

Overview and Scrutiny Committee Agenda

Date: Tuesday 8 November 2022

Time: 6.30 pm

Venue: Council Chamber, Harrow Civic Centre, Station Road, Harrow, HA1 2XY

Membership (Quorum 4)

Chair: Councillor Amir Moshenson

Conservative Councillors: June Baxter
Govind Bharadia
Vipin Mithani
Samir Sumaria

Labour Councillors: Dan Anderson
Dean Gilligan (VC)
Eden Kulig
Phillip O'Dell

Representatives of Voluntary Aided Sector: Reverend P Reece / Vacancy

Representatives of Parent Governors: Ms M Trivedi / Vacancy

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Representative of Harrow Youth Parliament

Conservative Reserve Members:

1. Philip Benjamin
2. Ramji Chauhan
3. Matthew Goodwin-Freeman
4. Kuha Kumaran
5. Salim Chowdhury

Labour Reserve Members:

1. Rashmi Kalu
2. Jerry Miles
3. Sasi Suresh
4. Antonio Weiss

Contact: Kenny Uzodike, Senior Democratic & Electoral Services Officer
E-mail: kenny.uzodike@harrow.gov.uk

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Agenda publication date: 31 October 2022.

Agenda - Part I

2. **Declarations of Interest**

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

3. **Minutes** (Pages 5 - 14)

That the minutes of the meeting held on 17 October 2022 be taken as read and signed as a correct record.

4. **Public Questions**

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, 3 November 2022.

Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. **Petitions**

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

7. **Overview and Scrutiny Work Programme 2022-2026** (Pages 15 - 30)

Agenda - Part II

Data Protection Act Notice

The Council will record the meeting and will place the recording on the Council's website.

[Note: The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Thursday 3 November 2022
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Overview and Scrutiny Committee (Special)

Minutes

17 October 2022

Present:

Chair: Councillor Amir Moshenson

Councillors: June Baxter
Govind Bharadia

Dean Gilligan
Phillip O'Dell

Apologies received: Councillor Dan Anderson
Councillor Eden Kulig

Councillor Vipin Mithani
Councillor Samir Sumaria

1. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:

Ordinary Member

Councillor Vipin Mithani
Councillor Samir Sumaria

Councillor Eden Kulig
Councillor Dan Anderson

Reserve Member

Councillor Kuha Kumaran
Councillor Matthew Goodman-
Freeman

Councillor Jerry Miles
Councillor Antonio Weiss

2. Declarations of Interest

RESOLVED: To note that there were no declarations made by Members.

3. Question and Answer Session with the Leader of the Council and The Chief Executive

The Leader of the Council and the Chief Executive gave a presentation to the committee with the following highlights:

Achievements to Date included the following:

- One hour free on street
- One hour off street free parking in Jan
- Decisions on bulky waste collection for up to 4 items
- Two visits per day to HWRC
- Tall buildings SPD
- Reintroduction of performance reporting in the council
- The appointed a new CEO

Finance Overview included the following:

- The year overspend projection of £6million
- Inflation
- Likely pay settlement
- High cost placements
- MTFS Gap
- £16mil next year
- Further gaps beyond

The Leader informed the committee that challenges were compounded by the need to restore and retain reserves, anticipated rises in inflation and forecast rise in demand

New Priorities included schemes to Restore Pride in Harrow had the following priorities:

- Priority 1 – A Council that puts residents first
- Priority 2 – A Borough that is safe and clean
- Priority 3 – A Place where those in need are supported

Accommodation Update included the following:

- Harrow Hub became operational in April 2022 and is currently being assessed to determine occupancy levels.
- The Civic Building would be closed by December 2022 and ready for handover to HSDP by March 2023
- Providing safe and suitable customer facing facilities such as in person interactions at Green Hill Library and the new location of the Registrar's Office and the location of Citizens Advice Harrow at the adjacent unit in Sheldon House

Regeneration Sites Update included the following information:

Greenhill Way

- New Town Hall
- Min 200 units of accommodation

- Possible other uses
- Feasibility studies

Poets Corner

- Reduced height
- Additional family homes

Grange Farm

- Additional affordable homes and more family houses
- Positive land value
- November Cabinet proposes approval of Business plan and incorporation to HSDP

Byron Quarter

- Increased family housing
- Height reduction opposite neighbouring houses/ Belmont Trail
- Discussions re viability challenges and affordable housing

