

Council

Thursday 24 November 2022

Confirmation of Cabinet and Committee Recommendations and relevant Originating Background Papers

Item on Summons	Cabinet / Committee Recommendation	Originating Report
	Recommendation I: Cabinet (17 November 2022)	
10.	Council Vision and Priorities	Report of Chief Executive (Pages 3 - 10)
	Recommendation I: Overview and Scrutiny Committee (8 November 2022)	
12.	Scrutiny Work Programme 2022/23	Report of Acting Corporate Director of Resources (Pages 11 - 26)

This page is intentionally left blank



Report for: Cabinet

Date of Meeting:	17th November 2022
Subject:	Council Vision and Priorities
Key Decision:	Yes - it affects the whole Borough
Responsible Officer:	Pat Flaherty – Chief Executive
Portfolio Holder:	Councillor Paul Osborn – Leader of the Council
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	None

Section 1 – Summary and Recommendations

Recommendations:

Cabinet is requested to:

- 1) Note the new Vision and Priorities.
- 2) Recommend the Vision and Priorities to Council for approval and to authorise the Leader to make any minor amendments to the vision and priorities as necessary prior to the matter going to Council.

Reason for recommendations: To set the policy framework for the council.

Section 2 – Report

Introductory paragraph

Following the local elections in 2022 the new Administration have reviewed the Council's vision and priorities in order to set a clear policy framework for the council over the next 3 years that reflects their ambitions and priorities.

The new vision being recommended is: Restoring Pride in Harrow.

And the three new Council priorities are:

- A council that puts residents first
- A borough that is clean and safe
- A place where those in need are supported

Following approval of the new Vision and Priorities a new Corporate Plan will be recommended to Cabinet and Council in February 2023.

Options considered

1. Continue with existing vision and priorities

This option was rejected because it did not reflect the ambition and direction of the new Administration following the local elections.

2. Create a new overarching vision, with three priorities underneath

This is the recommended option.

A New Vision and Priorities

The following sets out the new vision and priorities:

Vision - Restoring Pride in Harrow

In order to restore the pride in Harrow, the Council will start by putting residents first. We will seek to deliver a well-run Council providing good value for money for all. We will work with partners and businesses to create a clean and safe borough, where residents can be confident to settle, make roots and raise a family.

Priority 1 – A council that puts residents first

In treating residents and businesses as valued customers, the Council will prioritise the improvements in the customer experience. We will aim to put the pride back into Harrow Council by offering a high standard of service delivery, accepting that we won't get everything right first time. Where residents do need to contact the Council (either to request a service or on the basis that we haven't delivered to expectations) they will be treated with respect by an organisation that cares and wants to provide a positive response. We will ensure that we reduce bureaucracy, make processes simple and straight forward, and when we say we will do something we will do it in a timely, quality manner.

We will look to get the basics right and improve services where we can within financial constraints, with a keener eye on quality as well as improved planning and good financial management. Value for money will be critical as we look to minimise the cost of the Councils' services on our residents, and where we do make an additional specific charge, we will deliver a premium service.

Through improved and streamlined communications and clarity of service standards, we will throughout the next four years reduce the need for residents to contact the council but when a resident does contact us, we will: Listen, Act and Deliver. Individual staff will treat residents as they themselves would wish to be treated.

All our services will be accessible and responsive, be they front line or back-office services, and we will innovatively use technology to improve the customer experience, ensuring residents are first satisfied, and then delighted, with our service offer and the way we treat them.

Priority 2 – A borough that is clean and safe

With a focus on improving the cleanliness and state of the local environment, including air quality, we will create a better sense of community and greater sense of pride for residents living in the Borough. Be it fixing potholes and road surfacing or making people feel safer on their way home from work or a night out, we will improve the quality of life of Harrow residents so they can feel proud to live in Harrow. We will work with our partners such as the police to increase their visibility and the targeting of those crimes that matter most to our residents, as well as ensuring all victims get an empathetic and supportive service, recognising that there are limits to what the Council can do alone.

We will step up our enforcement approach against illegal Houses of Multiple Occupation (HMOs), fly tippers, and reduce all types of anti-social behaviour recognising that these are the things that our residents tell us have the most negative impact on their quality of life. We will protect the 'village' feel of a number of parts of the borough, recognising Harrow's place as an outer London borough and stopping the over-development and creation of unsightly and tall buildings in the borough. Where we do need to build upwards we'll do it in the right place and at the right quality. We will also look to develop more community facilities and amenities that residents want, so Harrow becomes the place they want to spend their time and money, creating a thriving local economy and supporting our local businesses.

Priority 3 – A place where those in need are supported

The Council will be there when residents most need us, especially where residents or their families are vulnerable. Services we provide for vulnerable residents and families will be easily accessible to contact, replicating our customer experience approach to other services, be that through Adults, Children's or Housing Needs services.

