
REPORT FOR: CABINET

Date of Meeting:	18 February 2016
Subject:	People Services MTFs Implementation Plan
Key Decision:	Yes
Responsible Officer:	Chris Spencer, Corporate Director of People
Portfolio Holder:	Councillor Simon Brown, Portfolio Holder for Children, Schools and Young People Councillor Anne Whitehead, Portfolio Holder for Adults and Older People Councillor Varsha Parmar, Portfolio Holder for Public Health, Equality and Wellbeing
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All Wards
Enclosures:	Appendix 1 – EqlA – Supporting People – The Bridge Appendix 2 – EqlA – Kenmore NRC Appendix 3 – EqlA – Adults’ Transport Appendix 4 – EqlA – Southdown Appendix 5 – EqlA – Welldon / Harrow View Appendix 6 – EqlA - Bedford House / Roxborough Appendix 7 – EqlA - Wiseworks Appendix 8 – EqlA - Sancroft

Appendix 9 - EqIA – Public health – health checks

Appendix 10 – EqIA – Public health – physical activity

Appendix 11 – EqIA – Public health – healthy schools programme

Appendix 12 – Public health consultation report

Section 1 – Summary and Recommendations

This report sets out the MTFs Implementation Plan for People Services across Children's, Adult's and Public Health Services.

Recommendations:

Cabinet is requested to:

1. Note the People Services MTFs Implementation Plan.
2. Approve that the selection process proceed for the Kenmore Park NRC proposal and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Adults and Older People and the Portfolio Holder for Finance and Major Contracts, to award a contract to deliver the services.
3. Agree that further work should take place to review the early intervention teams and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Children, Schools and Young People, to carry out an options appraisal and any required consultation on proposals.
4. Agree that further work should take place to review delivery of special needs transport and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Children, Schools and Young People, to carry out an options appraisal and consultation on proposals.
5. Agree that consultation take place with service users and relevant stakeholders for the proposals for the Bridge and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Adults and Older People, to consider and make a decision on the proposal, having taken into account consultation results and equality implications.
6. Approve the decommissioning of the Southdown unit and secure alternative provision, including via Shared Lives Plus, and terminate the arrangement with Network Housing for use of the Southdown building.

7. Agree to consultation with the current service user of Welldon Crescent/26 Harrow View and delegate authority to the Corporate Director for People, following consultation with the relevant portfolio holder, to consider the proposal, including consultation results and equality implications, and make a decision on whether to cease use of the building for supported living accommodation.
8. Agree that further work should take place to review use of Bedford House and Roxborough Park and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Adults and Older People, to carry out further design work and consultation on proposals and having considered the proposal, including consultation responses and equality implications, make a decision on future provision of services.
9. Approve the proposal to move Wiseworks into the existing Local Authority Trading Company and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Adults and Older People and the Portfolio Holder for Finance and Major Contracts, to take action to implement the decision.
10. Approve to the proposal to explore options to expand the Shared Lives scheme in order to generate income and delegate authority to the Corporate Director, People Services, following consultation with the Portfolio Holder for Adults and Older People and the Portfolio Holder for Finance and Major Contracts, to make a decision on the proposal.
11. Approve the proposal to change the provision at Sancroft to provide reduced day care places and increase the number of dementia beds.
12. Approve the savings proposals for public health in relation to physical activity funding, health checks and the sexual health service.

Reason: (For recommendations)

To ensure the efficient and sustainable delivery of statutory services to the communities of Harrow.

Section 2 – Report

Introduction

1. The People Services MTFs Implementation Plan sets out the approach to achieve the delivery of efficient and sustainable services to the communities of Harrow within the budget envelope available and in support of the Council Priorities.

Options considered

2. The following sections on Children's, Adults and Public Health services set out the planning that has been developed following extensive work through the Council's Commissioning Panel and budget setting processes and initial consultations where applicable. Further reports will be presented to Cabinet on specific proposals following further work and consultations.

