

Overview and Scrutiny Committee Agenda

Date: Tuesday 18 April 2023

Time: 6.30 pm

Venue: Auditorium - Harrow Council Hub, Forward Drive,
Harrow

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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Useful Information

Joining the Meeting virtually

The meeting is open to the public and can be viewed online at [London Borough of Harrow webcasts](#)

Attending the Meeting in person

Directions by car:

Go along Kenmore Avenue and head towards the Kenton Recreation Ground. When approaching the end of the Kenmore Avenue turn right before reaching the Kadwa Patidar Centre.

You will be admitted on a first-come-first basis and directed to seats.

Please:

- (1) Stay seated.
- (2) Access the meeting agenda online at [Browse meetings - Overview and Scrutiny Committee](#)
- (3) Put mobile devices on silent.
- (4) Follow instructions of the Security Officers.
- (5) Advise Security on your arrival if you are a registered speaker.

Filming / recording

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Agenda publication date: Thursday 6 April 2023

Agenda - Part I

1. **Attendance by Reserve Members**
To note the attendance at this meeting of any duly appointed Reserve Members.
2. **Declarations of Interest**
To receive declarations of disclosable pecuniary or non-pecuniary interests, arising from business to be transacted at this meeting, from all Members present.
3. **Minutes** (Pages 5 - 16)
That the minutes of the meetings held on the following dates be taken as read and signed as a correct record:
 - 10 January 2023
 - 9 February 2023
4. **Public Questions**
To receive any public questions received.

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, 13 April 2023. 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.
6. **References from Council/Cabinet**
(if any).
7. **Scrutiny Annual Report** (Pages 17 - 36)
Report of the Acting Corporate Director, Resources, Strategy and Partnerships.
8. **Any Other Business**
Which cannot otherwise be dealt with.

Agenda - Part II - Nil

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.]



Overview and Scrutiny Committee (Special)

Minutes

10 January 2023

Present:

Chair: Councillor Amir Moshenson

Councillors: Dan Anderson Eden Kulig
June Baxter Vipin Mithani
Dean Gilligan Samir Sumaria

Voting Co-opted: (Voluntary Aided) (Parent Governors)

Non-voting Co-opted: Harrow Youth Parliament
Representative

In attendance (Councillors): Councillor David Ashton

Apologies received: Councillor Govind Bharadia Councillor Phillip O'Dell

2. Attendance by Reserve Members

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

Ordinary Member

Councillor Govind Bharadia
Councillor Philip O'Dell

Reserve Member

Councillor Matthew Goodwin-Freeman
Councillor Antonio Weiss

3. **Declarations of Interest**

RESOLVED: To note the declarations of interest, if any, as published on the Council's website prior to the meeting.

4. **Question and Answer Session with the Leader of the Council and the Chief Executive**

Councillor Paul Osborn, the Leader of the Council, in his introduction, explained that the draft budget was published in December and the final budget, though presently undergoing consultation would be published in February and he was happy to present it to the Committee for further comments. He also gave the following highlights on the budget and corporate plan:

- The previous budget had planned on using 14 million pounds of reserves this year. This would have resulted in a budget gap of 16 million pounds for year 2. The problem with the use of more reserves was the potential like other Councils of issuing a section 114 notice within 18 months.
- The budget had to deal with significant inflationary pressures. This year had £5.6m budgeted for pay inflation and the provision for non-pay inflation had been on the basis that inflation would be at 4% but was now 12% which would have led to a projected gap of £21m in next year's budget but was reduced to £10.9m.
- The full final budget next month would have to be a balanced budget; efforts were being made this year to limit the use of reserves budgeted for in the original budget. This would result in an overspend of only £9bn which was an underspend of £5 billion from the previously budgeted £14bn.
- There would be an underspend of about £3-5m this year from the £14bn pounds of reserves. This would improve the resilience of the organisation and ensure that availability of sufficient resources when needed.
- The corporate plan was being developed alongside the budget and there were several performance indicators and measures on the delivery of priorities. There were several flagship actions that would be related to those priorities such as, the delivery of more electric charging points, cycling projects and other projects that would make a significant difference to people, the environment and Harrow.
- The corporate plan would be published next month as part of the budget and would be presented at Cabinet and Council but could also be presented at overview and scrutiny committee for comments and recommendations.

Members asked the following questions:

- A Member questioned if assurances could be given that in the final budget that council tax would be frozen. The Leader responded that the proposed increase in council tax was out for consultation.
- A Member asked what the planned percentage of staffing reductions was to help balance the budget. The leader responded that there were plans to streamline the senior management structure within the organisation. The Chief Executive explained that there was a target aim to reduce the management expenditure by 10% and plans to explore specific options around service provision as part of the budget. Apart from that, there was no other target set for staff reduction. He said that however, there could be some marginal implications of other proposals later but not a targeted reduction. The restructuring process would commence next month and continue into next year, and efforts would be made to avoid duplications. The leader explained further that there was an extremely high level of agency spend due to some long interim agency staff and the plan was to reduce that in future.
- A Member questioned if the planned management restructure would include consultants. The Chief Executive explained that the council was spending about £30m which was about 25% of the budget, on consultants, interim and bank staff. He said that the replacement of consultancy type leadership roles with actual Harrow staff had begun. Such as the recent recruitment of the Director of Housing and the Director of Environment Services.
- A Member asked for further explanations on the use of reserves and another asked about council tax freeze. The Leader explained that the previous budget had planned to use £14m from the reserves which would have created a gap of £16m. The plan was to balance the budget over three years. Though the third year might be a struggle due to inflation and funding uncertainties in having a two-year settlement, but efforts were being made to deliver a balanced budget over the medium term. The leader further explained that it was Council tax freeze by the end of the current administration remained an aspiration. The Portfolio Holder for Finance, Councillor David Ashton, also explained that the situation on the reserves, was very challenging and the additional commitment of utilisation in the following year meant that the Council may run out of reserves in two years.
- A Member commended the recent Chief Executive's staff briefing and asked if there had been any feedback from staff. The Chief Executive responded that the feedback had been overwhelmingly positive, and efforts had been made to ensure the briefings were open and honest even when challenging messages had to be delivered such as budget cuts and restructuring.
- A Member questioned if the early reduction of agency staff would not cost more and if so, how much? The Chief Executive responded that the

aggregate from replacement of senior management staff and consultants would result in savings for the Council. The Leader explained that as senior interim staff were being replaced with permanent Harrow Council staff, equally investment was being made through various schemes such as apprenticeships to ensure staff development.