Harrow's diversity will be celebrated, and we will build on the strong levels of community cohesion we already have whilst taking a strong stance on any forms of discrimination. The Council will enable and empower communities and residents to support one another, be that through better use of our buildings and assets or using them to deliver services as they are better placed to do so, trusting people to do the right thing and not needlessly getting in the way where there is no good reason for us to do so. However, where we need to lead and take a role, we will.

We will focus on the broader determinants of health, welfare and wellbeing and refer people into those services that help them seek and gain independence whether through upskilling into relevant sectors of the economy or giving advice to help people stay in their own home. We will make education a key driver for individual and local prosperity, working with schools, colleges and our local university to create a knowledge economy with better career opportunities. We will work with our voluntary sector partners, recognising that where they are best placed to deliver services they should be enabled to do so, be it with Council or other partner support.

Following adoption of the new vision and priorities a new Corporate Plan will be developed for February 2023, setting out the plan to deliver against these new priorities and how they will be measured and monitored.

Ward Councillors' comments

Not applicable.

Performance Issues

Performance will be tracked through the new Corporate Plan and Corporate Performance Scorecard that will be recommended to Cabinet and Council in February 2023.

Environmental Implications

There are none.

Data Protection Implications

There are none

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
No

The following key risks should be taken onto account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
N/A		
The Vision and Priorities are not appropriate for or shared by the residents of Harrow	<ul style="list-style-type: none"> • Residents are at the heart of the proposed Vision and Priorities • Vision & Priorities reflect the new Administrations Manifesto on which they were elected 	Green
The Vision and Objectives are unachievable	<ul style="list-style-type: none"> • Following adoption of the new vision and priorities a new Corporate Plan will be developed for February 2023, setting out the plan to deliver against these new priorities and how they will be measured and monitored. • New Corporate Plan will be aligned to MTFS 	Green

Procurement Implications

There are none.

Legal Implications

The Council's policy framework is set by the approval of a set of Corporate Priorities through Council.

Financial Implications

The new Vision and Corporate Priorities will be used to guide the decisions taken through the budget setting process but will be delivered within the Council's available financial resources.

Equalities implications / Public Sector Equality Duty

There are none specifically attached the new vision and priorities.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 07/11/2022

Statutory Officer: Hugh Peart

Signed by the Monitoring Officer

Date: 07/11/2022

Statutory Officer: Alex Dewsnap

Signed by the Acting Corporate Director

Date: 31/10/2022

Statutory Officer: Nimesh Mehta

Signed by the Head of Procurement

Date: 04/11/2022

Statutory Officer: Susan Dixon

Signed by the Head of Internal Audit

Date: 03/11/2022

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

EqIA carried out: No

EqIA cleared by: Head of Equality, Diversity and Inclusion (EDI)

Section 4 - Contact Details and Background Papers

Contact: Rachel Gapp - Rachel.Gapp@harrow.gov.uk.

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee
N/A

This page is intentionally left blank



Report for: Overview and Scrutiny Committee

Date of Meeting:	8 November 2022
Subject:	Scrutiny work programme 2022-26
Responsible Officer:	Alex Dewsnap, Acting Corporate Director Resources
Scrutiny Lead Member area:	All - Scrutiny Leadership Group
Exempt:	No
Wards affected:	All
Enclosures:	Appendix A - Draft scrutiny work programme 2022-26

Section 1 – Summary and Recommendations

This report sets out the scrutiny work programme for 2022-26, as devised by the Scrutiny Leadership Group. This provides an indicative outline of the key areas of focus for the scrutiny function until the next whole-borough elections in 2026.

Recommendations:

Overview and Scrutiny Committee is asked to:

- Approve the scrutiny work programme 2022-26
- Forward the scrutiny work programme to Council for endorsement.

Section 2 – Report

The Council's Constitution provides that, in years when whole-borough elections take place, the Overview and Scrutiny Committee should consider its work programme at the first suitable meeting.

As time has been required for discussions with the newly-appointed Scrutiny Lead Members following the election and collectively at the Scrutiny Leadership Group (comprising all scrutiny committee chairs, vice-chairs and scrutiny lead members), the work programme is being reported to the Overview and Scrutiny Committee with full Council consideration during Autumn 2022.

In Harrow, the role of scrutiny is defined as: *'Cross-party investigation of issues and decisions that are important to local residents'*.

Due to the pandemic, some of scrutiny's previous work programme was paused or re-shaped as the council and partners diverted resources to respond to the pandemic. Therefore, the work programme for 2022-26 seeks to recalibrate to a more equal balance between looking at decisions the Cabinet are taking and holding them to account and looking at some of the bigger, longer-term issues facing the borough or that concern residents, where scrutiny can play a more influential role in highlighting issues and shaping the response and also shape the direction of travel through policy development.

