

## Scrutiny Work Programme 2021 – 2022

### Background

In 2018, the Overview and Scrutiny Committee agreed a 4-year scrutiny work programme (2018-2022). The Scrutiny Leadership Group are the custodians of the Scrutiny Work Programme and meet bi-monthly to ensure the work programme remains current, is delivering and to agree the escalation of any issues from Scrutiny Leads or committees. Routine and standing items such as statutory reports, follow up to scrutiny reviews, health consultations and Q&A sessions are added to the in-year forward plans for each of the scrutiny committees. In addition, performance indicators from the P&F ‘watchlist’ are added to the Leads’ remits. This allows the work programme to be flexible and respond to developing and emerging need. Work that scrutiny launches in year one may carry on into subsequent years.

Given changing priorities, especially in light of the unprecedented situation presented by the Covid-19 pandemic and the need to respond to this as a council and community, the Scrutiny Leadership Group decided to refresh the scrutiny work programme for 2020-2022 to reflect the change in priorities and focus for scrutiny. This was agreed by O&S in October 2020 and endorsed by Full Council in November 2020.

Given below the proposed Scrutiny Work Programme for 2021-2022 (Year 4), with the work programme for 2018-2021 (Years 1 to 3) shaded and provided by way of reference.

### Proposed Scrutiny Work Programme Year 4: 2021-22

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
<b>Year 4 2021/2022</b>				
<b>Overview &amp; Scrutiny</b>	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> <li>• The ‘new normal’</li> </ul>	Recovery, resilience and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	

	<ul style="list-style-type: none"> <li>Lessons learnt</li> </ul>			
	<p>Regeneration</p> <ul style="list-style-type: none"> <li>Progress of the HSDP (joint venture)</li> <li>Developing strategy for delivering HSDP and HNC</li> </ul>	Policy development of regeneration plans	Cllr Graham Henson	
	<p>Equalities</p> <ul style="list-style-type: none"> <li>Council's action plan in response to Patrick Vernon's independent race review</li> <li>Development of council's EDI strategy</li> </ul>	<p>Policy development on Equality, Diversity &amp; Inclusion.</p> <p>Tackling inequalities, as prioritised in Borough Plan and highlighted by disproportionate impacts of Covid on individuals and communities.</p>	Cllr Varsha Parmar	
<b>Performance and Finance</b>	Budget – financial impact of Covid-19 pandemic	Recovery, resilience and longer term implications	Cllr Adam Swersky	
	Performance – TBC		Cllr Adam Swersky	Pending re-establishment of performance reporting cycles.
<b>Health Sub</b>	Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)	<p>Recovery, resilience and longer term implications</p> <p>Addressing inequalities, especially in BAME communities</p>	<p>Cllr Simon Brown</p> <p>Harrow CCG</p> <p>LNWHT</p>	
	Mount Vernon Cancer Centre Review	Reconfiguration and re-location of cancer services at	NHS England & NHS Improvement	Public consultation currently planned for Autumn 2021 - this

		Mount Vernon Hospital	Harrow CCG	may ask affected local authorities to establish a JHOSC.
<b>Scrutiny Reviews</b>	TBC – possible review of council’s consultation and engagement processes	.	Cllr Sue Anderson	
	TBC – possible review of council’s enforcement regimes (e.g. community safety, planning)		Cllr Krishna Suresh Cllr Keith Ferry	

### Scrutiny Work Programme Years 1 to 3: 2018-2021

Scrutiny Method	Priority	Objective	Cabinet Member/Partner	Comments
<b>Year 1 2018/2019</b>				
<b>Overview &amp; Scrutiny</b>	ASB & Youth Crime	Contribute to the development of the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan.	Cllr Krishna Suresh	<b>Green</b> Programmed into O&S forward plan for April and June 2019
	Waste, Recycling and Fly-tipping	How might we ensure the councils waste strategy and enforcement activity have a positive impact on increasing recycling levels and reducing flytipping.  How might we ensure the depot redevelopment plans have a positive impact on increasing recycling levels and reducing flytipping.  How might we use technology so that we can improve the bin collection system	Cllr Varsha Parmar	<b>Green</b> A series of three reports agreed and programmed into O&S agenda: <ul style="list-style-type: none"><li>- Waste strategy and recycling performance</li><li>- Flytipping</li><li>- Use of technology</li></ul> Need to think about how scrutiny can make recommendations in committee as well as in reviews.
	Adult Social Care	How is the council responding to the Government	Cllr Simon Brown	<b>Green</b>

