

# Overview and Scrutiny Committee

## SUPPLEMENTAL AGENDA

**DATE: Tuesday 1 November 2011**

### AGENDA - PART I

- 14. STANDING SCRUTINY BETTER DEAL FOR RESIDENTS - PHASE TWO SCOPE**  
(Pages 1 - 6)

Report of the Divisional Director Partnership Development and Performance.

- 15. STANDING SCRUTINY REVIEW OF THE BUDGET SCOPE** (Pages 7 - 10)

Report of the Divisional Director Partnership Development and Performance.

*Note: In accordance with the Local Government (Access to Information) Act 1985, the above agenda items have been admitted late to the agenda by virtue of the special circumstances that the reports require consideration to allow the work to be progressed as soon as possible. The reports were not available when the main agenda was printed and circulated.*

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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE  
AND SCRUTINY SUB-  
COMMITTEES**

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<b>Date:</b>	1 <sup>st</sup> November 2011
<b>Subject:</b>	<b>Standing Scrutiny Better Deal for Residents – Phase Two Scope</b>
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director Partnership Development and Performance
<b>Scrutiny Lead Member area:</b>	All
<b>Exempt:</b>	No
<b>Enclosures:</b>	Standing Scrutiny Better Deal for Residents – Phase Two Scope

**Section 1 – Summary and Recommendations**

The scope for the second phase of the Standing Scrutiny Review of the Better Deal for Residents is attached to this report.

**Recommendations:**

Councillors are asked to:

- I. Consider and approve the scope for the project

## **Section 2 – Report**

The council is undergoing significant transformation as it seeks to manage the implications of funding reductions being experienced across the public sector. The Better deal for Residents recognises that straightforward budget reductions will not deliver the level of savings requires and that a fundamental reassessment of services and how they are delivered is required.

The project scope outlines the approach that the second phase of the standing review will take to examining the effectiveness of the Better Deal for Residents. Having considered the efficacy of project management processes in the council in phase one, phase two of the standing review will now consider:

- How effectively the projects are assessing the impact of proposals on residents and
- Whether anticipated outcomes are being realised

### **Financial Implications**

There are no financial implications associated with this report

### **Performance Issues**

There are no performance issues associated with this report

### **Environmental Impact**

There is no environment impact associated with this report.

### **Risk Management Implications**

There are no risk management implications associated with this report.

### **Equalities implications**

Was an Equality Impact Assessment carried out? No

This report outlines the scope of the second phase of the Standing Review of The Better Deal for Residents and as such makes no proposal to alter services or how they are delivered. It is anticipated however, that through its examination of how effectively the council has considered the impact of proposed changes on residents, the review will support the council in the delivery of its equalities duty.

### **Corporate Priorities**

The Standing Review of the Better Deal for Residents can potentially impact on all of the corporate priorities.

## **Section 3 - Statutory Officer Clearance**

Not required for this report.

## **Section 4 - Contact Details and Background Papers**

**Contact:** Lynne Margetts, Service Manager Scrutiny 020 8420 9387

**Background Papers:** None

# HARROW COUNCIL

## OVERVIEW AND SCRUTINY-COMMITTEE

SEPTEMBER 2011

### BETTER DEAL FOR RESIDENTS PROGRAMME STANDING REVIEW PHASE TWO- DRAFT SCOPE

VERSION NUMBER – 2

#### VERSION HISTORY

Initial draft

Comments from review group meeting 26<sup>th</sup> September

1	<b>SUBJECT</b>	Better Deal for Residents Programme
2	<b>COMMITTEE</b>	Overview and Scrutiny committee
3	<b>REVIEW GROUP</b>	<b>Councillors</b> Cllr Nana Asante Cllr Chana Cllr Ann Gate Cllr Macleod-Cullinane Cllr Osborn Cllr Phillips Cllr Krishna Suresh Cllr Wright (Chairman)  <b>Co-optees</b> Elizabeth Hugo Linda Robinson Abigail Matsika Seamus English
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	To consider the content of the Better Deal for Residents programme in terms of ambition, relevance, appropriateness To consider the impact of the programme on: <ul style="list-style-type: none"><li>• the Council – is it achieving the outcomes envisaged – linked to the effectiveness of project management processes</li><li>• residents:<ul style="list-style-type: none"><li>○ is the council complying with its duties under the disability and equalities legislation when proposing changes to services</li><li>○ what impact are the changes having and how are these being mitigated – Better Together/Big Society,</li><li>○ how far do residents understand/appreciate the need for significant change are their opinions being taken into account, are they being actively engaged/convinced in the delivery of change</li></ul></li><li>• partners – are we working more efficiently with partners to deliver change, what is the impact on their services</li></ul> managers – how well are they being supported in delivering change whilst at the same time being subject to that change

