

Meeting: Overview and Scrutiny Committee  
Date: 10<sup>th</sup> October 2006  
Subject: Scopes for Scrutiny Reviews  
Responsible Officer: Director People, Performance and Policy  
Contact Officer: Lynne McAdam  
Portfolio Holder: Business Development  
Key Decision: No  
Status: Public

## **Section 1: Summary**

This report introduces scopes for the summer/autumn scrutiny reviews which have been agreed as part of the Overview and Scrutiny committee's work programme for 2006 – 10. It also identifies some of the methodological changes that have been introduced since the election in May 2006. A full evaluation of these new methodologies will be reported to the January meeting of the Overview and Scrutiny committee.

## **Decision Required**

Councillors are asked to:

- Agree the scopes for each of the following reviews:
  - Standing Scrutiny Review of NHS Finances (Overview and Scrutiny)
  - Budget Challenge Panel
  - Investor In People Challenge Panel
- Note the scope for the Corporate Assessment Challenge Panel which was undertaken in September 2006.

## **Reason for report**

A number of items were agreed as part of the Overview and Scrutiny committee work programme at its last meeting in July. These items were agreed in accordance with the Scrutiny Principles and Protocols (agreed September 2005). In order for these projects to be undertaken, existing procedures state that the commissioning committee (in this case O&S) should agree the scope and methodology.

## **Benefits**

Committee consideration and agreement of the scope and methodology of the agreed projects ensures that there is accountability in the delivery of the committee's work programme

## Cost of Proposals

Costs of delivering these projects will be met from within the existing scrutiny budget.

## Risks

The scopes contain proposals with regard to the methodology for delivering each piece of work. A number of new ways of working have been introduced and there may be unidentified problems in assigning particular methodologies to particular projects. An appraisal of the effectiveness of the new methodologies will be included in both the final report from each project and in the overall evaluation report scheduled to be presented to Overview and Scrutiny committee in January 2007.

## Implications if recommendations rejected

Not agreeing the scopes for the items included in the Overview and Scrutiny work programme projects may mean that either these projects are delayed or that accountability for their delivery is undermined

## Section 2: Report

### Brief History

At its meeting in July, the Overview and Scrutiny committee gave initial consideration to the 2006 – 10 work programme and identified a range of early projects that could be undertaken during the summer/autumn period of 2006. The projects identified were:

- Corporate Assessment, self assessment challenge panel
- Standing review of NHS finances
- Budget challenge panel
- Investor in People challenge panel

Scrutiny procedures direct that each piece of work commissioned by a scrutiny (sub) committee should have its scope and methodology agreed by the commissioning body in order to secure accountability.

Because this is a new administration, it was agreed that each (sub) committee would try to carry out at least one project over the summer recess in order to familiarise new councillors with scrutiny processes. For the Overview and Scrutiny committee this piece of work was the Corporate Assessment Challenge Panel, which took place on 7<sup>th</sup> September. The scope for this review was agreed by the chairman of the committee and is attached for information as Appendix Four. The scopes for the other projects are attached as follows:

- Standing review of NHS finances      Appendix One
- Budget challenge panel                      Appendix Two
- Investor in People challenge panel      Appendix Three

#### Options considered

Not appropriate to this report.

#### Consultation

Not appropriate to this report.

#### Financial Implications

The scrutiny budget for 2006/07 is £340,400 which is made up of £282,090 for salaries and £58,310 for projects and other expenditure. These projects will be delivered within this provision.

#### Legal Implications

There are no legal implications associated with this report

#### Equalities Impact

The report introduces scopes for scrutiny reports which have been drawn up with an eye to the council's performance. Both the Investor in People and the Standing Scrutiny Review of NHS Finances can contribute to the council equalities performance both as an employer and thorough its work to challenge the financial performance of local health providers.

#### Section 17 Crime and Disorder Act 1998 Considerations

There are none specific to this report.