- A Member questioned if there would be costs for releasing staff early. The Leader responded that apart from the usual short notice period, no extra costs were anticipated.
- A Member questioned how the cost of parking and bulky waste collection would be offset now extra collections were anticipated due to the scheme. The Leader explained that that provision had been made in the budget for a loss of income of £140k and this would also be built into next year's budget. In terms of parking, a reduction of £450k in revenue was expected. It is assumed that the same would apply to off-streets parking but benefits such as extra footfall to Harrow district and town centres was important as was the support to local businesses.
- A Member asked if increase in recruitment of staff was anticipated for waste collection and the Leader responded that there was enough capacity within the current staffing levels to deliver the service but if needed, staffing levels could be increased.
- Another Member questioned that had any consideration been given to the fact that the bulky waste collection, may lead to less fly tipping and had that been taken that into account in the budget. The leader responded that he was wary of making assumptions because if unrealised, could lead to difficulties in the of that service.
- A Member asked what the challenges were in making the savings proposals necessary for Harrow to become a more prudent organisation. The Leader explained that overwhelming majority of the budget was mandatory statutory services, but savings could be made in non-statutory services such as in the Environment Place department. He said that efforts were being made to get the right management structure for the organisation, to avoid recruitment of interim staff and duplication in senior management positions. He said that while it was important to have permanent members of staff in key services, exceptions could be made for positions that add value such as providing good advice thereby making great savings for the Council. The Portfolio Holder for Finance explained that there was a huge amount of inconsistency in terms of several people reporting to the various levels of management, which sometimes could not be justified so a greater degree of consistency was needed as there were substantial savings to be made in the use of agency staff.
- A member asked about the cost of recruitment of the director of environment and the impact of recent decisions on staff morale. The Leader explained that the Council was required to publish the salaries of senior management staff and informed the committee about the

establishment of a design authority, chaired by the Leader to examine senior management structures.

- A Member questioned if there were concerns about the loss of specialist knowledge because of the rapid reduction in consultants. The Chief Executive responded that there was a cost at risk of unintended consequences, but the Council had been very clear to target recruitment to go hand in glove with that that loss so, senior leaders were recruited systematically where the high cost of an interim had to be removed.
- A Member asked if the Leader had managed to secure any concrete commitments and actions from the Conservative, national government, or local political representatives to help Harrow's finances. The Leader explained that proposals to repurpose money from central government, to spend it more effectively and avoid a potential overspend would be presented to cabinet in a few weeks' time. The Council would be bidding for more, but there was not a huge pot of money available, and the situation would not be any different were the government to change nationally.
- The Chair asked the Leader that with all the difficult decisions that had to be made with regards to the council tax and savings, what were the Council's plans to safeguard the most vulnerable people in Harrow. (B) With the household support fund, ending in March, were there any plans to replace the fund or support low-income households in that way. The Leader explained that the government was announcing various new support schemes for households such as the new government package of support to combat rising energy prices. He said that the Council would make every effort to support the community by ensuring that places such as the leisure centres and projects such as the community kitchen are sustained and supported. He did however stress that the ability to do this was reliant upon funds from the government. A reduction in the funds would have an impact but a lot of work had gone into helping these community schemes adopt self-sustaining models and encouragement given in the usage of the voluntary sector for the improvement of services and profitability.
- A member commented that it would be good for the Committee to see a report on the cost benefit analysis of these policies and schemes and their impact on local businesses and community. The Leader explained that the plan was to disaggregate the challenges from other economic impacts and use of benchmarking against other Councils to assess the schemes and suggested that the Overview and Scrutiny Committee could help review the impact of the changes around on and off-street parking and the newly introduced App.
- A Member asked if consideration had been given to the fact that free parking scheme could lead to an increase in car usage in harrow and wondered if this was not a trade-off and asked what was being done to encourage active transport choices. The leader explained that there was determination to massively increase the Council's support of clean driving

and need to make walking more attractive. He said that the introduction of more cycle lanes was not the answer as there were many under-used cycle lanes in Harrow due to design issues. He said, instead, more thought would be given to the maintenance of existing lanes, increasing the number of charging points across the borough, boosting active walking, cycle security and storage due to funding streams available to the Council.

- A Member asked if it was the Leader's plan was to build a more connected cycle network across the borough in 3 years. The Leader explained that he would like a successful scheme not just on paper but functional with input from cyclists. He said that the transport strategy would be presented to Cabinet and Portfolio Holder for Transport would be happy to present it to the Committee for comments and recommendations.
- A Member asked the Chief Executive, to explain how the Council planned to engage with the recently announced government scheme - £32m fund from Active Travel England for local authorities to hire and retain skilled professionals to deliver specialised training as it was a funding pool and local authorities were allowed to bid. The Chief Executive explained that while he did not have the information in front of him, the Council was in the process of developing the transport plan and the right professionals were needed to drive through the schemes therein.
- The Chair asked if the inflation forecast for 2023/24 was built into the budget, especially the forecast about half of Q4 2022 inflation and into the second half of the year. The Portfolio Holder for Finance explained that wage inflation of 4.5%, was an estimate. Although there was an expectation that inflation would come down, but it was also clear that it was going to still remain relatively high by historical standards. So, a middle ground was adopted in terms of the estimated rate (4.5%).

The Chair thanked the Leader, the Portfolio Holder for Finance and the Chief Executive for their attendance and detailed answers to the Members' questions.

4. Any Other Business

There was none.

(Note: The meeting, having commenced at 7.30 pm, closed at 8.57 pm).

