

## APPENDIX A

### 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.

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
<b>2022 - 2026</b>					
<b>OVERVIEW &amp; SCRUTINY COMMITTEE (Lead members: Cllrs Amir Moshenson and Dean Gilligan)</b>					
<b>1 Corporate Plan</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Scrutiny's involvement in engagement with the Improvement Plan</li> </ul>	TBA	<p>New<sup>1</sup></p> <p>New corporate plan and priorities to replace the Borough Plan are currently being developed. Scrutiny to be engaged in its development, O&amp;S Q&amp;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>
<b>2 Community Safety</b>	<ul style="list-style-type: none"> <li>• Reviewing the priorities and objectives of the revised Community Safety and VVE Strategy (to be published in Spring 2023)</li> <li>• Provision of personal safety measures across the borough</li> </ul>	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>

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

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			Invite the Borough Commander to discuss local policing, crime and impact of SNT re-location and whether Safer Neighbourhood Policing model is working.		
<b>3 Race Action Plan</b>	<ul style="list-style-type: none"> <li>Reviewing the Council's commitment to race equality and creating a diverse workforce and progress against its Race Action Plan 2022</li> </ul>	TBA	<p>Ongoing - Committee<sup>2</sup></p> <p>Cross-party member group exists to drive forward this work – includes Executive and non-executive members.</p>		<p>Ongoing</p> <p>All <b>scrutiny leads</b> to regularly monitor progress within their areas.</p>
<b>4 Council's Budget and Mid-term Financial Strategy</b>	<ul style="list-style-type: none"> <li>To observe the ongoing challenge of balancing the Council's budget – including specific reference to: <ul style="list-style-type: none"> <li>Accommodation strategy</li> <li>IT and Modernisation Strategy</li> <li>HSDP Regeneration Plans including house building and infrastructure</li> </ul> </li> </ul>	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><b>Committee</b> level, through Q&amp;A with Leader and Chief Exec</p>
<b>5 IT/ Modernisation Programme</b>	<ul style="list-style-type: none"> <li>To continue to scrutinise the process and financial aspects</li> <li>Impact of agile working on productivity and staff well-being</li> <li>Impact of the Council's modernisation programme on residents' ability to access Council services online and tackling digital inclusion/exclusion</li> <li>Impact of IT upgrade on productivity</li> <li>Impact of IT upgrades on climate pledges</li> </ul>	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><b>Scrutiny leads</b> to pick up in first instance through quarterly briefings.</p> <p>Reports to <b>committee</b> at regular touchpoints</p>
<b>6 Council's Accommodation Strategy</b>	<ul style="list-style-type: none"> <li>To continue to scrutinise the process, financial aspects and impact on staff, productivity and personal safety.</li> </ul>	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 &amp; HSDP programme will be presented in a report to O&amp;S committee before a Cabinet meeting for a decision</p>	<p>Ongoing – priority</p> <p>Continue with model of <b>informal briefing followed by formal O&amp;S consideration</b> of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p>

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

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			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?		
<b>7 HSDP - Council's regeneration programme and Business Plans</b>	<ul style="list-style-type: none"> <li>To continue to scrutinise the Council's regeneration and business plans under the Harrow Strategic Development Partnership.</li> </ul>	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 <b>informal briefing followed by formal O&amp;S consideration</b> of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p>
<b>PERFORMANCE &amp; FINANCE SUB-COMMITTEE (Lead members: Cllrs Yogesh Teli and Graham Henson)</b>					
<b>7 HSDP Council's regeneration programme</b>	<ul style="list-style-type: none"> <li>Robustly challenge financial and budgetary aspects of the regeneration scheme and the impact on Council's finances in general.</li> <li>To focus on financial viability, as well as the legal, financial and contractual governance processes.</li> <li>Assess performance against targets</li> </ul>	TBA	<p>Ongoing – Briefing/Committee</p> <p>Consider changing P&amp;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 <b>informal briefing followed by formal O&amp;S consideration</b> of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p>
<b>8 Covid-19 recovery</b>	<ul style="list-style-type: none"> <li>Scrutinise post-pandemic recovery and its impact on our services. Lessons learned and whether proceed with our work differently or better?</li> </ul>	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><b>Scrutiny leads</b> to pick up in first instance through quarterly briefings.</p> <p>Refer to <b>Health &amp; Social Care Sub-Committee</b> as necessary for partnership discussion</p>