Developing a work programme 2022-26

The scrutiny work programme has been drafted based on suggestions from the outgoing Scrutiny Leadership Group, as proposed in March 2022, with additions and adjustments by the current Scrutiny Leadership Group and members of the scrutiny committees.

Council directorates and NHS partners have been asked for their own advice on scrutiny's proposals for its work programme, in particular giving consideration to timing, feasibility, approach and resources required to support the scrutiny work whether this be through work with Scrutiny Leads at briefings, reports to formal committee or informal review work. As part of the engagement on the draft scrutiny work programme, it has also been discussed with CSB (Corporate Strategic Board) and DMTs (Directorate Management Teams).

The work programme and all projects commissioned will be aligned to the new corporate priorities as they emerge during Autumn 2022.

The Scrutiny Leadership Group is the custodian of the scrutiny work programme and will agree and launch the first iteration of its work programme in Autumn 2022. This is an indicative four-year programme – issues may arise over this timeframe which are currently unknown or not priorities, and therefore the work programme leaves in flexibility especially for later years. The work programme is updated and presented annually to Council, alongside the Scrutiny Annual Report.

Principles for topic selection

The principles used for selecting topics for the work programme were:

- Is it an area of significant concern to local people or of public interest?
- Is it an area where significant change or budget cuts are being proposed?
- Is it a topic that would span electoral cycles and therefore benefit from cross-party collaboration?
- Is it an area of poor performance?
- Is it a source of a high level of complaints?
- Is it an area in which the council or partners wish to develop or significantly change policy?
- Is it an area where Government legislation is being developed?
- Could scrutiny's investigation help identify solutions and lead to real impact?

Topics of focus for scrutiny

The attached work programme sets out the themes and issues that scrutiny wants to consider over the next four years through the work of the scrutiny leads, reports to committee and scrutiny reviews. The Scrutiny Leadership Group will drive this work programme forward and meet quarterly to review and prioritise the items on it, taking into account any new, emerging or topical issues that may arise during the course of the year and warrant scrutiny's attention. It is therefore important that there is flexibility built into the work programme so that scrutiny can be responsive to local need.

The items in the work programme that are identified for committee consideration will feature in the scrutiny committee forward plans that also take account of the routine and statutory items that come to committee such as petitions, scrutiny review scopes and progress reports, policies that are part of the Council's statutory policy framework etc.

Ward Councillors' comments

N/A

Financial Implications

There are no financial implications associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There are no environmental impacts associated with this report.

Risk Management Implications

There are no risk management issues associated with this report.

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
n/a

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **No**

If yes, summarise findings, any adverse impact and proposed actions to mitigate / remove these below:

If no, state why an EqIA was not carried out below:

An Equalities Impact Assessment has not been undertaken for this report as it summarises the activities of scrutiny and does not propose any changes to service delivery.

Section 3 - Statutory Officer Clearance

Not required for this report.

Mandatory Checks

Ward Councillors notified: NO as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Nahreen Matlib, Senior Policy Officer,
nahreen.matlib@harrow.gov.uk

Background Papers: None

Scrutiny Work Programme 2022–2026

The scrutiny work programme has been drafted based on suggestions from the outgoing Scrutiny Leadership Group, as proposed in March 2022, with additions and adjustments by the current Scrutiny Leadership Group and members of the scrutiny committees.

Council directorates and NHS partners have been asked for their own advice on scrutiny’s proposals for its work programme, in particular giving consideration to timing, feasibility, approach and resources required to support the scrutiny work whether this be through work with Scrutiny Leads at briefings, reports to formal committee or informal review work. As part of the engagement on the draft scrutiny work programme, it has also been discussed with CSB (Corporate Strategic Board) and DMTs (Directorate Management Teams).

The work programme and all projects commissioned will be aligned to the new corporate priorities as they emerge during Autumn 2022.

The Scrutiny Leadership Group is the custodian of the scrutiny work programme and will agree and launch the first iteration of its work programme in Autumn 2022. This is an indicative 4-year programme – issues may arise over this timeframe which are currently unknown or not priorities, and therefore the work programme leaves in flexibility especially for later years. The work programme is updated and presented annually to Council, alongside the Scrutiny Annual Report.

15 Scrutiny councillors can ask the following questions by way of **criteria in assessing whether a topic is a priority** and what scrutiny approach is best suited (committee item, scrutiny review, issue for scrutiny leads to monitor):

- Is it an area of significant concern to local people or of public interest?
- Is it an area where significant change or budget cuts are being proposed?
- Is it a topic that would span electoral cycles and therefore benefit from cross-party collaboration?
- Is it an area of poor performance?
- Is it a source of a high level of complaints?
- Is it an area in which the council or partners wish to develop or significantly change policy?
- Is it an area where Government legislation is being developed?
- Could scrutiny’s investigation help identify solutions and lead to real impact?

