
REPORT OF OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD ON 4 SEPTEMBER 2008

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

* Denotes Member present
† Denotes apologies received

PART I - RECOMMENDATIONS - NIL
PART II - MINUTES

373. **Welcome:**
The Chairman welcomed Sarah Crowther, Chief Executive of Harrow Primary Care Trust (PCT), Andrew Bland, Acting Director of Commissioning, Harrow PCT and Julie Taylor, Head of Contracts at Harrow PCT, to the meeting, as invited guests to report on items 10 and 11 on the agenda – Mollison Way Surgery Consultation and Complex Neonatal and Paediatric Surgery and Associated Critical Care.
374. **Attendance by Reserve Members:**
RESOLVED: To note that there were no Reserve Members in attendance at this meeting.
375. **Declarations of Interest:**
RESOLVED: To note that the following interests were declared:
- (i) **Agenda item 10 – Mollison Way Surgery Consultation**
Councillor B E Gate declared a personal interest as he was married to a health professional. He would remain in the room and take part in the discussion and decision relating to this item.
Councillor Vina Mithani declared a personal interest in that she worked for a Health Protection Agency which liaised with the Primary Care Trust(s). She would remain in the room and take part in the discussion and decision relating to this item.
Councillor Janet Mote declared a personal interest due to a family member being registered with the Medical Centre at Streatfield Road, one of the surgeries referred to in the consultation document on Mollison Way Surgery. She would remain in the room and take part in the discussion and decision relating to this item.
- (ii) **Agenda item 13 – Strategic Approach to School Re-Organisation**
Councillor Janet Mote declared a prejudicial interest in that she had been a Member of the Executive and the Portfolio Holder for Children's Services during Municipal Year 2007/08 when the Strategic Approach to School Organisation was agreed by Cabinet.
She would leave the room during discussion and decision relating to this item.

376. **Arrangement of Agenda:**

RESOLVED: That (1) item 13, Strategic Approach to School Re-organisation, be considered before item 12, Draft Scope for Extended Schools Scrutiny Review, and that item 15, Developing the Scrutiny Work Programme, be considered before item 14, Scrutiny Review Updates;

(2) all items be considered with the press and public present.

377. **Minutes:**

RESOLVED: That the minutes of the meeting held on 29 July 2008, be taken as read and signed as a correct record.

378. **Public Questions:**

RESOLVED: To note that no public questions were put at the meeting under the provisions of Overview and Scrutiny Procedure Rule 8.

379. **Petitions:**

RESOLVED: To note that no petitions were received at the meeting under the provisions of Overview and Scrutiny Procedure Rule 9.

380. **Deputations:**

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

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

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

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

The Committee received a report from the Assistant Chief Executive, which set out matters that had been considered by the Scrutiny Policy and Performance Lead Members for Adult Health and Social Care, Children and Young People and Safer and Stronger Communities between July and August 2008.

The Lead Members briefed the Committee on the outcomes from their meetings and drew attention to the recommendations set out in the report. It was confirmed that the draft scope for Extended Schools, an item on the meeting's agenda, had been sent to the Portfolio Holder for Schools and Children's Development who had made no comments. The Scrutiny Lead Member for Safer and Stronger Communities drew Members' attention to the recommendations in the report and stated that he would be seeking further details from the scrutiny officer on the proposed mapping exercise of local community safety governance.

The Policy and Performance Lead Members for Corporate Effectiveness and Finance briefed the Committee on the outcome of their meeting which had been held before the Committee meeting. Their discussion had focused on the staff survey results and sickness absence. They also received information on the revised corporate values to be considered by Cabinet at its September 2008 meeting and how these would be built-into the Individual Performance Appraisal and Development (IPAD) Programme in moving towards a cultural change in the organisation.

RESOLVED: That (1) scrutiny continue to provide a robust challenge to the outcomes of and the agreed action plan arising from the Safeguarding Adults' Inspection;

(2) progress on joint commissioning arrangements with the Primary Care Trust (PCT) and the Council be monitored at a later date;

(3) the Scrutiny Policy and Performance Lead Members for Children and Young People maintain a watching brief on progress in relation to the Strategic Approach to School Re-Organisation following consideration of a progress report at the meeting that evening;

(4) a meeting between the Scrutiny Policy and Performance Lead Members for Children and Young People and the Head of Services for Young People be arranged during autumn 2008 with a view to discussing how interaction between young people and Councillors could be increased;

- (5) the issue of Local Governance of Community Safety be kept under review;
- (6) a mapping exercise of Local Community Safety Governance be carried out prior to the next meeting of the Safer and Stronger Communities Lead Scrutiny Members;
- (7) a scrutiny review of communications be carried out to define more effectively the way in which the Harrow Strategic Partners engage and inform local people, and that this be included in the list of scrutiny projects at item 15 (Minute 387 refers), Developing the Scrutiny Work Programme, on the agenda.

