

**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
ADULT SOCIAL CARE AND HEALTH SELECT COMMITTEE – 10 FEBRUARY
2020**

**REPORT OF THE SCRUTINY MANAGER
SELECT COMMITTEE WORK PROGRAMME**

1. EXECUTIVE SUMMARY AND RECOMMENDATIONS

1.1 This report includes the following information:

- the updated prioritisation and a reserve list of topics for the Select Committee's Annual Work Programme for the period January to May 2020;
- a summary of progress on the Palliative Care review;
- a summary of the different options for carrying out scrutiny work; and
- details of the support available.

1.2 The Select Committee is recommended to reassess its work programme and:

- evaluate the capacity of the Committee to deliver all of the reviews and consider developing a reserve list; and
- agree the methodology for each topic prioritised and also when the scrutiny should take place;
- for each Working Group, agree the Chair and membership.

FOR DECISION

2. BACKGROUND

2.1 At its 22 May 2019 meeting, full Council agreed a new model for Scrutiny which included changes to the Committee structure and a revised work programming process. Following a period of consultation, the details of the new arrangements were agreed by full Council at its meeting of 24 July 2019.

2.2 The Overview and Scrutiny Committee (OSC) is responsible for developing an annual work programme for itself and four select committees. The OSC, at its first meeting on 26 September 2019, developed a work programme which prioritised the Council's scrutiny work, ensuring that scrutiny focuses on outcomes that matter to local people. The topics were allocated to the five select committees according to their terms of reference, including those for the Adult Social Care and Health Select Committee.

2.3 At its first meeting on 14 October 2019, the Adult Social Care and Health Select Committee discussed and refined the list of prioritised topics and the methodology to review them.

2.4 Shortly after this, however, the general election was called. The impact of the pre-election period guidance on the work schedule of the Select Committee meant that the Select Committee meeting originally scheduled to take place on 12 December 2019 was rescheduled to 10 February 2020 and that other work planned had to be paused and rescheduled to after the general election. Hence, members may wish to reassess the Committee's capacity to carry out all the work originally planned as well as to revise when and how this work can now be accomplished.

3. THE ANNUAL WORK PROGRAMME FOR THE ADULT SOCIAL CARE AND HEALTH SELECT COMMITTEE

3.1 The Committee may wish to revise its work programme to ensure that it includes a balance between overview and holding the Executive (Leadership Team) to account (including pre-decision scrutiny), policy development, service review activity and following up on previous work including recommendations from working groups and committee meetings.

3.2 The Committee will:

- meet formally four times a year to review evidence gathered and agree recommendations in relation to scrutiny reviews they are conducting;
- call the relevant Lead Member to attend a meeting to set out their plans, and to return at a later meeting to be questioned on progress;
- hold additional evidence gathering sessions, visits and other events as appropriate to the topic of each review. These will hear from a range of experts from the local area and beyond (including residents); these will be easily accessible meetings in relevant community venues. This may include holding a one-day scrutiny conference with follow-up reports;
- proactively promote and encourage public participation in reviews;
- ensure that the voice of vulnerable residents is heard (including consideration of annual adults safeguarding reports); consider appointing co-optees (with expert knowledge or from appropriately constituted and representative relevant organisations) for specific reviews. Healthwatch will continue to be co-opted to the Committee reviewing health-related topics
- monitor, track and communicate progress in responding to overview and scrutiny recommendations

3.3 The updated list of topics for the Committee is noted in Table One which also considers suggestions for how the scrutiny could be carried out in a mixed work programme including items at formal meetings, working groups and round table discussions. When deciding how to scrutinise each topic, the Committee may wish to refer to Appendix One which contains a summary of the different methods used for scrutiny, which topics they are best suited for and the outputs.

3.4 For working groups, the Committee will need to consider its capacity. For example, it may when deciding on working groups consider whether to hold one as a reserve item. The Committee will need to agree a chair for each working group as well as membership.

