

LONDON BOROUGH OF HARROW

Meeting:	OVERVIEW & SCRUTINY COMMITTEE
Date:	27 APRIL 2004
Subject:	WORK PROGRAMME 2004-05 AND ANNUAL REPORT 2003-04
Responsible Chief Officer	EXECUTIVE DIRECTOR (ORGANISATIONAL DEVELOPMENT)
Status:	Part I
Ward:	N/A
Enclosures:	Appdx.1 Current 2004-05 scrutiny work programme Appdx 2 Local Public Service Agreement (LPSA) Performance Targets

1. Summary

- 1.1 The Constitution requires the Overview & Scrutiny Committee to report annually to full Council on its workings and to make recommendations for future work programmes and amended working methods, if appropriate.
- 1.2. This report discusses the formulation of the 2004-05 scrutiny work programme and also proposes a process for the preparation of the annual report for 2003-04 and its submission to full Council.
- 1.3. The report also sets out for information the existing 2004-05 work commitments for this Sub-Committee.

2. Recommendations The Committee is asked to:

- 2.1 review its existing work programme against the agreed guidelines and criteria;
- 2.2 consider and agree a provisional work programme for 2004-05, to include a maximum of two review topics (including existing and new reviews) for progression and, if new reviews are proposed, to nominate Member(s) to liaise with officers in undertaking feasibility studies on any new issues identified;
- 2.3 endorse the Health and Social Care Scrutiny Sub-Committee's decision to undertake a review of domiciliary care, as requested by Cabinet;
- 2.4 agree the proposed process for the preparation and publication of the annual report for 2003-04.

3. **Relevance to Corporate Priorities**

3.1 The work of scrutiny bodies seeks to support all the Council's corporate and strategic priorities.

4. **Policy Context (including relevant previous decisions)**

4.1 This report addresses the requirement placed on the Overview and Scrutiny Committee to report to Council on the work undertaken in the previous year and on its annual work programme for the forthcoming year.

5. **Background**

5.1 The Centre for Public Scrutiny (CfPS) has identified the following four principles of good public scrutiny for effective public scrutineers

- Provide 'critical friend' challenge to executives as well as external authorities and agencies
- Reflect the voice and concerns of the public and its communities
- Take the lead and own the scrutiny process on behalf of the public
- Make an impact on the delivery of public services

5.2 Within Harrow, the following key areas of activity for the scrutiny function have been identified.

- Holding the Executive to account.
- Policy review and development
- Consideration of statutory plans and the budget
- Performance management and internal/external audit reports & inspections
- External scrutiny , including health.

6. **Criteria and Guidelines for Determining Work Programme**

6.1 The Overview and Scrutiny Committee at its meeting on 1 April 2003 agreed the following criteria and guidelines for including items in its work programme:

Key Criteria for Inclusion of a Topic in the Work Programme

- a) Review of a topic should 'add value' to the Council's corporate aims and priorities and the outcomes thereof
- b) Objectives must be specific
- c) Achievable timescales to be agreed at outset
- d) Topics should avoid replication of recent/planned other reviews/inspections

Guidelines for Determining the Work Programme

- a) The programme must be Member led, achievable and realistic
- b) Work should be balanced across the Overview & Scrutiny Committee and the Sub-Committees
- c) Having regard to officer resources & demands on Members' time, each scrutiny body should, as far as possible, conduct no more than one in-depth review at a time and only commence a further review upon completion of the last

- d) Provision should be built into the work programme for consideration of the budget and statutory plans
- e) The programme should be sufficiently flexible to accommodate consideration of other issues if required
- f) The potential for reviews to engage the public and to produce quick wins should be taken into consideration
- g) Consideration should be given to building provision for Member training into the work programme

6.2 Members may wish to review the above criteria and guidelines to strengthen the process for the development and prioritisation of the work programme. To date, the importance of reviewing strategic issues and responding to national priorities have not been highlighted for particular attention. These are areas of potentially high 'added value' and impact for scrutiny, particularly when supported by the timely consideration of issues. Scrutiny could, for example, play a vital role in supporting the Council in preparing to address Central Government's policy agenda and anticipated initiatives through 'the consideration of issues around the Government's 'choice agenda' and the Efficiency Review of Whitehall and its expenditure programmes (Gershon Review)

6.3 Additional criteria which Members may therefore wish to adopt include:

- topics which address national priorities
- topics which are of strategic importance to the authority
- topics which have the potential to engage the community (currently included in the guidelines)

Members may also wish to strengthen the criteria by including within criterion a) a reference to improving performance.