### **Section 3: Supporting Information/ Background Documents**

#### **Appendices**

Appendix One: Standing review of NHS finances

Appendix Two: Budget challenge panel

Appendix Three: Investor in People challenge panel

Appendix Four: Corporate Assessment, self assessment challenge panel

## Appendix One: Standing review of NHS finances

### STANDING SCRUTINY REVIEW OF NHS FINANCES - DRAFT SCOPE

1	<b>SUBJECT</b>	Review of the financial recovery proposals of NW London NHS Trust and Harrow PCT, the strategic consequences and the impact on Harrow residents
2	<b>COMMITTEE</b>	Overview and Scrutiny committee
3	<b>REVIEW GROUP</b>	Councillor Myra Michael - Chairman Councillor Margaret Davine – Vice Chairman Councillor Jean Lammiman, Chairman Overview and Scrutiny Committee Councillor Chris Noyce Councillor Rekha Shah Councillor Stanley Sheinwald
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	<p>The Standing Scrutiny Review of NHS Financial Performance will consider the financial performance and consequent strategic direction of the Harrow PCT and NW London Hospitals Trust and investigate the impact of the financial deficits and related recovery plans on the quality of life and well being of Harrow residents by:</p> <ul style="list-style-type: none"> <li>• reviewing the effectiveness of respective financial recovery plans;</li> <li>• receiving regular financial updates from the respective Chief Executives on the delivery of these plans;</li> <li>• considering strategic proposals of the trusts</li> <li>• gathering evidence of the specific experiences of local people; and</li> <li>• investigating the impact of financial difficulties at the interface between health and social care</li> </ul> <p>The Standing Review will support local health providers to return to financial balance.</p> <p>The Standing Review will report its proceedings to the Overview and Scrutiny Committee</p>
5	<b>MEASURES OF SUCCESS OF REVIEW</b>	<ul style="list-style-type: none"> <li>• Comments from review endorsed by health providers</li> <li>• Impact of financial deficit minimised</li> <li>• Indicators suggest Trusts returning to balance</li> </ul>
6	<b>SCOPE</b>	<ul style="list-style-type: none"> <li>• Analysis of the trusts' financial position</li> <li>• Challenge of the proposed recovery plans – how robust are they? Have the real source(s) of financial difficulty been identified and effective solutions identified?</li> <li>• Investigation of the strategic proposals resulting from the financial position. Are they viable? Will they deliver the sustainable financial savings needed?</li> <li>• Investigation of the impact of the recovery plans and associated strategic proposals on the well-being of local residents.</li> </ul>
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	Making Harrow safe, sound and supportive Tackling waste and giving real value for money
8	<b>REVIEW SPONSOR</b>	Acting Chief Executive

9	<b>ACCOUNTABLE MANAGER</b>	Chief Executive Harrow PCT Chief Executive NW London Hospitals NHS Trust
10	<b>SUPPORT OFFICER</b>	Service Manager Scrutiny
11	<b>ADMINISTRATIVE SUPPORT</b>	Scrutiny review administrator
12	<b>EXTERNAL INPUT</b>	<p>Review group members to include:</p> <ul style="list-style-type: none"> <li>• CfPS expert advisor</li> <li>• Community experts</li> <li>• Expert patients/PPI</li> <li>• Group Manager People First Finance</li> <li>• Director Community Care</li> <li>• Director Children's Services</li> </ul> <p>Advisors</p> <ul style="list-style-type: none"> <li>• Health Care Commission</li> </ul> <p>Witnesses to include:</p> <ul style="list-style-type: none"> <li>• Chief Executives and financial directors – NW London Hospital NHS Trust, Harrow PCT</li> <li>• Director of Recovery</li> <li>• NHS auditors</li> <li>• Other NHS Trusts</li> <li>• Other boroughs dealing with NHS deficits</li> </ul>
13	<b>METHODOLOGY</b>	<p>Background to Health Service financial systems and policy framework – desk top research and expert briefings</p> <p>Written and oral evidence of</p> <ul style="list-style-type: none"> <li>• NHS policy and financial framework</li> <li>• Financial situation</li> <li>• Recovery plan and health impact assessment</li> <li>• Methodology for development of recovery plan</li> <li>• Strategic proposals – NWP and CMH hospital reconfiguration</li> </ul> <p>Challenge of evidence presented:</p> <ul style="list-style-type: none"> <li>• Robustness of recovery plan</li> <li>• Alternative approaches to restoring financial balance</li> <li>• Comparison with other health providers.</li> <li>• Expert witnesses – auditors opinion of recovery plan.</li> </ul> <p>Regular monitoring and update of financial information</p> <p>Case studies: Impact of recovery proposals and resultant reconfigurations on quality of life of local residents – care pathway analysis – separate specific scopes to be provided.</p> <ul style="list-style-type: none"> <li>• NW London Hospitals Trust reconfiguration</li> <li>• School Nursing</li> <li>• Domiciliary Care</li> </ul>