Table One

Topic	Summary	Suggestion for Scrutiny	Dates
CCG Financial Recovery Plan	NHS North West London CCGs face a significant deficit in 2019/20. To address this deficit CCGs have developed a financial recovery plan. The SC will review how will patients be affected by this plan in the borough.	A 'hearing' at a committee meeting to ask key questions on a decision's implementation, risks and measures of success.	Report to meeting on 10 February 2020
Lead Member Question and Answer session	Lead Member Priorities for Adult Social Care and Public Health	Item at formal meeting.	Report to meeting on 10 February 2020
Grenfell Telephone Night Service merger	There have been recent changes to the Grenfell Telephone Night Service as provided by the Central North West London NHS Foundation Trust (CNWL).	Item at formal meeting briefing the Select Committee on the overnight support available to those affected by the Grenfell Tower disaster.	Report to meeting on 10 February
Grenfell Recovery Strategy	The provision of mental health services	Working Group	To meet March –May 2020. Report to meeting 15 June 2020
Complaints to NHS Trusts & Adult Social Care complaints report	The Francis inquiry into the failure of care at Mid-Staffordshire NHS Trust recommended that scrutiny committees should have access to complaints information and review them.	Single-issue non-committee meeting [possible small working group]	Report to meeting on 15 June 2019

3.5 In carrying out its task of overview and holding the Leadership Team to account the Select Committee has scheduled a question and answer session with the Lead Member for Adult Social Care and Public Health, Cllr Sarah Addenbrooke.

The Lead member will set out her plans and Select Committee members will ask questions on this respect.

- 3.6 An important principle of good work programming is that the Select Committee leaves some space for urgent response to changing events. The Select Committee's Vice-Chair, currently acting as Chair, having liaised with the Chair of the Overview and Scrutiny Committee and Adult Social Care and Health Select Committee members, took the decision that:
- an urgent briefing and response was needed on a recent development: the merger of the Grenfell Telephone Night Service.
 - The Select Committee should consider as soon as possible the Financial Recovery Strategy devised by West London Clinical Commissioning Group.

Hence, reports have been scheduled to be heard on the 10 February meeting.

- 3.7 The Board of NHS England met on 30 January to consider two proposals to reconfigure NHS services currently provided for borough residents: the provision of cardiac and respiratory services in North West London and for the colocation of children's cancer services with a Paediatric Intensive Care Unit (PICU). These proposals will have an impact on residents of Kensington and Chelsea. They will require scrutiny and therefore will have implications for the workload of the Select Committee.
- 3.8 The select Committee will also ensure it retains capacity to review Key Decisions as allocated by the Overview and Scrutiny Committee.
- 3.9 The reserve list of topics will include:
- Social isolation and loneliness
 - Home Care services

4. REVIEW OF PALLIATIVE CARE

- 4.1 Palliative care is the active holistic care of patients with advanced progressive illness. End of life care helps all those with advanced, progressive and incurable illness who are nearing the end of their life to live as well as possible until they die. They enable the supportive and care needs of both patient and family to be identified and met from the point of diagnosis to the last phase of life and into bereavement.
- 4.2 At the 14 October meeting, the Select Committee set up a working group to review Central and West London Clinical Commissioning Groups' (CCGs) proposals for a new model for end of life care in the borough, following the publication in June 2019 of the independent review on palliative care commissioned by Central CCG and authored by Penny Hansford. This independent review proposed, among other measures, the closure of the in-patient unit at Pembridge Hospice located in North Kensington and serving communities in Kensington and Chelsea, Hammersmith and Fulham, Brent and Westminster.

- 4.3 In anticipation of decisions on a new model of palliative care by Central and West London CCGs due to be published in early 2020, the Council's Adult Social Care and Health Select Committee launched its own review of local palliative care provision to:
- appraise the available evidence on the Palliative Care provision and specifically on the proposed closure of the locally-based Pembridge Hospice;
 - consider the views of stakeholders, experts and patients; and
 - ensure the needs, experiences and views of local people are considered and explicitly addressed by commissioners in their plans.
- 4.4 The review is led by Cllr Robert Freeman (Vice Chair, currently acting as Chair) as rapporteur. The rapporteur planned to engage with key stakeholders using a variety of methods including:
- carrying out in-depth interviews with key stakeholder in the world of palliative care in West London (including commissioners, providers of community services, hospices, acute hospitals, patient representatives and local campaign members);
 - organising a public discussion 'End of life Care Provision for Kensington and Chelsea and Palliative care in North West London" to provide an opportunity for local people to:
 - hear the key people involved in providing and commissioning palliative care first hand (explaining how palliative care currently works and their views and proposals to improve it);
 - present their concerns to commissioners and providers; and
 - ask questions.
 - issuing a call for evidence to invite interested GPs, nurses and other primary care health professionals in the borough to present their insights on the provision of palliative care.
- 4.5 Work for the review was initially planned to start in October 2019 and to be finalised in December 2019. The public discussion had originally been scheduled to take place on 20 November 2019. However, as a result of the pre-election period guidance in place during the run up of a general election, NHS partners informed the Select Committee that they had been advised that the Committee's planned public event would be viewed as politically sensitive and therefore they would not be able to attend on this date, so the public discussion was postponed.
- 4.6 The public event took place on Monday 20 January 2019, between 5.30pm-8.00pm, in the Small Hall, at Kensington Town Hall, Hornton Street, London W8 7NX.
- 4.7 Eight in-depth stakeholder interviews have been carried out between November 2019 and January 2020, with at least two more planned for February 2020.
- 4.8 In addition, the Select Committee issued in December 2019 a Call for Evidence targeted at primary care providers (GPs and other health professionals) to also gather their views on the model for palliative care.