The issues that have been identified for scrutiny are:

- | | | |
|-------------------------------------|---|--|
| 1) Corporate plan | 7) HSDP and Council’s regeneration programme | 12) St Mark’s Hospital department relocation |
| 2) Community safety | 8) Covid-19 recovery | 13) Northwick Park Hospital maternity services |
| 3) Race action plan | 9) Contacting the council – customer experience | 14) JHOSC |
| 4) Council’s budget and MTFS | 10) Council performance | 15) Health inequalities |
| 5) IT/Modernisation programme | 11) Mount Vernon Cancer Centre review | 16) Orthopaedic surgery provision |
| 6) Council’s accommodation strategy | | 17) Mental health services |

- 18) Childhood immunisations
- 19) Accessibility at stations
- 20) Sub-acute pathways
- 21) Waiting lists for elective care
- 22) Housing and homelessness
- 23) Leisure and cultural services

- 24) Climate change strategy
- 25) Enforcement
- 26) Implementation of Environment Act 2021
- 27) The local plan
- 28) Implementation of refugee resettlement programmes

- 29) Community cohesion engagement
- 30) Adult social care reforms
- 31) Children's mental health and wellbeing
- 32) Community rehabilitation services

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
2022 - 2026					
OVERVIEW & SCRUTINY COMMITTEE (Lead members: Cllrs Amir Moshenson and Dean Gilligan)					
1 Corporate Plan	<ul style="list-style-type: none"> • Reviewing progress and benchmarking performance against targets and KPIs for each priority and objectives contained within the Corporate Plan and Council Improvement Plan when published. • Scrutiny's involvement in engagement with the Improvement Plan 	TBA	<p>New¹</p> <p>New corporate plan and priorities to replace the Borough Plan are currently being developed. Scrutiny to be engaged in its development, O&S Q&A with Leader/Chief Exec in October as starting point for the dialogue.</p> <p>Proactive engagement in development of Corporate Plan and monitoring progress.</p> <p>Corporate Plan to be presented to full Council in February 2023 alongside budget.</p>		Year 1 – priority Committee level
2 Community Safety	<ul style="list-style-type: none"> • Reviewing the priorities and objectives of the revised Community Safety and VVE Strategy (to be published in Spring 2023) • Provision of personal safety measures across the borough 	TBA	<p>New</p> <p>New strategy in development. Scrutiny to focus on outcomes for different wards/areas of the borough and look at the impact of the re-location of Safer Neighbourhood Teams.</p>		Year 1 Scrutiny leads to pick up in first instance through quarterly briefings.

16

¹ Whether the issue is new for scrutiny, ongoing from last year, or an issue for the future

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
			Invite the Borough Commander to discuss local policing, crime and impact of SNT re-location and whether Safer Neighbourhood Policing model is working.		
3 Race Action Plan	<ul style="list-style-type: none"> Reviewing the Council's commitment to race equality and creating a diverse workforce and progress against its Race Action Plan 2022 	TBA	<p>Ongoing - Committee²</p> <p>Cross-party member group exists to drive forward this work – includes Executive and non-executive members.</p>		<p>Ongoing</p> <p>All scrutiny leads to regularly monitor progress within their areas.</p>
4 Council's Budget and Mid-term Financial Strategy	<ul style="list-style-type: none"> To observe the ongoing challenge of balancing the Council's budget – including specific reference to: <ul style="list-style-type: none"> Accommodation strategy IT and Modernisation Strategy HSDP Regeneration Plans including house building and infrastructure 	TBA	<p>Ongoing - Committee</p> <p>Consider outcomes and impact on ability to deliver e.g. affordable housing targets, better services for residents, performance of Access Harrow and remote contact points.</p>		<p>Ongoing – priority</p> <p>Committee level, through Q&A with Leader and Chief Exec</p>
5 IT/ Modernisation Programme	<ul style="list-style-type: none"> To continue to scrutinise the process and financial aspects Impact of agile working on productivity and staff well-being Impact of the Council's modernisation programme on residents' ability to access Council services online and tackling digital inclusion/exclusion Impact of IT upgrade on productivity Impact of IT upgrades on climate pledges 	TBA	<p>Ongoing - Committee</p> <p>Focus on outcomes - impact on service delivery arising from the technological change rather than the implementation of the technology itself.</p> <p>Relate to council pledges around climate and carbon neutrality.</p>		<p>Ongoing</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p> <p>Reports to committee at regular touchpoints</p>
6 Council's Accommodation Strategy	<ul style="list-style-type: none"> To continue to scrutinise the process, financial aspects and impact on staff, productivity and personal safety. 	TBA	<p>Ongoing – Briefing/Committee</p> <p>Refocus as Harrow Council Hub (HCH) is up and running and new Civic Centre provision being developed.</p> <p>Impact on staff – engage with staff around use of HCH.</p>	<p>Place: All aspects of the Regeneration & HSDP programme will be presented in a report to O&S committee before a Cabinet meeting for a decision</p>	<p>Ongoing – priority</p> <p>Continue with model of informal briefing followed by formal O&S consideration of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p>

