

Meeting:	Overview and Scrutiny Committee
Date:	21 st April 2009
Subject:	Scrutiny Work Programme 2009/10
Responsible Officer:	Tom Whiting, Assistant Chief Executive
Exempt:	No
Enclosures:	<ul style="list-style-type: none">• Appendix One: 2009/10 work programme proposals• Appendix Two: draft scope for the Sustainability review• Appendix Three: draft scope for the Kier Contract review

Section 1 – Summary and Recommendations

Summary

This report sets out early proposal for the scrutiny work programme for 2009/10. The work programme includes continuing work and also emerging proposals, some of which are derived from the Performance and Finance sub committee's investigations. Scopes for both the already agreed Sustainability review and the proposed review of the performance of the council's contract with Kier are also attached.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- I. Consider and comment on the proposals for the scrutiny work programme for the period up to January 2010 and consider this in the light of ongoing commitments and infrastructure projects being undertaken by the scrutiny team
- II. Authorise the scrutiny team to undertake further consultation on the proposed projects
- III. Request a further report to the Overview and Scrutiny committee meeting in June to include further comment on the agreed projects and any additional projects identified during consultation
- IV. Agree the scope for the review of sustainability that was agreed as a part of the previous year's work programme
- V. Agree to expedite the review of the performance of the council's contract with Kier
- VI. Agree the scope for the review of the performance of the council's contract with Kier
- VII. Nominate Labour Group members of Kier review group

Section 2 – Report

The council's constitution states that the Overview and Scrutiny committee's work programme should be considered at the first meeting following the Annual General Meeting and that the agreed work programme should be reported to the first available Council meeting after the Annual General Meeting. This means that the current timetable for consideration of the work programme suggests that it should be presented for agreement at June meeting in time for reporting to council in July. In order to ensure that there is sufficient time to consider work for the forthcoming municipal year and to address a number of issues that are beginning to emerge from the investigations of the Performance and Finance sub committee, an early draft of the work programme has been produced and is appended to this report.

In the light of the local council elections in 2010, it is suggested the work programme for this year is completed by January 2010 at the latest. Scopes for all projects will need to reflect this.

The items included in the report reflect:

- The ongoing nature of a number of projects – Healthcare for London, Standing review of the budget
- A number of items that are carried over from the previous work programme – sustainability, transformation programme, safeguarding children, communications and fear of crime and young people and crime
- Items which are emerging – preparing for Comprehensive Area Assessment, Housing Revenue Account, community lettings, the council's contract with Kier, equalities, development of an evidence base

In particular, it is acknowledged that the emerging issues may not include all of the issues from which the committee might like to select its work programme and therefore it is proposed that further discussions take place with Chairmen and Vice Chairmen of the two committees and the policy and performance scrutiny lead councillors. In order to ensure that the work is focussed, it is also suggested that the proposals are discussed with the Corporate Strategy Board and Cabinet.

The report also includes the proposed scopes for two reviews: sustainability and the performance of the council's contract with Kier.

The sustainability review, which was included in the 2008/09, work programme, has now begun. This is potentially a wide ranging area of investigation and in order to focus its investigation, the review group has agreed to focus in the following 3 areas:

- The council's climate change strategy
- Support provided to the borough's businesses – particularly small and medium-sized enterprises
- Community cohesion and how effectively the organisation engages and communicates with its diverse community

The review of the council's contract with Kier emanates from the Performance and Finance sub committee's consideration of Housing Department's performance information. A number of issues have arisen and have been investigated by the committee and, in accordance with the scrutiny protocols, the sub committee wishes to escalate the investigation of the contract performance as they feel the concerns are such that they merit more detailed investigation. The proposed scope for this review is attached as Appendix Three. At present Cllrs Versallion, Zeid and Mudhar have indicated that they would like to participate in this project. In order to secure a more balanced review group, the committee is asked to nominate members from within the Labour Group to participate.

