

Meeting:	Overview and Scrutiny Committee
Date:	24 November 2009
Subject:	Report from Lead Members
Responsible Officer:	Alex Dewsnap - Divisional Director, Partnership Development and Performance
Portfolio Holder:	Councillor Paul Osborn - Portfolio Holder for Performance, Communication and Corporate Services
Exempt:	No
Enclosures:	Appendix One: Reports from the scrutiny lead councillors Appendix Two: Broadmoor Hospital Redevelopment

Section 1 – Summary and Recommendations

This report sets out the items that have been considered by the scrutiny policy and performance leads at their quarterly briefings between September and November and details the recommendations they would like the committee to consider with regard to further action/escalation

Recommendation:

Councillors are recommended to:

- consider the report from the Scrutiny policy and performance leads and
- agree recommendations as included therein.

Section 2 – Report

Background

This report records the outcomes of quarterly briefings of scrutiny lead policy and performance councillors and seeks the endorsement of committee of the action proposed. Individual reports have been included in this report for:

- Adult Health and Social Care
- Corporate Effectiveness
- Safer and Stronger Communities

No meetings have taken place since the last meeting of the Overview and Scrutiny committee for:

- Sustainable Development and Enterprise – scheduled for 18th November
- Children and Young People – to be confirmed

Current situation

Not appropriate to this report.

Why a change is needed

Not appropriate to this report.

Main options

Not appropriate to this report.

Other options considered

Not appropriate to this report

Recommendation:

To consider and endorse the reports from the scrutiny policy and performance leads.

Considerations

Resources, costs and risks

Any costs associated with these recommendations will be met from within existing resources. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific implications of these projects will be considered during the scoping process

Staffing/workforce

There are no staffing or workforce considerations specific to this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific staffing implications of these projects will be considered during the scoping process.

Equalities impact

There are no specific equalities implications in this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific equalities implications of these projects will be considered during the scoping process.

Community safety (s17 Crime & Disorder Act 1998)

There are no specific equalities implications in this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific community safety implications of these projects will be considered during the scoping process.

Legal Implications

None

Financial Implications

Any costs arising from the recommendations will be contained from existing budgets.

Performance Issues

There are no performance considerations specific to this report. Where specific projects are escalated for more detailed consideration in the scrutiny process, specific performance implications of these projects will be considered during the scoping process.

Risk Management Implications

There are none specific to this report.

Section 3 - Statutory Officer Clearance

Not appropriate for this report.

Section 4 - Contact Details and Background Papers

Contact:

Lynne Margetts, Service Manager Scrutiny 020 8420 9387

Background Papers:

None

APPENDIX ONE: LEAD MEMBERS' REPORTS

Adult Health and Social Care

This report for the Scrutiny Lead Members for Adult Health and Social Care includes:

- A. A report from the lead members' briefing meeting with the Corporate Director Adults and Housing on 30 October and;
- B. Details of other work undertaken by the lead members outside of committee in relation to their lead area of adult health and social care.

A. Notes of Quarterly Briefing for Scrutiny Leads for Adults Health and Social Care Friday 30 October 2009, 4.00pm

Meeting attendees:

Paul Najsarek (Corporate Director, Adults and Housing)

Councillor Vina Mithani (Policy Scrutiny Lead for Adult Health and Social Care)

Councillor Rekha Shah (Performance Scrutiny Lead for Adult Health and Social Care)

Nahreen Matlib (Senior Professional - Scrutiny)

Purpose of meeting

As part of the support provided to the scrutiny leads, quarterly briefings on the leads' subject areas are arranged. The purpose of these meetings are to discuss key policy areas in social care, local priorities for the services, forthcoming issues that may be of interest to scrutiny or issues that could be suggested for scrutiny to pick up.

Issues discussed and key points arising

Matters arising from last leads briefing meeting

- Safeguarding adults - the safeguarding adults annual report was received by the Overview and Scrutiny Committee in June. PN would like this to be annual item to scrutiny.