² If the issue is ongoing for scrutiny, who/how was this dealt with previously

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
			Related to the development of HCH is the utilisation of the Council's fleet - there are ongoing suggestions that many vehicles are either rarely used or remain mostly idle during the day – is there better community use for the council vehicles?		
7 HSDP - Council's regeneration programme and Business Plans	<ul style="list-style-type: none"> To continue to scrutinise the Council's regeneration and business plans under the Harrow Strategic Development Partnership. 	TBA	<p>Ongoing - Briefing/Committee</p> <p>Continue with model of informal briefing and then formal committee consideration at each stage of Cabinet reporting and decision making. Scrutiny influence on shape of Cabinet report. Not focus on business plans and contracts but desired outcomes and how delivering on these. How is scrutiny going to help shape these?</p>	Place: All aspects of the Regeneration & HSDP programme will be presented in a report to O&S committee before a Cabinet meeting for a decision	<p>Ongoing – priority</p> <p>Continue with model of informal briefing followed by formal O&S consideration of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p>
PERFORMANCE & FINANCE SUB-COMMITTEE (Lead members: Cllrs Yogesh Teli and Graham Henson)					
7 HSDP Council's regeneration programme	<ul style="list-style-type: none"> Robustly challenge financial and budgetary aspects of the regeneration scheme and the impact on Council's finances in general. To focus on financial viability, as well as the legal, financial and contractual governance processes. Assess performance against targets 	TBA	<p>Ongoing – Briefing/Committee</p> <p>Consider changing P&F to quarterly meetings to align with corporate reporting?</p>	Place: All aspects of the Regeneration & HSDP programme will be presented in a report to O&S committee before a Cabinet meeting for a decision	<p>Ongoing – priority</p> <p>Continue with model of informal briefing followed by formal O&S consideration of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p>
8 Covid-19 recovery	<ul style="list-style-type: none"> Scrutinise post-pandemic recovery and its impact on our services. Lessons learned and whether proceed with our work differently or better? 	TBA	<p>New</p> <p>Lessons learned from a partnership angle also.</p>	Place: Led by Public Health in first instance	<p>Year 1 / 2</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p> <p>Refer to Health & Social Care Sub-Committee as necessary for partnership discussion</p>

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
4 Council Budget and MTFS	<ul style="list-style-type: none"> Reviewing the Council's budget and how it intends to address financial challenges in relation to budget deficit. 	TBA	Ongoing - Committee		Ongoing – priority Regular reports to P&F
9 Council contact centre [Access Harrow]	<ul style="list-style-type: none"> Review performance of the Council's contact centre 	TBA	New Access Harrow and ancillary/remote contact centres e.g. Greenhill Library	Resources: broaden out to engage scrutiny on implementing a new customer experience strategy	Year 1 – priority Scrutiny review on implementing new customer experience strategy
10 Council performance	<ul style="list-style-type: none"> To help re-design the council's performance reporting regime and identify scrutiny's role in the process To monitor performance across the council, in particular areas of poor performance To understand the reasons behind under-performance and seek ways to improve areas of poor performance To identify areas of good performance where lessons and good practice can be shared 	TBA	Re-focus on performance as this was paused over the pandemic.		Ongoing – priority Regular reports to P&F
HEALTH & SOCIAL CARE SUB-COMMITTEE (Lead members: Cllrs Chetna Halai, Rekha Shah, Antonio Weiss)					
8 Covid- 19 recovery	<ul style="list-style-type: none"> To monitor the continuation of vaccination programme and rollout of booster programme in Harrow. Assess the lessons learned from the pandemic. With reference to the potential impact of long Covid on Harrow residents. Assessment of inequalities and access to healthcare arising from Covid-19 Observe changes in delivery of care for COVID-19. To observe and enquire to what extent the vaccination programme was successful in reducing hospital discharges 	TBA	Ongoing - Committee		Year 1 Beyond Year 1, defer to JHOSC for regional consideration, unless there are specific Harrow impacts