Peel Road

- Planning feasibility
- Replace HNC with additional residential
- Maintain height in opportunity area

Milton Road

- Reduction of one storey in height
- Improved scheme opposite residents and Mosque
- Ongoing cost discussions

Next Steps included the following:

HSDP Update and Grange Farm Business Plan

- Overview and Scrutiny: 8th November
- Cabinet: 17th November

Business Plans

- Byron: January Cabinet
- Peel: January Cabinet
- Poets: possibly January Cabinet

Greenhill Way/ town hall feasibility and costs

- November discussions
- NB Market and economy
- Viability challenges ongoing

The chair thanked the Leader and the Chief Executive for their presentation and invited Members to ask questions.

A member asked if there was any limitation put on the size of items? How would that affect the feasibility of the service.

The Leader of the Council explained that apart from the introduction of a free first collection, size and meterage requirements remained the same as the former scheme. A slight increase in demand for the service was expected and a decline in income was predicted because of the one-hour free parking scheme. Both schemes were under review and there was a lot of scope in the budget to provide for either increasing capacity for the bulky waste collection or dealing with any loss of income from the one-hour free parking scheme.

A Member asked that private evictions were on the rise and there were currently 22,000 people on the housing waiting list and 1,500 in temporary accommodation. What the plan was for these residents. The Leader explained that there is not much delivery of affordable and social housing. All programmes to increase social housing that allowed for new affordable housing had long lead timelines. The Council was working with residents, housing associations and other groups to resolve the issue.

A Member asked if the viability issue with regeneration sites would affect the 50 percent affordable housing target. The Leader explained that the Council's previous plans would not have delivered 50 percent affordable housing - the set target for London Plan for public Land. Viability of regeneration sites had been impacted by rising costs, but the Council was working with partners to maximise affordable housing to meet the increased demand for family affordable housing accommodation which might lower the percentage of affordable housing provided but deal with that need. The Scrutiny Committee would be informed of the plans.

A Member asked how the success of the one-hour free parking programme would be measured or determined and what had the impact had been to date. The Leader explained that it was too soon to tell as only 50 percent of the scheme had been implemented. The off-street parking part of the scheme was yet to be implemented. The Council was working with Michael Billington and his team to come up with a suite of measures to do that.

A Member asked if the council's policy of putting residents first was delivering. The Leader explained that yes, saving potentials of over 150,000 had already been identified this year. A new resources structure that aimed to deliver services in a more cost-effective way would be implemented. This would result in moving from some very expensive interim positions and recruiting to more a permanent structure.

He further explained that putting residents first would be a change in culture for the Council though it had a dedicated work force, but policy decisions, technology and systems appear not to have been designed to put residents first. The Council needed to be more responsive and accessible post covid hence the move to put a front desk in the Greenhill Library. This would be a change in culture of the Council which would not happen overnight.

A Member asked if the Chief Executive had any thoughts on the culture and direction of the Council. The Chief Executive explained that the Council's

workforce was made up of a good group of professionals who cared but improvements were needed to get the corporate core correct in areas such as customer responsiveness, resident responsiveness, Councillor responsiveness, customer service, risk, project management and performance management.

A member asked why the forward plan was taking long to produce and other than the 5 key pledges, what were the other policy ambitions in the longer term. The Leader explained that a new corporate plan would be in place by February historically, that was an achievement. The policies would focus on putting residents first, delivering our basic services correctly such as the refuse collection – garden and food waste. He informed the committee that a new director of environment had been appointed and a new Budget, policies and plans would be put in place.

A member asked of newly introduced fly tipping measures in Harrow, what was the expected percentage reductions in the short and longer term. The Leader explained that he was very wary about committing to rates at this stage as it would be measured later. He informed the committee that repeat offending sites were being monitored and new enforcement teams were in place. A new dashboard that would show location of these sites to everyone with bulky waste collection was being developed. Access to the recycling centre and the dump was being improved. CCTV cameras would be added that would monitor the sites. There were plans to invest the proceeds from the crime act into enforcement. All These would be in a plan cabinet to approve, and the scrutiny committee would be kept informed.

A member then asked if the five approved CIL products projects now go ahead in this financial year such as the installation of five more planning command posts that allows for CCTV usage.

The Leader explained that all projects are being reviewed so he was reluctant to commit to anything until then, but the project sounded like it should be implemented immediately. All plans to help fly tipping and rejuvenate the high street would be considered.

