



## HARROW PARTNERSHIP BOARD

### Minutes of the meeting held on Monday 18 April 2011

**(1) Present:**

**Harrow Strategic Partnership Board Members:**

Councillor Bill Stephenson (Chairman)	Leader of the Council, Portfolio Holder for Finance and Business Transformation	Harrow Council
Councillor Phillip O'Dell	Deputy Leader of the Council, Environment and Community Safety Portfolio Holder	Harrow Council
Councillor Graham Henson	Performance, Customer Services and Corporate Services Portfolio Holder	Harrow Council
Councillor Susan Hall	Leader of the Conservative Group	Harrow Council
Councillor Barry Macleod- Cullinane	Deputy Leader of the Conservative Group	Harrow Council
David Cheesman	Representative	North West London Hospital NHS Trust
Malcolm Parr	Representative	Harrow in Business
Julie Browne (Vice-Chairman)	Representative	Voluntary and Community Sector
Hassan Khalief	Representative	Voluntary and Community Sector
Avani Modasia	Representative	Voluntary and Community Sector
Deven Pillay	Representative	Voluntary and Community Sector
Jacqui Mace	Representative	Further Education Sector
Ann Groves	Harrow Senior People's Assembly	Older People's Reference Group
Sue Moran	Representative	Job Centre Plus
Nick O'Reilly	Harrow Borough Commander	London Fire Brigade
Shelly Choudhury	Interim Director	Harrow Equalities Centre
Marcia Saunders	Chairman	NHS Harrow

**(2) Also Present:**

John Edwards	Divisional Director, Environmental Services	Sustainable Development and Enterprise Management Group
Andrew Howe	Director of Public Health	Adult and Social Care Management Group
Catherine Doran	Corporate Director, Children's Services	Chair, The Children's Trust
Marianne Locke	Divisional Director, Community & Culture	Chair, Community Cohesion Management Group
Michael Lockwood	Chief Executive	Harrow Council
Mark Easton	Chief Executive	NHS Harrow

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

Mike Howes	Service Manager, Policy and Partnership Service	Harrow Council
Trina Thompson	Senior Policy Officer, Policy and Partnership Service	Harrow Council

**Apologies were received from:**

Howard Bluston (Representative) (North West London Chamber of Commerce), Brian McGowan (Representative) (Large Employers' Network), Dr Mohamed Aden (Representative) (Voluntary and Community Sector), Amar Chandarana (Representative) (Harrow Youth Parliament), Sally Feldman (Dean of Media, Arts and Design School) (University of Westminster), Chief Superintendent Dal Babu (Borough Commander, Harrow Police) (Safer Harrow Management Group), Allen Pluck (Chief Executive) (Harrow in Business), Fiona Wise (Chief Executive) (North West London Hospital NHS Trust), Alex Dewsnap (Divisional Director, Partnership, Development and Performance) (Harrow Council), Tom Whiting (Assistant Chief Executive) (Harrow Council), Robyn Doran (Representative) (Central and North West London Mental Health Trust), Reshard Alaudin (Representative) (Metropolitan Police Authority) and Junior Johnson (District Manager) (JobCentre Plus)

**ACTION**

**45. Attendance by Substitute Members:**

**AGREED:** To

- (1) note the attendance at this meeting of the following substitute Member:-

<u>Ordinary Member</u>	<u>Reserve Member</u>	<u>Organisation</u>
Dal Babu	Nick Davies	Safer Harrow Management Group

- (2) note the apologies received.

**46. Declarations of Interest:**

**AGREED:** To note that there were no declarations of interest made.

All to note

**47. Minutes:**  
Members of the Board commented that they had not been invited to a meeting relating to the Local Economic Assessment. Officers undertook to investigate this and provide a response. MH/TT to note

**AGREED:** That the minutes of the Board meeting held on 14 December 2010 be taken as read and signed as a correct record. All to note

**48. Appointment of Vice-Chairman:**

**AGREED:** That Julie Browne be appointed as Vice-Chairman of the Board. All to note

**49. Update on Health:**

The Board received a verbal update by the Corporate Director, Adults and Housing, Harrow Council, who reported that:

- There had been a successful negotiation between the Council and NHS Harrow for the transfer of approximately £2.6 million in 2011/12 and £2.4 million in 2012/13 to the Council. This was a fund provided by Central Government as part of the re-ablement fund.
- There was a reflection period presently being implemented nationally by Central Government in relation to health reform. This pause period would finish on 31 May 2011.
- A Health and Well-being Group had been established. This had three priority areas relating to:
  - Frail and elderly;
  - Top 100 families;
  - Worklessness.
- The Director of Public Health was currently working on a transition plan for public health. It was anticipated that this would be completed in September 2011.
- The Corporate Director Adults and Housing had been invited to be a Member of the GP Commissioning Board.

The Chairman, NHS Harrow, stated that GP Commissioning was important and was being well supported. It was important that the PCT's successors inherited balanced finances.

In response to a query raised by a Member of the Board, the Corporate Director confirmed that the membership of the Health and Wellbeing Group was likely to comprise of the Leader of the Council, the Portfolio Holder for Adult Social Care, Health and Wellbeing, the Portfolio Holder for Children's Services, representatives from the GP community, the Director for Public Health, the Corporate Director Children's Services of Harrow Council and a representative from NHS Harrow. An engagement event would be held in July 2011 where the voluntary sector and all stakeholders would be invited to shape securing future engagement in health and social care.