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
8 Monitoring situation in care homes	<ul style="list-style-type: none"> To monitor the impact on Harrow residents following the Government's White Paper on Social Care 	TBA	Ongoing - Committee	People: the issues in care homes were specific to the pandemic and therefore no longer relevant. The white paper is separate, more strategic, and finance based. Would advise that the issue of care homes could be considered more broadly within the implementation of the Adult social care reforms.	<p>Delete as specific issue - consider more widely as part of Adult Social Care reforms implementation.</p> <p>Year 2 - scrutiny leads to pick up in first instance through quarterly briefings. Escalate to committee or review as needed.</p>
11 Progress on review of Mount Vernon Cancer Centre and Northwick Park chemotherapy service	<ul style="list-style-type: none"> To monitor the progress and implementation of the Mount Vernon Cancer Centre Review with its planned relocation to Watford General Hospital. To monitor plans to expand the chemotherapy unit at Northwick Park Hospital. 	TBA	Ongoing - Committee		<p>Ongoing</p> <p>Regular reports to Health Sub</p>
12 Review St Mark's Hospital department shift	<ul style="list-style-type: none"> To monitor and develop the plans to move St Mark's Hospital- a specialist bowel hospital. 	TBA	Ongoing - Leads/Committee		<p>Ongoing</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p>
13 Maternity Action Plan	<ul style="list-style-type: none"> To observe and monitor ongoing updates from the hospital trust on progressing the Maternity Action Plan and making long-term improvements to the service. 	TBA	Ongoing - Committee	NHS partners: Members of Health Sub invited to visit the Maternity Unit in Autumn 2022, to inform ongoing scrutiny at committee.	<p>Ongoing – priority</p> <p>Regular reports to Health Sub</p>
14 JHOSC	<ul style="list-style-type: none"> To continue participation in the JHOSC [Joint Health Overview & Scrutiny Committee]. 	TBA	Ongoing - Committee		<p>Ongoing</p> <p>Harrow's JHOSC member to feed back local implications to Health Sub work programme as appropriate</p>
15 Health Inequalities	<ul style="list-style-type: none"> To examine what the health and social care system is doing collaboratively to reduce inequalities in Harrow To use JSNA and Health and Wellbeing Strategy as baseline 	TBA	Ongoing – Leads/Committee	People: to be led by the Director of Public Health, Managing Director of the Borough Based Partnership and the NWL lead for	<p>Ongoing – priority</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p>

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
	<p>evidence upon which to examine health inequalities at ward level</p> <ul style="list-style-type: none"> To identify actions that can be implemented within local communities to mitigate health inequalities 			Population Health Management	Reporting to Health Sub through Health and Wellbeing Strategy
16 Orthopaedic surgery provision	<ul style="list-style-type: none"> To monitor the proposal to develop a North West London elective orthopaedic centre To assess the impact of proposals on Harrow residents and the Royal National Orthopaedic Hospital 	TBA	New	People: to be led by Corporate Director of People and the Managing Director of the Borough Based Partnership	<p>Year 1 / 2</p> <p>Scrutiny at JHOSC level - Harrow's JHOSC member to feed back local implications to Health Sub work programme as appropriate</p>
17 Mental health	<ul style="list-style-type: none"> To identify health inequalities in accessing mental health services To address the growing pressure on mental health services 	TBA	<p>New</p> <p>Mental health service provision as a growing need, especially in the aftermath of the pandemic</p>		<p>Year 1 / 2</p> <p>Scrutiny at JHOSC level of NW London Mental Health Strategy - Harrow's JHOSC member to feed back local implications to Health Sub work programme as appropriate</p>
18 Childhood immunisations	<ul style="list-style-type: none"> To understand childhood immunisation rates in the borough and barriers faced by communities To explore ways to increase immunisation rates, and more widely vaccination rates in Harrow 	TBA	New	People: would value member engagement on increasing childhood immunisation rates across the borough	<p>Year 1</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p> <p>Reporting to Health Sub through Health and Wellbeing Strategy</p> <p>Possible review on childhood immunisations and vaccinations?</p>
19 Accessibility at stations	<ul style="list-style-type: none"> To explore access issues at train stations faced by vulnerable residents To liaise with TfL on making access easier for residents 		Accessibility of train stations and car park use by vulnerable people (not necessarily only those with blue badge).		<p>Year 1 / 2</p> <p>Scrutiny leads to monitor and escalate to Transport Consultative Group as</p>

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
					needed as this body liaises with TfL.
20 Sub-acute pathways	<ul style="list-style-type: none"> To monitor progress of NW London Integrated Care Board's review of sub-acute pathways 	TBA	New	People: the Managing Director of the Borough Based Partnership has offered to brief the Chair and other members	<p>Scrutiny leads to pick up in first instance through quarterly briefings.</p> <p>Reporting to Health Sub, taking account discussions at regional level at JHOSC</p>
21 Waiting lists for elective care	<ul style="list-style-type: none"> To monitor the NWL waiting list for elective care To examine the data around waiting lists and consider the actions taken to reduce the waiting times 	TBA	New	People: to be led by the NW London Elective Care Lead and the Managing Director of Borough Based Partnership	<p>Scrutiny leads to pick up in first instance through quarterly briefings.</p> <p>Reporting to Health Sub, taking account discussions at regional level at JHOSC</p>
PLACE DIRECTORATE (Lead members: Cllrs June Baxter and Dan Anderson)					
22 Housing and Homelessness	<ul style="list-style-type: none"> Continue to review the root causes of homelessness and how the Council intends to address the issue Continue to review the condition of council housing Review the rationale and cost benefits of installing heat pumps in council homes 	TBA	<p>Ongoing - Leads</p> <p>Outcomes from Housing Needs Review to be known soon – scrutiny leads to pick up and decide if to escalate through SLG.</p>	<p>Place – Director Housing has agreed with both leads that this should be an item for scrutiny. It also links to the cost of living challenges.</p> <p>Pressures on emergency accommodation to be explored.</p> <p>Housing Needs Review was an internal review of management structures - has concluded.</p>	<p>Ongoing</p> <p>Scrutiny leads to continue to pick up through quarterly briefings</p>
23 Leisure and cultural services	<ul style="list-style-type: none"> Developing a leisure strategy for Harrow linked to public health and tackling health issues in the Borough 	TBA	New	<p>Place: Lead with Public Health, as agreed with both scrutiny leads.</p> <p>There is no leisure strategy planned and the cultural strategy was adopted three years ago.</p>	<p>Delete as area for strategy development as no new strategies are planned.</p> <p>Scrutiny leads to pick up broader consideration of leisure and cultural services through quarterly briefings.</p>