14	<b>EQUALITY IMPLICATIONS</b>	Changes in the availability of health service may have a disproportionate impact upon the health and well being of the more vulnerable, elderly, less mobile members of the community or those whose first language is not English
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	Availability of expert advice to the review group
16	<b>SECTION 17 IMPLICATIONS</b>	None
17	<b>TIMESCALE</b>	18 months – 2 years
18	<b>RESOURCE COMMITMENTS</b>	See attached
19	<b>REPORT AUTHOR</b>	Review group members Service Manager Scrutiny
20	<b>REPORTING ARRANGEMENTS</b>	Outline of formal reporting process: To accountable managers    [ ]    When January 2007 To O&S    [ ]    When <i>Interim report</i> [N] <i>When March 2007</i> <i>Quarterly updates</i> [N] <i>When from March 2007</i> <i>Final report</i> [N] <i>When March 2008 (approx)</i> To Portfolio Holder    [ ]    When To CMT    [N]    When June 2008 To Cabinet    [N]    When June 2008
21	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	Regular reports to O&S

## OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
Pre-scope session	Chairman, Vice Chairman, Chairman Overview and Scrutiny 0.25 x 3	Service Manager Scrutiny 0.5		27 <sup>th</sup> July 2006	Chairman SMS
Finalise scope & obtain O&S/Sub-Committee endorsement	Review group members 0.25 x 6	Service Manager Scrutiny 0.5	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 0.25 x 7	September October 2006	Chairman SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 5	Director Community Care Group Manager People First Finance Director Children's Services 0.5 x 3	August/ September 2006	SMS
Meetings/Witnesses/ Visits (specify)	12 meetings (estimate) 0.5 x 6 (x12) plus preparation –0.25 x 6 (x12)	Service Manager Scrutiny 0.5 x 12 plus preparation – 0.25 x 12	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors	From September 2006	Chairman, Vice Chairman, SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
			0.5 x 12 x 7 plus preparation – 0.25 x 12 x 7		
Collation & evaluation of data/evidence	Review group members 0.5 x 6	Service Manager Scrutiny 0.5	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors 0.5 x 7	Ongoing but by December 2007 (approx) for final report	Chairman, Vice chairman, SMS
Review Group determines thrust of report					
Draft report		Service Manager Scrutiny 2		January 2008	SMS
Review Group agrees early draft of report	Review group members 0.5 x 6	Service Manager Scrutiny 0.5	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors 0.5 x 7	January 2008	Chairman, Vice chairman, SMS
Early draft report to accountable manager for confirmation of factual accuracy	Chairman, Vice Chairman 0.25 x 2	Service manager Scrutiny 0.25	Chief Executive PCT	January 2008	Chairman, Vice Chairman



Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
			Chief Executive NW London Hospital NHS trust		SMS
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)					
Review Group sign off report & refer to O&S/Sub-Committee for information/approval	Review group members	Service Manager Scrutiny	Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors	February 2008 (approx)	Chairman, Vice chairman, SMS
Review Group's presentation of report to CMT/DMT (if appropriate)	Chairman, Vice chairman 0.25 x 2	Service Manager Scrutiny 0.25		February 2008	Chairman Vice Chairman SMS
Final report to accountable manger					
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Chairman, Vice chairman 0.25 x 2	Service Manager Scrutiny 0.25		March 2008 (approx)	Chairman, Vice chairman
Final report to Chief Executive of Harrow PCT and Chief Executive of NW London Hospitals NHS Trust and appropriate boards	Chairman, Vice Chairman 0.25 x 2			April 2008 (approx)	Chairman, Vice chairman
Final report to CMT/Cabinet	Chairman, Vice chairman 0.25 x 2	Service Manager Scrutiny 0.25		April 2008 (approx)	Chairman, Vice chairman
Consider if there is a need to publicise report findings					

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
Final report published & referred to Executive for consideration* (Cabinet/Portfolio Holder/Directorate – depending on issues/recommendations)  * for information		Scrutiny Officer 0.25		April/May 2008 (approx)	SMS
Evaluation of review process	Review group members 0.25 x 6	Service Manager Scrutiny 0.5	Chief Executive PCT Chief Executive NW London Hosp Trust Director Community Care Group Manager People First Finance Director Children's Services Community experts x 4 Advisors 0.25 x 7	May 2008	SMS
Follow up/Monitoring of outcomes					
<b>TOTALS</b>	<b>56.25 days (average 9.375 days per councillor)</b>	<b>19.75 days</b>	<b>75 days (average 10.75 per person)</b>		

Contact : Lynne McAdam. Service Manager Scrutiny, Scrutiny Unit, Harrow Council

## Appendix Two: Budget challenge panel

### BUDGET CHALLENGE PANEL - DRAFT SCOPE

1	<b>SUBJECT</b>	Budget
2	<b>COMMITTEE</b>	Overview and Scrutiny Committee
3	<b>REVIEW GROUP</b>	To be confirmed
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	To challenge the assumptions behind the budget setting process and analyse the impact of changes in the budget
5	<b>MEASURES OF SUCCESS OF REVIEW</b>	Scrutiny panel able to input into the budget setting process
6	<b>SCOPE</b>	<ul style="list-style-type: none"> <li>• Analysis of context within which the budget is being set – including policy drivers</li> <li>• Analysis of service finances</li> <li>• Investigation of particular areas of concern</li> </ul>
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	Tackling waste and giving real value for money
8	<b>REVIEW SPONSOR</b>	Director People, Performance and Policy
9	<b>ACCOUNTABLE MANAGER</b>	Director of Finance and Business Strategy
10	<b>SUPPORT OFFICER</b>	Service Manager Scrutiny
11	<b>ADMINISTRATIVE SUPPORT</b>	Scrutiny Review Administrator
12	<b>EXTERNAL INPUT</b>	External Auditor The committee might like to consider the involvement of the Open Budget Group and the cross cutting portfolio holders
13	<b>METHODOLOGY</b>	<p><i>Pre panel meeting</i></p> <p>To receive:</p> <ul style="list-style-type: none"> <li>• Contextual information regarding the budget including key policy drivers</li> <li>• Analysis of service finance performance <ul style="list-style-type: none"> <li>○ <i>What are the priorities</i></li> <li>○ <i>What are the 'hot spots'</i></li> <li>○ <i>How are 'hot spots' being addressed</i></li> <li>○ <i>What are the risks in the budget</i></li> <li>○ <i>How are these being addressed</i></li> <li>○ <i>Impact of previous year's budget decisions</i></li> <li>○ <i>How does service measure value for money and how does it compare.</i></li> </ul> </li> <li>• Development of specific lines of enquiry for the panel meeting</li> </ul> <p><i>Panel meeting</i></p> <ul style="list-style-type: none"> <li>• Information from auditor re use of resources judgement</li> <li>• Presentation from Director of Finance and Business Strategy re context and key policy drivers</li> <li>• Investigation of specific lines of enquiry</li> </ul> <p><i>Post panel meeting</i></p> <ul style="list-style-type: none"> <li>• To consider evidence and formulate initial findings</li> </ul>

