

HARROW COUNCIL

OVERVIEW & SCRUTINY COMMITTEE

3 FEBRUARY 2004

NEW HARROW PROJECT – PHASE 2 DRAFT SCOPE

1	SUBJECT	New Harrow Project – Phase 2
2	COMMITTEE	Overview & Scrutiny
3	REVIEW GROUP	Lead Member - Cllr Jean Lammiman Members – Cllrs Blann, Mitzi Green, Ann Groves, Osborn, Versallion
4	AIMS/ OBJECTIVES	To review whether the NHP provides Value for Money and delivers the services by examining: 1. the concept behind the NHP and determining whether the project is well conceived and understood both internally and externally 2. the structures established to implement the NHP and their appropriateness for achieving the project's aims and aspirations 3. the positive impact that the NHP is, and has the potential for, making and the timescale for the anticipated outcomes
5	MEASURES OF SUCCESS	1. Transparency and clarity over the rationale behind, and process followed, which led to the conception and adoption of the NHP 2. Improved understanding both internally and externally of the aims and objectives of the NHP 3. Clarity and understanding of the officer accountabilities to deliver the project's aims and aspirations 4. Clarity and understanding of how the Member structure 'fits' with the NHP, Member accountabilities for service performance and the fulfilment of the Ward Councillor's representational role 5. Embedding of appropriate structures and procedures to manage, deliver and support services efficiently and effectively in ways which reflect the aims and objectives of the NHP 6. Examination of the impact that NHP has had to date on Public Realm Maintenance and the potential that it has to impact on community schools services 7. Identification of the framework which has/is to be put in place to evaluate the impact of the new structure 8. Exploration of the commitment of partner and stakeholder bodies in working jointly with the Council in delivering the aims and objectives of the NHP 9. Involvement of Ward Councillors, staff, partner bodies and community representatives in the review process 10. Production of a report on the findings of the review, with any appropriate recommendations for Cabinet consideration.

6	SERVICE PRIORITIES (Corporate/Dept)	The NHP is central to the advancement of all of the Council's corporate priorities
7	SCOPE*	<p>Concept Identification of the problems which led to NHP Rationale behind the NHP concept Analysis, research, budgetary projections and project planning undertaken prior to adoption Communications on NHP – internal and external</p> <p>Implementation Examination of appropriateness of new structures to achieve aims Examination of procedures put in place to support new structures Exploration of the extent to which partner bodies and stakeholders have 'bought into' NHP Review of the evaluation framework put/to be put in place</p> <p>Impact Consideration of how NHP outcomes will help to deliver the corporate plan and other key strategies Consideration of impact of NHP on improved CPA rating Examination of any Best Practice models (including of discrete services) elsewhere if appropriate Public satisfaction</p> <p>See also 2 case studies for details</p>
8	LEAD MEMBERS*	Cllr. Jean Lammiman
9	REVIEW SPONSORS*	Jill Rothwell
10	LEAD OFFICER/ ACCOUNTABLE MANAGER*	John Robinson Peter Brown
11	SCRUTINY SUPPORT*	Frances Hawkins
12	EXTERNAL INPUT*	Stakeholders, partner bodies, other Local Authorities, public, external inspector
13	METHODOLOGY*	Desktop research – published NHP Committee reports, IDeA & CPA reviews, research & project planning undertaken prior to the adoption of the project (including any best value comparators), communications on NHP with the public, public satisfaction data Individual discussions with Chief Executive, Executive Directors, Area Directors Meeting with NHP Panel (including Group Leaders) Meetings/discussions with HSP Board, stakeholders, staff, AC lead inspector for LBH
14	ASSUMPTIONS/ CONSTRAINTS*	Other Local Authorities have valid experience to input & time available Resources of Members, Senior Departmental officers and Scrutiny Unit

15	TIMESCALE*	Interim report 2004 (Process ongoing onto completion of NHP project in 2006)
16	SCRUTINY RESOURCE COMMITMENTS*	Yet to be identified Scrutiny resources to be proactively managed, with flexible deployment, pooling of resources and re-allocation of any 'spare' resources wherever possible
17	REPORT AUTHOR*	Cllr Jean Lammiman supported by the Scrutiny Unit