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
				Infrastructure sports strategy being developed, for Cabinet in January 2023. Links to public health and consultation over Autumn 2022.	Committee consideration of sports strategy in December 2022?
24 Climate change Strategy	<ul style="list-style-type: none"> Existing interim strategy in place declaring a climate emergency Review underway to establish a new strategy 	TBA	New	<p>Place: Agreed with both scrutiny leads that this should be considered by scrutiny.</p> <p>Interim strategy approved in 2020. This is being reviewed and a new strategy developed - draft due to Cabinet in Spring 2023.</p> <p>Briefings could be provided to seek early scrutiny involvement.</p>	<p>Year 1 / 2</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p> <p>Possible scrutiny review to help develop climate change strategy, starting Spring 2023?</p>
25 Enforcement	<ul style="list-style-type: none"> Update and establish an enforcement strategy Impact of the additional PET team Outcomes to tackle priority issues Enforcement partnership Group established (Council officers/ partners) 	TBA	New	<p>Place: Agreed with both scrutiny leads that this should be considered by scrutiny.</p>	<p>Year 1 / 2</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings</p> <p>Possible scrutiny review to help develop enforcement strategy, starting Spring 2023?</p>
26 Implementation of Environment Act 2021	<ul style="list-style-type: none"> To review the provisions in the new Act To assess how well Harrow is implementing the Act To identify challenges for Harrow arising from the Act 	TBA	New	<p>Place: Scrutiny leads to play a role</p>	<p>Year 1 / 2</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings</p>
27 The Local Plan	<ul style="list-style-type: none"> To develop the Local Plan 	TBA	New	<p>Place: we are in the process of producing the Local Plan, coming out of the Levelling Up and Regeneration Bill. This plan needs to be submitted by 2024 and adopted by 2026.</p> <p>The programme for developing the Local Plan will go to</p>	<p>Year 1 / 2</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings</p> <p>Link to O&S involvement and engagement in the Corporate Plan</p>

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
				Cabinet in December 2022 and is linked to the adoption of the Corporate Plan.	
RESOURCES DIRECTORATE (Lead members: Cllrs Samir Sumaria and Phillip O'Dell)					
2 Community Safety	<ul style="list-style-type: none"> Input to and review progress of the Council's refreshed Community Safety and VVE Strategy when published Review of personal safety measures and installation of mobile and static CCTV cameras across the Borough. 	TBA	New		Year 1 Scrutiny leads to pick up in first instance through quarterly briefings.
28 Implementation of the Government's Syrian, Afghan and Ukrainian Refugee Resettlement Programme	<ul style="list-style-type: none"> To review the implementation and progress of government's Syrian, Afghan and Ukrainian refugees and migrants programme within the borough. 	TBA	New Cabinet report in July 2022.		Delete? As reported to Cabinet in July 2022 and no issues arising.
5 / 6 Accommodation Strategy IT/Modernisation Programme	<ul style="list-style-type: none"> Review the practical and financial implications of the move from the Civic Centre to the new premises in late 2022. To particularly scrutinise practical implications, impact on staff, levels on productivity and performance arising from remote working To monitor the Council's Modernisation Programme, progress and impact, productivity and efficiency. Monitor progress of IT upgrade - assessment of whether the programme has the right calibre of skills and expertise to deliver outcomes in accordance with expectations and whether this will lead to improvements in the way in which the Council operates. 	TBA	<p>Ongoing – Briefing/Committee</p> <p>Focus on outcomes from the modernisation programme rather than the implementation of technology as such.</p> <p>To include the outcomes from the HSDP e.g. Council homes programme, affordable housing and the four current regen sites</p> <p>Monitor the outcome of the various Social Value delivery across the Council and the HSDP.</p>	<p>Place: All aspects of the Regeneration & HSDP programme will be presented in a report to O&S committee before a Cabinet meeting for a decision</p> <p>Resources: Modernisation programme, in addition to IT and accommodation, also encapsulates customer experience and workforce development. EDI also key facet of workforce development. Member scrutiny of developing the Workforce Development Plan for Spring 2023?</p>	<p>Ongoing – priority</p> <p>Continue with model of informal briefing followed by formal O&S consideration of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p> <p>Workforce Development Plan - Scrutiny leads to pick up in first instance through quarterly briefings, with a view to bring to O&S in Spring 2023.</p>