		consultation on care and support for older people		Delayed as Government consultation has been delayed  Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.
<b>Performance and Finance</b>	Children's services demand pressures & budget	Focus on understanding the children's services budget pressures, forecasts and savings proposals and the impact these are having on performance.	Cllr Christine Robson	<b>Amber</b>  No specific agenda items scheduled on this topic for P&F, discussed in the context of the whole council budget.  Budget report scheduled for December.
	Adult Social care demand pressures & budget	Focus on understanding the adult social care budget pressures, forecasts and savings proposals and the impact the these and the new 'resilient communities' vision are having on performance.	Cllr Simon Brown	<b>Green</b>  A report on the Impower review was scheduled into the P&F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.  Report on Resilient Harrow (adults social care programme) presented to O&S in January 2020.
<b>Health Sub</b>	Mental Health	How might we work together to improve young people's mental health in the borough  Follow up on progress to date on the scrutiny review into maternity services at Northwick Park Hospital. Part of CQC inspection report and action plan.	CNWL  Barnardo's  Young Harrow Foundation      NWLHT	<b>Red</b>  Not been a part of the Health sub's agenda this year due to the priority given the CQC inspection of Northwick Park hospital and changes to Alexandra Avenue walk-in services.  Mental health strategy programmed in for Summer/Autumn 2020.  <b>Green</b>  The Committee has had regular reports on the CQC inspection and subsequent improvement plan.

<b>Scrutiny Reviews</b>	ASB and youth crime (Resources & Children's Leads)	How might we use all the council's policies (especially planning, licensing and regeneration) to contribute to reducing ASB and youth crime.	Cllr Krishna Suresh,	<b>Green</b> Review completed
	Road Maintenance (Communities Leads)	How might we better inform, engage and consult with residents so that the agreed work schedule addresses the concerns of residents as raised in the 2017 residents' survey.	Cllr Varsha Parmar	<b>Green</b> Review completed
<b>Scrutiny Leads</b>	People's	Children's demand pressures and budget Adult demand pressures and budget	Paul Hewitt, Visva Sathasivam	
	Communities	Waste, Recycling & Flytipping In-work Poverty	Paul Walker	
	Resources	Capital programme Customer services and access to services/digital exclusion Strategic Community Safety	Alex Dewsnap	
	Health	Life expectancy Health and Social Care Integration (STP, Accountable Care, Better Care Fund)	Paul Hewitt, Carole Furlong	
<b>Scrutiny Method</b>	<b>Priority</b>	<b>Objective</b>	<b>Cabinet Member/Partner</b>	<b>Comments</b>
<b>Year 2 – 2019/2020</b>				
<b>Overview &amp; Scrutiny</b>	Regeneration Strategy	Infrastructure Review Lobbying Strategy The Strategic Delivery Partnership Emerging Wealdstone Plan (building on previous scrutiny reviews)	Cllr Keith Ferry	<b>Green</b> Report came to Sept O&S following up the scrutiny review of regen finance. Further reports, activity to be agreed Report on implementation of review's recommendations came to O&S in January 2020.
	Adult Social Care	How is the new 'Resilient Communities' vision and transformation programme contributing to reducing	Cllr Simon Brown	<b>Green</b>