6.4 Recent experience in relation to the review of the New Harrow Project demonstrated the important role of the Chair in ensuring that the work programme can be met from the available resources through planned 'staggering' of any ongoing in-depth reviews as necessary.

7. **Work Programme 2004-05**

7.1 The Overview and Scrutiny Committee's Terms of Reference require the scrutiny work programme to be developed in consultation with the Executive. The Portfolio Holder for Finance and Human Resources will be in attendance at the meeting to support the Committee's deliberations on its work programme as relates to the services and key priorities in his area.

7.2 It is important for the work programme to be a flexible document which has sufficient spare capacity to take into account any changes in circumstances. Issues can be considered in a variety of ways, including examination through in-depth review, at a special single meeting of a committee or a working group, or as an item at a scheduled Committee meeting.

7.3 Sub-Committees have considered their own work programmes for 2004-05 and have identified a number of issues for consideration, including the following topics for in-depth review:

Environment & Economy – to be reported verbally
Health & Social Care – Domiciliary Care
Lifelong Learning – to be reported verbally
Strengthening Communities - Post Offices (ongoing), Youth Diversionary Activities

Appendix 1 sets out the scrutiny work programme to date.

- 7.4 The Executive may request scrutiny to consider particular issues and has recently requested a review of the Domiciliary Care Contracts. This potential to support the work of the Executive in examining particular issues of concern and in providing detailed advice on policy developmental issues is an important element of the scrutiny role. Under the Constitution, the Overview and Scrutiny Committee is tasked with considering whether it is appropriate to respond to requests from the Council and the Executive. **Members are, accordingly, asked to endorse the decision of the Health and Social Care Scrutiny Sub-Committee to agree to Cabinet's request to undertake this review.**
- 7.5 Information which the Committee will wish to consider in establishing its own work programme include:
- strategic priorities for the organisation
 - national imperatives
 - Harrow's Vitality Profile
 - performance issues, including Best Value Performance Indicators (as considered at the last meeting)
 - action plans arising from internal and external inspection reports and BV reviews
 - LPSA targets (see below)
 - 'hot' topics for the community.
- 7.6 In determining this Committee's work programme for next year, Members are asked to review their existing work commitments against the agreed guidelines and criteria and if they do so also take into account :
- existing workloads, including ongoing reviews
 - monitoring of previous reviews
 - consideration of the budget proposals
 - statutory plans to be produced during the forthcoming year –(to be added to the current work programme once the timetable for their consideration has been finalised.
- 7.7 This Committee already has a heavily committed work programme, with the review of the second phase of the New Harrow Project well underway and anticipated to be continuing over the next year. The agreed budget processes review has also now commenced with a view to bringing forward an interim report towards the end of May. Both of these reviews involve a number of separate workstreams/case studies. In addition, Members will wish to consider the way in which the scrutiny of the budget and any statutory plans should be tackled next year and ensure that sufficient capacity is available in the work programme to tackle these important issues.

Local Public Service Agreement (LPSA)

- 7.8 Appendix 2 sets out the Local Public Service Agreement (LPSA) areas. Members are reminded that the Government will pay a substantial performance reward grant to the

Council of 2.5% of the Council's net budget requirement for 2002-03 (equivalent to £5,079,152) if it achieves all the enhanced targets by 31 March 2006. There are in total twelve LPSA service areas and payment is divided equally among the agreed targets. A reduced payment will be payable if the Council achieves 60% or more of any specified target but a nil grant will be payable in respect of an achievement of less than 60% of any enhancement in performance in relation to any particular target (or sub-target). Whilst the Harrow Strategic Partnership is monitoring progress on the LPSA targets, the Committee may wish to receive, for information, a copy of the monitoring reports to enable specific reports to be requested, if required, on an exception basis.