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
	<ul style="list-style-type: none"> To review the budget on IT services and to review the disposal of old technology. 				
9 Contacting the council – customer experience	<ul style="list-style-type: none"> 	TBA	New	Resources: would value member input on developing and implementing new customer experience strategy – perspective of the resident and as community leaders. Include consideration of digital transformation projects and how this technology enables better customer experience.	Year 1 – priority Possible review after report to O&S?
PEOPLE DIRECTORATE (Lead members: Cllrs Govind Bharadia and Jerry Miles)					
8 Covid-19 Recovery	<ul style="list-style-type: none"> To understand further the impact of COVID-19 on health inequalities and mental health of residents - in particular young people’s mental health and potential links with youth violence. Identify impact of COVID-19 on Adult Social Care, Children’s Services and safeguarding issues. To analyse the consequences of COVID-19 in relation to care homes. Assess the recruitment and retention of care staff. 	TBA	Ongoing - Leads/Committee		Ongoing Scrutiny leads to pick up in first instance through quarterly briefings. Escalate to Health Sub if needed.
4 Council Budget and MTFS	<ul style="list-style-type: none"> To identify the effects and impacts of the Council’s finances on the performance of People’s services. 	TBA	Ongoing - Committee		Ongoing Address as part of wider Council budget and MTFS through P&F
29 Community Cohesion and Engagement	<ul style="list-style-type: none"> To review progress on engagement with residents across Wealdstone. 	TBA	Future		Year 2 / 3 Scrutiny leads to pick up in first instance through quarterly briefings. Escalate if needed.

Theme/Topic	Possible objectives and scope	Align to corporate priorities	Member comments - from informal O&S meeting (5 July 2022) and all other scrutiny leads/members	Directorate advice - timing, feasibility, approach and resources	FOR DECISION - suggested way forward
6 Regeneration Programme - accommodation	<ul style="list-style-type: none"> To monitor the closure of the Civic Centre and relocation of services and staff within Adults and Children Services across Council buildings. 	TBA	Ongoing - Briefing/Committee	Place: Linked to HSDP and move of services to new Civic and Emergency Front Door. All aspects of the Regeneration & HSDP programme will be presented in a report to O&S committee before a Cabinet meeting for a decision	Ongoing - priority Continue with model of informal briefing followed by formal O&S consideration of each major decision (report) on Regen/HSDP – to inform Cabinet decision
13 Northwick Park Hospital- Maternity Unit	<ul style="list-style-type: none"> To review the Maternity Unit at Northwick Park Hospital and to recommend a review of this progress against the Improvement Plan. 	TBA	Ongoing - Committee	NHS partners: Members of Health Sub invited to see the Maternity Unit in action in Autumn 2022, to inform ongoing scrutiny at committee.	Ongoing – priority Regular reports to Health Sub
30 Adult Social Care reforms	<ul style="list-style-type: none"> To understand what the ASC reforms mean for Harrow residents and the council To monitor the implementation of the reforms at local level To evaluate the success of local implementation 	TBA	Future	People: initial understanding of new Government legislation. Scrutiny and more discussion on how well the council has implemented the changes in 2023/24.	Year 2 / 3 Scrutiny leads to pick up in first instance through quarterly briefings. Escalate to committee or review as needed
31 Children's mental health and wellbeing	<ul style="list-style-type: none"> To monitor implementation of actions arising from the How Are You Harrow? Survey of 6000+ children and young people To assess the impact of the pandemic on the mental health of children and young people and the impact on families To inform the refresh of the HAY Harrow survey for 2023 	TBA	New	People: suggest scrutiny look at issue relating to children and young people. Mental health and wellbeing a key priority area.	Year 1 / 2 Scrutiny leads to pick up in first instance through quarterly briefings. Escalate to committee or review as needed
32 Community rehabilitation services	<ul style="list-style-type: none"> To explore Harrow's position in providing community stroke services (upon leaving hospital) in comparison to other NW London boroughs To assess the provision of community rehabilitation services in Harrow 	TBA	New	People: the NW London Integrated Care Board is examining the lack of community stroke services (community rehabilitation) upon hospital discharge.	Year 1 Scrutiny leads to pick up in first instance through quarterly briefings. Escalate to committee or JHOSC as needed