

Meeting:	Overview and Scrutiny committee
Date:	4 <sup>th</sup> September 2008
Subject:	Developing the Scrutiny Work Programme
Responsible Officer:	Tom Whiting Assistant Chief Executive
Portfolio Holder:	Cllr Paul Osborn Performance, Communication and Corporate Services Portfolio Holder
Exempt:	No
Enclosures:	Appendix One: Long list of projects to be included in the scrutiny work programme

## Section 1 – Summary and Recommendations

This report sets out the process for agreeing the scrutiny work programme for 2008/09 and the long list of projects for inclusion in the programme

### **Recommendations:**

The Overview and Scrutiny committee/Sub-Committee/Panel is requested to:

- I. Approve the process for developing the scrutiny work programme
- II. Comment upon the areas included in the long list
- III. Select areas for the development of more detailed feasibility studies
- IV. Call for a further report outlining these feasibility studies for the 7<sup>th</sup> October meeting of the Overview and Scrutiny committee
- V. Agree that the list of areas selected for more detailed consideration via feasibility reports be submitted to Corporate Strategy Board and Cabinet

## Section 2 – Report

### Background

Each year, the Overview and Scrutiny committee decides the projects that will be included in its work programme for the coming year. In brief, this process involves:

- Meetings between lead scrutiny councillors, scrutiny officers, portfolio holders and corporate directors to identify areas in which scrutiny investigation might be timely/helpful
- Identification of further areas for potential investigation via independent assessment of council and partner performance information (with the Chairman and Vice Chairman of Performance and Finance sub committee)
- Consideration of the potential need for policy development support for the forthcoming year
- Submission of this long list of potential projects to the Overview and Scrutiny committee for the identification of the short list of potential projects. Preparation of feasibility reports on each of the short listed projects
- Based on the feasibility reports, selection of final list of projects for the scrutiny work programme

The document attached to this report as Appendix One is, the long list of potential projects for inclusion in the scrutiny work programme.

Councillors' attention is drawn to the extract from the scrutiny protocol, attached as Appendix Two, which outlines the previously agreed criteria for the selection of reviews.

In order to secure maximum engagement in the development of the work programme, it is proposed that the shortlist of projects, selected for more detailed feasibility studies, is also submitted to both the Corporate Strategy Board and Cabinet for opinion. This commentary will be included in the next report as part of the feasibility report on each area.

### Implications of the Recommendation

#### *Considerations*

- **Resources, costs and risks**  
The finally agreed programme of work for scrutiny will be delivered from within existing resources.
- **Staffing/workforce**  
There are no staffing or workforce implications related to the recommendations in this report.
- **Equalities impact**  
In selecting the long list of projects for inclusion in the scrutiny work programme, councillors will be asked to have regard to equalities issues.
- **Legal comments**
- **Community safety**  
There are no community safety implications associated with the recommendations in the report.

## Financial Implications

The cost of delivery of the scrutiny work programme will be met from within existing resources.

## Performance Issues

The performance indicators below outline the council's performance in those areas in which poor performance has been identified as a reason for inclusion in the scrutiny work programme. The information is included to provide a sense of the relevance of the topic proposed.

<b>Safeguarding adults transformation action plan review</b>	NI125	Annual	NEW
	NI127	Annual	NEW
	NI128	Annual	NEW
	NI130	Q1 – 165	NEW
	NI131	Q2	NEW
	NI132	Q1 – 82.4	NEW
	NI133	Q1 – 91	NEW
	NI135	Q1 – 76	NEW
	NI136	Q1 – 2333	NEW
	NI139	Annual	NEW
	NI140	Annual Survey	NEW
	NI141	Q2	NEW
	NI142	Q2	NEW
	NI145	Q2	NEW
	NI149	Annual	NEW
	NI150	Annual	NEW
	BV195	Q1 – 82.4	
	BV196	Q1 – 91	
	BV53	Annual	
	BV54	Q1 – 73.8	
BV56	Q1 – 83.1		
BV201	Q1 – 131.6		
<b>Promoting sustainability – performance against National Indicators 185, 186, 187 and 188</b>	NI185		NEW
	NI186		NEW
	NI187		NEW
	NI188		NEW
<b>Performance of the Kier contract – housing repairs</b>	CPA H4,	96.9%	
<b>Major building projects</b>			
<b>Workforce development</b>			
<b>Performance management</b>			

## Risk Management Implications

There are no risks associated with this report.