Implications of the Recommendations

Considerations

Resources, costs and risks

The agreed programme of work for scrutiny must be cognisant of the resources available. There are finite resources available both within the scrutiny team and within the eligible group of councillors. Over-extending the work programme may mean that either the projects are not completed to an acceptable standard or that the proposed deadline for completion of all projects prior to the local council elections is missed. In order to assist, the ongoing 'infrastructure' components of the scrutiny team's work programme is also included in Appendix One

Staffing/workforce

As above

Equalities impact

There are a number of proposed projects included in the work programme that may have a specific impact on the council's performance in terms of equalities.

Community safety

There are a number of proposed projects included in the work programme that may have a specific impact on the council's performance in terms of community safety.

Financial Implications

The review programme will be delivered within the scrutiny budget.

Performance Issues

See Appendix Three

Risk Implications

None associated with this report

Section 3 - Statutory Officer Clearance

Not required

Section 4 - Contact Details and Background Papers

Contact:

Lynne Margetts, Service Manager Scrutiny, 020 8420 9387

Background Papers:

None

APPENDIX ONE: WORK PROGRAMME

Project	Scope	Methodology	Membership	Timetable	CH/VC priorities
Current Projects					
Standing review of the budget	Phase Two of this project is now underway. Specific strands include; Development of the capital budget Investigation of options for revenue generation Shared services – in particular asset management	This is a standing review	Cllr Sheinwald (chairman) Cllr Gate Cllr Idaikkadar Cllr Kara Cllr Kinnear Cllr Seymour Cllr Solanki Cllr Teli Cllr Zeid Elizabeth Hugo Cliff Lichfield Philip Morrish	Ongoing	
Healthcare for London	Harrow is represented on the Joint Overview and Scrutiny Committee by Cllr Mithani (Cllr Davine is reserve). The JOSC is	Pan London committee	Representative on JOSC Cllr Mithani Cllr Davine (reserve)	This phase until summer 2009, but further work will be forthcoming as proposals are developed. The working group will therefore need to be kept in place.	

	considering proposals from Healthcare for London regarding major trauma and stroke services.				
Healthcare for London - working group	To provide support to the members of the JOSC by identifying Harrow perspective to recommendations being made.	This is an informal group providing support to the representatives	Cllr Mithani Cllr Davine Cllr Rekha Shah Cllr Sheinwald Cllr Versallion	For the lifetime of the JOSC	
Sustainability	This is a key component of the use of resources score and has been prioritised for consideration during 09. The scope includes: Consideration of the council's draft Climate Change Strategy Support for the	In-depth review	Cllr Seymour (chairman) Cllr Idaikkadar Cllr Kinnear Cllr Miles Cllr O'Dell Cllr Solanki Cllr Teli	Spring – autumn 2009	

	local business base – Small and Medium Enterprises Community cohesion				
Proposed projects – carried over from 08/09 (completion Jan 09)					
Communications and fear of crime	The fear of crime in the borough remains high whilst crime levels are comparatively low. The possibility of considering how the council and partners work with local media to communicate crime data might help address this imbalance	Challenge panel/light touch review	TBC	TBC	<i>Cllr Sheinwald – 2</i>
Young people and crime	Linked to the fear of crime, young people are often perceived to be perpetrators of crime but are more often than	Challenge panel/light touch review	TBC	TBC	

	<p>not the victims. This piece of work can support the work around fear of crime.</p>				
<p>Community cohesion</p>	<p>The council's performance under the old LAA has meant that reward grant was lost. As one of the most diverse boroughs in London this is an increasingly important issue.</p>	<p>This has been incorporated into the Sustainability review and may therefore no longer be required</p>			
<p>Adults and Housing Transformation Programme Plan</p>	<p>This is an issue initially raised by the Director of Adults and Housing Services and it would be appropriate to continue to provide scrutiny support to monitor the implementation of the transformation</p>	<p>Challenge panel</p>	<p>TBC</p>	<p>TBC</p>	

	programme				
Safeguarding Children	This will initially be considered at the Overview and Scrutiny committee children's themed meeting in April. Dependent upon the outcome of this meeting, further work in this important area may be commissioned.	Initially to committee	TBC	TBC	
Proposed projects – emerging (to be completed Jan 09)					
Preparing for CAA	Self assessments are being prepared for both the use of resources component of the organisational assessment and also for the area assessment. Scrutiny has been approached to offer formal	Year one: Organisational Assessment - Use of resources Challenge panel Area Assessment Round table discussion with each pair of leads Challenge panel to consider overall self assessment	Organisational assessment Still to be confirmed Area assessment All policy and performance leads.	Spring/summer 2009	