Overview and Scrutiny Committee

Minutes

9 February 2023

Present:

Chair: Councillor Amir Moshenson

Councillors: Dan Anderson Vipin Mithani
June Baxter Phillip O'Dell
Govind Bharadia Samir Sumaria
Dean Gilligan

**Non-voting
Co-opted:** Harrow Youth
Parliament Representative

**In attendance
(Councillors):** Councillor David Ashton

**Apologies
received:** Councillor Eden Kulig
Councillor Dan Anderson

2. Attendance by Reserve Members

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

Ordinary Member

Councillor Dan Anderson
Councillor Eden Kulig

Reserve Member

Councillor Samir Sumaria
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3. **Declarations of Interest**

RESOLVED: To note the declarations of interest, if any, as published on the Council's website prior to the meeting.

4. **Minutes**

RESOLVED: That the minutes of the meeting held on 8 November 2022 taken as read and signed as a correct record.

5. **Public Questions**

RESOLVED: To note that no public questions were received.

6. **Petitions**

RESOLVED: To note that no petitions had been received.

7. **References from Council/Cabinet**

RESOLVED: To note that no references were received.

8. **The Corporate Plan**

The Committee received an introduction from Councillor Paul Osborn Leader the Council, on the Corporate Plan with the following highlights:

The Leader explained that the Corporate Plan had been tabled late at the Committee due to the issues with Cabinet's publication deadlines.

He explained that the Corporate Plan was underpinned by a Corporate Delivery Plan, aligned to the administration's priorities. The actions in the Delivery Plan would be integrated into the corporate objectives setting process, with a view to having clear performance targets for staff around the delivery of each action.

The plan contained twenty-four flagship actions which were deliverable, tangible and measurable things. Each of the flagship actions was assigned to one of the Council's three priorities. It would deliver council services that were easily accessible and effective, promises that were delivered upon, clear customer service standards and improved communications to put residents first and restore pride in Harrow.

Other highlights included the following:

- All council homes including Grange Farm Community Hall had to deliver a planning website by the end of the summer to adopt new planning protections, to restrict tall buildings to create safe and secure cycle parking.
- The roll out of the first car park, by May 2024. The use of Council car parking spaces for car clubs.

- Dealing with 90% of complaints within 15 working days and the improvement of the website to enable a more personalised service with my Harrow account as residents would be able to see the progress of staff that they have reported going through the system.
- The launch a consultation platform for my Harrow talk to help the Council engage with, listen to residents and increase their involvement in decision-making.
- The work with residents to create a new adult social care, mental health model, the old arrangement was about to end, and the Council wants to work with residents, community groups and the voluntary sector to develop a new mental health system, to improve and transform resource centres into true adult social care and wellbeing hubs to promote early intervention.

The Leader explained that now the Corporate Plan was completed, the next piece of work was the development of a corporate scorecard, and he was happy to engage with the Committee and the Portfolio Holder for Performance on a quarterly basis to develop a process on how the score card would be scrutinised.

Members asked the following questions:

The Vice-Chair asked the Leader what changes were necessary to ensure such timely provision of vital reports to the committee. The Leader explained that as this was the administration's first budget and corporate plan there had been a lot to do and the situation had not been helped by the timing of the Settlement from government. He explained that he had requested Democratic Services address the scheduling issues with the cabinet agenda publication dates and scrutiny committee and efforts would be made to ensure timely publication of reports.

The Vice-Chair also questioned about the lack of mention of the career development such as apprenticeship schemes for adopted/foster children in care who are always left behind academically. The Leader responded that the council as corporate parents, would like to provide the best available opportunities for looked after children in the care system but this could be widened to include people who had been adopted or in foster care.

The Vice-Chair asked the Leader how he could ensure that consultation with residents would be at the heart of the proposals in the Corporate Plan as major development areas such as the Kodak bridge project had been deleted without consultation with residents or ward councillors. The Leader in response, explained the extenuating circumstances around the Kodak bridge project including the results of an initial consultation on safety and viability and the discussion at the planning policy advisory meeting. Furthermore, a new platform to enable the adoption of new consultation standards to ensure a better consultation process for the Council.

A Member questioned about the costs involved in implementing the new planning IT system and given the Council's income targets, how would the system increase the number of planning applications. In response the Leader explained that he had been closely involved in the procurement of the new system. The previous system was not fit for purpose and had caused tremendous difficulties for staff and residents. Details

could be shared with the committee. The Acting Corporate Director, Resources, Strategy and Partnerships informed the committee that the new system had been procured and it was hoped that delivery would be as the timetable set out in the Corporate Plan.

A Member commented that there were happy to see the proposed publicly available scoring system for the roads considering the state of the roads in the borough and asked if the Council had found provider for car clubs. The Leader discussed some of the details of the car club proposals and stressed that this had not been done to prejudice the procurement process.

The Vice-Chair asked if the plan to repair 60 carriageways and footways over the next 12 months was being carried out on the existing budget or ward area, and would the area experience an increase in capital spend and would the Leader commit to consulting all ward councillors before determining the roads or would decision left solely to officers. The Leader in response explained that he was happy to engage with ward councillors over the list of roads, but the selection process was designed to be fair and transparent to commence the worst affected roads.

A Member asked what the target in the reduction of fly tipping was. The Leader explained that a score card for target setting was in development and the new CCTV cameras, would be transformational and make a massive difference to fly-tipping.

A Member asked if the Leader could indicate when the Council would know if the Household Support Fund would fund local schemes for another 12 months, including free school meals, as stated within the Corporate Plan. The Acting Corporate Director, Resources, Strategy and Partnerships explained that the Council was awaiting guidance from the government, but the expectation was that the fund would cover the entirety of the next financial year.

A Member asked about the future of the Bridge in Christchurch Avenue a popular mental health day-care centre and the home of Harrow Community kitchen. The Leader agreed that this was an important venue due to the King's visit during his visit to Harrow and the Leader believed the venue should be secured for their use over several years however there was a regeneration programme, and it may be that other sites could become identified as part of that, a better site could be found should they need to move.

A Member asked what percentage of the construction of affordable housing on Milton Road was private or shared ownership. The Leader said that he could recall but would be happy to check and report back to the Committee.

A Member suggested that due to the tight programme for the Overview and Scrutiny Committee could the development of a scrutiny process for the balanced scorecard be assigned to Scrutiny Leads instead. The Chair was of the opinion that the research could be done by Scrutiny Leads but the report should be presented to the Overview and Scrutiny Committee for formal comments and recommendations. The Leader in response said he was happy with any decision reached by the Committee.