383. **Mollison Way Surgery Consultation:**

The Committee received a report from Andrew Bland, Acting Director of Commissioning, Harrow Primary Care Trust (PCT), updating Members of the consultations on the options for the continuing medical care of patients who were registered at the Mollison Way Medical Centre. The report also set out the interim arrangements for the provision of general medical services to the patients and he informed Members that the report would also be submitted to the PCT Board meeting.

Mr Bland provided some background and explained the reasons why Mollison Way Medical Centre had become a vacant practice. He added that the consultation was around the long term provision of care for those previously served by the practice and that, in the short term, temporary arrangements for the care of the patients had been made at Honeypot Medical Centre. For those with mobility problems, the PCT had arranged a free taxi service to the Honeypot Medical Centre.

The Committee was informed that, in relation to the vacant practice, and before making a decision on how future general medical services are secured, the PCT was obliged to consult with the public and key stakeholders. Mr Bland described the consultation process that was underway and the available options. He acknowledged that the General Practices referred to as part of option 1, enabling patients to choose to register with a General Practitioner (GP) from an existing list of established practices in the area, were not all situated in Harrow. He added that the consultation process, which had commenced on 12 July 2008 would end on 12 October 2008. He described how the consultation document had been 'shaped' to ensure that all stakeholders could contribute to the consultation process and reported on the various events that had been held to advertise the consultation process and discuss the options, including advertisements in the local press and discussions with some members of the Council.

It was noted that the response to the consultation had, to date, been good and that the outcome would be published and made known at a special event. The final decision would rest with the PCT Board at its meeting in December 2008.

Sarah Crowther, Chief Executive of Harrow PCT, and Mr Bland replied to questions from Members as follows:

- in relation to option 2, details of the specification inviting applications from providers to take up a contractor to provide primary medical services to patients of Mollison Way surgery would come under the remit of the PCT. No decisions had been made about its contents but the PCT would look to ensure that the opening hours were from 8.00 am – 8.00 pm and that additional services were provided. A local provider would be sought and that it would take up to one year to establish the practice;
- the PCT would expect that the clinical and administrative staff that had supported the locum doctor would transfer to the new surgery;
- the timescales had not allowed the PCT to give sufficient notice to patients at Mollison Way Medical Centre and the PCT had to make alternative arrangements within a space of 2-3 days only. It had tried to minimise the impact on patients. Unfortunately, the PCT were unable to continue with the surgery at Mollison Way and 2,903 patients had been transferred. The PCT had intended to lease the existing premises from the retired GP but was unable to reach a suitable agreement;
- in relation to option 1, the GPs had indicated that they had capacity to enrol patients from Mollison Way surgery. In relation to option 2, the new surgery would be viable. Not many patients from Mollison Way surgery had re-registered elsewhere;
- since 2004, the PCT had been engaged in providing clinical and administrative support to the Mollison Way surgery to bring it in line with other surgeries in

Harrow. The bench mark used was a Harrow benchmark which was extremely high;

- the results of the consultation would not be binding on the PCT. It was important for the PCT to get a sense of views of patients and stakeholders, but it was for the PCT to take a final view on the two options. Both options were deliverable and financially viable. Therefore the final decision would not be taken on the basis of financial merit;
- there were advantages and disadvantages in relation to both the options and if the PCT had favoured an option, it would have been minded to include it in the consultation document. Both options were deliverable and would bring benefits. The PCT would advice in terms of the national policy about expected standards of service.
- the PCT had recognised that there was an ageing population in the Mollison Way area and had therefore provided a free taxi service to the Honeypot Lane surgery. The PCT would give consideration to finding a property in Mollison Way area and was working with various agencies in this regard. Mr Bland gave details of a site that was under consideration and the need to ensure that it was DDA compliant;
- succession planning was important. It was an area in which the National Health Service (NHS) needed to make improvements. The PCT was looking at practices in Harrow, particularly those that were single practices, with a view to developing these for the future. Single practices were not ideal. The PCT needed to provide increased support to multi-practices and encourage co-location where appropriate. An alternative was to make practices bigger and to find suitable premises that would allow a number of single practices to work in one place. It was the PCT's intention to give people in Harrow a choice and encourage practices to 'up their game'. Generally, GPs in Harrow were excellent, they were fulfilling the standards set and meeting their contractual obligations. All GPs had Performance Indicators to meet and patient satisfaction surveys were carried out. Administrative and clinical governance arrangements had to be adhered to;
- the PCT Strategy would be submitted to the Committee.