Children's Services Budget Proposals

Early Intervention Service redesign

3. Service redesign plans: In response to the need to reduce the overall budget from £2.463m to £1.781m to deliver a saving of £682k will be met through a review of the service specifications (currently open to consultation) to plan and develop a service which, in accordance with the Harrow Corporate Plan, identifies and supports the needs of children, young people and their families before they become acute.
4. This opportunity incorporates the Youth Development Team [YDT], Early Intervention Teams [EIS] and Children's Centre Services. Children's Centres have previously reorganised on three occasions and it is an intention to retain the borough's two main Children's Centres and as many children's centre delivery sites as possible, along with the current Children's Centre 'reach' figures. Any review of the service, will need to be mindful of the need to ensure that the Council continues to meet its sufficiency duty in relation to children's centres.
5. The intention is to design an Integrated Children's Centre, Youth and Family Service with a fully integrated approach. This will be a significant change and will give an opportunity to ensure that the service aspire to having one worker and one SMART plan for the family, with greater emphasis on short term, evidence-based interventions.
6. The new service is intended to ensure that protection, care, development and learning are optimised through an early intervention model, which provides integrated, preventative, innovative, accessible, responsive and enabling services to children, young people and their families.
7. Staff are likely to be affected by any service redesign, including roles changing and some staff potentially being at risk of redundancy.
8. A Project Team and Consultative Group have been agreed and have commenced meetings, each with their own terms of reference.
9. At this stage, there has been no detailed equality impact assessment. The service is aimed at children and young people and as such, they will be disproportionately impacted by the proposal. Depending on the proposal, this may impact on pregnant women and those receiving maternity services. Detailed consideration of the demographic of service users will be carried out following consultation.

Consultation

10. There is a statutory duty to consult on significant changes or closure of children's centres. There is also an expectation that there will be consultation on significant changes to service delivery. The extent of any consultation will be considered as part of the options appraisal and it is proposed that the decision on this is delegated to the Corporate Director for People. Consultation is likely to take place with young people, families and other key partners, especially the local Health Clinical Commissioning Group [CCG]. Union engagement has commenced and is on-going.
11. Early Intervention Service staff members' views are considered critically important to inform the redesign, and staff will have the opportunity to offer their views through one, or more, of the following ways: questionnaires; planned 1:1 interviews; group work and update sessions.
12. It is proposed that the decision on the preferred model or options is delegated to the Corporate Director, in consultation with the relevant Portfolio Holder. Relevant consultation with service users and staff will take place at key points during this process and the results of this consultation will inform the Cabinet report.

Timeline

13. The intention is that any new structure will be in place by 30 September 2016. A timeline is in place, in brief:-
 - The formal predesign commenced 7 December 2015
 - The design phase is February to April 2016
 - Consultation: April to May 2016 with EIS staff
 - Implementation end June 2016 – 30 September 2016

SEN Transport

14. The MTFs includes a £514,000 saving divided equally across the two financial years 2016-17 and 2017-18 in connection with the provision of special transport arrangements for children and young people with special educational needs. It is anticipated a proportion of the saving will accrue from a reduction in the running costs of the service especially if a shared service arrangement proves possible. The large proportion of the saving will, however, be achieved by a review of the eligibility criteria for special transport services, including ensuring that users are receiving the most appropriate provision. It is expected that any changes will apply from September 2016 at the start of a new academic year. There needs to be a research phase to begin with, involving key stakeholders, to explore the scope of the eligibility changes that will be necessary. This will commence shortly with a view to being in a position to consult formally on the detail and impact of any changes that are being proposed in May-June 2016 in order to report the recommendations to Cabinet in July 2016.
15. It is proposed to delegate authority to the Corporate Director for People Services, in consultation with the relevant portfolio holder, to undertake

the service review and consultation, as required. Consultation is likely to take place with young people, carers, families and representative groups.

16. At this stage, there is no detailed equality assessment, as the proposal is not yet set out in detail. The proposal will have a disproportionate impact on children and young people and people with disabilities. A detailed assessment of impact will be carried out following consultation and will be included in the next Cabinet report.