A Member questioned that as the Corporate Plan would be translated into targets for relevant directors could the results be shared with the Overview and Scrutiny Committee. In response the Leader explained the process in detail and said he was happy to attend the Committee to answer Members' questions on the matter.

The Chair thanked the Leader, the Portfolio Holder for Finance, Acting Corporate Director, Resources, Strategy and Partnerships and the Finance Director for their attendance and detailed answers.

RESOLVED: That the Corporate Plan be noted.

9. Scrutiny Review on Customer Experience

Members received a presentation on the Customer Experience from Councillor Samir Sumaria.

A Member commented that it was important to point out that while it was a good to put residents first and find out exactly what they wanted however, there may not be enough resources to meet those expectations, but it was useful for officers, to understand what the residents and businesses expect to help the Council tailor our services to meet those expectations.

The chair agreed with the Member and suggested that the comment could come under resident consultation, which was actually speaking to the public and finding out exactly what they expect from their service areas. The Chair suggested that comments could be included in the methodology in that section of the report.

The Acting Corporate Director, Resources, Strategy and Partnerships informed Members of the residents' survey was currently out in the field which had the customer experience-based questions in it, so there might be relevant information for the Committee's review.

The Chair suggested the establishment of a baseline and targets for measurement purposes.

RESOLVED: That the Customer Experience Scrutiny Scope Document be approved.

10. Any Other Business

(Note: The meeting, having commenced at 6.30 pm, closed at 8.03 pm).

(Signed) Councillor Amir Moshenson
Chair

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Report for: Overview and Scrutiny Committee

Date of Meeting:	18 April 2023
Subject:	Scrutiny Annual Report 2022-23
Responsible Officer:	Shumaila Dar, Interim Assistant Director, Strategy & Partnerships
Scrutiny Lead Member area:	All
Exempt:	No
Wards affected:	All
Enclosures:	Appendix 1: The Scrutiny Annual Report Appendix 2: Scrutiny Committee Business and Attendance 2022-2023

Section 1 – Summary and Recommendations

This report provides the Scrutiny Annual Report for 2022-2023, as developed by the Scrutiny Leadership Group which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and the Scrutiny Lead members.

Recommendations:

The Overview and Scrutiny Committee is asked to:

1. Consider and agree the Scrutiny Annual Report 2022-2023
2. Submit the Scrutiny Annual Report 2022-2023 to Full Council for endorsement

Section 2 – Report

The council's constitution requires the Overview and Scrutiny Committee to report annually on its activities to Full Council. The attached Scrutiny Annual Report is the draft final report. This has been developed by the Scrutiny Leadership Group, which comprises the chairs and vice-chairs of the Overview and Scrutiny Committee and its sub-committees, and the Scrutiny Lead members. The Scrutiny Annual Report outlines the activities of the Overview and Scrutiny Committee, the scrutiny sub-committees and the scrutiny lead councillors during the 2022-2023 municipal year.

Scrutiny's focus has been dominated by the changes in senior leadership and a range of new members joining the committee. The closure of the civic centre and the relocation and regeneration projects across the borough have been important highlights to the committee. The scrutiny work programme for 2022-2023 has reflected this change in priorities.

Ward Councillors' Comments

Not applicable as report relates to all wards.

Financial Implications

There are no financial issues associated with this report.

Performance Issues

There are no performance issues associated with this report.

Environmental Impact

There is no environmental impact associated with this report

Risk Management Implications

There are no risk management implications associated with this report.

Equalities implications / Public Sector Equality Duty

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.

Council Priorities

All

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: Anthony Ilesanmi, Assistant Policy Officer Job Title, 07599 656811, Anthony.ilesanmi@harrow.gov.uk

Background Papers: None

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Harrow Annual Scrutiny Report 2022/23

Overview and Scrutiny Committee – Councillors Amir Moshenson (Chair) and Dean Gilligan (Vice-Chair)

Our Role

As always, our vision for scrutiny in Harrow has been cross-party investigation of issues and decisions that are important to residents. This guides the development of our work programme and ensures a balance between holding the council administration and health partners to account, as well as investigating and influencing the Council and partners' approaches to issues of concern to residents.

The Council's scrutiny function is driven forward by the Scrutiny Leadership Group, made up of the chairs and vice-chairs of the committees and the scrutiny leads, whose work and achievements are highlighted in this report. The Scrutiny Leadership Group provides strategic direction to the scrutiny function and helps to ensure that we maintain an effective focus for our work, acting as a critical friend to the Council and influencing key decisions. Meetings are held bimonthly, and they bring together the feedback from scrutiny leads on progress in their different service areas.

Highlights

The Overview and Scrutiny Committee are happy to have inducted a new team of councillors in their respective scrutiny roles. For many new councillors, this is their first introduction to scrutiny and the O&S Committee has focused on ensuring that scrutiny members develop into their roles and equip them with the understanding to successfully deliver their respective work plans.

The new scrutiny team has been looking very closely at customer experience and what that means for Harrow residents. The team prioritises and continues to focus on key challenges impacting Harrow's residents. It also ensures that thorough research is conducted in exploring these important areas so that residents have access to the best possible service from the council and partners. The O&S committee is very focused on resident experience and raises many questions that are focused on the everyday experience of residents in the borough.

"The new team in scrutiny has been looking at critical areas with the most impact on residents with fresh eyes." – Councillor Amir Moshenson.

The Focus of Work over the Past Year

Our focus this year has been on the new corporate priorities and what this means for the council and its residents. These priorities will form a substantial part of the work the Overview & Scrutiny Committee will be doing the current work period. We will also be looking at the priorities in conjunction to the Harrow Strategic Development Partnership Work Plan.

Another key area for the O&S Committee is the council's dedication to improving customer experience. This will be constantly reviewed, and all members of the committee will have this principle at the forefront of every decision made. When discussing service delivery and financial prudence, it is paramount that customer experience is addressed and prioritised.