**AGREED:** That the verbal update be noted.

All to note

**50. Children's Services Transformation:**

The Board received a report which presented details of a proposal relating to a new operating model for Children's Services. The Children's Services Transformation Project Lead introduced the report and highlighted the following key points:

- Children's Services had been judged to be consistently good in Harrow, but traditional in its style. As a result of changes in policy and funding, it was felt an opportune time to review services in Harrow.
- The first phase of the review involved information gathering. There was then a first stage consultation which took place between December 2010 and January 2011. The final stage of consultation would involve staff and unions.
- The proposed model would bring services in together. It would involve having a single referral point to reduce bureaucracy, having an improved multi-agency system, greater focus on early intervention and multi-disciplinary teams focusing on the needs of children.
- Harrow Chief Executives had been supportive of the proposals. The Children's Trust had also had some input into the proposed model along with a multi agency steering group.

In response to a query raised by a Member of the Board, the officer reported that a potential risk was the downsizing of managers within the directorate. This could create resistance although front line staff were not being affected. The directorate was also moving to the Civic Centre and there would be a cultural change in the directorate.

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

All to note

**51. Harrow Chief Executives Update:**

The Chief Executive, Harrow Council, updated the Board on the activities of the Harrow Chief Executives. He reported that it had considered many issues which were due to be discussed later on during the meeting. These included:

- Taking stock of the current position of the Harrow Strategic Partnership. There had been a lot of success achieved by the management groups and the Board. There were still a number of challenges for the future and consideration had been given to whether there was focus on the right issues and whether the structure was correct for the present circumstances.
- Initial thoughts had highlighted four priorities which would be presented to the Board. Consideration had also been given to the structure of the partnership and a revised structure was before the

Board for consideration.

- How best to utilise the Local Area Agreement Reward Grant.

**AGREED:** That the verbal update be noted.

All to note

**52. Partnership Priorities:**

An officer introduced a report which proposed new priorities for the Partnership, as submitted by the Harrow Chief Executives. These priorities related to:

- Public service Integration and Joint Service Delivery.
- Building Community Capacity.
- Health.
- Worklessness / Welfare.

The Board was requested to participate in a workshop session at the meeting to help shape the draft outcomes for each priority which would also allow comments to be made on each recommended priority. Members of the Board would also then be requested to provide any further comments by 4 May 2011. A report on the draft outcomes would then be presented to the next Board meeting, following discussion by the Harrow Chief Executives.

Members of the Board then divided into groups to discuss each of the proposed priorities. Outcomes discussed were then recorded by each group and provided to officers.

**AGREED:** That

- (1) the four partnership priorities proposed be agreed;
- (2) any further comments on the draft outcomes be provided to the Policy and Partnership Team by 4 May 2011.

All to note

**53. Partnership Structure - Consultation Document:**

An officer reported to the Board that having considered new priorities for the Board, it was also important to consider the structure of the Partnership and whether it would assist delivery of the priorities.

The officer explained that the proposals involved the following:

- Reducing the size of the Board. This would increase levels of engagement and allow for greater debate of issues of strategic importance;
- Implementing assembly meetings which would focus on strategy. As well as these assembly meetings, the wider summit meetings would also continue;

- Reducing the Management Groups to two. These groups would consist of a Safer Harrow Management Group and the new umbrella Health and Wellbeing Group.

Members of the Board then divided into groups to discuss the proposed structures. Outcomes discussed were then recorded by each group and provided to officers. Members of the Board were also requested to provide any further comments by 4 May 2011.

**AGREED:** That a report be presented to the next meeting of the Board relating to the structure proposed for the Harrow Strategic Partnership.

MH/TT to  
note

#### **54. Local Area Agreement Reward Grant:**

The Board received a report relating to the Local Area Agreement Reward Grant received by the Council. The Chairman reported that Harrow had received approximately £635,000. The Government had also relaxed the split of revenue and capital to 70% revenue and 30% capital. An officer reported that a discussion was now required on whether the initial allocation of this fund still represented best value for money. This was due to a number of factors including the financial outlook for public services having considerably changed.

The officer explained that the Board were being requested to advise on a number of issues including:

- delegating power to the Harrow Chief Executives to develop a workplan based on the agreed priorities and outcomes. This would then be reported at the next meeting of the Board;
- commenting on a proposed allocation mechanism which involved:
  - clear demonstration of desired outcomes (of one or more of the approved priorities);
  - sustainability of the project;
  - ability to use the funding to leverage additional funding (e.g. Awards for all Trust and Foundations and European Funding);
  - robust evidence, opinions, experience and needs of service users and citizens.
- commenting on what support should be made available to the voluntary and community sector organisations who wished to develop proposals, and whether the scope of providers should be widened to include organisations outside of Harrow, who may be undertaking similar work.

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

- There was a difference of opinion on the Board on whether the scope of providers should be widened to those outside the borough. Some Members of the Board felt it was important to build up

capacity within the borough especially in light of the nation economic climate. Other Members of the Board felt that obtaining best value for residents and achieving the right outcomes should be the key considerations, even if this involved widening the scope of providers. The Chairman summarised the views of the Board as being to look locally first but that providers should not be precluded if they provided value for money.

- Workshops would be helpful for the voluntary and community sector. Additionally officers providing a brokerage system could help to provide better services. A joint role funded by the Council and the voluntary services may help to achieve this.

**AGREED:** That

- (1) the proposed action of reviewing the distribution of the reward grant around the agreed priorities for the Partnership;
- (2) power be delegated to the Harrow Chief Executives to develop a workplan based on the agreed priorities and outcomes;
- (3) comments of the Board be noted in relation to:
  - the proposed allocation criteria;
  - the support to be made available to the voluntary and community sector organisations who wish to develop proposals for the agreed Partnership priorities and outcomes;
  - whether the scope of providers should be widened to include organisations outside of Harrow.

HCE to note

**55. Date of Next Meeting:**

**AGREED:** To note that the date of the next meeting of the Board would be held on 12 July 2011.

All to note

[Note: The Meeting, having commenced at 6.01 pm, closed at 7.39 pm]