14	<b>EQUALITY IMPLICATIONS</b>	The panel should consider the impact that the budget has on equalities in its considerations
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	
16	<b>SECTION 17 IMPLICATIONS</b>	The panel should consider the impact that the budget has on section 17 responsibilities in its considerations
17	<b>TIMESCALE</b>	October/November 2006
18	<b>RESOURCE COMMIMTENTS</b>	See attached
19	<b>REPORT AUTHOR</b>	Panel members Service Manager Scrutiny
20	<b>REPORTING ARRANGEMENTS</b>	Outline of formal reporting process: To Service Director <input checked="" type="checkbox"/> When November 2006 To Portfolio Holder <input type="checkbox"/> When..... To CMT <input checked="" type="checkbox"/> When December 2006 To Cabinet <input checked="" type="checkbox"/> When January 2007
21	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	Annual event

## OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment	When	Lead Person	
Pre-scope session					
Finalise scope & obtain O&S/Sub-Committee endorsement	Overview and Scrutiny Committee	Service Manager Scrutiny 0.25	Director Finance and Business Strategy	October 2006	Chairman SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 5	Director Finance and Business Strategy	September/ October 2006	SMS
Meetings/Witnesses/ Visits (specify)	<b>Preparation meeting</b> Panel members 0.5 x <b>Panel meeting</b> Panel members 0.5 x <b>Post panel meeting</b> Panel members 0.5 x	Service Manager Scrutiny 1.5	<b>Panel meeting</b> <ul style="list-style-type: none"> <li>• Director Finance and Business Strategy 0.5</li> <li>• Executive Directors 0.5</li> <li>• Directors 0.5</li> </ul>	October/ November 2006	Chairman SMS
Collation & evaluation of data/evidence	Panel members 0.5 x	Service Manager Scrutiny 0.5		November 2006	SMS
Review Group determines thrust of report					
Draft report		Service Manager Scrutiny 2		November 2006	SMS
Review Group agrees early draft of report	Panel members 0.25	Service Manager Scrutiny 0.25			Chairman SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
Early draft report to accountable manager for confirmation of factual accuracy	Chairman 0.25	Service Manager Scrutiny 0.25		November 2006	SMS
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)					
Review Group sign off report & refer to O&S/Sub-Committee for information/approval					
Review Group's presentation of report to CMT/DMT (if appropriate)	Chairman 0.25	Service Manager Scrutiny 0.25		December 2006	Chairman SMS
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Chairman 0.25	Service Manager Scrutiny 0.25		January 2007	Chairman SMS
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)		Scrutiny Officer 0.25		January 2007	SMS
Evaluation of review process	Panel members 0.25 x	Service Manager Scrutiny 0.5	All officers attending panel 0.25 x	Early October and as part of evaluation workshop in November	SMS Senior Scrutiny Officer

<b>Activity</b>	<b>Member Input Who is involved? Estimated time commitment</b>	<b>Officer Resource Who is involved? Estimated time commitment</b>		<b>When</b>	<b>Lead Person</b>
Follow up/Monitoring of outcomes				Annual event	
<b>TOTALS</b>	<b>TBA – dependent upon number of councillors</b>	<b>11 days</b>			

