREN'S PERFORMANCE BRIEFING 23RD APRIL 2013

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 Services
- Melissa Caslake, Divisional Director Targeted Services
- Parmjit Chahal, Service Manager, Targeted Services
- Leora Crudas, Divisional Director, Quality Assurance, Commissioning and Schools
- David Harrington, Service Manager, Performance Management
- Lynne Margetts, Service Manager, Scrutiny

Children Looked After Education and Achievement

The Service Manager, Performance Management presented information with regard to performance in this area which showed continuing improvement in both attendance and exclusions. Work is underway to improve CLA achievement via the virtual school.

The Corporate Director briefed the members on a number of personnel issues impacting on the service and the work being undertaken to resolve these. She advised that a very successful seminar had taken place with stakeholders (educational psychologists, Harrow Schools Improvement Project, head teachers and Pupil Referral Unit) which has resulted in proposals to improve the virtual school for Children Looked After. This will be a formally constituted body with a governing body and will be subject to inspection and will be expected provide termly tracking information with regard to performance of all school age children looked after.

Youth Offending

The Service Manager, Targeted Services advised that performance continues to improve and these improvements are resulting from the strengthening of the team and the efforts of the new management team.

Whilst there has been a dip in performance in a number of key areas (interventions with plans created, Risk of Serious Harm assessments countersigned) this can be attributed to the increased focus in the team on the quality of assessments – managers are considering all assessments and those which do not meet the required standards are being sent back to staff for gaps to be completed. Cllr Khalid asked how many assessments are being sent back. She was advised that as the staffing changes are resulting in increased competence, the number sent back is reducing. Positive feedback on case management processes is being received from the courts. Community representatives and young people are now sitting on panels.

Members asked when the proposed mock inspection of the Youth Offending Team is likely to take place. This is likely to be towards the end of August.

The team is working with the Youth Justice Board and an external consultant to prepare for this.

The Service Manager Performance Management reported back on the question raised by Cllr Anderson at the March meeting with regard to the number of young people being supported by the Youth Offending Team who have Special Educational Needs. He commented that work is still ongoing on this but that the expectation is that the number will be high.

The Service Manager Targeted Services advised members that a representative of the Probation Service sits with the Youth Offending Team and that there is also increased joint working with the police. She also advised that a successful bid to the Mayor's Office for Policing and Crime for funding for a Drug and Alcohol post has been made.

Overview and Scrutiny Committee

The Overview and Scrutiny committee meeting on 4th June has included on the agenda a report from the Corporate Director Children and Families' Services on children's performance information. The members were advised that the service intends to bring an 'annual report' of performance to this meeting. However, it was agreed that the report should be presented to the next meeting of the Performance and Finance sub committee but that it should be considered by this group prior to submission to the P&F sub committee.

Recruitment

Members were advised that a specialist recruitment officer has been appointed to support recruitment to the Directorate. This has meant that recruitment is proceeding successfully and that as a result morale and stability is improving – an increasing number of locum staff are becoming permanent.

A review of the Directorate restructure is scheduled and it is likely to identify continuing staffing difficulties in the 'front door' of the service. The Corporate Director will be running a whole system analysis of the Directorate which will hopefully result in a realignment/recalibration of staffing across the Directorate. It is likely that this exercise will demonstrate that there is a shortage of appropriate staff. The service is also considering competitive salaries and golden handshakes to support the Directorate to address recruitment/staffing difficulties.

Other issues

Cllr Khalid enquired with regard to progress on the Early Years Strategy. This is still in development and will be discussed with members when ready. In the meantime, the Service Manager Performance Management will be able to provide data. Members were advised that the council has mainly a supportive role in terms of the delivery of Early Years services as the majority are provided via child minders or private sector organisations. However, the council is increasing its focus on parents as 'first educators' and the role of the children's centres in supporting this. The strategy is likely to emphasise this role.

Cllr Anderson reiterated her request for further information with regard to the provision of appropriate adults. She was advised that Children's Services have a list of adults who can be called upon to provide support and that the management/maintenance of this list is contracted out. Officers offered to share this information with Adults' Services.

For action

The next meeting of the children's performance briefing will receive the children's annual performance report which will then be submitted to the Performance and Finance scrutiny sub committee.