It was noted that the user group preferred option 2. The Chief Executive of Harrow PCT gave assurance that if option 2 was the outcome of the consultation, the PCT would ensure that robust arrangements were in place in the transitional phase while a new service was procured. The PCT would seek to find suitable temporary premises in Mollison Way at an affordable cost and was actively looking for such premises.

Representatives from Harrow PCT were thanked for answering questions and presenting the report.

RESOLVED: That (1) the update on the consultation process and content of the consultation document be received;

(2) the submission of the PCT's Primary and Community Care Strategy to a future meeting be welcomed;

(3) the balanced scorecard in relation to the performance of the GPs be submitted to the Council's Performance and Finance Scrutiny Sub-Committee.

(See also Minute 375(i)).

384. **Complex Neonatal and Paediatric Surgery and Associated Critical Care:**

Sarah Crowther, Chief Executive of Harrow Primary Care Trust (PCT), reported orally to the meeting on the neonatal and paediatric surgery and associated critical care initiative which was a larger piece of work to review Paediatric Services within North West London in line with the Children's National Service Framework. She stated that the work stream relating to specialist paediatric services, in particular complex neonatal and paediatric surgery, was identified as an urgent clinical priority by clinicians in North West London in 2007-08. This was the key driver to change.

The Chief Executive of Harrow PCT set out the background to the need to develop a Lead Centre for specialist in-patient paediatrics, an approach that would help reduce mortality and morbidity due to the concentration and co-location of facilities, skills and expertise. Members were informed that:

- no formal review of paediatric services within North West London had taken place since 1998 as a result of which a fragmented service was provided and needed to be addressed;
- three NHS Trusts in North West London had been invited to submit joint proposals to resolve the fragmentation of services but they had declined the invitation, which was disappointing. As a result, the North West London Strategy Board established a project group to scope and specify the service required before inviting expressions of interest from Trusts in London. A document in this regard would be considered by the project group on 5 September 2008.

The vision for 2014 which was to provide a high quality health and social care service for children in the area was highlighted by the Chief Executive for North West London. It was intended to ensure that the service was seamless and centralised where necessary. The specific vision for the project was to ensure that, by 2009, children who required complex neonatal or paediatric surgery received their in-patient care in an institution which provided them with a full range of direct and support services on a 24/7 basis. A great deal of work had been carried out with stakeholders in what was a small and specialist field. Support from clinicians in Liverpool and Bristol had been received. Service users would be involved once the procurement process had commenced.

In response to questions from Members, the Chief Executive for Harrow PCT stated that:

- she did not consider that this service could be provided by Northwick Park Hospital and that the PCT would be looking for a specialist tertiary service;
- the approach taken by the PCT might give the 3 North West London Trusts an impetus to submit joint proposals;
- the PCT was keen to resolve the issue of fragmentation first and then examine the provision of care from a single sector in the long term. It was not feasible for all paediatric services to be provided from one Centre;
- it would be easier to recruit and retain paediatric nurses if the service was centralised. Nurses would also look for a variety of work in a centralised service. A rotational approach was essential and it was important to get the balance right.

The Chairman thanked Sarah Crowther for attending the meeting.

RESOLVED: That the report be noted and the Lead Scrutiny Members for Children and Young People be requested to keep a watching brief on the proposals.

385. **Strategic Approach to School Re-organisation:**

The Director of Schools and Children's Development introduced the report, which set out the work of the School Reorganisation Stakeholder Reference Group and the proposals to undertake consultation to change school organisation and the ages of transfer in Harrow. The report also addressed the consultation on Building Schools for the Future (BSF) carried out by the Department for Children, Schools and Families (DCSF). The Director informed Members that the report had been approved by Cabinet on 19 June 2008 and was being presented to the Overview and Scrutiny Committee for information only.