7.9 **Members are asked to review the Committee's existing work plans against the agreed criteria and guidelines for determining the work programme and agree its priorities for 2004-05, identifying a maximum of two issues for in-depth review; if a new issue is identified for potential review in place of the ongoing reviews of the New Harrow Project and budget processes, the Committee is asked to nominate Member(s) to liaise with officers in the preparation of a feasibility study on the proposed review.**

8. **ANNUAL REPORT 2003-04**

8.1 The Constitution requires the Overview and Scrutiny Committee to report to the Council annually on the work undertaken in the preceding year. Following the format adopted last year, it is suggested that the annual report should include the following elements

- Chair's Foreword
- Background to the Scrutiny function
- Evaluation of the overall achievements of scrutiny over the past year & lessons learnt
 - what has worked and what has not worked
- Signposts for improving the scrutiny function in the future
- Highlights from the work of the Overview & Scrutiny Committee
- Highlights from the work of each of the Sub-Committees
- Work programme for 2004-05
- Concluding Thoughts

8.2 It is proposed that Sub-Committees' contribution to the 2003-04 report should be agreed in the June cycle of meetings, for referral to, and endorsement by, the Overview & Scrutiny Committee and presentation at the first available Ordinary Council meeting. Once agreed by the Overview & Scrutiny Committee, a copy of the report will be placed on the next Cabinet agenda for noting.

8.3 **The Committee's views are requested on any particular issues which it is felt should be highlighted within the annual report.**

9. **Financial Observations** - The significant approved growth in the scrutiny budget will support the undertaking of the work programme and for the first time provide a realistic level of dedicated support for the scrutiny function.

10. **Legal Observations** - None.

Background Papers:

Constitution of the London Borough of Harrow

LPSA Agreement

Minutes of the meeting of the Overview and Scrutiny Committee held on 1 April 2003

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DRAFT OUTLINE WORK PROGRAMME FOR 2004/05

<u>Meeting</u>	<u>Item</u>
1 July 2004	
	<ul style="list-style-type: none"> Attendance by Leader & Chief Executive External Audit Plan (Provisional) Interim report on New Harrow Project – Phase 2 (Provisional) Annual Report on the Work of the Scrutiny Function for 2003/04 and Work Programme for 2004/05 Review of the Promotion of Healthy Lifestyles in Schools - Update on the Implementation of the Recommendations ICT Strategy – Procurement of Strategic Partner BVPP (Provisional) Timetable for the Approval of the Statutory Plans <i>Info Circ</i> Financial Irregularities <i>Info Circ</i>
4 Oct 2004	
	<ul style="list-style-type: none"> Review of Scrutiny – Report from Deloitte (Provisional) Attendance by Portfolio Holder (Finance, Human Resources & Performance Management) Annual Report of the Human Resources Portfolio Holder ICT Strategic Partnership Procurement – Progress report Budget Process 2005/06 <i>Info Circ</i>
23 Nov 2004	
	<ul style="list-style-type: none"> Draft Medium Term Budget Strategy Attendance by Leader & Chief Executive Progress report on ICT Strategy (Provisional) Ombudsman's Annual Report <i>Info Circ</i>
31 Jan 2005	
	<ul style="list-style-type: none"> Civic Budget 2005/06: <ul style="list-style-type: none"> (a) Budget 2005-2006 for Consultation (b) Housing Revenue Account 2005/06 (c) Capital Budget 2005-2006 Annual Audit Letter Scrutiny Work Programme for 2005/06 – Preliminary Discussions with Relevant Portfolio Holders Financial Irregularities <i>Info Circ</i>
26 April 2005	
	<ul style="list-style-type: none"> Annual Work Programme for the Scrutiny Function for 2005/06 and Annual Report for 2004/05 Draft BVPP - outline and format

NB. Regular reports at each meeting

- Comprehensive Performance Assessment - Progress Report
- BVPI updates
- Progress Reports on Reviews - Members' Verbal Updates
- Scrutiny Work Programme 2004/05 *Info Circ*
- Traffic Light Monitor of Key Housing Benefit PIs *Info Circ*
- Forward Plan *Info Circ*

Also need to programme in: -

- Second attendance by the Finance and Human Resources and Performance Management Portfolio Holder (if required)
- Reporting of External Assessments once they have been considered by Cabinet
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet
- Monitoring of recommendations arising from completed reviews
- Statutory plans

ENVIRONMENT & ECONOMY SCRUTINY SUB-COMMITTEE

DRAFT OUTLINE WORK PROGRAMME FOR 2004/05

Meeting	Item
9 June 2004	
	<ul style="list-style-type: none"> • Attendance by the Planning, Development, Housing & Best Value Portfolio Holder • Annual Report of the Overview and Scrutiny Committee 2003/04 • Officer presentation on monitoring the Urban Living LPSA targets • Planning & Compulsory Purchase Bill • Planning & Development Improvement Plan 2004/05-2006/-7 • Progress report on Your Home Your Needs Action Plan
27 Sept 2004	
	<ul style="list-style-type: none"> • Housing Need & Supply Annual Statistical Summary 2003/2004 • Annual Report of the Director of Trading Standards <i>Info Circ</i>
30 Nov 2004	
	<ul style="list-style-type: none"> • Scrutiny Work Programme for 2005/06 – Preliminary Discussions with the Portfolio Holder • Arms Length Management Organisation – Progress Towards Achieving a 2* rating (provisional) • Private Sector Housing Renewal Grants Policy – Report back on the Operation of the Policy
10 March 2005	
	<ul style="list-style-type: none"> • Annual Work Programme for 2005/06 and Annual Report for 2004/05