To action: NM to place consideration of the annual safeguarding adults report on the draft scrutiny work programme for 2010/11.

- Members' visit to new Neighbourhood Resource Centre (NRC) – the leads had attended the opening of one of the new NRC. However they would still like a more detailed visit and the opportunity to talk to staff. PN will ask his team to arrange this for the scrutiny lead members.

To action: PN to arrange a members' visit to Byron Neighbourhood Resource Centre for Councillors Mithani and Shah.

1. Adults and Housing Transformation Programme Plan (TPP)

- The three new Neighbourhood Resource Centres are now open and will undergo a phased approach to integrating the services on to the sites. The opening hours for the NRC is 8am-8pm and aim to be "hubs" of local activity.
- There will be a change in the organisational arrangements for housing for those with learning disabilities and mental health issues. This will mean no change for users. Over time there will be a move towards supported housing.

- There will be a joint strategy with the PCT concerning rehabilitative services, for example for older people coming out of hospital. Two new centres have already opened and there are plans to develop more services in the community.
- The council plans to build an 'extra care sheltered scheme' of 46 units in central Harrow. This provides a good model of care in that it provides private flats and live-in care workers for people who would otherwise be in residential settings, as well as economies of scale and continuity of care, all helping to foster independent living.

2. Personal budgets and self-directed support

- The latest benchmarking figures are up to March 2009. These show that 15% of all older people who are receiving ongoing services from Harrow Council receive a personal budget or direct payment, making Harrow second only to Richmond in London. When considering all other people (i.e. excluding older people), Harrow is the best performer in London. Nearly 70% of all direct payment and personal budget care packages given by Harrow are for £5,000 or above.
- Harrow provides its users with support to complete self-assessments which are used to develop care plans and give personal budgets.
- Harrow has given about 300 personal budgets so far and is aiming for around 500 by the end of the year. When adding in the number of direct payments given, this figure is much greater.
- There is a need to stimulate the market, for example to meet the growing demand for personal assistants through personal budgets. Harrow is setting up independent brokerage so that care can be planned with independent advice, to help foster real choice. This involves working with groups in the local voluntary sector.
- Harrow is currently working with Shop4support to establish an online catalogue for all care services open to Harrow users. This provides help on all care options available, ratings and also user reviews. Harrow is the most advanced with this development in the country and hopes to implement it by March 2010. The website will also be available to the local community and voluntary sector so that people can access it even if they do not use council care services.
- The Centre for Public Scrutiny (CfPS) is providing two free days of advisory support to all boroughs. The NW London sector (8 boroughs) has chosen to use this support to hold a members' workshop on the personalisation agenda. The workshop is likely to be in December and Harrow has provided its benchmarking data and progress as part of the CfPS submission. The workshop should also provide Harrow with a good opportunity to showcase the successes it has achieved in the personalisation agenda.

3. Issues coming to scrutiny in the next few months

- Transitions workshop – scrutiny lead members (for children and young people) have worked with professionals in the council and partner organisations to develop ideas to scope any future review of transitions that scrutiny may undertake in the next municipal year. The outcomes of the scoping workshop will be presented to O&S on 3 November.
- Homecare provision in Harrow – a report will be presented to O&S on 24 November and will be co-presented by officers from the council as well as from Care UK.

- Integrated care organisation for Ealing and Harrow – arising from the review of the provider landscape in NW London, it is proposed to merge the new care organisation with Ealing Hospital. This will address some overlap of services provided by community care and hospitals. Should the proposals be accepted, implementation would take place from April 2010. This will be considered by O&S on 24 November.