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<b>4 Council Budget and MTFS</b>	<ul style="list-style-type: none"> <li>Reviewing the Council's budget and how it intends to address financial challenges in relation to budget deficit.</li> </ul>	TBA	Ongoing - Committee		Ongoing – priority Regular reports to P&F
<b>9 Council contact centre [Access Harrow]</b>	<ul style="list-style-type: none"> <li>Review performance of the Council's contact centre</li> </ul>	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
<b>10 Council performance</b>	<ul style="list-style-type: none"> <li>To help re-design the council's performance reporting regime and identify scrutiny's role in the process</li> <li>To monitor performance across the council, in particular areas of poor performance</li> <li>To understand the reasons behind under-performance and seek ways to improve areas of poor performance</li> <li>To identify areas of good performance where lessons and good practice can be shared</li> </ul>	TBA	Re-focus on performance as this was paused over the pandemic.		Ongoing – priority Regular reports to P&F
<b>HEALTH &amp; SOCIAL CARE SUB-COMMITTEE (Lead members: Cllrs Chetna Halai, Rekha Shah, Antonio Weiss)</b>					
<b>8 Covid- 19 recovery</b>	<ul style="list-style-type: none"> <li>To monitor the continuation of vaccination programme and rollout of booster programme in Harrow.</li> <li>Assess the lessons learned from the pandemic. With reference to the potential impact of long Covid on Harrow residents.</li> <li>Assessment of inequalities and access to healthcare arising from Covid-19</li> <li>Observe changes in delivery of care for COVID-19.</li> <li>To observe and enquire to what extent the vaccination programme was successful in reducing hospital discharges</li> </ul>	TBA	Ongoing - Committee		Year 1 Beyond Year 1, defer to JHOSC for regional consideration, unless there are specific Harrow impacts

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<b>8</b> <b>Monitoring situation in care homes</b>	<ul style="list-style-type: none"> <li>To monitor the impact on Harrow residents following the Government's White Paper on Social Care</li> </ul>	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 - <a href="#">scrutiny leads</a> to pick up in first instance through quarterly briefings. Escalate to committee or review as needed.
<b>11</b> <b>Progress on review of Mount Vernon Cancer Centre and Northwick Park chemotherapy service</b>	<ul style="list-style-type: none"> <li>To monitor the progress and implementation of the Mount Vernon Cancer Centre Review with its planned relocation to Watford General Hospital.</li> <li>To monitor plans to expand the chemotherapy unit at Northwick Park Hospital.</li> </ul>	TBA	Ongoing - Committee		Ongoing  Regular reports to <a href="#">Health Sub</a>
<b>12</b> <b>Review St Mark's Hospital department shift</b>	<ul style="list-style-type: none"> <li>To monitor and develop the plans to move St Mark's Hospital- a specialist bowel hospital.</li> </ul>	TBA	Ongoing - Leads/Committee		Ongoing  <a href="#">Scrutiny leads</a> to pick up in first instance through quarterly briefings.
<b>13</b> <b>Maternity Action Plan</b>	<ul style="list-style-type: none"> <li>To observe and monitor ongoing updates from the hospital trust on progressing the Maternity Action Plan and making long-term improvements to the service.</li> </ul>	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 <a href="#">Health Sub</a>
<b>14</b> <b>JHOSC</b>	<ul style="list-style-type: none"> <li>To continue participation in the JHOSC [Joint Health Overview &amp; Scrutiny Committee].</li> </ul>	TBA	Ongoing - Committee		Ongoing  Harrow's JHOSC member to feed back local implications to <a href="#">Health Sub</a> work programme as appropriate
<b>15</b> <b>Health Inequalities</b>	<ul style="list-style-type: none"> <li>To examine what the health and social care system is doing collaboratively to reduce inequalities in Harrow</li> <li>To use JSNA and Health and Wellbeing Strategy as baseline</li> </ul>	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  <a href="#">Scrutiny leads</a> to pick up in first instance through quarterly briefings.