### Section 3 - Statutory Officer Clearance

Name: Sheela Thakrar	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 21 <sup>st</sup> August 2008		
Name: Hugh Peart	<input checked="" type="checkbox"/>	Monitoring Officer
Date: 8 <sup>th</sup> August 2008		

### Section 4 - Contact Details and Background Papers

Contact: Lynne McAdam, Service Manager Scrutiny 020 8420 9387

Background Papers: None

If appropriate, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
1	Standing Review of the Budget	Standing review	Current	2, 3, 5	Continues from 07/08 work programme
	Standing Review of NHS Finances	Standing review	Current	1, 2, 3, 4	<p>It is likely that, pending consideration of the final outturn reports of Harrow PCT and the NW London Hospitals NHS Trust, this review is closed and a final report submitted to the Overview and Scrutiny committee.</p> <p>Ongoing monitoring of the trusts' financial performance must be picked up by the Performance and Finance sub committee</p>
	Health care for London – Proposals for Harrow	Dependent upon detail in the proposals – could involve a number of joint committees	Dependent on proposals from Harrow PCT	1, 4, 9	<p>It is as yet unclear what the proposals for Harrow will be. However, space in the work programme will need to be made available in order to consider <b>highest priority proposals</b> – O&amp;S will need to be clear that not every issue will of necessity be investigated</p>
	Safeguarding adults transformation action plan review	Reports to the Performance and Finance sub committee	TBC	2, 3, 4, 6, 11	Support to monitor the service's performance against the transformation action plan has been requested by the portfolio holder and the service director.
	Criminal Records Bureau checks for foreign workers	Challenge panel with service to consider arrangements	TBC	4, 6, 11	How to guarantee the reliability of criminal record checks undertaken on foreign care workers

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
	Promoting sustainability – performance against National Indicators 185, 186, 187 and 188	<ul style="list-style-type: none"> <li>• Challenge to work of climate change working group</li> <li>• In-depth consideration of the council's response to climate change and sustainability</li> </ul>	TBC	2, 3, 4, 5, 6, 8,	<p>From the Lead Members for Sustainable development and enterprise and corporate officers. Sustainability is a key component of the CAA. Work in this area could include:</p> <ul style="list-style-type: none"> <li>• How the work of the newly established climate change group is contributing to the delivery of the national indicators and the use of resources score</li> <li>• How the council is influencing partners in this area</li> <li>• The long-term sustainability of performance.</li> </ul>
	Place shaping	In depth review	TBC	6, 8	<p>From the Corporate Director Corporate Finance. Place shaping is a new area of responsibility for the council and scrutiny could contribute by defining what is meant by place shaping, identifying the key drivers/issues, and developing a broad strategy for the borough.</p>
	Post Offices	Light touch review	TBC	1, 4, 6	<p>To consider how the impact of the post office closure programme might be mitigated.</p>
	Asbestos control compliance	Challenge panel/Light touch review	TBC	6	<p>Proposal from the Leader Is there a policy in place, is it adequate, and is it being followed</p>

	<b>TOPIC / ISSUE</b>	<b>SUGGESTIONS FOR ADDRESSING</b>	<b>WHEN</b>	<b>CRITERIA</b>	<b>NOTES</b>
	Revisiting fear of crime	Light touch review	TBC	1, 4, 5, 6, 8	To reconsider the findings of the fear of crime review particularly in the light of increased concerns re knife crime, perceptions of anti-social behaviour, improved communications and partnership with the media – possibly incorporate issues surrounding Harrow bus station
	Council communications	Light touch review/challenge panel	TBC	4	From the Lead Members for Safer and Stronger Communities. It is felt that there is a need to define more effectively the way in which the Harrow Strategic Partnership engages and informs local people. This could revisit the findings and recommendations of the previous 'HearSay' review.
	Extended schools	Light touch review	Autumn 2008	4, 5, 6, 8	Carried over from 07/08 work programme
	Care Matters – Time for Change	Challenge panel – scope agreed by O&S February 08	TBC	4, 5, 8	Deferred from 07/08 work programme
	Development of Children's Trust model	TBC at later date	2009/10	6	For 2009/10
	Performance of the Kier contract – housing repairs	Consideration by Performance and Finance	TBC	1, 2, 4, 7,	There continue to be concerns regarding the performance of the contract

