

<b>Report for:</b>	<b>Overview &amp; Scrutiny Committee</b>	<b>Item number</b>	
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<b>Title:</b>	<b>Overview &amp; Scrutiny Work Programme 2014/15</b>
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<b>Report authorised by :</b>	<b>Cllr Gideon Bull, Chair, Overview &amp; Scrutiny Committee</b>
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<b>Lead Officer:</b>	
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<b>Ward(s) affected:</b> ALL	<b>Report for Key/Non Key Decision:</b>
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## **1. Describe the issue under consideration**

1.1. This report outlines the Centre for Public Scrutiny review carried out in July 2014, which made a number of recommendations for scrutiny in Haringey.

1.2. This report also outlines the indicative scrutiny work programme for 2014/15 for approval by the Overview & Scrutiny Committee.

## **2. Cabinet Member Introduction**

2.1 N/A

## **3. Recommendations**

3.1. That the Overview & Scrutiny Committee considers the recommendations made by the Centre for Public Scrutiny.

3.2. That the Overview & Scrutiny Committee discuss and agree the remits for the OSC and its four Panels.

3.3. That the Overview and Scrutiny Committee agree the Membership of the four Scrutiny Panels.

3.4. That the Overview & Scrutiny Committee discuss and agree their work programme for 2014/15 based on the list of possible areas in the attached report.

3.5. That the Overview and Scrutiny Committee approve the list of possible areas for the Panels to scrutinise in 2014/15. (These lists will then be discussed by each of the Panels to ensure that the work programme for each Panel is manageable and a final work programme will be agreed by OSC at its next meeting.)

#### **4. Other options considered**

4.1 Not applicable.

#### **5. Background information**

5.1 The Overview & Scrutiny Committee is required to produce and agree a plan of work that it intends to carry out in the forthcoming Municipal Year 2014/15.

5.3 The Centre for Public Scrutiny has supported Overview & Scrutiny in developing its work programme for 2014/15. In developing the work programme it is intended that suggested items for possible scrutiny in the year ahead:

- Complement the priorities and work of the Council and its partners;
- Reflect the concerns of local communities; and,
- Identifies those issues where scrutiny can add value and have most impact.

5.5 As outlined in the Council Constitution (Part 4, Section G, and 1.2 OSC Terms of Reference) the Overview and Scrutiny Committee is responsible for approving the work programme for the Overview and Scrutiny Committee and Panels in order to ensure that time is effectively and efficiently utilised. Therefore:

- Any scoping reports for project work to be undertaken by Scrutiny Panels will be approved by the Overview and Scrutiny Committee at a future meeting;
- Any additions to the work programme outlined in this report will be approved by the Overview and Scrutiny Committee prior to commencement.
- The Overview and Scrutiny Committee should maintain an active oversight of the work programme of each of the Panels.

5.6 As outlined in the OSC protocol the OSC is responsible for establishing 4 standing scrutiny panels and determine the remit of each Panel:

- “The Overview and Scrutiny Committee shall establish 4 standing Scrutiny Review Panels, to examine designated public services.
- The Overview and Scrutiny Committee shall determine the terms of reference of each Scrutiny Review Panel. If there is any overlap between the business of the Panels, it is the responsibility of the Overview and Scrutiny Committee to resolve this issue.

- *Areas which are not covered by the 4 standing Scrutiny Review Panels shall be the responsibility of the main Overview and Scrutiny Committee.<sup>1</sup>*

## **6. Comments of the Chief Financial Officer and Financial Implications**

6.1. There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by panels generate recommendations with financial implications; these will be highlighted at that time.

## **7. Head of Legal Services and Legal Implications Comments of the Assistant Director of Corporate Governance and legal implications**

7.1. The Assistant Director of Corporate Governance has been consulted on the contents of this report.

7.2. As indicated above and in accordance with the Council's Constitution, the approval of the future scrutiny work programme and the appointment of Scrutiny Review Panels (to assist with the scrutiny functions) falls within the remit of Overview and Scrutiny Committee.

7.3. The Centre for Public Scrutiny Review Report recommends changes to the Protocol covering Overview and Scrutiny Committee. The Council's Constitution provides that "The Protocol can be amended by the written agreement of the Leaders of the Political Groups on the Council".