Children's leads will be briefed with regard to the Early Years strategy

COMMUNITY HEALTH AND WELL BEING SCRUTINY LEADS BRIEFING **22nd APRIL 2013**

Present

Cllr Chris Mote

Marianne Locke, Divisional Director Community and Culture, Lynne Margetts, Service Manager Scrutiny

Housing Policy

The Service Manager Scrutiny had provided the scrutiny leads with a summary report outlining the changes to Housing policy being introduced. These are significant changes and it was agreed that, whilst it is too early to comment on the implementation and impact of the changes, the Divisional Director of Housing will be asked to advise the impact she is anticipating and also how the changes are being monitored. This will be arranged for June/July and a more detailed report on the impact will be requested in 6 months time.

For action

The Divisional Director of Housing to be invited to the next meeting of the Community Health and Well Being leads to discuss anticipated impact and monitoring the changes following implementation

Mental Health

The Service Manager advised that work on the mental health project is about to commence and briefings which have taken place suggest that an approach which assesses resident experience of mental health services might be a useful approach to the project.

For action

Community Health and Well Being leads to be advised of meetings of the mental health scrutiny review

Third Sector Strategy

The Divisional Director Community and Culture briefed the meeting on the third sector strategy. She advised that the council had been approached by representatives of the sector with a view to them refreshing the previous strategy and investment plan. Both the portfolio holder and corporate director had been on the working party responsible for the development of the strategy and the corporate director had jointly chaired the working party with colleagues from the third sector. The council did not take any responsibility for the content of the strategy or how it was developed but was able to comment on an early draft. Cabinet had been asked to note the strategy and also to approve the actions which had been identified for the council to undertake:

- The sector has sought advice and guidance from the council on the implementation of the Community Right to Challenge. The council is arranging a meeting with sector leaders, relevant portfolio holders and officers to investigate how the sector might engage in the process; consultation with the Third Sector and what services they may be able to deliver is proposed.

- Consideration to be given as to how the council provides support to the sector, particularly in terms of the 'sustainable procurement strategy' and whether local organizations can be supported to bid to provide services;
- Consideration to be given as to how cross-sector support is provided. A joint board has been established to monitor the interim 'CSV' and to consider what the sector needs from a permanent body going forward. £75k has been set aside to provide this support and a bid from the sector to provide this support is anticipated. They are being supported in developing this bid;
- Big Lottery Fund bid for West London infrastructure support. This is being managed by Ealing and the Harrow Equalities Council is the local lead body;

The new 3rd sector strategy has been in place for 2 months and members asked what proposals there are to review its effectiveness. The Divisional Director advised that it would be appropriate to review after 12 months but only in terms of the actions requested of the council. She advised that the organisation 'Big Society' has been invited to support the sector in developing a cohesive approach to its future development, the organisation had noted that Harrow 3rd sector organizations have a very poor record in terms of attracting external funding, which will increasingly be the source of funds as we go forward. In terms of a review of the strategy, the Divisional Director suggested that this should be brought to the Grants Advisory Panel by the sector and council officers in January/February 2014

For action

To seek future updates on the delivery of the 3rd sector strategy

ENVIRONMENT AND ENTERPRISE LEADS BRIEFING THURSDAY 28TH FEBRUARY

Present:

Councillor Sue Anderson, Councillor Stephen Wright

Caroline Bruce, Philip Hamberger, Simone van Elk

Meeting

Councillor Wright expressed his interest in the public realm services, particularly in how changes to the number of employees impact staff morale. Councillor Anderson expressed an interest in an update on the restructuring of the department and the direction of the department going forward.

Caroline Bruce responded by discussing the proposed new structure for the department, consisting of six divisions: Operational delivery (doing), Commissioning (thinking), Development & Improvement (supporting), Property, Planning and Economic Development. She added that the two overarching priorities for the directorate are Operational excellence and Agenda for growth. Together these priorities contain values such as customer care and value for money.

The process of restructuring the department is at the phase of recruitment for the management level, in phase 2 the supervisors will be reviewed and in phase 3 the front line staff. The department is trying to assimilate phases 2 and 3 in order to not keep people in uncertainty about their job for any longer than strictly necessary.

Councillor Wright asked how the changes from Public Realm Integrated Service Model (PRISM) were related to the management restructure happening at the same time. Caroline Bruce responded that PRISM is only being implemented in the divisions of Operational delivery, Commissioning, and Development and Improvement. Implementing PRISM will mean that 55 out of 300 positions will be removed. Of those 55 positions the majority will be senior, middle and junior management. The department is running the PRISM and Medium Term Financial Strategy (MTFS) changes concurrently in order to minimise disruption for staff

Councillor Anderson asked how many staff will be leaving by the end of the calendar year.

