

1.	<b>SUBJECT</b>	<b>SCRUTINY REVIEW ON REGENERATION – DRAFT SCOPE</b>
2.	<b>COMMITTEE</b>	Overview & Scrutiny
3.	<b>CHALLENGE PANEL</b>	Chairman – Councillor Barry Macleod-Cullinane [C] Vice Chair – Councillor Barry Kendler [L] Councillors – Cllr Anne Whitehead [L] Cllr Ghazanfar Ali [L] Cllr Jeff Anderson [L] Cllr Norman Stevenson [C] Cllr Richard Almond [C] Cllr Susan Hall [C] Cllr Paul Osborn [C] Cllr Kanti Halai [C] Cllr Kamaljit Chana [C] Cllr Jean Lammiman [C] Cllr Minaxi Parmar [C] Cllr Kantilal Rabadia [C]
4.	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	The Scrutiny Review relates to the Council’s regeneration and development programme on general fund land, HRA land, other public sector land and private land in the borough over the period 2017-21.  The purpose of the review is to: <ul style="list-style-type: none"> <li>• Assess whether the Council’s proposals for the financing of its regeneration programme are realistic, affordable, robust and deliverable, including such aspects of the commercialisation strategy (e.g. the proposal to build private homes for rent) that directly impact upon the Regeneration and Development Programme;</li> <li>• Ensure that financial risks are properly considered and that proposed mitigations are appropriate and balanced;</li> <li>• Appraise the projected financial benefits of the Council’s regeneration programme;</li> <li>• Greater understanding and clarity of the financing of the Regeneration and Development Programme by members.</li> </ul>
5.	<b>MEASURES OF SUCCESS OF REVIEW</b>	<ul style="list-style-type: none"> <li>• Greater understanding and clarity of the financing of the Regeneration and Development Programme by members;</li> <li>• Recommendations to Cabinet agreed and implemented.</li> </ul>
6.	<b>SCOPE</b>	The detailed scope is to include: <ul style="list-style-type: none"> <li>• Review of the planned capital and revenue financing for the regeneration programme;</li> <li>• Investigation of the regeneration programme finance model, in</li> </ul>

		<p>particular the underlying assumptions, cash flow projections and projected costs and benefits over the near and longer term;</p> <ul style="list-style-type: none"> <li>• Review of selected financial assessments for individual regeneration projects;</li> <li>• Appraisal of a balanced risk management processes and proposed mitigation measures; and</li> <li>• Review of projected benefits of the regeneration programme, including direct and indirect benefits to the Council, business and to the local community.</li> </ul>
(1)	<b>SERVICE PRIORITIES</b>	<ul style="list-style-type: none"> <li>• Build a Better Harrow</li> <li>• Be more business-like and business-friendly</li> </ul>
(2)	<b>CHALLENGE PANEL SPONSOR</b>	Paul Nichols (Divisional Director of Regeneration, Enterprise and Planning)
(3)	<b>ACCOUNTABLE MANAGER</b>	Rachel Gapp / Alex Dewsnap
(4)	<b>SUPPORT OFFICER</b>	Shumaila Dar, Rebecka Steven, Ashley Epps
(5)	<b>ADMINISTRATIVE SUPPORT</b>	<p>Policy Team.</p> <p>Officers from the regeneration, finance and policy teams will provide support for all Challenge Panels and Field Visits.</p>
(6)	<b>EXTERNAL INPUT</b>	None anticipated at this stage
(7)	<b>METHODOLOGY</b>	<p>It is proposed that this Scrutiny Review will involve a number of Challenge Panels (no more than 3) and 4 Field Visits to other London Boroughs.</p> <p>Much work has already been undertaken by officers and the latest update on Regeneration was published on 11 January 2017. A briefing will be provided prior to each Challenge Panel.</p> <p>The Challenge Panels will hear evidence from officers and portfolio holders from relevant services of the Council and other key stakeholders.</p> <p>The proposed Field Visits will explore best practice by other councils in how they finance and manage their regeneration and development programmes. The political leadership of the councils chosen for visits will be equally divided between Conservative and Labour control, reflecting the main political parties in the council.</p> <p>Councillors will also be provided with copies of all good practice case studies already undertaken by the Regeneration Team prior to the commencement of their field visits.</p>