		<p>spend and demand pressures and supporting the growing ageing population in the borough.</p> <p>How is the council responding to the Government consultation on care and support for older people – subject to any government announcement during the year.</p>		<p>A report on the Impower review was scheduled into the P&amp;F agenda for March 2019 but was pulled because rather than a report, officers are now taking the findings from Impower and using them to set up a new programme board. The projects that will sit underneath this are still being worked out and will be wider than just the Impower work. Officers are happy to bring a paper on the programme board to a future committee meeting.</p> <p>This was scheduled for O&amp;S November 2019, which was subsequently re-scheduled due to the general election. Report on Resilient Harrow (adults social care programme) presented to O&amp;S in January 2020.</p>
	Shared Services	How might we learn from six years of shared services initiatives so that any future shared service ventures benefit Harrow residents.	Cllr Adam Swersky	<p><b>Amber</b></p> <p>The review held a challenge panel in March 2019. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore did not report back to O&amp;S as planned. A report is now due to O&amp;S in April 2021.</p>
	ASB and Youth Crime	Explore our understanding of the drivers of Youth crime to that the Community Safety Violence, Vulnerability and Exploitation Strategy and Youth Offending Plan are responding effectively.	Cllr Krishna Suresh Borough Commander	<p><b>Green</b></p> <p>VVE strategy, YOT plan and Scrutiny review into youth violence all considered at for June O&amp;S</p>
<b>Performance and Finance</b>	Budget	Adult social care budget – what is replacing project Infinity?  MTFS budget strategy	Cllr Adam Swersky	<p><b>Green</b></p> <p>MTFS and draft budget considered by P&amp;F in December, feeding into O&amp;S Q&amp;A on budget in January.</p>
	Performance	Digitisation of customer services - What impact is the move to digital and online services/customer contact having on residents' ability to access services.  Innovation	Cllr Adam Swersky	<p><b>Amber</b></p> <p>Scheduled for P&amp;F March 2021.</p>
<b>Health Sub</b>	Public Health Need and Health Inequalities			<p><b>Green</b></p> <p>Public health report came to Health Sub in June.</p>

	Patient Transport NHS Long-Term Plan Performance at Northwick Park Hospital			Patient transport and NHS long term plan is being considered at regional level through the JHOSC  LNWHT's quality account considered by Health Sub in June.
<b>Scrutiny Reviews</b>	Shared Services	Lessons learnt, other councils' experiences, impact on savings and improving quality	Cllr Adam Swersky	<b>Amber</b>  Cllr Kantilal Rabadia as Chair.  The review held a challenge panel in March 2019. Members requested further information from officers and discussion with the Portfolio Holder before the final report and recommendations can be completed. Work on this project was suspended due to the Covid emergency and therefore did not report back to O&S as planned. A report is now due to O&S in April 2021.
	Annual Report Review	Sub-group to meet and review format and structure of annual report		<b>Green</b>  Cllr Richard Almond and Cllr Jean Lammiman met and report back progress through SLG. Comms Team have agreed helped pull together annual report for 2019-20. Work on the Scrutiny Annual Report was suspended due to the Covid emergency. Reported back to O&S in October 2020 and Council thereafter.
	TBC			
<b>Scrutiny Method</b>	<b>Priority</b>	<b>Objective</b>	<b>Cabinet Member/Partner</b>	<b>Comments</b>
<b>Year 3 2020/2021</b>				
<b>Overview &amp; Scrutiny</b>	Impact of Covid-19 pandemic on the organisation and local communities <ul style="list-style-type: none"> <li>Council response to the emergency</li> <li>The 'new normal'</li> </ul>	Emergency response  Recovery and longer term implications	Cllr Graham Henson / Cllr Adam Swersky	<b>Green</b>  O&S has continuing discussions with the Leader and Chief Executive on the response to and impact of the Covid-19 pandemic. Covid updates have been presented to O&S in June, July, October and January meetings.  Much of the council's work going forward will focus on the impact of Covid and therefore scrutiny will reflect this in its work programme.