	<p>challenge to each of the self assessments.</p> <p>In future, it is anticipated that items 'flagged' in the assessments should be considered for inclusion in the scrutiny work programme. In particular P&F will have a major role to play in supporting performance improvement during the year in preparation for the annual assessment.</p>	<p>Year two Dependent on items identified.</p>			
<p>Residents' attitude survey Experion/vitality profiles Joint Analytical Group Community</p>	<p>Investigation of the co-ordinated use of information between partners and the extent to which this information is</p>	TBC	TBC	TBC	

engagement processes	driving service delivery.				
Community lettings	This is residual work following the Developing a Strengthened Voluntary and Community Sector and Extended Schools reviews and is a further investigation of how effectively the council supports the 3 rd sector through the availability of premises.	TBC	TBC	TBC	
Grants criteria	Recommendation 15 of scrutiny's review 'Delivering a strengthened voluntary and community sector for Harrow' asks that proposals around reviewing the Council's	Challenge Panel	TBC	Proposals regarding a revised grants criteria is scheduled to be presented to the Grants Advisory Panel in June 2009.	

	grants criteria be brought to a scrutiny challenge panel, in preparation for the 2010/11 grants application round.				
Equalities	This proposal would involve an investigation of how effectively the council has integrated equalities across the organisation	TBC	TBC	TBC	
Housing Revenue Account	The Performance and Finance have investigated the performance of the Housing Revenue Account and have identified a number of concerns regarding its longer-term viability. The Director of	TBC	TBC	To commence summer/autumn	<i>Cllr Sheinwald – 3</i> <i>Cllr Versallion – 1</i>

	Housing is undertaking an investigation of the issues and depending upon the outcome of this work, the Performance and Finance committee may wish to schedule a specific project later in the year				
Performance of the Kier contract	The performance of the Kier contract has been considered on a number of occasions by the Performance and Finance sub committee. Concerns remain and the committee is proposing that an in-depth piece of work is undertaken	In-depth review COMMENT – officers are about to commence a Lean Systems Thinking project of the repairs performance. Evidence from this project could help to identify the scope for the review. It will be important not to duplicate the work of the review or to overlap with it.	Current nominations: Cllr Versallion Cllr Zeid Cllr Mudhar	To commence as soon as possible.	<i>Cllr Sheinwald – 1</i> <i>Cllr Versallion – 1</i>

TEAM INFRASTRUCTURE PROJECTS				
Communications	<ul style="list-style-type: none"> • Newsletter • Web site 		Fola Beckley	Ongoing
Member Development	<ul style="list-style-type: none"> • Understanding the partnership agenda • Understanding CAA • Councillor calls for action • Pool of advisors • Development of a programme for members post election 		Nahreen Matlib	Ongoing
Protocols	<ul style="list-style-type: none"> • Communications • Scrutiny/executive relations • Work programming – forward planning • CCfA – and broader community engagement 		Lynne Margetts	Ongoing
Scrutiny performance	<ul style="list-style-type: none"> • Review of scorecard & other possible options to measure scrutiny performance 		Ofordi Nabokei	Ongoing

Profile of scrutiny	<ul style="list-style-type: none"> • Presentations to Corporate Leadership Group • Presentations management teams • Presentation of work programme to Corporate Strategy Board and Cabinet • Scheduled meetings 6 monthly between portfolio holders and scrutiny leads • Email alerts/updates for the 3 leaders 		Lynne Margetts	Ongoing
Supporting the Lead Members	<ul style="list-style-type: none"> • Policy scanning • Regular briefings • Lead member led briefings pre-O&S • Supporting members to lead at O&S • Supporting members to lead on CCfAs • 		Scrutiny team	Ongoing