4. Local NHS issues

- Acute services review – this review has been presented to O&S in July and there is a subsequent update report coming to O&S on 3 November. There remains some uncertainty around the volume and impact of the changes on Harrow residents.
- Polysystem – NHS Harrow is currently developing plans for a polysystem of primary care for East Harrow which was presented to O&S in September. PN is working with the PCT to ensure that health and social care services are integrated appropriately in these plans.
- NW London commissioning partnership – the broader picture to the local acute services review, commissioning arms of all the PCTs in NW London have been pooled together into one partnership organisation. NHS representatives have met with health scrutiny leads/chairmen on a couple of occasions to discuss their plans for ‘transforming services’ and deliver an Integrated Strategic Plan for the sector.

5. Any Other Issues

- A green paper on social care has been published. Within this there are proposals around creating a national care service including national criteria for eligibility and tariffs, and funding care in the future. PN will be producing a briefing note and response to the green paper which he will share with scrutiny members.

To action: PN to forward the briefing note and Harrow Council’s response to the social care green paper to the Scrutiny Unit so that they can be forwarded to scrutiny members.

Date of next meeting:

To be arranged.

B. Work undertaken by lead members outside of committee

Issue	Date	Action
Consultation on the redevelopment of Broadmoor Hospital . The plans include rebuilding on the existing site (but within the current secure perimeter) and the expansion of bed numbers	September 2009	A decision was taken between the scrutiny lead members for adult health and social care and the Chairman and Vice-Chairman of O&S that the redevelopment proposals did not warrant a public consultation. The impact on Harrow residents is minimal and Bracknell Forest (the host borough) has deemed the proposal as not a substantial development/variation. A letter of response to the London Specialised Commissioning Group is appended to the end of this report, for information.

Issue	Date	Action
<p>from 244 to 266.</p> <p>The London Specialised Commissioning Group wrote to all O&S Chairmen to seek their views on whether the redevelopment constituted a substantial development or variation in health services and thus whether the O&S wished to engage in consultation.</p>		
<p>The pan-London Joint Overview and Scrutiny Committee to look at Healthcare for London proposals around major trauma and stroke services.</p>	<p>Various JOSC meetings from February to October 2009</p>	<p>Councillor Mithani is Harrow's representative on the JOSC.</p> <p>The JOSC concluded its evidence gathering in April 2009 and agreed its final report in May. The NHS responded to the JOSC's recommendations in October 2009.</p> <p>The JOSC has now officially concluded. Papers and the final reports for the JOSC can be found at: http://www.harrow.gov.uk/info/10058/scrutiny/958/current_scrutiny_projects/3</p>
<p>NW London Commissioning Partnership. The Partnership is recently formed and brings together commissioners from all the PCTs in NW London. The Partnership is seeking to transform the commissioning of acute services across the NW London sector. Formal public consultation on the new acute</p>	<p>Two informal meetings on 16 September and 28 October</p>	<p>Two informal meetings have been held to date between NW London PCTs' Chairman, Chief Executives and local councils' health scrutiny leads/chairmen. Councillor Mithani has attended these meetings on Harrow's behalf.</p> <p>There is an agreement that the arrangements between the NHS and health scrutiny chairmen/leads should remain informal.</p>

Issue	Date	Action
services commissioning arrangements are expected next autumn.		
<p>NW London Acute Services Review – NHS Brent and NHS Harrow are leading on a local review of acute services run by NW London Hospitals Trust (Northwick and Central Middlesex Hospitals). The focus is two-fold – emergency surgical services and in-patient paediatrics.</p>	<p>O&S Committee 28 July 2009.</p> <p>Briefing for members on 20 October 2009.</p>	<p>This issue was presented to O&S Committee in July. The project has since progressed and the focus of the review shifted. The proposals on emergency surgery have been implemented (without consultation, based on independent clinical advice) and the paediatrics has evolved into a review of children and young people's services in hospital.</p> <p>A briefing for lead members and O&S Chairman was provided by the Chief Executive of NHS Harrow on 20 October.</p>
<p>CfPS health scrutiny advisory support – the Centre for Public Scrutiny is providing the NW London sector with two days advisory support.</p>	<p>Autumn 2009</p>	<p>A workshop for NW London members is to be held in December. This will be on the topic of personalisation agenda (as determined by NW London boroughs). The lead members have been involved in putting together the Harrow summary for inclusion in the NW London submission to the CfPS.</p>

Corporate Effectiveness Lead Members Quarterly Briefing

The Corporate Effectiveness Lead Members met on 17th November.