## **8. Equalities and Community Cohesion Comments**

8.1. Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It undertakes this in a number of ways;

- It seeks and articulates the views of members of the local community and their representatives on issues of local concern. It also provides a means of bringing these to the attention of decision makers and incorporate them into policies and strategies;
- It identifies and engages with hard to reach groups;
- It helps to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward;
- the evidence generated by scrutiny helps to identify the kind of services wanted by local people;
- It promotes openness and transparency; all meetings are held in public and documents are available to local people.

## **9. Head of Procurement Comments**

9.1 N/A

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<sup>1</sup> OSC protocol, Section 3

## **10. Policy Implications**

- 10.1 It is intended that the work of the Overview & Scrutiny Committee and its Panels will contribute and add value to the work of the Council and its partners in meeting locally agreed priorities.

## **11. Use of Appendices**

**Appendix A** – Centre for Public Scrutiny Review Report

**Appendix B** – Overview & Scrutiny Committee and Scrutiny Panels  
Membership and remit

**Appendix C** – Scrutiny Cafe full list of suggested areas:

- Children & Young People
- Health, Wellbeing & Safety
- Opportunity, Community & Sustainability
- Better Council

## **12. Local Government (Access to Information) Act 1985**

## Overview and Scrutiny Committee and Scrutiny Panels 2014/15

### 1. Review undertaken by the Centre for Public Scrutiny

1.1. The Centre for Public Scrutiny was commissioned by Haringey Council to carry out a brief review of overview and scrutiny and make recommendations on potential topics for the scrutiny work programme for 2014-15. Four specific questions were addressed by the review:

- a) What has worked well/not so well over the past two years?
- b) Given the existing challenges and priorities in the borough, what issues should the scrutiny panels consider as part of their work programme for 2014/15 and what should the consequent number of panels be?
- c) Are there any changes that could be made to the existing Overview and Scrutiny Protocol which could improve the effectiveness of O&S?
- d) Is there anything we can learn from O&S structural redevelopment in other boroughs?

1.2. Based on the questions outlined above the Centre for Public Scrutiny made a number of recommendations about the way in which Scrutiny in Haringey operates. *The Overview and Scrutiny is asked to consider these recommendations.*

	<b>CfPS Recommendation</b>	<b>Comment</b>
1.	There should be an opportunity later in the year for senior officers, cabinet and the OSC to have a discussion – which may benefit from external facilitation – about the medium to long-term approach to scrutiny, how it can engage constructively with the big programmes and plans of the council, and what it needs from the rest of the council to be most effective.	<p>The Overview and Scrutiny Committee and the Cabinet usually meet twice per year – once to discuss the work programme and once to discuss the budget ahead of budget scrutiny. There is Senior Officer attendance at the meetings.</p> <p>Given that OSC is due to set its work programme shortly it may wish to give a view on whether this could be incorporated into a meeting between OSC and Cabinet following the recess.</p> <p>OSC may also wish to consider whether they think this should be built on by way of a session</p>