A Member asked about antisocial behaviour in the bar, for young people and how the high fear of crime in the borough would be tackled. The Leader explained that the Council had to deal with crime and the perception of a crime. He informed the committee that there were ongoing discussions with the Metropolitan police as they interested in engaging rebels and it was a positive sign that that the Commissioner was willing to engage with the Council.

He also said that the Council needed to look at regeneration sites and what could be put in place in terms of youth provision. As the biggest employer in the borough, the Council needed to look at schemes such as apprenticeship schemes to engage the youth. The Council was working with partners to determine what social value could be offered with an emphasis on helping young people and helping people through the cost-of-living crisis. Also the workforce strategy would help as developments would be introduced next year to ensure engagement with residents and employing local people. The

Council would look at local supply chains, and local businesses and employ predominantly local people and using every lever to give young people a career path and opportunity.

A Member then asked how was the outlook for local government funding before the recent economic turmoil, its impact considering the new Chancellor's announcements, inflation, no increase in help from the government and government departments being asked to find spending cuts by the new chancellor. The Leader explained that it was going to be tough. Harrow Council had a low level of grant and high level of Council Tax and not a good record of bidding into some of the government Schemes. Revenue Support Grant and Better Care Funding were not guaranteed but the plan was to tailor things to what government wants to pilot, focus on trying to deliver in Harrow by dealing with the local problems and making the best use resources available to us.

A Member asked what about the ongoing customer Services reviews, What the priorities were and the changes in the customer service culture and how would be financed. The Leader explained that the plan was to use channel migration move people onto the web, away from face-to-face and telephones. The web channel needs to work properly. There were currently frequent complains that issues were reported online, and nothing happened. The systems, integration and the management within the service had not delivered. The escalation process was correct, so new reporting systems were needed and more permanent management and a performance management framework to deal with any issues arising.

A member asked about the medium-term funding gaps of 16 million next year and further gaps, what percentage constraint had that put on future plans. The Leader explained that most of the 60 million. There were additional pressures that had come forward since then, such as pay inflation and inflation but the previous budget that used 14 million pounds of reserves this financial year and six million next financial year was unsustainable. Now, every manager needed to own their budget and was accountable and under very clear instructions not to overspend. Some of the customer Services improvements were not expected to cost anything. Officers just had to understand that the discipline of getting the small things right would make a huge difference.

A member asked if the Chief Executive and the Leader thought that incomplete projects were incompatible with the ethos, accountability, and objective of putting residents first, and what projects were incomplete that needed finishing off. The Leader explained that there were projects such as the regeneration programme and war memorial project that were incomplete.

The Chief Executive explained that improvement was needed in how the Council managed its projects. He said that projects which were still relevant should be identified and completed properly and if projects were no longer fit for purpose, a very clear decision, transparent decision should be made to stop the project. Adhere to strict and sound project management principles was needed.

A member asked how to ensure that Councillors and public queries get responded to within the customer survey timescales given the putting residents first policy. The leader explained that the plan was not complete because the problem needed to be understood first. However, the Council needed to be clear about service standards in the customer services strategy to ensure that issues were reported correctly on the website and the right back office and staff competence. This would be done through staff training, and introduction of appraisals with customer service expectation and targets built into employment contracts.

A Member asked if there were any plans to enhance the leisure offer in the borough, either through public or private investment, given physical activity had significant impact on health, obesity and also mental health. The Leader explained that yes, but this had to be developed alongside regeneration. He said that it was scheduled for consideration in either 2027 or 2028. He informed the committee that the Council must look at how to use our parks more effectively and some of the outdoor leisure opportunities as there was a massive demand for leisure space, this plan would be included in the regeneration programme.

He said The Council had a good relationship with our trade unions though the relationship was not working particularly well with at least one of our trade unions towards the end of the previous administration, it was actually the trade unions who raised the issue about having appraisals and not proposals with me. David Ashton has been appointed to work with unions and the leader would have regular meetings with union and GB as well as we go forward. They represent the key bits of our workforce and in order to deliver any of the workforce engagement plans.

A Member asked about the budget deficit if there were any specific quick wins that the Chief Executive or the Leader could announce publicly. The Leader explained that with Interim vacancies if a post was vacant for six months and there was difficulty filling the post, but you been coping without that, unless it's a massively important role such as social worker or role of that nature, you would want to get an interim in hold it. Also plans to use the apprenticeship levy. This was not about cheap labour but about bringing fresh, blood, fresh ideas and that training through the place.