Timeline

17. The intention is that any new structure will be in place by 30 September 2016. A timeline is in place, in brief:-
Research and design phase is February to April 2016
Consultation - May to June 2016
Cabinet report – July 2016
Implementation – September 2016

Adults budget proposals 2016/17

Supporting People – renegotiation of existing contracts

18. The Supporting People Programme funds housing related support services within supported accommodation. This includes support to enable people to remain living independently in their own home, and assistance in finding and resettling into a new home following a crisis such as homelessness or a period in hospital or residential care. Services are commissioned by the Council and provided by external organisations such as registered providers, housing associations, voluntary organisations, private companies and charities.
19. This proposal seeks to:
 - Negotiate additional contract savings on housing related support to people living in their own homes or supported accommodation
 - Reduce non housing related support only to those assessed as eligible (meeting statutory Adult Social Care (ASC) criteria)
20. These contracts are currently in place supporting the following client groups within Adults: Mental Health, Older People, Learning Disability, and Physical Disability client groups.
21. Contract negotiations have been ongoing and Providers have offered a number of ideas that will contribute to the development of this saving.
22. The EqIA for this proposal indicates that the impact will be neutral or very minor, as the savings are to be delivered via contract efficiencies, which should not impact on service users.

Supporting People – relocation of Care Act eligible service users from the Bridge to Wiseworks and other provision

23. The Bridge is a mixed-use community space for people with mental ill health located in the grounds of Harrow Leisure Centre.
24. The service was commissioned in order that people with mental illness were able to:
 - Access personalised community support to help improve their health, wellbeing and self-esteem,
 - Prevent, or recover from acute periods of illness,
 - Have a safe place to meet others who understand their experiences,
 - develop social networks and participate in activities and roles that use their assets and meet their needs,
 - Access proactive support leading to opportunities to participate in mainstream activities, away from mental health environments.
25. There are approximately 28 groups run by Rethink staff, 12 run by CNWL, 7 which are self-funded/Personal Budget and 9 run by external organisations. These groups include a range of groups for Women, Men, Asian People, Recovery Support and Hearing Impaired.
26. This proposal recommends the review of provision for Care Act eligible service users and the transfer to the Council run Wiseworks Day Service. Consideration will be given to options for alternative provision for non-eligible service users and groups using the Bridge.
27. An EqIA has been completed, which identifies that the impact of the proposal will affect people with learning disabilities in particular. Mitigating measures are the transfer of eligible service users to Wiseworks or alternative provision and consultation with service users and other stakeholders. Following consultation, the EqIA will be updated and the Corporate Director will consider this, when making a decision on the proposal.

Timeline

28. The proposed timelines for this proposal are;

Consultation with current service users:	February 2016
Engagement with CNWL to design new service:	February 2016
Corporate Director decision on proposal:	March 2016
Transition of eligible service users to the new service:	April-June 2016

Hospital / STARRS Discharge

29. Following changes under the Care Act a new protocol for referral will be introduced from 2016-17 which will deliver a small saving.

Reduce Commissioning Team

30. Following the merger of Children's and Adults commissioning a review of the staffing will deliver a saving in 2016-17. This will start from May 2016.