APPENDIX TWO: REVIEW OF SUSTAINABILITY- SCOPE

1	SUBJECT	Review of Sustainability
2	COMMITTEE	Overview & Scrutiny
3	REVIEW GROUP	Cllr Miles Cllr Solanki Cllr O'Dell Cllr Seymour (Chair) Cllr Idaikkadar Cllr Kinnear Cllr Teli
4	AIMS/ OBJECTIVES/ OUTCOMES	To investigate how far the council has progressed with incorporating sustainability into its objectives and priorities and whether, where possible, there is jointed up cross-cutting work regarding this.
5	MEASURES OF SUCCESS OF REVIEW	A number of recommendations to support the operation and implementation and embedding of sustainability and for the use of the executive's arrangements.
6	SCOPE	To examine: <ul style="list-style-type: none"> • The Climate Change Strategy; • Economic Sustainability; • Community Sustainability; and To make recommendations, where appropriate, for a more robust system to be put in place.
7	SERVICE PRIORITIES (Corporate/Dept)	Building Stronger Communities (09/10)
8	REVIEW SPONSOR	
9	ACCOUNTABLE MANAGER	Lynne Margetts, Service Manager Scrutiny
10	SUPPORT OFFICER	Ofordi Nabokei, Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	None
12	EXTERNAL INPUT	<ul style="list-style-type: none"> • Environmental Climate Change Professionals • Community Leaders • Residents • Neighbouring Local Authorities (where appropriate) • Police (where appropriate) • Partner organisations
13	METHODOLOGY	In-Depth Review looking at the following areas: 1) Climate Change Strategy Critical analysis by the review group of the draft Climate Change Strategy followed by a Challenge Panel with the report authors and input from external professionals and campaigns such as Local Agenda 21. The group will make a number of

		<p>recommendations in light of this and produce an interim report.</p> <p><i>(If possible and if time permits, critically assess the response to the consultation of the strategy).</i></p> <p>2) Economic Sustainability <i>Impact of Recession on Economic Sustainability:</i> Investigation of successful economic sustainability policies and initiatives (or lack of) in Harrow through desktop review, evidence gathering and discussions with council officers and partners. Assessment of these against either similar boroughs & / or governmental guidance. The review will make a number of recommendations to back up its findings.</p> <p><i>Budget / Financial Strategy Review:</i> Analysis through desktop review of good / best practice, discussions and a question and answer session with officers about the Council budget including procurement and financial strategy and how sustainability is incorporated into this. The review will make a number of recommendations to back up its findings.</p> <p>3) Community Sustainability <i>Community Cohesion and what the Harrow has done to increase integration:</i> Evidence-gathering obtained through information provided by officers, partnership officers, policies and initiatives in Harrow, through canvassing the views of residents and the police (where appropriate). In addition, this information will be discussed with these groups. The information is to be reviewed and assessed in light of the fact that Harrow has missed the LAA target measuring the 'number of people who think people from different backgrounds get on well together'. Following on from that, the review group will put forward a number of recommendations from its findings.</p>
14	EQUALITY IMPLICATIONS	None

15	ASSUMPTIONS/ CONSTRAINTS	Involvement of officers and partnership officers in the relevant services will be dependent upon resources (staff time in particular). The scope takes account of this constraint and evidence gathering will be designed to minimise undue workload on officers and partnership officers.
16	SECTION 17 IMPLICATIONS	None
17	TIMESCALE	Review to commence from March 2009 Report to be submitted to September O&S
18	RESOURCE COMMITMENTS	Ofordi Nabokei, Scrutiny Officer
19	REPORT AUTHOR	Ofordi Nabokei with Chair and Review Group
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To Service Director [] TBC.....N/A..... To Portfolio Holder [] TBC.....N/A..... To CMT [] When.....N/A..... To Cabinet [] When.....N/A.....
21	FOLLOW UP ARRANGEMENTS (proposals)	To go to Performance and Finance for 6 monthly updates.