Contact : Lynne McAdam, Scrutiny Unit, Harrow Council

## Appendix Three: Investor in People challenge panel

### CHALLENGE PANEL INVESTORS IN PEOPLE - DRAFT SCOPE

1	<b>0</b>	Corporate Investors in People Standard
2	<b>COMMITTEE</b>	Overview and Scrutiny committee
3	<b>REVIEW GROUP</b>	TBA
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	To ensure that the action plans for the delivery of corporate IIP accreditation are robust and that they are being effectively delivered
5	<b>MEASURES OF SUCCESS OF REVIEW</b>	Scrutiny panel able to contribute to successful corporate IIP accreditation
6	<b>SCOPE</b>	Consideration of the efficacy of each service area's action plans for securing corporate IIP accreditation and the progress being made on each of these
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	Tackling waste and giving real value for money
8	<b>REVIEW SPONSOR</b>	Chief Executive
9	<b>ACCOUNTABLE MANAGER</b>	Senior Professional Work Development
10	<b>SUPPORT OFFICER</b>	Service Manager Scrutiny
11	<b>ADMINISTRATIVE SUPPORT</b>	Scrutiny Review Administrator
12	<b>EXTERNAL INPUT</b>	
13	<b>METHODOLOGY</b>	<p>Pre-panel meeting</p> <ul style="list-style-type: none"> <li>• Detail of the IIP standard</li> <li>• The gaps/problems in the accreditation process in Harrow.</li> <li>• How effectively action plans will enable the council to meet the criteria for accreditation</li> <li>• Progress on implementing the action plan</li> <li>• Specific areas for more in-depth investigation – director/portfolio holder to be advised</li> <li>• Specific lines of enquiry to be pursued – director/portfolio holder to be advised</li> <li>• Other witnesses to be asked to attend to pursue specific lines of enquiry (e.g. if there appears to be a particular problem, there may be experience elsewhere which might help resolve)</li> </ul> <p><b>Panel meeting</b></p> <ul style="list-style-type: none"> <li>• <i>Presentation from Senior Professional Work Development re action required to deliver council-wide accreditation</i></li> <li>• Presentation from strategic leads on progress made on implementation of action plans</li> <li>• Specific lines of enquiry</li> </ul> <p><i>Post panel meeting</i></p> <ul style="list-style-type: none"> <li>• Consideration of evidence</li> <li>• Development of conclusions/findings/recommendations</li> </ul>



14	<b>EQUALITY IMPLICATIONS</b>	The effective consideration of equalities issues is a core criteria for corporate IIP accreditation
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	None
16	<b>SECTION 17 IMPLICATIONS</b>	N/A
17	<b>TIMESCALE</b>	November/December 2006
18	<b>RESOURCE COMMIMTENTS</b>	See attached
19	<b>REPORT AUTHOR</b>	Lynne McAdam
20	<b>REPORTING ARRANGEMENTS</b>	<p>Outline of formal reporting process:</p> <p>To Senor Professional Work Development <input checked="" type="checkbox"/> When December/January 07</p> <p>To Service Director <input checked="" type="checkbox"/> When December/January 07</p> <p>To O&amp;S <input checked="" type="checkbox"/> When January 07</p> <p>To Portfolio Holder <input type="checkbox"/> When.....</p> <p>To CMT <input checked="" type="checkbox"/> When February 07</p> <p>To Cabinet <input checked="" type="checkbox"/> When February 07</p>
21	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	Report on progress towards corporate accreditation to future O&S

## OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
Pre-scope session					
Finalise scope & obtain O&S/Sub-Committee endorsement	Overview and Scrutiny committee	Service Manager Scrutiny		October 2006	SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 2		September / October 2006	SMS
Meetings/Witnesses/ Visits (specify)	Planning meeting 0.5 x Panel meeting 0.5 x Post panel meeting 0.5 x	Service Manager Scrutiny 1.5	Senior Professional Work Development 0.5 Service Area Leads 0.5 x	November / December 2006	SMS
Collation & evaluation of data/evidence	Panel members 0.5 x	Service Manager Scrutiny 0.5		December 2006	SMS
Review Group determines thrust of report					
Draft report		Service Manager Scrutiny 2		December 2006	SMS
Review Group agrees early draft of report	Panel members 0.25 x	Service Manager Scrutiny 0.25		December / January 2006	SMS
Early draft report to accountable manager for confirmation of factual accuracy	Chairman 0.25	SMS 0.25		December / January 2006	Chairman SMS