Meeting attendees:

Councillor Stanley Sheinwald (Policy Scrutiny Lead for Corporate Effectiveness)

Councillor Mark Versallion (Performance Scrutiny Lead for Corporate Effectiveness)

Lesley Clarke, HRD Strategy Manager

Liz Defries, Service Manager, Performance and Data Management

Lynne Margetts, Service Manager Scrutiny

Purpose of meeting

As part of the support provided to the scrutiny leads, quarterly briefings on the leads' subject areas are arranged. The purpose of these meetings will be to discuss key corporate issues or policy changes, local priorities for the council and partners, forthcoming issues that may be of interest to scrutiny or issues that could be suggested for scrutiny to pick up.

Staff Survey

Lead Councillors were informed that the staff survey is currently in the filed. The survey has been brought forward this year as a result of the need to refresh the Strategy for People which expires in January. There has been little change in the content of the survey though there have been some additions e.g. questions have been included regarding how staff like to receive information. The completion rate for the interim staff survey was 50%, though this was high return was possibly the result of the extension of the deadline. As at the 13th November (closing date 16th November) the response rate was 39%. Officers are confident the previous high response rate will be matched this time as much effort is being put into encouraging staff to respond. This was having some favourable results – so far 89% of staff at the depot had responded. It was confirmed that the results and completion rates will be analysed by Directorate and analysis of change of results over time will also be available - illustrated via a 'red, amber, green' system.

Lead councillors were advised that the poorest responses rate has been in Adults and Housing Services in the past and possibly reflects the fact that many staff are isolated in care homes and that a process of outsourcing undertaken at the same time as the survey had reduced interest in the survey. The levels of satisfaction were also lowest in Adults and Housing and particular effort has been made since the survey to address this – a specific 'transformation programme' has been implemented and the Directorate is developing its own strategy for people. It is hoped that this will result in a noticeable increase in satisfaction in this area in the current survey.

Of particular concern is the engagement profile. In the previous survey, 7.1% of staff were engaged, 63.3% were enrolled, 27.5% were disenchanted and 2.1% were disengaged. It was suggested that traditionally, most resources were being put into the 'disengaged' group of staff, through disciplinaries etc but that focus on the disenchanted group may be more productive. It is hoped that there will be an improvement here, though this is uncertain, given the current uncertainty surrounding transformation and budget issues.

The interim survey suggested that staff were becoming more positive. Key issues identified had been leadership, managing change and developing people. Significant work had been carried out in response to this which would hopefully impact on these areas.

It was also reported that there has been a positive impact on sickness absence with the annual rate now projected to reduce to 7.8 days per year.

To action: Councillors proposed that the results of the 2009 staff survey will be presented to the Performance and Finance sub committee meeting in January 2009

Comprehensive Area Assessment

Lead councillors were updated on the process of the Comprehensive Area Assessment and what the council has undertaken so far. Self assessments were produced for both the organisation and area assessments in January and the council is now awaiting the publication of the results on the Audit Commission's One Place website on 10th December.

The organisational assessment has two scored components: use of resources and managing performance. Feedback from the council's auditors, Deloitte on the use of resources score suggested improvement might be required around improving public reporting and monitoring environmental and social impact of spending.

Feedback on the area assessment self assessment has also been received and has been developed into a partnership improvement plan in discussion at the Harrow Chief Executives. Baseline reports have been produced for all areas experiencing challenge. There is no score for the area assessment but the narrative produced will include red flags highlighting possible areas of risk and green flags highlighting areas of exceptional performance. Liz confirmed that it is not anticipated that there will be any red or green flags for Harrow.