NB. Regular reports at each meeting

- Progress Reports on Reviews - Members' Verbal Updates
- Rent Arrears and Voids for Local Authority Housing Stock *Info Circ*
- Work Programme for the Environment & Economy Scrutiny Sub-Committee 2004/05 *Info Circ*

Also need to programme in: -

- Annual/six-monthly attendance by the Environment and Transport Portfolio Holder and the Planning, Development & Housing Portfolio Holder
- Reporting of External Assessments once they have been considered by Cabinet
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet
- Monitoring of recommendations arising from completed reviews
- Statutory plans

HEALTH & SOCIAL CARE SCRUTINY SUB-COMMITTEE

DRAFT OUTLINE WORK PROGRAMME FOR 2004/05

<u>Meeting</u>	<u>Item</u>
7 June 2004	
	<ul style="list-style-type: none"> • Annual Report of the Overview and Scrutiny Committee 2003/04 • Domiciliary Care – scoping report • School Nurses • Attendance by Chief Executive of NWLH – Redevelopment of Northwick Park Hospital and St Mark’s Hospital • Attendance by the Interim Chief Executive of Harrow PCT • Scrutiny review of Delayed Transfers of Care – Responses of the Portfolio Holder & Health organisations • Interim report of the Corporate Project on Concessionary Travel
8 Sept 2004	
	<ul style="list-style-type: none"> • Patients’ Forums – update • Annual Report on Social Services Complaints • Domiciliary Care Review – Report (Provisional) • Inequalities in Health Provision (including obesity) <i>provisional timing</i> • Improving Life Expectancy and Low Birth Weight <i>provisional timing</i> • Scrutiny review of Delayed Transfers of Care – Action Plans • Further report back on Implementation of the Recommendations of the Scrutiny Review of Support to Carers
6 Dec 2004	
	<ul style="list-style-type: none"> • Access to GPs and Dentists (NHS context) – scoping report • SSI Annual Review Monitoring Letter & Star Rating • Published Tables of the Personal Social Services Performance Assessment Framework (PAF) Indicators • Harrow PCT’s NHS Performance Rating & Performance Improvement Plan (Provisional) • NWL Hospitals NHS Trust Performance Improvement Plan 2004/05 (Provisional) • Scrutiny Work Programme for 2005/06 – Preliminary Discussions with the Portfolio Holder
22 March 2005	
	<ul style="list-style-type: none"> • Annual Work Programme for 2005/06 and Annual Report for 2004/05 • NHS Work Programme for 2005 • Attendance by the Chief Executive of Royal National Orthopaedic Hospital NHS Trust • Supporting People in Housing

NB. Regular reports at each meeting

- Progress Reports on Reviews - Members’ Verbal Updates
- Implementation of the NSF for Older People (6 monthly – June & December)
- Work Programme for the Health and Social Care Scrutiny Sub-Committee 2004/05 *Info Circ*

Also need to programme in: -

- Annual/six-monthly attendance by the Social Services Portfolio Holder
- Reporting of External Assessments once they have been considered by Cabinet
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet
- Monitoring of recommendations arising from completed reviews
- Statutory plans