<b>Activity</b>	<b>Member Input Who is involved? Estimated time commitment</b>	<b>Officer Resource Who is involved? Estimated time commitment</b>		<b>When</b>	<b>Lead Person</b>
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)					
Review Group sign off report & refer to O&S/Sub-Committee for information/approval					
Review Group's presentation of report to CMT/DMT (if appropriate)	Chairman 0.25	Service Manager Scrutiny 0.25		February 2006	Chairman SMS
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Chairman 0.25	Service Manager Scrutiny 0.25		January 2006	Chairman SMS
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)	Chairman 0.25	Service Manager Scrutiny 0.25		February 2006	Chairman SMS
Evaluation of review process	Panel members 0.25 x	Service Manager Scrutiny 0.5	All officers and partners attending panel 0.25 x	March 2006	SMS Senior Scrutiny Officer
Follow up/Monitoring of outcomes	Report to O&S on final outcome				
<b>TOTALS</b>	<b>TBA dependent upon number of councillors</b>	<b>7.75 days</b>	<b>TBA dependent upon number of officers</b>		

Contact : Lynne McAdam, Scrutiny Unit, Harrow Council

## Appendix Four: Corporate Assessment, self assessment challenge panel

### CORPORATE ASSESSMENT CHALLENGE PANEL - DRAFT SCOPE

1	<b>SUBJECT</b>	Corporate Assessment
2	<b>COMMITTEE</b>	Overview and Scrutiny committee
3	<b>REVIEW GROUP</b>	Councillor Brian Gate – Chairman Councillor Jean Lammiman Councillor Margaret Davine Councillor Mitzi Green Councillor Richard Romain Councillor Mark Versallion
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	<ul style="list-style-type: none"> <li>To challenge the integrity of the council's self assessment for corporate assessment and ensure the most robust case for the council's performance has been made</li> <li>To challenge the evidence upon which the self-assessment is based and to make sure good practice has been captured.</li> </ul>
5	<b>MEASURES OF SUCCESS OF REVIEW</b>	<ul style="list-style-type: none"> <li>Panel provides robust challenge to the self assessment</li> <li>Scrutiny input into the final self assessment document agreed</li> </ul>
6	<b>SCOPE</b>	<p>The panel will consider the council's self-assessment under the key lines of enquiry of the corporate assessment: Context within which the council operates What is the council together with its partners trying to achieve?</p> <ul style="list-style-type: none"> <li><i>Ambition</i></li> <li><i>Prioritisation</i></li> </ul> <p>What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve</p> <ul style="list-style-type: none"> <li><i>Capacity</i></li> <li><i>Performance management</i></li> </ul> <p>What has been achieved</p> <ul style="list-style-type: none"> <li><i>Sustainable communities and transport</i></li> <li><i>Safer and stronger communities</i></li> <li><i>Healthier communities</i></li> <li><i>Older people</i></li> <li><i>Children and young people</i></li> </ul>
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	Making Harrow safe, sound and supportive Getting Harrow moving Protecting our environment Tackling waste and giving real value for money Harrow youth Sports, leisure and amenities
8	<b>REVIEW SPONSOR</b>	Acting Chief Executive
9	<b>ACCOUNTABLE MANAGER</b>	Corporate Assessment/Joint Area Review Board
10	<b>SUPPORT OFFICER</b>	Service Manager Scrutiny
11	<b>ADMINISTRATIVE SUPPORT</b>	Scrutiny Review Administrator