Demography

31. In line with corporate savings requirements, the demographic growth provision for Adults will reduce.

Kenmore NRC

32. This proposal is one of the projects falling within the 'Transforming Adults Social Care' workstream under 'Project Infinity'.
33. Kenmore Neighbourhood Resource Centre (NRC) provides day centre services for up to 44 adult social care clients that have a physical or learning disability. The centre provides opportunities for socialisation as well as mental and physical stimulation through a varied programme of social and physical activities.
34. The proposal is to transfer the delivery of this service from the Council to a community management model. This will involve undertaking an open, competitive selection process to identify a suitable organisation with the required skills and capacity to take on the management of the day care services.
35. The NRC is one of three purpose built Neighbourhood Resource Centres. The Council had previously secured funding to build the centres on existing Council land via a PFI LIFT arrangement. The PFI LIFT will run from 2008 until 2033. The council will continue to manage the building in partnership with the LIFT Company.
36. Meetings to discuss this proposal and co-design the service specification have taken place with service users, their families and carers.
37. The feedback from these meetings included positive comments by service users, carers and the Voluntary Sector on the Council's approach to responding to the financial position and developing an innovative solution instead of just cutting services. The PFI Company were also supportive of the change and confirmed that it would not change the grant position. There were some concerns about the impact that any change to services has on service users; Families and carers also raised questions about whether or not service users would be able to continue to attend for the same number of hours and whether or not any services would be charged; There were questions about the selection process and how the service would be quality assured and monitored. There was also some interest expressed in being involved in the process to identify a new provider. There were also questions raised

about what would happen to the service if the council was unable to identify an alternative provider.

38. In response to these concerns the council will ensure that a detailed transition plan is developed to help service users manage the transition to a new provider. The Council confirmed that all identified needs would continue to be fully met and service users/carers interests will be taken into account when developing the service specification. The service provided by the new provider will be managed by contract and regular monitoring will be undertaken to ensure safe, quality services are being delivered. The selection process will also include opportunities for the involvement of service users, their families and carers. Further meetings will take place with service users, their families and carers to continue to receive and use their feedback to shape the proposal.
39. The specification will set out the minimum level of service expected for a number of existing users. If the new service is not suitable for any existing users, the Council will identify options for alternative placements.
40. An EqIA is attached as an appendix. The assessment identifies that working age adults and people with disabilities are disproportionately impacted by the proposal, but that the proposal does not have an adverse impact on these groups. The current service users are more likely to be Asian, than other racial groups. Consultation with service users has identified a number of mitigating measures to ensure there is no adverse impact. These are set out above.
41. The proposed timelines for this proposal are;
- | | |
|---|------------|
| Finalise service specification: | Feb 2016 |
| Invite potential providers to submit proposals: | Feb – |
| March 2016 | |
| Evaluate proposals and select provider: | April 2016 |
| New provider appointed / transition to new provider | May 2016 |
| New provider start date: | June 2016 |

Recommendation

42. Cabinet is requested to provide approval to proceed with the selection process and to delegate authority to the Corporate Director People Services, following consultation with the Portfolio Holder for Adults and Older People and the Portfolio Holder for Finance and Major Contracts, to award a contract to deliver the services.

Transport Services

43. This proposal is one of the projects falling within the 'Transforming Adults Social Care' workstream under 'Project Infinity'.

44. The proposal will see route reduction in line with proposed changes to services in day centres.
45. This proposal is part of an on-going plan to reduce a number of the routes currently provided to external and internal day services. Ongoing discussions are taking place with the service and through 'Project Phoenix' it is hoped that some of the savings will be delivered through reduced route costs. Where a change to service is identified care management reviews will be undertaken to ensure the Council continues to meet identified needs. Decisions for this are within existing officer delegation.
46. The EqIA is attached as an appendix. This identifies that the proposal will have a disproportionate impact on older people and people with disabilities. Service users are also more likely to be female. The impact is identified as minor adverse impact, due to a change in provision. The mitigating measures are to ensure careful care planning, so that those users who can travel independently are supported to be able to do so. The proposal is also dependent on decisions relating to specific day centres.
47. The proposed timelines for this proposal are:

Planning of bus routes:	February - March 2016
Care Management Reviews:	February - March 2016

Southdown supported living

This proposal is one of the projects within the 'Transforming Adults Social Care' workstream under Project Infinity. The proposal is to decommission Southdown and move those in the service to 'Shared Lives Plus' provision. In Shared Lives Plus, an adult who needs support and/or accommodation moves in with or regularly visits an approved Shared Lives carer, and together they share family and community life.