(8)	<b>EQUALITY IMPLICATIONS</b>	The Challenge Panels will consider, during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends. In undertaking the Challenge Panels, members and officers will consider their practices and how it can ensure all relevant stakeholders in the borough to have their voices heard.
(9)	<b>ASSUMPTIONS/ CONSTRAINTS</b>	Regeneration and development are dynamic areas of activity and key financial variables may fluctuate over time. The need to regularly update and review the position is recognised in the regeneration programme's financial model and is acknowledged in the programme's risk assessments.
(10)	<b>SECTION 17 IMPLICATIONS</b>	
(11)	<b>TIMESCALE</b>	Please see work-plan attached at 'A' – TBA
(12)	<b>RESOURCE COMMITMENTS</b>	<p>Policy team, finance and regeneration team will provide a briefing and administrative support to the Challenge Panels. The Policy team will report recommendations to O&amp;S; officers from the regeneration and finance teams (or appropriate Service) will provide a response to Cabinet and take forward any recommendations agreed by Cabinet.</p> <p>If it is agreed that this Scrutiny Review will take place over a longer time period, with an intention to report to Cabinet in June, this would take up 2 of the 4 review slots programmed for 2017/18 scrutiny work programme.</p>
(13)	<b>REPORT AUTHOR</b>	Shumaila Dar – Policy Officer
(14)	<b>REPORTING ARRANGEMENTS</b>	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> <li>• The relevant Divisional Director(s) and Portfolio Holder(s) will be consulted in the drafting of the final report and recommendations</li> <li>• Report to Overview and Scrutiny Committee</li> <li>• Report referred to Cabinet</li> <li>• Officer response to Cabinet</li> </ul>
(15)	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	It is anticipated that Cabinet would consider any recommendations made (alongside the officers' response) at the Cabinet meeting in June, and responded to in July.

## Scrutiny Review Work Programme – Financing of the Regeneration Programme

*Note: This timeline has been updated to include additional Challenge Panels and field visits. The lengthening of this new work plan means that the final draft will not go to Cabinet until June, with final Cabinet response to the review's recommendations in July.*

Key Dates	Activity
<b>Thursday 12<sup>th</sup> January</b>	<b>Regeneration Scoping Meeting</b>
Friday 13 <sup>th</sup> January	Work on drafting scoping paper
Friday 20 <sup>th</sup> January	Draft scope sent to members for comments
Monday 23 <sup>rd</sup> January	Deadline for comments on scope from members
Monday 23 <sup>rd</sup> January	Draft scope to be sent to O&S
<b>Wednesday 1<sup>st</sup> February</b>	<b>O&amp;S meet and sign-off on scope</b>
<b>Challenge Panels: February – April (dates TBC)</b>	
Date TBC	Challenge Panel 1
Date TBC	Challenge Panel 2
Date TBC	Challenge Panel 3
<b>Field Visits: February – April (dates TBC) – Councillor led</b>	
Date TBC	Field Visit 1
Date TBC	Field Visit 2
Date TBC	Field Visit 3
Date TBC	Field Visit 4
May (TBC)	Working on drafting final scrutiny report
May (TBC)	Scrutiny Report to be sent to members for comments
May (TBC)	Deadline for comments on Scrutiny Report from members
<b>June (date TBC)*</b>	<b>Final Scrutiny Report sent to O&amp;S</b>
<b>June (date TBC)*</b>	<b>Cabinet meeting – accepting review</b>
<b>July (date TBC)</b>	<b>Cabinet meeting – response to review's recommendations</b>

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<sup>1</sup> New Cabinet dates for 2017 go to Cabinet tomorrow (19/1/17) and will be confirmed by Friday the 27<sup>th</sup> of January.

## OUTLINE PROJECT PLAN

Activity	Member Input <i>Who is involved?</i> <i>Estimated time commitment</i>	Officer Resource <i>Who is involved?</i> <i>Estimated time commitment</i>		When	Lead Person
Scope session	All members invited – 2 hours on 12 <sup>th</sup> January	Policy Team (Shumailla Dar); Regeneration Team (Paul Nichols, Dave Roberts), Finance Team (Dawn Calvert)	15 hours preparation  1 hour pre meeting  2 hour meeting	Prior to mtg   12 <sup>th</sup> Jan	Shumailla Dar
Finalise scope and obtain Overview and Scrutiny endorsement		Shumailla Dar	7 hours		Shumailla Dar
Research/Preparation Period/Desk top data gathering		Shumailla Dar / Paul Nichols / Dawn Calvert (and finance team)	25 hours		
Field Visits (4) to other councils	All members to be invited (late afternoon / early evening 2 hour visits)	Policy Team, Regeneration, and Finance Team Officers			Policy Team
Challenge Panels (3)	Dates to be confirmed with Chairman for Challenge Panel.  Challenge Panel to meet	Shumailla Dar	2 hours		Shumailla Dar
Collation and evaluation of data/evidence and draft report		Shumailla Dar / Paul Nichols / Dawn Calvert	25 hours		Shumailla Dar / Paul Nichols / Dawn Calvert

Activity	Member Input <i>Who is involved?</i> <i>Estimated time commitment</i>	Officer Resource		When	Lead Person
		<i>Who is involved?</i>	<i>Estimated time commitment</i>		
Review members agree draft report	Members to provide comment	Shumailla Dar	5 hours		Shumailla Dar
Early draft report to accountable manager for confirmation of factual accuracy		Shumailla Dar / Paul Nichols	10 hours		Paul Nichols
Report submitted to Overview and Scrutiny					
Review's presentation of report to CMT/DMT (if appropriate)					
Final report of Group to O&S/Sub-Committee for approval (if necessary)					
Consider if there is a need to publicise report findings					
Final report published & referred to Executive for consideration (Cabinet/Portfolio Holder/Directorate – depending on issues/ recommendations)					
Evaluation of review process					
Follow up/Monitoring of outcomes					
TOTALS excluding scoping					