4.9 All the information and evidence gathered will be fully considered and will inform the rapporteur's report. This report will lay out the rapporteur's assessment and recommendations on palliative care in the borough. The report is due to be published in March 2020.

5. Support for scrutiny activity

5.1 The Scrutiny Team (two staff) will:

- work with the Chair and Vice Chair to manage the annual work programme;
- provide support for scrutiny members including producing briefing papers, background materials, seminars etc.;
- carry out qualitative and quantitative research to support topics including data gathering and analysis, case studies and examples of good practice to inform the scrutiny process;
- source external experts to contribute information to agenda items at formal meetings and to working groups;
- support working groups, including managing the project plan and drafting reports in consultation with the chair; and
- promote scrutiny across the Council and externally including production of reports and publicity to show what has changed as a result.

5.2 Each committee has an allocated Governance Administrator who will:

- co-ordinate and administer agenda planning meetings with the Chair, Vice Chair, scrutiny and senior officers in advance of formal committee meetings. This will include advising officers and partner agencies of the information required;
- administer the formal committee meetings including sending out agenda papers to councillors;
- produce the minutes of the meeting and update the action and recommendations tracker;
- provide governance support to working groups and conferences including arranging venues and providing administrative support; and
- develop and manage a database of residents and other stakeholders who wish to be kept informed of scrutiny work.

FOR DECISION

Jacqui Hird
Scrutiny Manager

Background papers used in the preparation of this report: None other than previously published documents.

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Different methods for carrying out scrutiny work

There are various different methods and tools that scrutiny committees can use, and these are summarised in the table below:

Method and timescales	What does it do and how	What outputs are there
Pre-decision scrutiny of key decisions at formal committee meeting	<ul style="list-style-type: none"> Review and comment on proposed decisions at a comparatively late stage of their development Enables the Committee to hold the Lead Member and partner agencies to account. 	<ul style="list-style-type: none"> Evidence based recommendations to Leadership Team
Leader/ Chief Executive/ Lead Member/ partner agencies attend formal scrutiny meeting	<ul style="list-style-type: none"> Enables the Committee to hold the Lead Member and partner agencies to account. 	<ul style="list-style-type: none"> Minutes of meeting record recommendations made
Service review conducted by working group Depending on the topic can be short reviews or be longer more detailed reviews.	<ul style="list-style-type: none"> Strategic policy development. Consideration of events that have yet to happen and decisions to be taken in the future. Planned evidence-taking sessions in the community. Contributions from other organisations and external experts. 	<ul style="list-style-type: none"> Working Group report published. Produce specific SMART recommendations which may include options for consideration. Discussed at Committee before referral to the Leadership Team and sometimes full Council.
Single Issue Meeting – may be a whole meeting or a series of meetings e.g. a resident conference. May be linked to a formal meeting agenda item or working group.	<ul style="list-style-type: none"> Enable members to focus on a project or policy in greater depth than a general meeting agenda would allow. May be useful when there is a specific service area or activity that Scrutiny members want to check is performing well or which they want to hold to account. 	<ul style="list-style-type: none"> Evidence based recommendations to the Leadership Team and partner organisations.
A roundtable discussion	<ul style="list-style-type: none"> Brings together councillors, 	<ul style="list-style-type: none"> Evidence based recommendations to the

	independent experts and residents.	Leadership Team and partner organisations.
Qualitative research	<ul style="list-style-type: none"> • Focus groups, local community interviews and key stakeholder interviews. 	<ul style="list-style-type: none"> • Informs working group reports and recommendations.
Quantitative research	<ul style="list-style-type: none"> • Surveys of people affected by an issue. 	<ul style="list-style-type: none"> • Informs working group reports and recommendations.
Visits to places and services	<ul style="list-style-type: none"> • Councillors able to visit a service or project which complements any written reports 	<ul style="list-style-type: none"> • Informs working group reports and recommendations
Councillor Call for Action	<ul style="list-style-type: none"> • Initiated by Councillors who are expected to “filter” cases. • Generally operational focus, but may have some strategic elements. 	<ul style="list-style-type: none"> • Committee resolution / decision as to whether to make a report.