48. Southdown is a six bedded supported living site for people with learning disabilities, located at Southdown Crescent, Harrow. The unit currently has one void and care management have indicated that it is not a service at which they are likely to make future placement.
49. The Council reviewed the property and identified a number of areas which required extensive refurbishment which will be costly to the Council. The property is owned by Network Housing who has indicated that it is not prepared to undertake the required refurbishment to bring it to the standard required to meet future needs.
50. Current clients will be reviewed and placed through a Shared Lives Plus Service (see Shared Lives section) or other appropriate provision as required. Initial meetings with service users, their families and carers have been undertaken. The feedback from these meetings included some concerns about the location of alternative placements. Families wanted to ensure that alternative placements would be located in Harrow and provide easy access to local shops. One service user was very

concerned about losing her key worker. The identification of alternative placements will be carefully managed with input from service users, their families and carers. This will take in to account their needs and preferences and include their involvement in planning placements.

51. The EqIA is attached as an appendix. This indicates that working age adults and those with a learning disability are disproportionately impacted by this proposal. Users of the service are more likely to be single. Following consultation, the impact was assessed as a positive impact, due to a change of service provision which better meets need for service users. In order to avoid any adverse impact, careful individual planning and engagement will take place throughout the transitional period.
52. The proposed timelines for this proposal are:

Care plans reviewed:	From December 2015 onwards
Shared Lives Assessments & move on plans:	February-April 2016
Service users transferred into placements:	May 2016
Property handed back to Network Housing:	June - July 2016

Welldon Crescent & 26 Harrow View

53. This proposal is one of the projects falling within the 'Transforming Adults Social Care' workstream under 'Project Infinity'.
54. Harrow Supported Living Service was set up under the Supporting People agenda in 2003. People are placed in the accommodation for approximately 2 years and receive housing related support to build independent living skills.
55. A lack of referral to the scheme has meant that there are currently 3 vacancies in the service and, in keeping, the staff resource has been scaled back to 2 FTE. 5 of the 6 current clients are due to step down to independent living in the community by 1st April 2016. With 1 remaining resident suitable for a place through a Shared Lives Plus (see Section 55) the site will be empty by the end of May 2016. It is proposed to decommission this accommodation. If a decision is made not to continue using the accommodation for current purposes, further work will take place to implement the proposal and to carry out an options appraisal on the future use of the site.
56. The full equality assessment is attached as an appendix. This identified that this proposal will have a disproportionate impact on adults of working age and those with learning disabilities. Service users are less likely to be married. The assessment identifies a potential positive impact, due to alternative support better meeting the needs of current service users. In order to avoid any adverse impact, it will be necessary to consult with affected individuals and their carers and to conduct detailed care management reviews, enabling service users and their families/carers to understand the options and express their views.

57. The proposed timelines for this proposal are:
- | | |
|---|----------------------------|
| Care plans reviewed: | From December 2015 onwards |
| Move on plans agreed: | February-April 2016 |
| Site empty: | May 2016 |
| Property options evaluated and implemented: | June - July 2016 |

Bedford House / Roxborough Park

58. Roxborough is a registered eight bedded residential unit which provides specialist care services for people with severe learning disabilities and autism. The building is located at 62 Roxborough Park HA1 3AY.
59. Bedford House respite unit provides respite for people with learning disability. Bedford House has CQC registration for 20 beds. One emergency bed is maintained at the unit.
60. The proposal is the merger of Roxborough and Bedford House residential services. In 2016-17 the first phase of these savings will see a rationalisation of the current respite service and the building reconfiguration to allow for savings in future years.
61. An initial equality impact assessment has been carried out. This proposal will impact on adults with learning disabilities to a greater extent than other groups. In order to mitigate any adverse impact, detailed consultation will take place with service users and their families/carers. A full EqIA will be completed following this and will be considered by the Corporate Director.