The Director outlined aspects of school organisation in Harrow and stated that the final tranche of the process was to change the age of transfer. She added that all school sites had been examined and that existing resources within schools would be used to establish 6th Form education where needed instead of establishing new schools. This option was viable and would be supported by money from central government. It was unclear at this stage the proportion that would be received by Harrow.

In response to questions, the Director stated that the proposals could be financed from existing Council resources if needed and that plans were being developed. Temporary accommodation would be made available where necessary. She stressed that the temporary accommodation would be suitable and fully equipped for use by the schools. Subject to the outcome of the consultation, sufficient resources were available to implement the proposals. She suggested that Members might want to visit Whitmore School to see the temporary accommodation.

Members were informed that the Stakeholder Reference Group would carry out the consultation to change school organisation and the ages of transfer in Harrow. Consultation would start in September 2008 and end on 8 December 2008. The Director outlined different modes of consultations that would be on offer and informed the Committee that, as part of the consultation, a booklet would be sent to all parents setting out the proposals.

In response to questions from the co-opted members, the Director stated that support would be provided to teachers who wished to transfer their skills and move from primary school to secondary school teaching. The Council would carry out a scoping exercise to assess the number of teachers that might be displaced as a result of the proposals and was looking to ensure that only a small number were displaced. It was likely that Middle Schools would need more teaching staff and that displacement would be mainly from First Schools. There would also be an element of natural turnover by 2010 when the proposals were expected to be implemented. The proposals would also assist the Council in raising standards in Harrow schools. It was not intended to close or open any new schools in Harrow. A measured approach was being taken in this regard and consultation on the age of transfer would be undertaken in 2010.

RESOLVED: That the report of the Director of Schools and Children's Services be noted.

(See also Minute 375(ii)).

386. **Draft Scope for Extended Schools Scrutiny Review:**

Members received a report of the Assistant Chief Executive setting out the scope for the 'Extended Schools as Community Resources' Scrutiny Review for approval. The scope had been revised substantially since it was originally considered by the Committee on 22 April 2008 as the 'Future of Schools' Scrutiny Review.

The Lead Policy Scrutiny Member for Children and Young People informed the Committee that the scope had been discussed with the Director of Schools and Children's Services and sent to the Portfolio Holder for Schools and Children's Development. She explained how the nature of the review had evolved and highlighted the need to focus on extended schools as community resources, given the changed timescales around Harrow's work on the Building Schools for the Future initiative.

The Member stated that the light-touch review would last around six months reporting to a Spring Cabinet and advised that input from a number of stakeholders, partner agencies and expert advisers would be sought during the course of the review.

Another Member commented that the review ought to focus on the new Corporate Priorities.

RESOLVED: That the draft scope for a scrutiny light-touch review of 'extended schools as community resources', at appendix A to the report, be agreed.

387. **Developing the Scrutiny Work Programme:**

The Committee received a report of the Assistant Chief Executive, which set out the process for agreeing the Scrutiny Work Programme for 2008/09 and the long list of projects for inclusion in the programme. Proposals from the Chairman and the Vice-Chairman were circulated at the meeting in this regard.

The Scrutiny Manager introduced the report and highlighted the staffing constraints in her section and the limited Councillor resources available to undertake and participate in the scrutiny reviews set out in the Work Programme. She stated that it was unclear what the proposals for Harrow would be as part of the work being carried in relation to Healthcare for London. The proposals, when received, would also need to be prioritised for inclusion in the Work Programme as appropriate.

In response to Members questions, the Scrutiny Manager stated that:-

- since the reconfiguration of scrutiny, it was appropriate that the Obesity Review was monitored by the Performance and Finance Sub-Committee;
- the proposed Scrutiny Review of Promoting Sustainability had been requested by the Corporate Director of Finance as it was a key measure in the use of resources and important for the Council's Comprehensive Performance Assessment (CPA);

- the review of Council Communications be combined with “Fear of Crime” as these were related and would compliment each other;
- whilst the Standing Review of NHS Finances was drawing to a close, the situation ought to be monitored on a continuous basis by the Performance and Finance Scrutiny Sub-Committee;
- the Adults and Housing Transformation Programme Plan could be carried out on an exception basis by the Performance and Finance Sub-Committee.