Over the past year, the O&S Committee has met a total of eight times where we have discussed:

- Budget – The approved budget for this year has implications for a range of service changes and savings. We have continued to monitor how this will impact service provision within the work force and how this impacts residents. We have looked at mitigating circumstances to ensure that the council can continue to produce services of a good and reasonable standard
- Scrutiny work programme – We have finalised the Scrutiny work programme of 2022-26 and we will continue to monitor its effectiveness.
- Regeneration – Given the formal closing of the Civic Centre this year, a large amount of our work is understanding what this means for the workforce and the future of front facing services for the residents of Harrow.
- The Corporate Plan – With the new administration coming into the council, we have been working with senior management to ensure that the plan aligns with the key priorities of the council representatives. We look forward to working with the Corporate Leadership Team throughout the work programme.
- Customer Experience – A key priority for the council is the way it delivers on improving customer experience. We have been constantly looking at how the council engages with its residents and how to do this in a more efficient way. As stated, we will have this key priority at the forefront of our decision making.
- Community Safety Strategy – We are proud to say that Harrow is one of the safest boroughs in London and we aim to maintain this. We have looked at key areas that of community safety which will help us to maintain this and improve community safety in general. We look forward to seeing the effects of its implementation

The Overview & Scrutiny Committee appreciates and recognises the Leader of the Council's engagement with the committee. He has engaged scrutiny on the development of the corporate priorities by attending the Scrutiny Leadership Group in December and making it a focus of the January Q&A alongside budget, as we recognise delivering priorities and flagship actions goes hand in hand with the Medium-Term Financial Strategy (MTFS). We look forward to continued work with him.

Performance and Finance Scrutiny Sub-Committee

Councillors Yogesh Teli (Chair) and Graham Henson (Vice-Chair)

Our Role

As members of the Performance and Finance Scrutiny Sub-Committee, it is our role to challenge and scrutinise the council and its partners' performance against priorities in terms of finance, operational delivery, and service provision. It is imperative that the scrutiny is performed in a constructive manner that is apolitical, is focused on improving the council's performance and most importantly, ensures the provision of efficient services that are considered value-for-money for the taxpayer.

Key Highlights of Municipal Year

This year, the sub-committee has focused on scrutinising council documentation and reports detailing the finances of the borough. We are pleased with the provision of information at the set time parameters which allows us to scrutinise more effectively, and we welcome this to continue at the same pace. We were pleased with the quarterly finance reports as they were

well prepared and highlighted the financial pressure the council is under and the mitigation that has been put into place.

We have also focussed on pre-consultation meetings to ensure that the chair and co-chair is informed about contents and issues.

Another highlight is the adoption of the budget and Medium-Term Financial Strategy.

The Focus of Work Over the Past Year

This past year we have focussed on the monitoring of the 2022/23 budget. We are pleased that it came within the expected parameters and was presented well. We look forward to receiving more budgets like this in the future.

In addition to the financial performance of the council we look to develop key performance indicators to measure against to ensure the progress in the management of council finances.

Impact & Value of Scrutiny

This period of scrutiny has allowed us to develop a proper budget for this year and the following year. A budget that we will continue to maintain and monitor to ensure value for money for Harrow residents. The budget and the corporate plan have provided the council the direction of travel and a better understanding of the council's position. The monitoring of the budget allowed us to see the pressure points within the borough. This allowed us to see how the council was mitigating these pressure points and key steps being taken by the council ensure financial stability.

The scrutiny function as a result has been beneficial to the way the council has used its financial resources. We aim to continue to work in this manner to ensure more economic prosperity for the council and its residents.

Work Priorities for Next Year

We will continue to monitor this year's work plan to make sure it aligns with council functions and necessities. We aim to follow through with the various aspects of the Scrutiny program and develop others which benefits all parts of the council's workforce. Another possible key area next year is the changes to the regeneration programme.

Scrutiny will be invaluable in delving deeper into the impacts of the service changes. We are looking forward to scrutiny procedures which will allow us to gain a better understanding of council priorities. A key part of this is the reintroduction of performance boards which will provide a robust performance reporting regime following the pandemic pause, it will be critical to scrutiny's role that involves Performance & Finance. The chair and vice-chair will continuously analyse these so that they can analyse performance areas and escalate to committee as necessary.

This method and dedication to tracking performance will allow Scrutiny to make positive and necessary inflections so that residents can continue to be served efficiently.

Health and Social Care Scrutiny Sub-Committee – Councillors Chetna Halai (Chair), Rekha Shah (Vice-Chair) & Dr Antonio Weiss

Our Role

As members of the Health and Social Care Scrutiny sub-committee, it is our role to be the key driver of the scrutiny function's health and social care scrutiny programme and maintain relationships with health and social care colleagues and partners in relation to shared stated priorities, in consultation with the Overview & Scrutiny Committee.

We have specific responsibility for scrutiny of the following functions:

- Health and social care infrastructure and service
- NHS England, Clinical Commissioning Groups (CCGs) and the Health and Wellbeing Board
- Public Health
- Other policy proposals which may have an impact on health, public health, social care and wellbeing
- Collaborative working with health agencies
- Commissioning and contracting health services

Key Highlights of Municipal Year

Over the past year the Health and Social Care Subcommittee has maintained its dedication in improving and maintaining high standards of health for Harrow residents. One achievement is our very close scrutiny of the relocation of St Marks Orthopaedic surgery to Central Middlesex Hospital to ensure the move benefits Harrow residents.

In addition to this our work so far has involved reviews of:

- Childhood immunisations in Harrow,
- System winter plans & pressures,
- Health and social care system pressures,
- Key issues affecting Northwest London (NWL) via the Northwest London Joint Health Overview and Scrutiny Committee

The Focus of Work over the Past Year

Throughout 2022/23, the impact of COVID-19 has been under constant supervision by the Health and Social Care committee. As the borough transitions into the post-pandemic period, we will continue to monitor the effects of COVID-19 on residents and how to mitigate any public health concerns.

We are focussing on raising the standards of healthcare affecting Harrow residents and neighbouring boroughs. This is a continuous key priority of our agenda, and we continue to meet with relevant stakeholders to ensure that this is reflected in our services.

In addition to this our other areas of focus have been maternity services in the borough and how to improve them, key issues around nursing, and we will continue to review childhood immunisations to ensure Harrow's children have the best outcome.