Timeline

62. The proposed timelines are:
- Desktop review of all respite usage: December 2015 onwards
Architects commissioned to review potential for the building: February 2016
Consultation with service users and relevant stakeholder – February to April 2016
Corporate director decision on proposal – May 2016

Wiseworks

63. Wiseworks is a day centre for people who have severe and enduring mental health problems. There are currently 74 service users on role. The Wiseworks centre offers vocational, educational and work programmes.
64. The proposal is to utilise the capacity and potential of Wiseworks and move the service into the Local Authority Trading Company (LATC) by

2018/19. The saving will be achieved by a reduction in running costs and the generation of sufficient surpluses through income generation, grant funding and Social Impact Bonds. The income generated in 2014/15 was £92,000 and the staff along with the 'service user committee' believe further income can be gained through working alongside the Council's Procurement and Commercialisation team. The savings targets will be £50k 2016/17, £69k in 2017/18 and £56k in 2018/19.

65. The staff and service user committee are engaged in developing the business plan. The service is also creating additional capacity to accommodate further internal and external referrals.
66. The EqIA is attached as an appendix. The assessment indicates that there will be no impact on protected groups, however this will be kept under review during implementation of the proposal.

Shared Lives

67. The Shared Lives scheme offers an alternative to traditional day or residential care by placing adult social care clients in the homes of paid Carers. These Carers are paid a weekly fee for providing both the residential and care needs of eligible clients. As some of the costs are met by Housing Benefit the weekly cost to the Council is significantly lower than the weekly cost of providing traditional residential care. Harrow runs a very successful Shared Lives scheme and has significantly increased the number of paid Carers recruited in recent years. The proposal is to continue this expansion and offer the scheme to other London boroughs.
68. The proposal is to develop and expand the Shared Lives scheme to operate commercially and generate income from trading services to other Local Authorities. The proposal is to generate £50,000 in 2016/17 and £150,000 in 2017/18.
69. There are no equality implications arising from this proposal, as the current service to Harrow residents will not be changed.

Sancroft

70. Sancroft is a purpose built Residential Care Home and Day Centre facility with 50 single residential beds for elderly residents and two 25 place Day Centres which opened in 1999 in central Harrow.
71. This proposal seeks to look at options to maintain current day care places at the current level whilst utilising the building for additional residential placements.
72. An EqIA is attached as an appendix. The assessment identifies that older people, women and people with disabilities Asian persons and those of the Hindu religion are disproportionately impacted by this

proposal. This is particularly the case as two of the three day care services are targeted at older Asian adults, particularly those with dementia and learning disabilities. In general the impact is assessed as neutral, as whilst some day centre services will be reduced, the proposal also increases the number of dementia beds by re-using the accommodation. For the current users (and potential future users of existing day care services), there is a minor negative impact, however mitigating measures are identified by means of support to users to identify alternative provision, including by using the My Community E-Purse resource. This allows users to identify support from a wider range of providers.

Timeline

73. The proposed timelines for this proposal are:

- New operating model in place April 2016

Public Health Budget Proposals

Public Health Savings proposals 2016-17 to 2018-19

74. In 2016-17 there are proposals to reduce the health checks budget by £52k. This will be achieved by reduction in activity (by setting upper levels of activity for participating GP surgeries) and concentrating the health checks offer on high risk populations (e.g. those with a higher risk of developing Type 2 diabetes) and those surgeries identified with higher risk populations. Health checks are available for all adults aged 40-74 years, with no pre-existing health conditions. This check is currently available through GPs and consists of a health questionnaire and 3-4 basic checks, together with personalised advice where required.
75. The proposal in relation to Physical Activity budgets (£76k) is to cease all activity. This is a non-statutory service. The schools programme (£100k) was designed as a fixed term programme to end 31st March 2016. The programme was established to provide pump-priming for activities in schools to enable them to establish relevant activities.
76. It is also proposed to reduce the Sexual Health budget by £121k. It is proposed to remove a contingency fund that was established in the event that cross charging for services between boroughs occurred, but this has not materialised. The other budgets concerned are for projects which were run on a year to year basis.
77. Procurement (£54k) – part removal of the budget. The budget was established to provide additional capacity to support the re-procurement of the School Nursing contract, preparation for the receipt of Health Visiting services and the re-procurement of sexual health services. School Nursing has been re-procured and Health Visiting services transferred to the Local Authority.