		<p>at the end of the municipal year. This could provide an opportunity for all parties to reflect on scrutiny in 2014/15 and to make improvements to how all parties work together.</p>
<p>2.</p>	<p>The Overview and Scrutiny Committee should be proactive in managing and overseeing the workload of the panels, and should adopt a more rigorous approach to deciding whether topics can be added to the work programme.</p>	<p>Part 4, Section G, paragraph 1.2 of the Constitution states that the terms of reference of OSC include:  <i>“To approve a programme of future overview and scrutiny work so as to ensure that the Overview and Scrutiny Committee’s and Scrutiny Review Panels’ time is effectively and efficiently utilised”</i></p> <p>In practice the following takes place:</p> <ul style="list-style-type: none"> <li>• The OSC approves the work programme of the Panels at the beginning of the year.</li> <li>• Minutes from Panel meetings are reported back to OSC and OSC are asked to agree any recommendations which the Panel has made.</li> <li>• Scoping reports for Scrutiny projects are agreed by OSC.</li> </ul> <p>It would be beneficial for the OSC as a whole to maintain more of an overview of the work programme of the Panels. This could be done by including the Panel forward plans along with the Panel minutes. The Panel Chairs could also highlight any emerging issues to ensure that OSC is fully informed.</p>
<p>3.</p>	<p>An OSC meeting in June / July each year should look at the MTFP and determine the key questions to be asked by panels during their budget scrutiny sessions, focusing on risk, assumptions, areas of over or under-spending and comparing expenditure to performance. Panels should have access to advice from finance officers to assist in challenging departmental budgets, and should set aside time distinct from the formal scrutiny meetings to improve their understanding of the figures and ask questions of clarification so that their scrutiny questions can be better informed.</p>	<p>Paragraph 8.3 of the protocol currently includes a suggested timeline for budget scrutiny:</p> <p><b><i>“To allow the OSC to scrutinise the budget in advance of it formally being set and convey those recommendations to the Cabinet, the following timescale is suggested:</i></b></p> <ul style="list-style-type: none"> <li>▪ <b>Scrutiny Review Panel Meetings: May to November</b>  Each Scrutiny Review Panel shall undertake budget scrutiny in their respective areas, to be overseen by the lead member referred to in paragraph 9.2. Between May and November, this shall involve scrutinising the 3-year Medium</li> </ul>

Term Financial Plan approved at the budget-setting full Council meeting in February.

- **Cabinet report on the new 3-year Medium Term Financial Plan to members of the OSC: December**

The Cabinet shall release their report on the new 3-year Medium Term Financial Plan to members of the OSC, following their meeting to agree the proposals in December.

- **Scrutiny Review Panel Meetings: January**

Overseen by the lead member referred to in paragraph 9.2, each Scrutiny Review Panel shall hold a meeting following the release of the December Cabinet report on the new 3-year Medium Term Financial Plan. Each Panel shall consider the proposals in this report, for their respective areas, in addition to their budget scrutiny already carried out. The Scrutiny Review Panels may request that the Cabinet Member for Finance and Sustainability and/or Senior Officers attend these meetings to answer questions.

- **OSC Meeting: January**

Each Scrutiny Review Panel shall submit their final budget scrutiny report to the OSC meeting in January containing their recommendations/proposal in respect of the budget for ratification by the OSC.

- **Cabinet Meeting: February**

The recommendations from the Budget Scrutiny process, ratified by the OSC, shall be fed back to Cabinet. As part of the budget setting process, the Cabinet will clearly set out its response to the recommendations/ proposals made by the OSC in relation to the budget.

In practice there are two OSC/Cabinet meetings per year, one of which is meant to discuss areas for possible focus during the budget scrutiny process, however this meeting did not take place in 2013.

A budget scrutiny training session is run every year for Members of OSC and its Panels on the budget setting process, and the role of scrutiny within this process.

		<p>The Assistant Director of Finance currently supports the budget scrutiny process.</p> <p>Part 4, Section G, Paragraph 7.4 of the constitution states that  “The Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee.”</p> <p>Therefore Cllr Connor may wish to arrange meetings with relevant Finance Officers in September in order to discuss the budget scrutiny process for 2014.</p>
4.	<p>Scrutiny should use performance data more effectively to drive the focus of their scrutiny inquiries. Haringey should consider offering some member skills development in this area and the CfPS-Grant Thornton offer (attached at Appendix 2) may be one option to consider.</p>	<p>There may be a number of areas which Members feel that additional training would be helpful in assisting them to develop as Scrutiny Members.</p> <p>A deeper understanding of performance data (along with other data sources) may prove beneficial to the Overview and Scrutiny Committee.</p> <p>The CfPS report mentions that there may be an opportunity to receive some performance training either pro-bono or at a reduced rate.</p> <p>OSC may wish to consider whether they would like the option of performance data training explored. The OSC may also wish to consider whether there are other areas they feel some additional training and support would be beneficial.</p>
5.	<p>The list of topics generated through this review should be further tested, developed and prioritized at the session on 30 July, and then further scoping should be done once the final list is agreed at the formal OSC meeting on 31 July.</p>	<p>This has already been taken forward in the event held on 30th July, which was facilitated by the CfPS.</p>
6.	<p>Consideration should be given to using different approaches and public involvement should be sought in all reviews. The remits of the OSC and Panels should be amended to reflect the new agreed work programme once finalised.</p>	<p>Members of the public are involved in all scrutiny projects which are undertaken. The approach to their involvement varies depending on the project which is undertaken. Examples have included focus groups, surveys (on-line and paper), attendance at meetings, written submissions and Members &amp; Officers attending voluntary and community groups.</p> <p>OSC may wish to consider how members of the public can be involved in scrutiny project</p>