Due to the high number of children receiving vaccinations throughout the UK over the last 50 years, many serious childhood infectious diseases have disappeared altogether, like diphtheria, polio or tetanus, or have been dramatically reduced, such as measles and whooping cough. Unless a high level of vaccine uptake remains, many of these serious infectious diseases will return. The Covid pandemic and ensuing vaccine programme highlighted the inequalities in vaccine uptake within the marginalised or more deprived communities.

The committee is exploring how childhood immunisations are commissioned and provided through the NHS and will investigate issues which compromise vaccine uptake locally. As Harrow is showing a decline in some childhood immunisations. We are keen to dig into the factors affecting this locally and regionally. While Public Health focuses on promoting childhood vaccinations, the delivery is via Health partners, so we will examine the issue via all fronts, including:

- Responsibilities for oversight, commissioning, and provision
- Local uptake figures
- Local demographic and other factors determining uptake
- Roles and current activity to promote uptake
- Key issues and challenges

Impact and Value of Scrutiny

Scrutiny allows us to provide and ensure better health services for Harrow Residents. The apolitical nature of scrutiny gives us the function of being able to address challenges using multiple voices and rationale. The various key areas within healthcare that have been covered this year and brought back to committee is key for continuous improvements in healthcare provision around the borough and North West London.

For the Health and Social Care committee, the value of scrutiny is carefully questioning what is already within current health care provisions and key personnel answerable to Harrow Residents. This allows us to cover key areas within healthcare and review them appropriately for continuous improvements.

Work Priorities for Next Year

Looking ahead, the current work programme will continue to be observed and any future recommendations made will be based on the outcomes and emerging issues within this current work period. A potential area to look at in next year's programme is striking a balance between strategic and operational mechanisms of the services that we scrutinise. We want to ensure that services are being provided according to needs of Harrow Residents and as important as the scrutiny function is we want to be able to provide a working comparison between this and our services.

The focuses of next year's work programme will be:

- Ongoing reviews of elective orthopaedic operations at Middlesex Hospital
- Improvements at Maternity at Northwick Park Hospital as inspected by the Care Quality Commission
- Raising standards for nursing recruitment and focus on retainment of staff
- Improve childhood immunisations
- Clearing Covid backlogs

- Improving GP appointments accessibility for patients

“I have enjoyed exploring a wide range of healthcare matters affecting the residents of Harrow and wider. I have enjoyed leading this Committee and working with members to make a tangible impact on health outcomes in the borough.” – Councillor Chetna Halai.

People Scrutiny Leads– Cllr Jerry Miles & Cllr Govind Bharadia

Our Role

As scrutiny lead members for the People Directorate, our role is to be a critical friend to the organisation and to help residents of Harrow of all ages – from birth to old age.

Key Highlights of Municipal Year

The People’s committee would like to pay tribute to Paul Hewitt, the previous Corporate Director of Peoples Services, who retired in September. It was a pleasure to have worked with him over the years and his dedication to Harrow Residents and the council will be missed. We look forward to continuing to work closely with the new Corporate Director, Senel Arkut and the Director of Children Services, Peter Tolley.

The key highlight of our work over the past year has involved examining the Council’s change in administration and navigating this to ensure that we continue to serve the residents of Harrow with our continuous diligence. Another key highlight has been looking at the closure of the civic centre and the relocation to Gayton Road as a new structural base where Housing and Social care services can work together.

The Focus of Work over the Past Year

A large part of our work in the previous cycle was determining the effects of COVID-19 on all residents in the borough, this remains a part of our work and we are focussing on looking at the effects of COVID-19 post-pandemic.

Another work area is examining the budget for social care in the medium term. In our examination it was found that teams were being consolidated and resources better managed, ensuring continuous value for money in service provision and at the same time making sure that the services are delivered to a high standard.

In addition, we looked at the impact of the ongoing Regeneration Programme in Wealdstone on community cohesion in the area as well as the council’s efforts to augment this. We also monitored the recovery of the Northwick Park Maternity Unit, and the Adult Social Care Reforms and what impact they have on Harrow’s residents and local services.

Impact and Value of Scrutiny

Scrutiny continues to be a positive force in service provision in Harrow. The collaboration between all council members makes scrutiny a rewarding process and the impact and value continues in this cycle. It is a function that has facility to hold the Chief Executive, the Leader of the Council, and Portfolio Holders to account in special meetings or by invitation and this ensures viewpoints are reflected in the Cabinet. In our area, we will be ensuring that services are maintained and improved amidst a challenging time for resources in the budget agreed by the Council.

Work Priorities for Next Year

Looking ahead, the effects of COVID-19 still need to be researched and analysed as it is an issue which, despite the advances in medication and healthcare has had widespread impact on not only health but a pressures range of social provisions across London, including Harrow.

As a result, we will pay particular attention to children's services that were affected greatly during the pandemic. Schools and education were greatly impacted, and it is necessary to keep this as a priority.

We also want to prioritise children's mental health wellbeing and have recommended working with the children's charity Barnardo's. We are proud to say that children's mental health and wellbeing is at the forefront of our priorities, and we worked with partners to conduct the 'How Are You?' survey to understand more about children's needs. We appreciate that children are often placed in difficult situations especially due to the pressures of social media. We will ensure that there a range of activities and services available to the children of Harrow and scrutinise their standards of delivery.

We will also continue to monitor adult's social care as part of the current work programme. The impact of budgets cuts and constraints on delivering services like social care, which makes up significant proportion of council expenditure, will be monitored to ensure services are still being delivered to a good standard. Therefore, the council is redesigning its services to integrate the concept of family hubs and scrutiny will follow developments with interest.

"Scrutiny should be a critical friend of the Council, and it should work closely with the Council and its stakeholders to ensure that the services provided to residents are efficient, effective and meet the needs of the local community" – Councillors Jerry Miles and Govind Bharadia.

Community Scrutiny Leads – Councillors June Baxter and Dan Anderson

Our Role

In Community, we look at a wide range of issues; from the environment, libraries, and homelessness, to cleanliness, personal safety, and roadworks - things that affect residents directly. The focus over the past year has been on Harrow residents and ensuring that the needs of the community are considered when decisions are taken that impact their lives.

Key Highlights of Municipal Year

A key part of our work for this year was looking at the Harrow Strategic Development Partnership. Scrutiny reviewed and analysed the HSDP and recommended actions.