78. The consultation on Health Checks, Physical Activity and the Schools Programme proposals closed on 16th January 2016.
79. The Public Health Consultation 2016/17 ran from 16 November 2015 until 16 January 2016. The consultation asked for public views on proposed changes to the following services: Physical Activity Support Service, Health Checks Service and the Healthy Schools Programme. In addition to an on-line and paper copy questionnaire being distributed to key stakeholders and the public, three focus groups were held on different days of the week and at different times of the day including one meeting that was held in the evening.
80. A total of fifteen responses were received and a full report of individual responses to each of the questions is attached as an appendix. The majority of people disagreed with the proposal to end the Physical Activity Support Programme and the proposal to end the Healthy Schools Programme. There was a mixed response in relation to the Health Checks Service proposal. For Health Checks, respondents recommended closer working with pharmacies, better communication on health matters and the ability to complete checks online.
81. All of the findings from the consultation were used to finalise the Equalities Impact Assessments.
82. The EqIA for each proposal is attached as an appendix. For health checks, the proposal has a disproportionate adverse impact on adults between 40-74 years, mitigation includes targeting groups where health inequality exists and to consider options for an alternative delivery model to provide health checks in the future, as provision via GP surgeries is unlikely to be financially sustainable and the consultation responses suggest that this method of delivery is not the best way to offer health checks to persons who do not have existing health conditions.
83. For physical activity, the consultation responses indicate a risk that ceasing these services will have a disproportionate impact on people with mental health conditions. The mitigating measures to this proposal are to promote physical activities offered by third parties.
84. For the healthy schools programme proposal, whilst the service will cease to be run by the Council, school staff have now received training and support to be able to deliver a similar programme via school staff. The EqIA identifies an adverse impact for children and young people, people with disabilities and race. The impact is assessed as minimal due to the skills that have been passed to schools and the ability of schools to run a similar programme.
85. There are also significant proposals to make further savings in future years. Further work will be undertaken on these options, including the extent of consultation required, consideration of the legal framework for public health services and considerations of equality implications.

Performance Issues

86. The proposals detailed in this report will in some cases have a detrimental impact on performance. However, some of the innovations that the Council will deliver through the MTFS, such as Project Infinity and the transfer to community management of Neighbourhood Resource Centres, will have a positive impact on residents and service users, whilst contributing significantly to savings.
87. The proposals contained with the MTFS and the methods of implementation have both been designed to minimise the impact on service users. Mitigations will be put in place to manage any adverse impact on performance, and the monitoring of the implementation will form part of the directorate performance management process, which will measure the progress in delivering the proposals and the impact of the changes. Progress will also be reported through the quarterly cycle of Improvement Boards (which make up the Council's performance management regime) which will also consider the performance of the key measures in each of the services in the People Services Directorate to ensure the Council is aware of how the delivery of these savings will be impacting on some of the more vulnerable groups in Harrow.

Environmental Implications

88. There are no environmental impacts as part of this report.

Risk Management Implication

89. Each proposal has been risk assessed and will be tracked through the Directorate risk register as part of delivery monitoring. The risk register will feed into the Council's quarterly performance reporting cycle.
90. For major projects within the MTFS programme for the Directorate, individual risk registers documents will be created, with assigned owners and include the current and future actions in place to control the risks. The Council corporate risk management procedure will be used to rate risks.

Legal Implications

91. The Children Act 1989 contains a general duty for every local authority to safeguard and promote the welfare of children within their area who are in need and so far as is consistent with that duty, to promote the upbringing of such children by their families. The Children Act 2004 also contains a duty on relevant public bodies, including local authorities to make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children.