APPENDIX TWO: REVIEW OF THE COUNCIL'S CONTRACT WITH KIER

1	SUBJECT	London Borough of Harrow's Partnership with Kier
2	COMMITTEE	Performance and Finance Sub-Committee (commissioned by Overview and Scrutiny)
3	REVIEW GROUP	Cllr Mark Versallion (Chairman) Cllr Jeremy Zeid Cllr Narinder Mudhar <u>Co-optees:</u> To be confirmed.
4	AIMS/ OBJECTIVES/ OUTCOMES	To assess the value of the Council's partnership with Kier in delivering improvements to public realm infrastructure.
5	MEASURES OF SUCCESS OF REVIEW	A number of recommendations to support the operation of the partnership, for use in the executive's own governance arrangements.
6	SCOPE	<i>To examine:</i> <ul style="list-style-type: none"> • History of the contract, • Contract's intention and expected value/benefits, • The partnership's performance to date, and • Lessons learned and options for the future.
7	SERVICE PRIORITIES (Corporate/Dept)	"Build stronger communities - Service review, ensuring services are achieving the best results"
8	REVIEW SPONSOR	
9	ACCOUNTABLE MANAGER	Lynne Margetts, Service Manager Scrutiny
10	SUPPORT OFFICER	Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	None
12	EXTERNAL INPUT	<ul style="list-style-type: none"> • Kier • Kier Sub-contractors • Councillor Tony Ferrari (Portfolio Holder) • Councillor Barry Macleod-Cullinane (Portfolio Holder)
13	METHODOLOGY	<p><u>In –depth Review looking at the following areas:</u></p> <p>1. History of the contract This information can be provided through discussion with council officers and Kier officers (e.g. Eddie Collier) about the contract and any changes that have been made to the contract,</p> <p>If possible look at the original contract and any subsequent amendments / addenda to the</p>

		<p>contract.</p> <p>2. Contract's intention and expected value/benefits</p> <p>This section could be split into two areas.</p> <p>(1)The intention of the contract by (i) going through the wording of the contract and (ii) discussing this with officers from Kier as well as senior officers from the council to ascertain what both sides had intended/ intend the contact to mean and deliver and the value that was expected.</p> <p>This could then be contrasted with (2) which investigates the price of small projects:</p> <ul style="list-style-type: none"> • the cost of kitchens and bathrooms being installed; and the Value for Money from these - what appear to be, high priced quotes: • Specific examples to be given of where it is believed there have been high priced pieces of work carried out, or unsatisfactory workmanship/management of a piece of work. (Cllr Nickolay and Cllr Zeid have example) <p>This would then be put to Kier for a response.</p> <p>The above would be a way in which to assess the actual value and benefits provided by the contract against the intended ones.</p> <p>3. The partnership's performance to date</p> <p>Analysis of historic and current performance data, through analysis of Housing and other relevant scorecards.</p> <p>4. Potential options for the future</p> <p>This would look at a number of options with an evaluation of each:</p> <ul style="list-style-type: none"> • Do nothing. Here the contract remains the same – what would the effect be for the council and local residents? • When contract is up for renewal renegotiate stricter terms and penalty clauses for failure to deliver. • Appoint a different partner to fulfil the work. • A mixture of some of the above proposals.
14	EQUALITY IMPLICATIONS	None
15	ASSUMPTIONS/ CONSTRAINTS	Involvement of officers in the Housing Service will be dependent upon departmental resources (staff time in particular). The scope takes account of this constraint and evidence gathering will be designed to minimise undue workload on

		partnership officers working both for the council and for Kier.
16	SECTION 17 IMPLICATIONS	None
17	TIMESCALE	Currently dependant on the Work Programme and approval by O&S
18	RESOURCE COMMITMENTS	No resource commitments in excess of scrutiny officer time. Commitment will be required by Council and Kier officers – particularly in relation to the evidence-gathering attendance at meeting(s).
19	REPORT AUTHOR	Scrutiny Officer with Chairman and members of review group.
20	REPORTING ARRANGEMENTS	Outline of formal reporting process: To Service Director [] TBC To Portfolio Holder [] TBC To CMT [] When.....N/A..... To Cabinet [] When.....N/A.....
21	FOLLOW UP ARRANGEMENTS (proposals)	Specific issues can be picked up as part of the PI / NI monitoring process at P&F chairman's meetings and where felt necessary, be forwarded to P&F for further inspection. Updates on the implementation of the recommendations to come to Performance and Finance Sub-Committee on a 6-monthly basis.