The Comprehensive Area Assessment Lead (CAAL) has been involved in consideration of the managing performance component of the organisational assessment and the area assessment in providing co-ordination between the different inspectorates to ascertain a rounded view of how services are delivered in the borough.

Councillors enquired how the council will utilise the information provided and whether it will be possible to unpick the detail in the narrative or to benchmark with other boroughs. It was suggested that benchmarking will be difficult but that the performance of those boroughs with relevant green flags will be explored. It was also asked whether it will be possible to compare performance on the old use of resources score. Councillors were advised that whilst some components are similar, the overall score is compiled completely differently, which makes this problematic. Councillors also enquired as to whether comparison could be made over time with indicators. Again councillors were advised that this would be difficult, given that the National Indicator Set has changed what is measured and the times at which it is collected. Unfortunately the DCLG hub which had promised to facilitate this has not delivered as expected. However the council is still participating in the Price Waterhouse Cooper benchmarking club though not all boroughs do so this which limits its usefulness. Officers advised that London Councils is establishing a benchmarking project that will be up and running from summer

2010 and the council will participate in this. Councillors were also advised that rather than identifying poor performing indicators and addressing them, the council needs to identify poor performing indicators *which are a priority* for the borough in order to ensure that our resources are being focused on improving performance in those areas that are of the most importance to local people.

To action: Councillors agreed to recommend that the results of CAA are presented to the January meeting of the Performance and Finance sub committee in January and to the Overview and Scrutiny committee in February.

Safer and Stronger Communities

The Safer and Stronger Communities lead members met on Thursday 5 November 2009.

Meeting attendees:

Councillor Anthony Seymour (Policy Scrutiny Lead Safer and Stronger Communities)

Councillor Nana Asante (Performance Scrutiny Lead Safer and Stronger Communities)

Ian Pearce, Crime Reduction Team Leader

Fola Beckley, Scrutiny Officer

Community Safety Update - Scrutiny of Crime and Disorder Matters – Under Sections 19 and 20 of the Police and Justice Act 2006

The lead members received an update from the Crime Reduction Team Leader on the recently enforced statutory powers for local authorities to scrutinise Crime and Disorder Reduction Partnerships to ensure their accountability.

Discussions took place around the new protocols between CDRP partners and scrutiny, the opportunity for joint work and the way in which work programmes can be developed to add value to local decision-making. In order to increase police authority involvement in scrutiny work in local authorities, it has been advised that an MPA link member should receive a standing invitation to scrutiny meetings.

Discussions took place with regards to how the duties under the Police and Justice Act can be implemented within the scrutiny structure in Harrow.

The Crime Reduction Team Leader informed the lead members that he will keep them informed of any relevant training that is available.

The importance of linking with the Harrow Police Community Consultative Group (HPCCG) was discussed. The leads felt that in view of the new powers for scrutiny it was important to ensure a better link with the HPCCG.

Follow up: Scrutiny Officer to follow up on linking lead members with the HPCCG.

Community engagement and empowerment in Harrow – Community Involvement Strategy

The Lead Members considered the progress and work underway in the council in respect of community engagement, consultation and empowerment as was discussed at the previous meeting.

A steering group has been set up to develop the strategy and it will now form a strand of the 'Better deal for residents' element of the Transformation Programme.

The 'Better deal for residents' programme will, in the first instance, include a review of how the council can deliver more integrated services to residents across all the public sector partners in the borough. It will focus on how the council can better align services with residents' needs, whilst being more cost effective.

Gypsy and Traveller Strategy

The lead members received an update on the progress of the development of the Gypsy and Traveller Strategy from the Scrutiny Officer.

The strategy has yet to be put together but there are a number of things in development at the moment. Amongst some of the work currently underway, includes a data gathering exercise in order to gauge the numbers of Gypsy and Traveller families in the borough. The level of interaction with council services including housing, social services, children's services, health and criminal justice is also being analysed.