LIFELONG LEARNING SCRUTINY SUB-COMMITTEE

DRAFT OUTLINE WORK PROGRAMME FOR 2004/05

Meeting	Item
28 June 2004	
	<ul style="list-style-type: none"> • Annual Report of the Overview and Scrutiny Committee 2003/04
	<ul style="list-style-type: none"> • Final report of the Review of Statutory Assessments and Statements of Special Educational Needs
	<ul style="list-style-type: none"> • Adult and Community Learning Inspection: Progress Made Against Targets in the Action Plan
	<ul style="list-style-type: none"> • The level of parental support received from the Parent Partnership Unit and various new initiatives
21 Sept 2004	
	<ul style="list-style-type: none"> • Education Service Review
	<ul style="list-style-type: none"> • Library Position Statement (provisional)
7 December 2004 (SPECIAL)	
	<ul style="list-style-type: none"> • Schools Budget 2005/06
12 Jan 2005	
	<ul style="list-style-type: none"> • Education Department Budget 2005/06
	<ul style="list-style-type: none"> • Draft Youth Justice (Statutory) Plan (provisional)
	<ul style="list-style-type: none"> • Scrutiny Work Programme for 2005/06 – Preliminary Discussions with the Portfolio Holder
	<ul style="list-style-type: none"> • Early Years and Childcare Strategy 2004-2006: Update
19 April 2005	
	<ul style="list-style-type: none"> • Annual Work Programme for 2005/06 and Annual Report for 2004/05
	Education Statutory Targets <i>Info Circ</i>

NB. Regular reports at each meeting

- Progress Reports on Reviews - Members' Verbal Updates
- Work Programme for the Lifelong Learning Scrutiny Sub-Committee 2004/05 *Info Circ*

Also need to programme in: -

- Annual/six-monthly attendance by the Education and Lifelong Learning Portfolio Holder
- Reporting of External Assessments once they have been considered by Cabinet/Portfolio Holder
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet
- Monitoring of recommendations arising from completed reviews
- Statutory plans
- The Cultural Strategy Action Plan
- Update on the Recruitment and Retention Issues relating to School Governors
- Youth Service Plan – Portfolio Holder response to the Sub-Committee's Recommendations

STRENGTHENING COMMUNITIES SCRUTINY SUB-COMMITTEE

DRAFT OUTLINE WORK PROGRAMME FOR 2004/05

Meeting	Item
16 June 2004	
	<ul style="list-style-type: none">• Annual Report of the Overview and Scrutiny Committee 2003/04
	<ul style="list-style-type: none">• Scrutiny Review of Post Office Reconfiguration – Research Findings
	<ul style="list-style-type: none">• Community Cohesion
	<ul style="list-style-type: none">• Strategic Review of Grants
28 Sept 2004	
	<ul style="list-style-type: none">• Identification of Areas of Need in Harrow
	<ul style="list-style-type: none">• Scrutiny Review of Post Office Reconfiguration – Public Consultation
25 Jan 2005	
	<ul style="list-style-type: none">• Crime & Disorder Reduction Strategy Statutory Plan (provisional)
	<ul style="list-style-type: none">• Scrutiny Work Programme for 2005/06 – Preliminary Discussions with the Portfolio Holder
	<ul style="list-style-type: none">• Review of Youth Diversionary Activity - Scoping report
13 April 20	
	<ul style="list-style-type: none">• Annual Report on Community Strategy
	<ul style="list-style-type: none">• Annual Work Programme for 2005/06 and Annual Report for 2004/05

NB. Regular reports at each meeting

- Progress Reports on Reviews - Members' Verbal Updates
Work Programme for the Strengthening Communities Scrutiny Sub-Committee 2004/05
Info Circ

Other Issues to be addressed

- Monitoring of relevant LPSA targets (at 9/6 meeting of Environment & Economy Sub-Committee)
- BV Review of Your Home Your Needs (joint working with Environment & Economy Sub-Committee)

Also need to programme in: -

- Update on the Implementation of the Improvement Plan arising from the Safer Harrow Best Value Review
- Annual/six-monthly attendance by the Deputy Leader (Partnership and Property Portfolio Holder)
- Reporting of External Assessments once they have been considered by Cabinet/Portfolio Holder
- Reporting of Improvement Plans arising from Best Value reviews once they have been approved by Cabinet
- Monitoring of recommendations arising from completed reviews
- Statutory plans

LPSA PERFORMANCE TARGETS

Lifelong Learning

- 1 Increasing Educational Achievement & Inclusion
- 2 Truancy & Attendance

Health & Social Care

- 3 Improved Educational Attainment of Children & Young People in Care
- 4 Increased Permanent Families for Children Through Adoption

Strengthening Communities

- 5 Drug Misuse and Treatment
- 6 Reduction in Robberies

Environment & Economy

- 7 Recycling of Waste
- 8 Reduced Personal Injury Road Casualties
- 9 Increasing Employment through Increased Small Business Startups
- 10 Street Scene
- 11 Improved e-Commerce Capabilities in Harrow SMEs

Overview & Scrutiny

- 12 Improving the Cost Effectiveness of the Council