	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
	Tenants rights to manage	Challenge panel to consider the work that has been undertaken so far	TBC	6, 8	Proposal from the portfolio holder. Consideration of the pre-feasibility work that has been undertaken on tenants' rights to manage – in particular the consultation with tenants and leaseholders
	Legionella compliance	Challenge panel/Light touch review	TBC	6	Proposal from the Leader Is there a policy in place, is it adequate, and is it being followed
	Consistency of budget impact assessments across directorates	Part of the work of the standing review of the budget	TBC	3, 5, 6	Proposal from the Leader. It is not clear how effectively the council considers the impact of changes to the budget on service delivery
	Extent and quality of IPADs	Challenge panel	TBC	5, 6	Proposal from the Leader This work could consider the effectiveness and coverage of the council's IPAD process – which can make a useful contribution to preparation for council-wide IIP accreditation
	A new start for Wealdstone (Corporate Plan, flagship action 3.3)		TBC	4, 5, 6	This piece of work was scheduled for inclusion in the work programme for Performance and Finance sub committee last year. However, it has not as yet been progressed.
	Major building projects	Currently via Performance and Finance sub	TBC	2	Performance and Finance sub committee has identified a number of potential concerns re the risk



	TOPIC / ISSUE	SUGGESTIONS FOR ADDRESSING	WHEN	CRITERIA	NOTES
		committee			management of some of the council's major projects. These are currently being monitored via the chairman/vice chairman's meeting.
	Workforce development	Currently via Performance and Finance sub committee	TBC	2	Performance and Finance sub committee is currently monitoring this issue.
	Performance management	Light touch review	TBC	2	This is an area of work which could support the council's performance management process by investigating the quality of the information provided for performance management purposes.
	Accord MP	Report to Performance and Finance	October 2008	Update	6- month update t
	Obesity	Report to Performance and Finance	October 2008	Update	6- month update t

## **APPENDIX TWO: EXTRACT FROM SCRUTINY PRINCIPLES AND PROTOCOLS – SEPTEMBER 2005**

'To ensure that overview and scrutiny resources are targeted at the most important issues to the council and residents, review topics will:

1. Be identified as a particular concern to residents (residents surveys/consultation exercises) and not necessarily solely within the remit of the council
2. Focus on an area of poor performance (BVPIs)
3. Focus on areas of apparent high cost and poor performance
4. Focus on the delivery of improved outcomes for local people not simply the internal structures or functions of local organisations
5. Assist the council to achieve its corporate priorities
6. Be requested by either senior officers or cabinet as a problematic area where the resources of overview and scrutiny would help identify service solutions
7. Focus on the source of a high level of complaints
8. Focus on an area in which the council wishes to develop policy
9. Focus on an area in which government legislation is being developed and which would benefit from early consideration by overview and scrutiny committee/sub committees
10. Be informed by the programme of inspection work to be undertaken by external inspectors in order to support rather than duplicate investigation (if appropriately programmed scrutiny could assist in identifying problematic areas, identifying solutions and thus contributing towards improved inspection score)
11. Be informed by services own service improvement programme, adding value to this process by offering support to service investigations rather than duplicating.....

It will often be useful for officers to investigate the feasibility of undertaking a review of a specific area/activity, prior to a decision being taken on whether to proceed with a review. Such an exercise may also assist in identifying initial options for the scope of the review. The feasibility of each of the areas identified will be examined in terms of:

- The potential to realise change
- Likely impact of change in relation to resources required to undertake the review
- Priority in relation to each other
- Nature of the investigation to be employed
- Cross over issues
- Timetabling of reviews'