	<p>Regeneration</p> <ul style="list-style-type: none"> <li>Progress of the HSDP (joint venture)</li> <li>Developing strategy for delivering HSDP and HNC</li> </ul>	<p>Pre-decision scrutiny</p> <p>Policy development of regeneration plans</p>	<p>Cllr Keith Ferry</p>	<p><b>Green</b></p> <p>Scrutiny receives an informal briefing from officers whilst the Cabinet report is being drafted. This is then considered formally at O&amp;S ahead of the Cabinet meeting which receives a revised report including scrutiny's comments. This process was adopted for the Stage 1 report in September and will be replicated for Stage 2 reporting on the accommodation strategy in April.</p>
	<p>Policing</p> <ul style="list-style-type: none"> <li>Response to and impact of Covid-19 pandemic and lockdown</li> <li>Issues relating to BAME communities in light of Black Lives Matter</li> </ul>	<p>Emergency response</p> <p>Recovery and longer term implications</p> <p>Addressing inequalities and unfairness</p>	<p>Cllr Krishna Suresh</p> <p>Borough Commander</p>	<p><b>Green</b></p> <p>O&amp;S invited the Borough Commander to O&amp;S in July to discuss policing in Harrow and subsequently community safety performance was considered by O&amp;S in December.</p>
<b>Performance and Finance</b>	<p>Budget – financial impact of Covid-19 pandemic</p>	<p>Recovery and longer term implications</p>	<p>Cllr Adam Swersky</p>	<p><b>Green</b></p> <p>P&amp;F considered the 2019/20 outturn in July, including the impact of Covid. In December, it looked at the draft budget papers, to inform the O&amp;S Q&amp;A in January.</p>
	<p>Performance – digital inclusion</p>	<p>Council's approach to digital inclusion and impact on different communities</p>	<p>Cllr Adam Swersky</p>	<p><b>Amber</b></p> <p>Scheduled for P&amp;F in March.</p>
<b>Health Sub</b>	<p>Covid-19 – impact on health and social care services in Harrow</p>	<p>Emergency response</p> <p>Recovery and longer term implications</p>	<p>Cllr Simon Brown</p> <p>Harrow CCG</p> <p>LNWHT</p>	<p><b>Green</b></p> <p>Regular discussion at Health Sub – June, November and February meetings.</p>
	<p>Covid-19 – impact on Harrow communities and health inequalities (link to public health strategies)</p>	<p>Emergency response</p> <p>Recovery and longer term implications</p> <p>Addressing inequalities</p>	<p>Cllr Simon Brown</p> <p>Harrow CCG</p>	<p><b>Green</b></p> <p>Regular discussion at Health Sub – June, November and February meetings. Use of Healthwatch quarterly trends report (survey of 300+ residents) to identify disproportionate impact on communities.</p>

	Mental health and wellbeing		Cllr Simon Brown	<b>Amber</b>  Discussion started at November Health Sub, to be followed up at subsequent meeting. MIND Harrow and CNWL involved in discussions.
<b>Scrutiny Reviews</b>	Delivering the Borough Plan	Engagement on themes  Reducing inequalities	Cllr Graham Henson	<b>Amber</b>  Work on the Borough Plan is paused due to stretched organisational capacity.
	Council actions to address equalities	Developing and delivering an equalities action plan  Scrutiny's role in cross-party member working group		<b>Green</b>  An update on corporate equalities work was presented to O&S in October. Scrutiny involvement in the cross-party members' group continues.
	Adult social care reform	White paper (expected soon) – analysis of implication on Harrow and council response to consultation	Cllr Simon Brown	<b>Amber</b>  White paper yet to be published.
	Policy development in council strategies – how to engage scrutiny	Scrutiny's role in policy development and pre-decision scrutiny	Cllr Graham Henson	<b>Amber</b>  No formal consideration yet, however progress of HSDP scrutiny demonstrates a good working approach to scrutiny's role in policy development?
<b>Outstanding from Year 2 2019/2020</b>	O&S/Review – Shared Services			<b>Amber</b>  Scheduled to report back to April O&S, with relaxation of expectations on timing of Executive response given current organisational capacity stretch.
	P&F – MTFS Budget Strategy			<b>Green</b>  Considered at P&F in December
	P&F – Digitisation on customer services			<b>Amber</b>  Scheduled for March P&F.
	Scrutiny Annual Report 2019/20			<b>Green</b>  Presented to Council in November.