A Member asked how staff morale could be described at present. The Leader explained that staff morale was very high and must be maintained. The Council needed to invest, train, and develop staff. He informed the committee that the feedback on staff on The Hub was that it was a very nice, comfortable meeting space.

He said that having everyone based in one place was part of the accommodation strategy. People were glad to be back to the office, some people enjoyed the flexibility of being able to work from home and opportunities that gave them spending more time with families but other people feel very isolated and very left out, especially people who were new to the organisation who had not done any bonding and team-building. Staff were being encouraged to come back and plans were in place to maximise in-people attendance while still preserving some bits of flexibility. Universally

heard good things about the teams across the organisation. Just needed to encourage and support them.

A Member asked that at Cabinet meeting on the 30 October, the Leader mentioned that £150,000 had been saved with no direct impact on residents, were there other savings. The Leader explained that Managers across the organisation had been challenged to find ways of saving money, because that enables the organisation to invest in the staff, there has been a lot of ideas. He informed the committee that some departments would be restructured to get the balance right between managers and frontline staff and the head of Paid Service would make a professional judgement on that.

A member then asked if they were going to be compulsory redundancies. The Leader explained that the budget had not been prepared so it was difficult to be certain. He said everything would be done to avoid it but until the commencement of the process it was uncertain.

A Member asked about the roll-out of conservation areas exploration in Harrow, please, and why the following three areas in Harrow Weald, North, Harrow and West Harrow were chosen. The leader explained that this was a question best referred to the Planning Committee.

A member asked how the current turbulence in the money markets will affect the Council's borrowing requirements for the regeneration programme and the good New Homes for Londoner's programme. The Leader explained that Council holds quite a lot of cash, and if the Council had to borrow more than and pay higher interest, that has would influence the viability of the scheme. He said Treasury Management was vitally important in getting that right. Our treasury management team had been trying to eke out savings, which can sometimes be quite substantial for years.

A member asked that as the head of paid service what was his opinion on the average number of hours, a perceived employee should work in an office. The Leader explained that his view was about 2.5 days. He said that part of the accommodation strategy was trying to work out both the capacity of Hub, and not just the number of desks that you can fill in but also the fire limits and all the rest as to what could be safely done. He said he was keen to keep the flexible working flexible spaces, but there were some spaces where some extra desks could be added. He said there were teams that needed to be together to function well such as social workers. For a wider discussion, he was happy initially for Scrutiny Leads to be briefed by the interim Director of Commercial Development and Community, Julian Wain.

A member asked if plans to develop the Greening Way car park, would include any council housing considering housing on the Pearl Road site and clarity on the reduction of affordable homes the last quarter. The Leader explained that as regards affordable housing, the Council was struggling to deliver more than was currently planned a lot depended on the various grants to available to the Council. He suggested that Councillor David Aston and Julian Wain, the Director of Commercial Development and Community may offer a better explanation during their attendance at Scrutiny Committee next month.

The chair thanked the Leader, Chief Executive and Councillors for attending, their presentation and detailed questions and answers and declared the meeting closed.

(Note: The meeting, having commenced at 7.00 pm, closed at 9.00 pm).

(Signed) Councillor Amir Moshenson
Chair

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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.

19 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>		<p>Year 1 – priority</p> <p>Committee level</p>
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>		<p>Year 1</p> <p>Scrutiny leads to pick up in first instance through quarterly briefings.</p>

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

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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.	Delete as specific issue - consider more widely as part of Adult Social Care reforms implementation. Year 2 - scrutiny leads to pick up in first instance through quarterly briefings. Escalate to committee or review as needed.
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		Ongoing Regular reports to Health Sub
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		Ongoing Scrutiny leads to pick up in first instance through quarterly briefings.
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.	Ongoing – priority Regular reports to Health Sub
14 JHOSC	<ul style="list-style-type: none"> To continue participation in the JHOSC [Joint Health Overview & Scrutiny Committee]. 	TBA	Ongoing - Committee		Ongoing Harrow's JHOSC member to feed back local implications to Health Sub work programme as appropriate
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	Ongoing – priority Scrutiny leads to pick up in first instance through quarterly briefings.

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