92. The Childcare Act 2006 contains a duty on local authorities to make arrangements for sufficient provision of children's centres, so far as is reasonably practicable, to meet local need. Before making any significant changes to a children's centre or ceasing to provide one, a local authority should undertake such consultation as it thinks appropriate.
93. Local authorities have duties and powers to provide home to school transport in certain circumstances. Local authorities are expected to promote the use of sustainable modes of transport and make arrangements for all eligible children. For London Boroughs, due to the availability of free public transport for young people and the close proximity of schools in the local area, the duties mainly relate to children and young people with special educational needs or a disability. There are a number of different ways in which transport services can be provided.
94. The Care Act 2014 contains a duty on local authorities to carry out a needs assessment where it appears that an adult may have needs for care and support and following such assessment, to identify the needs. Needs can be met in a number of ways, including by provision of accommodation and care services in a person's home and in the community and local authorities are specifically permitted to provide such services by commissioning these from a third party. The individual and his or her carer should be involved in the needs assessment process.
95. Services provided in accordance with an assessed need can be provided in a number of ways and can be reviewed over time. A local authority can change the way it delivers services, as long as it continues to meet its statutory duties and make a decision on how to provide services in a fair way. In relation to changing provision of day care services and supported living accommodation, a fair process involves the need to involve and consult those affected by the proposed decision.
96. Public health duties are contained in specific and overarching duties, relating to the local needs set out in the Joint Strategic Health Needs assessment. Councils are required to commission the provision of health checks for adults aged 40-74 years and to take steps to increase the uptake of checks. Best practice guidance from Public Health England highlights that local authorities have freedom to determine the most appropriate method to secure continuous improvement in the uptake of health checks and how to publicise them. In particular, ensuring a high percentage take up from populations with the greatest health need will impact on the local area's ability to tackle health inequality. The other two services where cuts are proposed do not have specific statutory requirements, however the Council should still ensure that it continues to deliver its public health duties in the most effective way so as to address local need.
97. When making public law decisions, the Council must take account of relevant information, including the results of consultation and the equality

implications of the decision, as well as ensuring that it continues to comply with its statutory duties.

Financial Implications

98. The savings proposals detailed in this report, if approved, would realise a total saving of £7.447m which could be used to contribute towards the Council's 2016-2020 MTFS. The financial details of these proposals have been included in the main Revenue Budget Report 2016-17 and MTFS 2016-17 to 2019-20 which is being presented to cabinet on this agenda.
99. If there is any delay in implementing any of the proposals, there is an expectation that the directorate will, where possible, identify compensatory savings to mitigate any shortfall.

Equalities implications / Public Sector Equality Duty

100. Section 149 of the Equality Act 2010 requires that public bodies, in exercising their functions, have due regard to the need to (1) eliminate discrimination, harassment, victimisation and other unlawful conduct under the Act, (2) advance equality of opportunity and (3) foster good relations between persons who share a protected characteristic and persons who do not share it.
101. Equalities Impact Assessments have been carried out for all of the proposals that make up the MTFS contribution for the People Services Directorate and these are attached as appendices where appropriate. For some proposals, the detail of the proposal is not yet identified and as such it is too early to undertake a comprehensive equality impact assessment.
102. The specific equality implications have been set out in the relevant sections of the report.

Council Priorities

The Council's vision is: **Working Together to Make a Difference for Harrow**

The Council Priorities are:

- Making a difference for the vulnerable
- Making a difference for communities
- Making a difference for local businesses
- Making a difference for families

The recommendations support these priorities by ensuring efficient and sustainable services for vulnerable people, families and communities in Harrow.

Section 3 - Statutory Officer Clearance

Name:	Jo Frost and Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date:	8 February 2016		
Name:	Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date:	8 February 2016		

Ward Councillors notified:	NO, as it impacts on all Wards
EqIA carried out:	YES
EqIA cleared by:	All new directorate proposals are subject to an initial equalities impact assessment followed by a full assessment where appropriate. The individual equalities impacts will be kept under review as the projects are initiated and throughout the life time of the projects. Officers will put in place appropriate mitigation where this is possible.

Section 4 - Contact Details and Background Papers

Contact: Chris Spencer, Corporate Director, People Services
chris.spencer@harrow.gov.uk 020 8424 1356

Background Papers: Consultation responses (Appendix 12)

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]