NB * Also see appended 2 case studies

CASE STUDY 1 – COMMUNITY SCHOOLS PILOT

7.2	SCOPE	<ul style="list-style-type: none"> Processes being established to support joined up working on the pilot Resources available to support the pilot Overview of services/initiatives contributing to pilot
8.3	LEAD MEMBERS	Cllr Mitzi Green supported by Cllr Jean Lammiman. Other Members Cllrs Mrs Bath, Miss Bednell, Lent and Marie-Louise Nolan
9.2	WORKSTREAM SPONSOR	Paul Osburn, Executive Director , People First
10.2	ACCOUNTABLE MANAGER	Michael Hart, Area Director, People First
11.2	SUPPORT OFFICER	Scrutiny Officer
12.2	EXTERNAL INPUT	Stakeholders, partners, community groups, public
13.2	METHODOLOGY	<ul style="list-style-type: none"> Attendance at briefing for all Council Members Presentation by project manager on evaluation framework & performance against targets, benchmarking exercise Desktop consideration of results of community survey Meeting with staff involved in pilot including Community Learning Co-ordinators, language support & community based workers Use of existing evidence already collected by scrutiny bodies to inform this workstream Discussion with partner bodies & community groups (At evaluation stage, meeting with local residents, families & pupils to consider success of those services/initiatives identified for detailed examination)
14.2	ASSUMPTIONS/ CONSTRAINTS	<p>Pilot will be sufficiently advanced for meaningful review in timescale set</p> <p>Members determine and lead on the review, supported by officers to the level of resource indicated in the project plan</p> <p>Resources of Members, Senior Departmental officers and Scrutiny Unit</p>
15.2	SCRUTINY RESOURCE COMMITMENTS	<p>All Review Group Members 5.5 days</p> <p>Cllr Mitzi Green - additional 5.5 days</p> <p>Scrutiny Unit 4 days 03-04, 14.5 days 04-05</p> <p>Scrutiny unit resources to be proactively managed, with flexible deployment, pooling of resources and re-allocation of any 'spare' resources wherever possible</p>
16.2	TIMESCALE	January – May 2004 for initial phase – (provisional – TBC)
17.2	REPORT AUTHOR	Cllr Mitzi Green supported by Scrutiny Officer

CASE STUDY 2 – PUBLIC REALM MAINTENANCE – AREAS 2&3

7.3	SCOPE	<ul style="list-style-type: none"> Standards of 'Street Scene' maintenance achieved against targets and residents' needs Integration of other services, including People First Services, into NHP and outcomes of measures implemented Increase in the level of resident involvement and overall satisfaction achieved in Areas 2&3 Effectiveness of the plans/infrastructure put into place to support ongoing maintenance of standards in Areas 2&3 Effects of roll out to Areas 2&3 on service standards in other areas Evaluation of the options for further roll out of Public Realm Maintenance across the Borough & cost/benefits of so doing
8.3	LEAD MEMBERS	Cllr Blann, supported by Cllrs Ann Groves & Vina Mithani. Other Ward Members to be agreed
9.3	WORKSTREAM SPONSOR	Tony Lear, Exec Director (Urban Living)
103	ACCOUNTABLE MANAGER	Andrew Trehern, Area Director (Urban Living)
11.3	SUPPORT OFFICER	Scrutiny Officer
12.3	EXTERNAL INPUT	Residents, local commercial & other stakeholders, Ward Councillors, partner agencies
13.3	METHODOLOGY	<ul style="list-style-type: none"> Presentation by Project Manager on the operation of Areas 2&3 & evaluation of performance against targets Analysis of feedback from customer feedback cards in Areas 2&3 Invite feedback comments directly to scrutiny, using NHP Newsletter Inspection tour of areas Discussions with Project Steering Group & key officers, working both directly on project & in other service areas, including children and learning services Meeting with residents & local stakeholders Discussions with local community groups & partner bodies Informal liaison with NHP Panel & Ward Councillors
14.3	ASSUMPTIONS/ CONSTRAINTS	<p>Pilots will be sufficiently embedded within timescale to allow interim evaluation</p> <p>Members determine and lead on the review, supported by officers to the level of resource indicated in the project plan</p> <p>Resources of Members, Departmental officers and Scrutiny Unit</p>
15.3	SCRUTINY RESOURCE COMMITMENTS	<p>All Review Group Members 8 days</p> <p>Cllrs Blann – additional 4 days</p> <p>Scrutiny Unit 12 days 03-04</p> <p>Scrutiny unit resources to be proactively managed, with flexible deployment, pooling of resources and re-allocation of any 'spare' resources wherever possible</p>
16.3	TIMESCALE	<p>Interim report April 2004 (provisional)</p> <p>Final report Sept 2004</p>
17.3	REPORT AUTHOR	Cllr Blann supported by Scrutiny Officer