In this review we discussed:

- Public Parking on the site of the new town hall
- The use of property in phase three of the Grange Farm business plan
- Time scales of service delivery
- Property prioritisation of Harrow Residents

The Focus of Work Over the Past Year

The Community Safety Strategy is a legal requirement, it is important that this remains current and reflects changes in the borough. This updated strategy has allowed the new Administration to set out its priorities for community safety in Harrow.

The Safer Harrow Partnership is responsible for this strategy through a multi-agency approach and are accountable for its effective implementation. To ensure that the priorities in this strategy are implemented, several workstreams will be established which will report back to the main group. All progress under each workstream will be monitored through quarterly reporting at Safer Harrow to achieve the best possible outcomes.

The strategy outlines six community safety priorities for Harrow, and how each of these priorities will be measured, and progress monitored. These priorities were identified through the analysis of Harrow-specific data and trends and were proposed by statutory and non-statutory partners at consultation workshops.

Scrutiny will be invaluable in making sure that the Community Safety Plan aligns with the flagship action of a borough that is clean and safe. We have worked with our statutory and VCS partners as well as residents, communities, local businesses. All our stakeholders will be instrumental in keeping the people of Harrow safe from crime and repeat victimisation and help us achieve our outcomes. Scrutiny will continue to monitor the strategy and its delivery alongside the work with various VCS partners and stakeholders to ensure the Community Safety Plan is suited to the needs of the borough and its residents. We are dedicated to ensuring that Harrow remains one of the safest boroughs in London.

Impact and Value of Scrutiny

The Scrutiny function allows us to hold members of the Cabinet to account. In our work this was beneficial as it allowed us to look directly and initiatives that affect residents and provided us with the functions to improve on said initiatives.

Work Priorities for Next Year

We will continue to monitor the current work programme and make changes if and when necessary. At this point we are focussing on the Community Safety Programme and the Harrow Strategic Development Partnership. We are paying particular attention to how these schemes will work in practice and look forward to analysing results in the future.

Resources Scrutiny leads – Councillors Phillip O’Dell and Samir Sumaria

Our Role

We are involved in shaping the Scrutiny Work Programme as part of the Scrutiny Leadership Group. Our focus is to ensure that services and programmes within the Resources directorate are reflected in scrutiny’s work. We work with the Corporate Director of Resources to review and understand the improvements made by the directorate as part of the Modernisation Programme.

Key Highlights of Municipal Year

Over the past year, a great amount of the directorate’s capacity has involved the post-pandemic implications for the workforce following the return to in-person working for large

numbers. We continue to look at what this means for service provision within the council. We have been happy to meet with the interim corporate director to discuss this in more detail in a series of meetings and look forward to a continuous positive working relationship with the Corporate Leadership Team.

We have also looked at how council performance boards will look like in its new form going forward due to their reinstatement post Covid. We anticipate that this would be a positive and functional way of making sure the council hits its targets and works more efficiently.

Another highlight for us was the creation of the work programme for the year. We look forward to working with members to ensure there is proper scrutiny of the council's services to provide our residents with the best possible services locally.

The Focus of Work Over the Past Year:

Over the past year our focus has been on customer experience and what this means for Harrow residents. We are continuously working on exploring how to best deliver for residents and want our work to encompass this. We continue to deliberate with stakeholders regarding the best course of action to ensure that residents' customer experience is optimised, and they can access and use council resources effectively.

Impact and Value of Scrutiny:

We believe that scrutiny is an important function for the council. Scrutiny ensures that the Cabinet and officers are held accountable for decisions that will impact our residents and it is an effective mechanism in ensuring the right decisions are made. The value of scrutiny this year for our committee is introducing the aims, objectives and methodology of the work programme and our customer experience priorities.

As we continue, the work on the current work programme we believe there will be more impact for scrutiny as the year goes on.

Work Priorities for Next Year:

We believe that as the work programme was formally agreed this year, there needs to be a suitable period to measure the success of the programme.

However, we believe that the main challenges for the year ahead evolve around the council providing value for money to residents, given the increase in council tax and ensuring that customer service benefits the residents in an optimal way. There needs to be more resident engagement that benefits the local community to ensure we are putting residents first. We aim to study this in our Customer Experience Review.

The review sets out to investigate how we might use the Council's policies and strategies to help improve the customer experience through monitoring the progress of the customer experience action plan agreed at Cabinet and considering future customer needs, modern customer service delivery models and technology and the best outcomes for the Borough.

The main objectives of the review are:

- To monitor the progress on more intuitive digital access for residents e.g., refined search options on webpage
- To better understand digital exclusion and those affected by it
- Review how services are delivered (such as the front door to Adult Social care and Council Tax) and key customer journeys (such as subscribing to Garden Waste, reporting bin issues and ordering a parking permit)

- To ensure an improvement in the council's complaints process and interaction with elected members
- To ensure an improvement in the customer journey using the webpage and phone lines

We look forward to developing this work to ensure that services are built around the customer and identifying key problems. This will be a large part of our work this period.

Appendix 2

Scrutiny Committee Business and Attendance 2022-2023

Performance and Finance Sub Committee

Chair: Councillor Yogesh Teli

Vice Chair: Councillor Graham Henson (Vice-Chair)

Other Members: Councillors; Nitesh Hirani, Samir Sumaria, Natasha Proctor, Salim Chowdhury (Reserve), Govind Bharadia (Reserve), Vipin Mithani (Reserve), Dan Anderson (Reserve) and Kandy Dolor (Reserve)

Meetings	Attendance	Main Items
27 July 2022	Scrutiny Members: Councillor Yogesh Teli (Chair) Councillor Graham Henson (Vice-Chair) Councillor Samir Sumaria Councillor Nitesh Hirani Councillor Natasha Proctor	<ul style="list-style-type: none">• Revenue and Capital Monitoring 2021-2022
13 December 2022	Scrutiny Members: Councillor Yogesh Teli (Chair) Councillor Graham Henson (Vice-Chair) Councillor Samir Sumaria Councillor Nitesh Hirani Councillor Natasha Proctor Councillor Govind Bharadia (Guest)	<ul style="list-style-type: none">• Draft Revenue Budget 2023/24• Draft Medium-Term Financial Strategy 2023/24 to 2025/26• Draft Capital Programme 2023/24 to 2025/26
28 March 2023	TBC	<ul style="list-style-type: none">• Final Revenue Budget 2023/24• Medium-Term Financial Strategy 2023/24 to 2025/2026