Caroline Bruce answered that the numbers weren't definite yet. Resulting from PRISM 55 staff will be leaving and resulting from the MTFS up to 70 staff.

Caroline Bruce commented that changes will mean that some multitasking will be expected. The aim is to make sure everyone in Operational Delivery is focused on Operational Excellence. Employees will know at the start of the day what their schedule and tasks are, and work to complete them.

Councillor Wright asked how many employees of Environment and Enterprise are not working in Operational Delivery. Caroline Bruce answered that there were about 450 posts in Environment, approximately 350 of which work in

Operational delivery. A consultation has given staff the opportunity to comment on the restructure - only 23 formal written responses were received.

Councillor Wright asked what the responsibilities of the Development and Improvement division are. Caroline Bruce answered that this division provides improvement plans, Equality Impact Assessments, procurement, service plans, performance improvement and process maps. Philip Hamberger added that the division also provides comparisons with other boroughs and examples of best practice.

Caroline Bruce commented that she'd recently taken on the role of project sponsor for the implementation of PRISM, with Philip Hamberger as the deputy project sponsor. Councillor Wright asked about technology. One question that remains concerns software. The original plan is to use BARTEC, but there is a question whether this will provide enough functionality. Philip Hamberger will be responsible for mapping the current work processes to assess current software needs. Philip Hamberger added that another part of his role is to look at the service and get assurances around performance.

Councillor Wright commented that the department is influenced by potential major impacts from the outside which can't necessarily be controlled. For example, he asked how the department will be addressing potential impact of reduction in Access Harrow contact points. Caroline Bruce answered that the department is aware of the potential problems and is in constant discussions with Access Harrow to mitigate the impact. The aim is to create as robust an online presence as possible. Philip Hamberger added that the department wants to avoid getting complaints because of a lack of contact points and this and other issues around complaint/comments are included in discussions with Access Harrow.

For action

That the members be provided with the business case for the department restructure.

HEALTH AND SOCIAL CARE LEADS BRIEFING 2ND APRIL 2013

Present

Cllr Krishna James

Cllr Vina Mithani

Felicity Page, Senior Professional Scrutiny

Cllr James attended the Mental Health conference: **A brighter future: councils' role in improving mental health and wellbeing** and fed back that it was an informative event particularly leading up to the scrutiny review of Mental Health services commencing next month.

Members discussed the agenda for the next Health & Social Care Sub-Committee, 16 April and requested that the new Director of Public Health was invited to the meeting for a general introduction considering there would not be an annual report available at this time. Members also requested that the new Clinical Commissioning Group (CCG) chair Dr Amol Kelshiker was invited to provide an update on progress.

For action

To extend invitations as requested.

Members had a brief discussion and floated some initial ideas on developing a health scrutiny protocol following the recent changes in the health & care system. The scrutiny protocol is considered as a best practice approach nationally as it will provide some focus to how health scrutiny will link work programmes with Health and Wellbeing Boards, Healthwatch and Clinical Commissioning Groups. The leads were advised that a draft protocol will be produced which they would receive in due course.

The leads receive CQC inspection reports from the Senior Professional Scrutiny on a weekly basis (where one or more improvement have been identified). The leads were asked whether they would be interested in carrying out announced visits to care homes in the borough - it was felt that announced visits didn't always portray a true reflection of how a care home is run.

Cllr Mithani requested, on the back of the Mid Staffs report, a briefing that set out **how performance was monitored at Northwick Park Hospital**. Focus of the report would be around:

- Ratio between nurses and patients.
- At what stage of qualification are nurses recruited.
- The quality of care from nurses and how this was monitored.

Separate to this, car park charging at Northwick Park was raised. Cllr Mithani requested to see a comparison with Watford General and Hillingdon as both leads felt the charges were too high in Harrow. There was also some discussion around how people could claim back the money as it was currently unclear – issues around easy accessible information/publicity.

Cllr Mithani requested an update on Royal National Orthopaedic Hospital and the decision to redevelop the hospital.

Cllr James raised an interest in better understanding how autism was being picked up in schools.

Going forward, the leads agreed they would like monthly meetings with the Senior Professional Scrutiny, quarterly meetings with the Corporate Director and quarterly meetings with NHS colleagues. The leads were informed that NHS colleagues had not yet responded to her request which would be chased.

For action

To action all issues raised by Leads and report back on progress at the next briefing.

Next meeting: May 2013 (date tbc)