5	<b>MEASURES OF SUCCESS OF REVIEW</b>	Review is able to ensure that: <ul style="list-style-type: none"> <li>• Programme delivers real change in service delivery</li> <li>• Programme delivers anticipated savings</li> <li>• Programme delivers change in residents'/service users' attitude to service delivery and responsibilities</li> </ul>
6	<b>SCOPE</b>	The content of the Better Deal for Residents Programme
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	
8	<b>REVIEW SPONSOR</b>	Tom Whiting, Assistant Chief Executive
9	<b>ACCOUNTABLE MANAGER</b>	From relevant service area
10	<b>SUPPORT OFFICER</b>	Service Manager Scrutiny
11	<b>ADMINISTRATIVE SUPPORT</b>	From within Scrutiny Team
12	<b>EXTERNAL INPUT</b>	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Partner organisations</li> <li>• Service users</li> </ul>
13	<b>METHODOLOGY</b>	<p><b><u>FUTURE PROJECTS</u></b></p> <ul style="list-style-type: none"> <li>• Assessment of Project Documentation (Business Case) BEFORE project goes to Cabinet and before implementation commences. <ul style="list-style-type: none"> <li>○ <i>Scope of Project</i> – Current services baseline – operational and admin resources engaged, timescales for service delivery, service delivery costs incl. salaries,</li> <li>○ <i>Services to be changed</i>, resident groups affected, how service delivery will be changed, i.e. resources, service timescale changes, new technology, costings, etc.</li> <li>○ <i>Project Objectives</i> – clear and measurable – service delivery, staff, financial, etc.</li> <li>○ <i>Full Description of Impact on resident groups</i>, staff, partners, etc. - including Equalities Impact Assessment ensuring the documentation will allow decision makers to comply with their responsibilities under equalities legislation by having due regard to the impact of the changes being proposed.</li> <li>○ <i>Description of Resident Consultations undertaken</i>, which residents groups, when and how, i.e. questionnaire, meetings, web, etc.</li> <li>○ <i>Full Statement on project implementation costs</i>,</li> <li>○ <i>Anticipated Savings</i> – cost reductions, resources, other</li> </ul> </li> <li>• Discussion with relevant officer where necessary</li> </ul> <p><b><u>COMPLETED PROJECTS</u></b></p> <ul style="list-style-type: none"> <li>• Assessment of project completion details – Project completed on time, was all phases and scope fully implemented, any</li> </ul>

		<p>other variations to project scope, budget, resources, etc. that impacted project?</p> <ul style="list-style-type: none"> <li>• Assessment of the extent to which anticipated outcomes were realised</li> <li>• Assessment of impact on Staff delivering service.</li> <li>• Assessment of <u>actual</u> service impact on resident group/s – improved, same, worse and in what way.</li> </ul>
14	<b>EQUALITY IMPLICATIONS</b>	<p>It is anticipated that the Better Deal for Residents programme will deliver significant change in the way the council organises itself to deliver services to local people. Harrow is an extremely diverse borough and the organisation cannot make assumptions about service needs of the population. As such changes to services and changing the expectations and behaviours of our residents will need to reflect the differing needs and experiences of the population. The council must ensure that adverse equalities implications for staff or residents are identified and where possible, mitigated. The review will monitor the extent to which the organisation is taking due regard to its duties under all equalities legislation.</p>
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	
16	<b>SECTION 17 IMPLICATIONS</b>	<p>This could be a component of the project in so far as the Better Together stream is implemented.</p>
17	<b>TIMESCALE</b>	Ongoing
18	<b>RESOURCE COMMITMENTS</b>	<p>The project will be delivered from within the existing scrutiny budget</p>
19	<b>REPORT AUTHOR</b>	Lynne Margetts
20	<b>REPORTING ARRANGEMENTS</b>	<p>Quarterly reports on progress to the Overview and Scrutiny Committee  Final report to the Overview and Scrutiny Committee at end of project</p> <p>Outline of final formal reporting process:</p> <p>To Service Director           [ ]    TBC  To Portfolio Holder           [ ]    TBC  To CMT                            [ ]    TBC  To Cabinet                       [ ]    TBC</p>
21	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	TBC

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**REPORT FOR: OVERVIEW AND  
SCRUTINY COMMITTEE  
AND SCRUTINY SUB-  
COMMITTEES**

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<b>Date:</b>	1 <sup>st</sup> November 2011
<b>Subject:</b>	<b>Standing Scrutiny Review of the Budget Scope</b>
<b>Responsible Officer:</b>	Alex Dewsnap, Divisional Director, Partnership Development and Performance
<b>Scrutiny Lead Member area:</b>	All
<b>Exempt:</b>	No
<b>Enclosures:</b>	Scope for the Standing Scrutiny Review of the Budget

**Section 1 – Summary and Recommendations**

The scope for the Standing Scrutiny Review of the Budget is attached to this report.

**Recommendations:**

Councillors are asked to:

- I. Consider and approve the scope for the project

## **Section 2 – Report**

The council faces its toughest financial challenge in years. Budgets need to be reduced by approximately 30% over the next three years in order to meet public spending targets. The Standing Scrutiny Review of the Budget has been established to monitor the impact of the budget changes. Specifically, the review will consider:

- The budget setting process and savings proposals each year
- The extent to which previous years' savings targets are being realised
- The process for determining and managing the council's capital programme
- The implications of and council's response to changing local government finance policy

As a standing review, this project will run for the lifetime of the current administration and will produce regular update reports during this period.