The council has also secured some funding from the Department for Communities and Local Government to carry out a number of cohesion based projects including one to develop agreed behaviour and integration standards between Gypsy and Traveller families and local communities. The projects underpinning this will involve some consultation work with local families and this is currently at commissioning stage.

Much of the work currently underway is to be used as a basis for an overarching Gypsy and Traveler strategy which will cover issues such as housing, sites, access to services, crime and disorder, community cohesion and enforcement. Consultation with partners, community groups and Gypsy and traveler groups is then to follow. Officers envisage the time scale for completion will be summer 2010.

The performance lead member gave a further briefing on a training session she attended on Gypsy and Travellers. The local authority is required to provide transit sites for Gypsy and Travellers and she learned that Gypsy and Travellers do not want to be accommodated in bricks and mortar. Romany Gypsies and Irish Travellers are legally recognised as ethnic groups, and protected from discrimination by the Race Relations Act (1976, amended 2000) and the Human Rights Act (1998).

The Equality and Human Rights Commission have also recently produced a briefing on the current situation for Gypsy and Travellers in the UK, entitled 'Gypsies and Travellers; simple solutions for living together'.

Follow up: Lead members will continue to monitor the progress with regards to the development of a Harrow Gypsy and Traveller Strategy and to ensure that the council is meeting its obligations with regards to supporting Gypsy and Traveler communities.

Future Meeting

The lead members decided that they would hold their next quarterly meeting would be at the end of January 2010/ early February 2010, the exact date of the meeting will be set shortly.

Future Meeting

The lead members decided that they would hold their next quarterly meeting on Tuesday 28 July 2009.

APPENDIX TWO: Letter of response regarding the proposed redevelopment of Broadmoor Hospital

Sue McLellan
Chief Operating Officer
London Specialised Commissioning Group
Portland House
Stag Place
London
SW1E 5RS

25 September 2009

Dear Ms McLellan

Broadmoor Hospital Redevelopment

Thank you for your letter dated 27 August 2009 regarding the Broadmoor Hospital Redevelopment which was circulated through the London Scrutiny Network.

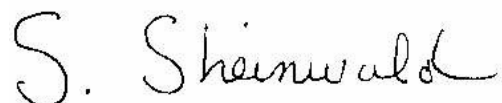
We understand that we are being advised of the proposed changes and developments at Broadmoor Hospital as part of the catchment area of the Hospital – London and South of England. We have read the briefing papers provided by the London Specialised Commissioning Group and also note the formal response from Bracknell Forest Council.

In Harrow we do not have a specific Health Overview and Scrutiny Panel. Our overarching Overview and Scrutiny Committee has responsibility for overseeing the progress of health scrutiny concerns on our work programme. To support this role, two of our scrutiny members lead on adult health and social care matters.

Given the minimal impact we anticipate the changes at Broadmoor Hospital to have on Harrow residents we have decided not to discuss the proposals formally at a meeting of the Overview and Scrutiny Committee. However, in discussion with the Vice-Chairman of Overview and Scrutiny and both of the scrutiny lead members for adult health and social care, I would present Harrow scrutiny's view as follows: We are happy to concur with the view expressed by Bracknell Forest Health Overview and Scrutiny Panel¹, that proposals do not constitute a substantial development or variation in health services (to Bracknell Forest residents) and consequently do not wish to engage in consultation over the development.

We look forward to seeing the positive outcomes of these developments at Broadmoor Hospital.

Yours sincerely



Clr Stanley Sheinwald
Chairman Overview and Scrutiny Committee

Cc: Alison Armstrong, Chair, Broadmoor Redevelopment Strategic Commissioning Group

¹ As advised in a letter from Richard Beaumont, Head of Overview and Scrutiny, to the West London Mental Health Trust on 9 June 2009.