12	<b>EXTERNAL INPUT</b>	Borough Commander, Metropolitan Police Service Chief Executive, Primary Care Trust Chief Executive, Harrow Association of Voluntary Service
13	<b>METHODOLOGY</b>	<b>Preparatory meeting</b> <ul style="list-style-type: none"> <li>To consider draft self assessment and identify key questions</li> </ul> <b>Panel meeting</b> <ul style="list-style-type: none"> <li>To receive presentation from officers</li> <li>To put key questions to officers under each of the key lines of enquiry and to ensure that the self assessment addresses: <ul style="list-style-type: none"> <li>Community leadership</li> <li>Diversity</li> <li>User focus</li> <li>Value for money</li> <li>Partnership</li> </ul> </li> </ul> <b>Panel report</b>
14	<b>EQUALITY IMPLICATIONS</b>	Diversity and User focus are key components of the framework against which the council's performance will be measured. It is critical therefore that the self assessment addresses this effectively and that the panel highlights this in its investigation
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	The completed self assessment must be submitted to the Audit Commission by 16 <sup>th</sup> October 2006. Therefore the panel's deliberations must be available for incorporation in accordance with this timetable.
16	<b>SECTION 17 IMPLICATIONS</b>	The extent to which the council addresses section 17 of Crime and Disorder Act 1998 is one of the key lines of enquiry within the 'Safer and Stronger Communities' achievement block. This is being addressed through a challenge panel carried out by the Safer and Stronger Communities scrutiny sub committee.
17	<b>TIMESCALE</b>	Panel to meet on 7 <sup>th</sup> September 2006 Draft report to panel by 22 <sup>nd</sup> September 2006 Report to Corporate Assessment/Joint Area Review Board by 29 <sup>th</sup> September 2006 Self assessment submitted to the Audit Commission by 16 <sup>th</sup> October 2006
18	<b>RESOURCE COMMIMTENTS</b>	See attached
19	<b>REPORT AUTHOR</b>	Panel members Lynne McAdam
20	<b>REPORTING ARRANGEMENTS</b>	Outline of formal reporting process: To CA/JAR Board <input checked="" type="checkbox"/> By 29 <sup>th</sup> September To Portfolio Holder <input type="checkbox"/> When..... To CMT <input type="checkbox"/> When..... To Cabinet <input type="checkbox"/> When..... To O&S committee <input checked="" type="checkbox"/> 10 <sup>th</sup> October 2006
	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	Corporate Assessment report to Overview and Scrutiny committee March 2007

## OUTLINE PROJECT PLAN

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
Pre-scope session					
Finalise scope & obtain O&S/Sub-Committee endorsement	Panel chairman (Agreed by chairman O&S)	Service Manager Scrutiny		August 06	SMS
Research/Preparation Period/Desk top data gathering		Service Manager Scrutiny 2	Director People, Performance & Policy – self assessment 0.5 x 3	August/ September 06	SMS
Meetings/Witnesses/ Visits (specify)	Planning meeting 0.25 x 6 members Panel meeting 0.5 x 6 members	Planning meeting 0.5 Service Manager Scrutiny Panel meeting 0.5 Service Manager Scrutiny	Officers PPP x4 Director Children's Services Director Community Care Director LLL Cultural Services Director Strategy Urban Living PCT, Met Police, HAVS 0.5 x 12	September 2006	Chairman SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
Collation & evaluation of data/evidence	Panel members 0.5 x 6	Service Manager Scrutiny 0.5		7 <sup>th</sup> September 2006	Panel Chairman
Review Group determines thrust of report					
Draft report		Service Manager Scrutiny 2		22 <sup>nd</sup> September 2006	SMS
Review Group agrees early draft of report	Panel members 0.25 x 6				
Early draft report to accountable manager for confirmation of factual accuracy					
Review Group's informal discussions of report with Head of Service/Director (or NHS body if appropriate)					
Review Group sign off report & refer to O&S/Sub-Committee for information/approval					
Review Group's presentation of report to CMT/DMT (if appropriate)					
Final report to accountable manger		Service Manager Scrutiny		29 <sup>th</sup> September	SMS
Final report of Group to O&S/Sub-Committee for approval (if necessary)	Panel chairman 0.25	Service Manager Scrutiny 0.25		10 <sup>th</sup> October	SMS

Activity	Member Input Who is involved? Estimated time commitment	Officer Resource Who is involved? Estimated time commitment		When	Lead Person
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)  * for information		Scrutiny Officer 0.25		After 10 <sup>th</sup> October	SMS
Evaluation of review process	Panel members 0.25 x 6	Service Manager Scrutiny 0.5	All officers and partners attending panel 0.25 x 12	Early October and as part of evaluation work shop in November	SMS Senior Scrutiny Officer
Follow up/Monitoring of outcomes					
<b>TOTALS</b>	<b>10.75 days (6 councillors – average 1.8)</b>	<b>6.5 days</b>	<b>10.5 days (average .875 per person)</b>		

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