### **Financial Implications**

There are no specific financial implications associated with this report. However, it is anticipated that the review will support the council to meet the financial challenge it faces by providing effective and robust challenge to proposals being made.

### **Performance Issues**

There are no performance issues associated with this report.

### **Environmental Impact**

There are no environmental impact implications associated with this report.

### **Risk Management Implications**

There are no risk management implications associated with this report

### **Equalities implications**

Was an Equality Impact Assessment carried out? No

This report outlines the scope of the Standing Review of The Budget and as such makes no proposal to alter services or how they are delivered.

### **Corporate Priorities**

The Standing Review of the Budget has potential impact on the delivery of all of the corporate priorities.

## **Section 3 - Statutory Officer Clearance**

Not required for this report

## **Section 4 - Contact Details and Background Papers**

**Contact:** Lynne Margetts, Service Manager Scrutiny, 020 8420 937

**Background Papers:** None

# HARROW COUNCIL

## OVERVIEW AND SCRUTINY-COMMITTEE

### DATE

### BUDGET STANDING REVIEW - DRAFT SCOPE2

#### VERSION HISTORY

##### Initial draft

**Version 2** – comments from the Corporate Director of Finance

**Version 3** – comments from the review group meeting 29<sup>th</sup> September

1	<b>SUBJECT</b>	Budget
2	<b>COMMITTEE</b>	Overview and Scrutiny committee
3	<b>REVIEW GROUP</b>	<b>Councillors</b> Cllr Chana Cllr Ferrari Cllr Gawn Cllr Macleod-Cullinane (Chairman) Cllr Osborn Cllr Phillips Cllr Wright  <b>Co-optees</b> Rita Jourdan Elizabeth Hugo Owen Cock Julian Maw Abigail Matsika Cliff Lichfield Seamus English
4	<b>AIMS/ OBJECTIVES/ OUTCOMES</b>	To support the council to develop a robust 3-year balanced Medium Term Financial Strategy (MTFS) Specifically to examine: <ul style="list-style-type: none"><li>• the process for setting the budget</li><li>• budget and savings proposals for each year</li><li>• the determination and management of the Council's capital budget</li><li>• the changing local government and public sector financial environment, the changing policy environment and the Council's response to these changes</li><li>• the impact of savings proposals on residents</li><li>• whether or not 'in year' savings are being delivered</li></ul>
5	<b>MEASURES OF SUCCESS OF REVIEW</b>	<ul style="list-style-type: none"><li>• Budget setting process is informed of impending policy changes</li><li>• Long term budgetary implications are flagged up, risks are mitigated and opportunities exploited</li><li>• Cabinet acknowledge the support of the standing review</li></ul>

6	<b>SCOPE</b>	<ul style="list-style-type: none"> <li>To consider the policy and financial framework within which the budget is being prepared</li> <li>To consider the long term implications of the decisions made in-year</li> </ul>
7	<b>SERVICE PRIORITIES (Corporate/Dept)</b>	
8	<b>REVIEW SPONSOR</b>	Julie Alderson, Interim Corporate Director of Finance
9	<b>ACCOUNTABLE MANAGER</b>	From relevant service area
10	<b>SUPPORT OFFICER</b>	Service Manager Scrutiny
11	<b>ADMINISTRATIVE SUPPORT</b>	From within Scrutiny Team
12	<b>EXTERNAL INPUT</b>	<ul style="list-style-type: none"> <li>External expert briefings</li> <li>Other local authorities</li> <li>Public sector partners</li> </ul>
13	<b>METHODOLOGY</b>	<ul style="list-style-type: none"> <li>Policy briefings and comment from internal professionals</li> <li>Consideration of the financial ambition and robustness of budget proposals</li> <li>Consideration of actual financial performance</li> <li>Consideration of experience in other boroughs and alternative models</li> <li>Engagement with residents</li> </ul>
14	<b>EQUALITY IMPLICATIONS</b>	The council is entering a phase of unprecedented financial reduction. The council must be able to assure itself that, in addressing these challenges, adverse equalities implications for staff or on residents are identified and where possible, mitigated. The review will monitor this.
15	<b>ASSUMPTIONS/ CONSTRAINTS</b>	The review will consider the financial impact of projects being designed to support the council's transformation programme and MTFS
16	<b>SECTION 17 IMPLICATIONS</b>	
17	<b>TIMESCALE</b>	This is a long term project
18	<b>RESOURCE COMMITMENTS</b>	The project will be resourced from within the scrutiny budget
19	<b>REPORT AUTHOR</b>	Lynne Margetts
20	<b>REPORTING ARRANGEMENTS</b>	<p>Outline of formal reporting process:</p> <p>Interim reports to O&amp;S [√] Quarterly</p> <p>To Service Director [√] TBC</p> <p>To Portfolio Holder [√] TBC</p> <p>To CMT [√] TBC</p> <p>To Cabinet [√] TBC</p>
21	<b>FOLLOW UP ARRANGEMENTS (proposals)</b>	