Overview and Scrutiny Committee

Chair: Councillor Amir Moshenson

Vice-Chair: Councillor Dean Gilligan

Other Members: Councillors; June Baxter, Govind Bharadia, Vipin Mithani, Samir Sumaria, Dan Anderson, Eden Kulig, Phillip O'Dell, Philip Benjamin (Reserve), Ramji Kanji Chauhan (Reserve), Matthew Goodwin-Freeman (Reserve), Kuha Kumaran (Reserve), Salim

Chowdhury (Reserve), Rashmi Kalu (Reserve), Jerry Miles (Reserve), Sasi Suresh (Reserve), Dr Antonio Weiss (Reserve)

Co-Optees: Reverend P Reece, Ms M Trivedi, Harrow Youth Parliament Representative

Meetings	Attendance	Main Items
26 May 2022 (Special)	<p>Scrutiny Members: Councillor Amir Moshenson (Chair)</p> <p>Councillor Govind Bharadia Councillor Vipin Mithani Councillor Samir Sumaria Councillor June Baxter Councillor Dan Anderson Councillor Dean Gilligan Councillor Eden Kulig Councillor Philip O'Dell</p>	<ul style="list-style-type: none"> • Appointment of Vice Chair • Establishment of Sub-Committees 2022/23 • Appointment of Scrutiny Leads 2022/23
17 October 2022	<p>Portfolio Holder Councillor Paul Osborn, Leader of the Council</p> <p>Scrutiny Members: Councillor Amir Moshenson (Chair) Councillor Dean Gilligan (Vice-Chair)</p> <p>Councillor Govind Bharadia Councillor Matthew Goodwin-Freeman (Representative, substitute for Councillor Vipin Mithani) Councillor Samir Sumaria Councillor June Baxter Councillor Jerry Miles (Representative, substitute for Councillor Dan Anderson) Councillor Dean Gilligan Councillor Eden Kulig Councillor Philip O'Dell</p> <p>Councillor Dr Antonio Weiss (Reserve)</p>	<ul style="list-style-type: none"> • Question and Answer Session with the Leader of the Council and Chief Executive • Achievements to date • Finance overview • Accommodation Update
8 November 2022	<p>Portfolio Holder Councillor Marilyn Ashton</p> <p>Scrutiny Members:</p>	<ul style="list-style-type: none"> • Scrutiny Work Programme 2022-26 • Harrow Strategic Development

	<p>Councillor Amir Moshenson (Chair) Councillor Dean Gilligan (Vice-Chair)</p> <p>Councillor Matthew Goodwin-Freeman (Representative, substitute for Councillor Govind Bharadia) Councillor Samir Sumaria Councillor June Baxter Councillor Dan Anderson Councillor Dean Gilligan Councillor Eden Kulig Councillor Philip O'Dell</p>	Partnership – Review
10 January 2023 (Special)	<p>Portfolio Holder Councillor Paul Osborn, Leader of the Council</p> <p>Scrutiny Members: Councillor Amir Moshenson (Chair) Councillor Dean Gilligan (Vice-Chair)</p> <p>Councillor Matthew Goodwin-Freeman (Representative, substitute for Councillor Govind Bharadia) Councillor Samir Sumaria Councillor June Baxter Councillor Dan Anderson Councillor Dean Gilligan Councillor Eden Kulig Councillor Dr Antonio Weiss (Representative, substitute for Councillor Philip O'Dell)</p>	<ul style="list-style-type: none"> • Question and Answer Session with Leader of the Council and Chief Executive
9 February 2023	<p>Scrutiny Members: Councillor Amir Moshenson (Chair) Councillor Dean Gilligan (Vice-Chair)</p> <p>Councillor Govind Bharadia Councillor Samir Sumaria Councillor June Baxter Councillor Dan Anderson Councillor Dean Gilligan Councillor Eden Kulig Councillor Philip O'Dell</p>	<ul style="list-style-type: none"> • The Corporate Plan • Scrutiny Review on Customer Experience

18 April 2023	TBC	<ul style="list-style-type: none"> • Community Safety Strategy • Annual Scrutiny Report • Annual Children and Adults Complaints Report
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Health and Social Care Sub-Committee

Chair: Councillor Chetna Halai

Vice Chair: Councillor Rekha Shah

Other Members: Councillors; Govind Bharadia, Vipin Mithani, Maxine Henson, Samir Sumaria (Reserve), Yogesh Teli (Reserve), Kuha Kumaran (Reserve), Simon Brown (Reserve), Natasha Proctor (Reserve), Julian Maw (Advisor)

Meetings	Attendance	Main Items
27 June 2022	Scrutiny Members	
	Councillor Chetna Halai (Chair) Councillor Rekha Shah (Vice-Chair) Councillor Govind Bharadia Councillor Vipin Mithani Councillor Maxine Henson Councillor Samir Sumaria Councillor Hitesh Karia Councillor Pritesh Patel Co-Optees Julian Maw	<ul style="list-style-type: none"> • Appointment of Vice-Chair • Appointment of (Non-Voting) Adviser to the Sub-Committee 2022/23 • Health & Wellbeing Strategy • Health and Social care system pressures
29 November 2022	Scrutiny Members: Councillor Chetna Halai (Chair) Councillor Rekha Shai (Vice-Chair) Councillor Govind Bharadia Councillor Vipin Mithani Councillor Maxine Henson	<ul style="list-style-type: none"> • System Winter Plan • LNWHT Strategy • Update on St Mark's Hospital – Relocation of Services •
21 February 2023	Scrutiny Members: Councillor Chetna Halai (Chair)	<ul style="list-style-type: none"> • Review of Current Community Outpatient Services

	<p>Councillor Govind Bharadia Councillor Maxine Henson Councillor Rekha Shah (Absent, sent representative) Councillor Simon Brown (Reserve)</p> <p>Co-Optees Julian Maw</p>	<ul style="list-style-type: none"> • CQC Inspection of Community Nursing Services in Harrow • Childhood Immunisations Review
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