A Member commented that the Adults and Housing Transformation Plan was a 4-5 year Plan and unlikely to be completed by February 2010; the deadline recommended by the Chairman and the Vice-Chairman for all reviews. In welcoming the proposals from the Chairman and the Vice-Chairman of the Committee, and that fewer more in-depth scrutiny reviews would best serve the Council, it was

RESOLVED: That (1) the process for developing the scrutiny work programme be approved;

(2) the feasibility studies be completed for the following Reviews: Promoting Sustainability (In-Depth Review), Adults and Housing Transformation Programme Plan (Standing Review) and Council Communications by using Fear of Crime Case Study (Challenge Panel);

(3) the following reviews be undertaken later in the year: A New Start for Wealdstone (Challenge Panel in Spring 2009) and Development of Children’s Trust Model (2008-2010);

(4) the following be continued/carried over from 2008/09:

- Standing Review of the Budget – to include consistency of budget impact assessments across Directorates
- Extended Schools – Light Touch Review
- Care Matters – Time for Change – Challenge Panel;

(5) if required, a special meeting of the Committee be convened when proposals from Healthcare for London were known;

(6) the appropriate Lead Scrutiny Members investigate the following:

- Extent and quality of Individual Performance Appraisal and Development (IPAD) – Corporate Effectiveness
- Work Force Development – Corporate Effectiveness
- Asbestos Control – Sustainable Development and Enterprise
- Blue Badges/Disabled Parking – Adult Health and Social Care;

(7) the following be the subject of reports to the Overview and Scrutiny Committee:

- Legionella compliance
- Criminal Records Bureau Checks on Foreign Employees
- Place Shaping
- Tenants’ Right to Manage;

(8) the Performance and Finance Sub Committee examine the following:

- Performance of the Kier Contract in relation to Housing Repairs
- Major Building Projects
- Accord MP – Review Update
- Obesity – Review Update;

(9) consideration of how the impact of the Post Office Closure Programme might be mitigated be deleted from the Work Programme as there was consensus that such a review would make little contribution.

388. **Scrutiny Review Updates Report:**

The Committee received a report of the Assistant Chief Executive, which set out progress on the current programme of scrutiny reviews. The report set out the purpose of the programme of reviews, which was designed to support the improvement of services in the borough or to support policy development in particular areas. Members were being asked to consider and comment on the progress on the programme of reviews.

The Scrutiny Manager informed Members that the Voluntary Sector Review was entering into the crucial Phase 2, which would involve modelling possible structures as part of its work. This is a highly resource intensive process and, as a result, resources would be shifted to support this area of work. She suggested that the Standing Scrutiny Review of the Budget ought to be delayed to help manage resources.

Councillor Dinesh Solanki asked to be included on the Voluntary Sector Review in place of Councillor Barry Macleod-Cullinane.

RESOLVED: That (1) the progress on the programme of reviews be noted and that the membership of the Scrutiny Review on Support for the Voluntary Sector/Delivering a Strengthened Voluntary and Community Sector be amended to include Councillor Dinesh Solanki in place of Councillor Barry Macleod-Cullinane;

(2) the Standing Scrutiny Review of the Budget be delayed to a later time when adequate resources were available.

389. **Any Other Business:**

(i) Overview and Scrutiny Committee – 23 September 2008

The Chairman reported that the next meeting of the Committee scheduled to be held on 23 September 2008 would be held at Northwick Park Hospital at 7.00 pm. Members were briefed on the format of the meeting and the arrangements available at the venue. They agreed to hold a briefing meeting on 18 September at 6.30 pm.

(ii) Scrutiny Officers/Senior Democratic Services Officer

Members thanked officers for their work and continued support provided to them in ensuring effective scrutiny.

(iii) Lynne McAdam, Scrutiny Manager

On behalf of the Committee, the Chairman congratulated Lynne on her forthcoming marriage and presented her with a card from Members.

390. **Extension and Termination of Meeting:**

In accordance with the provisions of Overview and Scrutiny Committee Procedure Rule 6.6 (ii) (Part 4B of the Constitution) it was

RESOLVED: At (1) 10.00 pm to continue until 10.20 pm;

(2) at 10.20 pm to continue until 10.25 pm.

(Note: The meeting, having commenced at 7.36 pm, closed at 10.23 pm).

(Signed) COUNCILLOR STANLEY SHEINWALD
Chairman