APPENDIX THREE: PERFORMANCE INFORMATION

Indicator	Current performance	Target performance
Communications and fear of crime		
% adults in fear of being victim of crime	41%	33% 08/09 LAA 30% 09/10 27% 10/11
Young people and crime		
NI 43 Young people within the Youth Justice System receiving a conviction	3.6 (Q3 08/09)	5.0
NI 111 First time entrants to YJS 10-17 yrs	41 (Q3 08/09)	39
NI 115 Substance misuse by YP	12% (TellUs survey)	LAA – 11% 08/09 10% 09/10 9% 10/11
Community cohesion		
NI 1 % of people who believe people from different backgrounds get on well together in their local area	76.2%	LAA – 78% 09/10 79.8% 10/11
NI 2 % of people who feel that they belong to their neighbourhood	54.1%	
NI 3 Civic participation in the local area	16.6%	
NI 4 % of people who feel they can influence decisions in their locality	32.7%	
NI 5 Overall/general satisfaction with local area	70.3%	
NI 6 Participation in regular volunteering	24.0%	LAA – 25.8% 09/10 27.7% 10/11
NI 7 Environment for a thriving third sector	10.40%	LAA – 12.6% 09/10 14.8% 10/11 (prov.)
NI 11 Engagement in the Arts	42.9% 2008/9	LAA – 44.5% 09/10 45.5% 10/11
NI 13 Migrants' English language skills and knowledge	71%	74% (09/10) 77% (10/11)
NI 35 Building resilience to violent extremism	1 (baseline)	LAA – 1.5 08/09 2.0 09/10 2.5 10/11

Adults and Housing Transformation Programme Plan		
Programme status report across 7 programme areas (Quarter 3, 2008/9)	Green (6) Amber (1)	Green
Safeguarding children		
NI 59 Initial assessments completed in 7 days...	78.96% (Q3 08/09)	80%
NI 60 Timing of core assessments	74.56% (Q3 08/09)	80%
NI 62 Stability of placements of Children Looked After (CLA) – no. of placements	3.77 (Q3 08/09)	12
NI 63 Stability of placements of CLA – length of placement	62.5 (Q3 08/09)	62
NI 64 Duration on Child Protection Register (CPR)	-	-
NI 65 Re-registrations on CPR	10.07 (Q3 08/09)	12.5
NI 66 Timeliness of reviews	98.7% (Q3 08/09)	95%
NI 67 Reviews of CP cases	99.18% (Q3 08/09)	100%
NI 68 % of Children in Need referrals that led to initial assessments	73.57% (Q3 08/09)	55%
NI 69 Children who have experienced bullying	40.2 (Q3 08/09)	42
NI 109 No. of Sure Start children's centres	43.75 (Q3 08/09)	43.75
NI 163 Adoptions of CLA	6.6 (Q3 08/09)	10.5
Equalities		
NI 140 Fair treatment by local services	64.1%	LAA – 66.1% 09/10 68.1% 10/11
NI 141 Percentage of vulnerable people achieving independent living	88.89% (Q3 08/09)	78%
NI 142 Percentage of vulnerable people who are supported to maintain independent living	98.9% (Q3 08/09)	99%

NI 145 Adults with learning disabilities in settled accommodation	No data	
NI 146 Adults with learning disabilities in employment	Baseline to be established 09/10	LAA – “statistically significant improvement”
NI 147 Care leavers in suitable accommodation	85.71%	100%
NI 148 Care leavers in education employment or training	No current yr data	
NI 149 Adults receiving secondary mental health services in settled accommodation	Baseline to be established 09/10	LAA – “statistically significant improvement”
NI 150 Adults receiving secondary mental health services in employment	No data	
Housing Revenue Account		
Year end forecast as at Q3	-£4,945k	-£5,451k