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

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					needed as this body liaises with TfL.
<b>20 Sub-acute pathways</b>	<ul style="list-style-type: none"> <li>To monitor progress of NW London Integrated Care Board's review of sub-acute pathways</li> </ul>	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>
<b>21 Waiting lists for elective care</b>	<ul style="list-style-type: none"> <li>To monitor the NWL waiting list for elective care</li> <li>To examine the data around waiting lists and consider the actions taken to reduce the waiting times</li> </ul>	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>
<b>PLACE DIRECTORATE (Lead members: Cllrs June Baxter and Dan Anderson)</b>					
<b>22 Housing and Homelessness</b>	<ul style="list-style-type: none"> <li>Continue to review the root causes of homelessness and how the Council intends to address the issue</li> <li>Continue to review the condition of council housing</li> <li>Review the rationale and cost benefits of installing heat pumps in council homes</li> </ul>	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>
<b>23 Leisure and cultural services</b>	<ul style="list-style-type: none"> <li>Developing a leisure strategy for Harrow linked to public health and tackling health issues in the Borough</li> </ul>	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>

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				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?
<b>24 Climate change Strategy</b>	<ul style="list-style-type: none"> <li>Existing interim strategy in place declaring a climate emergency</li> <li>Review underway to establish a new strategy</li> </ul>	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>
<b>25 Enforcement</b>	<ul style="list-style-type: none"> <li>Update and establish an enforcement strategy</li> <li>Impact of the additional PET team</li> <li>Outcomes to tackle priority issues</li> <li>Enforcement partnership Group established (Council officers/ partners)</li> </ul>	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>
<b>26 Implementation of Environment Act 2021</b>	<ul style="list-style-type: none"> <li>To review the provisions in the new Act</li> <li>To assess how well Harrow is implementing the Act</li> <li>To identify challenges for Harrow arising from the Act</li> </ul>	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>
<b>27 The Local Plan</b>	<ul style="list-style-type: none"> <li>To develop the Local Plan</li> </ul>	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&amp;S involvement and engagement in the Corporate Plan</p>

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				Cabinet in December 2022 and is linked to the adoption of the Corporate Plan.	
<b>RESOURCES DIRECTORATE (Lead members: Cllrs Samir Sumaria and Phillip O'Dell)</b>					
<b>2 Community Safety</b>	<ul style="list-style-type: none"> <li>Input to and review progress of the Council's refreshed Community Safety and VVE Strategy when published</li> <li>Review of personal safety measures and installation of mobile and static CCTV cameras across the Borough.</li> </ul>	TBA	New		Year 1  Scrutiny leads to pick up in first instance through quarterly briefings.
<b>28 Implementation of the Government's Syrian, Afghan and Ukrainian Refugee Resettlement Programme</b>	<ul style="list-style-type: none"> <li>To review the implementation and progress of government's Syrian, Afghan and Ukrainian refugees and migrants programme within the borough.</li> </ul>	TBA	New  Cabinet report in July 2022.		Delete? As reported to Cabinet in July 2022 and no issues arising.
<b>5 / 6 Accommodation Strategy IT/Modernisation Programme</b>	<ul style="list-style-type: none"> <li>Review the practical and financial implications of the move from the Civic Centre to the new premises in late 2022.</li> <li>To particularly scrutinise practical implications, impact on staff, levels on productivity and performance arising from remote working</li> <li>To monitor the Council's Modernisation Programme, progress and impact, productivity and efficiency.</li> <li>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.</li> </ul>	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 &amp; HSDP programme will be presented in a report to O&amp;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 <b>informal briefing followed by formal O&amp;S consideration</b> of each major decision (report) on Regen/HSDP – to inform Cabinet decision</p> <p>Workforce Development Plan - <b>Scrutiny leads</b> to pick up in first instance through quarterly briefings, with a view to bring to O&amp;S in Spring 2023.</p>

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	<ul style="list-style-type: none"> <li>To review the budget on IT services and to review the disposal of old technology.</li> </ul>				
<b>9 Contacting the council – customer experience</b>	<ul style="list-style-type: none"> <li></li> </ul>	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?
<b>PEOPLE DIRECTORATE (Lead members: Cllrs Govind Bharadia and Jerry Miles)</b>					
<b>8 Covid-19 Recovery</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Identify impact of COVID-19 on Adult Social Care, Children’s Services and safeguarding issues.</li> <li>To analyse the consequences of COVID-19 in relation to care homes.</li> <li>Assess the recruitment and retention of care staff.</li> </ul>	TBA	Ongoing - Leads/Committee		Ongoing  Scrutiny leads to pick up in first instance through quarterly briefings. Escalate to Health Sub if needed.
<b>4 Council Budget and MTFS</b>	<ul style="list-style-type: none"> <li>To identify the effects and impacts of the Council’s finances on the performance of People’s services.</li> </ul>	TBA	Ongoing - Committee		Ongoing  Address as part of wider Council budget and MTFS through P&F
<b>29 Community Cohesion and Engagement</b>	<ul style="list-style-type: none"> <li>To review progress on engagement with residents across Wealdstone.</li> </ul>	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
<b>6 Regeneration Programme - accommodation</b>	<ul style="list-style-type: none"> <li>To monitor the closure of the Civic Centre and relocation of services and staff within Adults and Children Services across Council buildings.</li> </ul>	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 <b>informal briefing followed by formal O&amp;S consideration</b> of each major decision (report) on Regen/HSDP – to inform Cabinet decision
<b>13 Northwick Park Hospital- Maternity Unit</b>	<ul style="list-style-type: none"> <li>To review the Maternity Unit at Northwick Park Hospital and to recommend a review of this progress against the Improvement Plan.</li> </ul>	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 <b>Health Sub</b>
<b>30 Adult Social Care reforms</b>	<ul style="list-style-type: none"> <li>To understand what the ASC reforms mean for Harrow residents and the council</li> <li>To monitor the implementation of the reforms at local level</li> <li>To evaluate the success of local implementation</li> </ul>	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  <b>Scrutiny leads</b> to pick up in first instance through quarterly briefings. Escalate to <b>committee</b> or <b>review</b> as needed
<b>31 Children’s mental health and wellbeing</b>	<ul style="list-style-type: none"> <li>To monitor implementation of actions arising from the How Are You Harrow? Survey of 6000+ children and young people</li> <li>To assess the impact of the pandemic on the mental health of children and young people and the impact on families</li> <li>To inform the refresh of the HAY Harrow survey for 2023</li> </ul>	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  <b>Scrutiny leads</b> to pick up in first instance through quarterly briefings. Escalate to <b>committee</b> or review as needed
<b>32 Community rehabilitation services</b>	<ul style="list-style-type: none"> <li>To explore Harrow’s position in providing community stroke services (upon leaving hospital) in comparison to other NW London boroughs</li> <li>To assess the provision of community rehabilitation services in Harrow</li> </ul>	TBA	New	People: the NW London Integrated Care Board is examining the lack of community stroke services (community rehabilitation) upon hospital discharge.	Year 1  <b>Scrutiny leads</b> to pick up in first instance through quarterly briefings. Escalate to <b>committee</b> or <b>JHOSC</b> as needed