		updates, so that the these reflect their views on whether services have improved.
7.	The Protocol should be amended as set out in Section 4, including the development and use of Chair role profiles (if not already in use).	The Constitution (Part 3, Section C, Paragraph 3(m)) states “there is a Protocol outside this Constitution setting out how the Overview and Scrutiny Committee is to operate. The Protocol shall be applied in a manner consistent with the Committee Procedure Rules in Part 4 and any issue on procedure at the meeting shall be subject to the ruling of the Chair. <i>The Protocol can be amended by the written agreement of the Leaders of the Political Groups on the Council.</i>
8.	In discussing the future role, purpose and function of Overview and Scrutiny in Haringey, the Council should take account of trends and lessons in other boroughs, in particular the benefits to be gained from a leaner structure and from scrutiny focusing more on its contribution to members’ outward-facing community champion role.	Scrutiny will continue to monitor and benchmark its performance in light of best practice elsewhere.

1.3. The full report can be found at Appendix A

## **2. Overview & Scrutiny 2014/15: Work Programme**

2.1. The Overview & Scrutiny Committee is required to produce and agree an annual plan of work.

2.2. The following report outlines the work programmes for the main Overview & Scrutiny Committee as well as scrutiny panels. It is intended that this will provide a preliminary guide to the work of all these scrutiny bodies throughout 2014/15.

## **3. The role and function of scrutiny bodies**

3.1. Within the Overview & Scrutiny structure, there is one overarching Overview and Scrutiny Committee and four scrutiny panels. Scrutiny panels will have responsibility for scrutinising their own discrete areas of work. The OSC is responsible for establishing 4 standing scrutiny panels and determining the remit of each Panel.

3.2. The four proposed Scrutiny Panels are:

- Children & Young People
- Adults & Health
- Environment & Community Safety
- Housing & Regeneration

3.3. The proposed remit of the four Panels and the Overview and Scrutiny Committee are outlined in Appendix B, and the Overview and Scrutiny Committee are asked to agree these remits.

3.4. All scrutiny bodies will perform similar scrutiny roles within their area of responsibility, which will include:

- Holding the Cabinet and other local decision making bodies to account (e.g. Cabinet Question and Answer sessions);
- Performance monitoring;
- Assisting in the development or review of policies; and
- Budget scrutiny.

#### **4. Development of the scrutiny work programme 2014/15**

4.1. It is important that the work of the Overview & Scrutiny Committee and Scrutiny Panels assists the Council and its partners in meeting agreed local priorities. In this context, the work of scrutiny bodies should complement (and not duplicate) any work being undertaken elsewhere to help achieve local priorities.

4.2. In determining the issues to be considered by scrutiny bodies, priority should also be given to those areas where the scrutiny process has potential to add value<sup>2</sup> to the work of the Council or its partners through making achievable recommendations for improvement.

4.3. Occasionally events occur which may necessitate an urgent report to Overview and Scrutiny Committee or Scrutiny Panel. Whilst such reports cannot be planned, there is a need to allocate sufficient time within the scrutiny work programme for consideration of unforeseen events or topical issues as and when they arise.

#### **5. The work programme for Overview & Scrutiny 2014/15**

5.1. The Scrutiny protocol indicates that the Overview & Scrutiny Committee shall meet 6 times per annum, one meeting which is dedicated to budget scrutiny. Ordinarily, Scrutiny Panels shall meet 5 times each year, one of which is dedicated to scrutinising the budget in their areas of responsibility.

5.2. Taking into consideration the Centre for Public Scrutiny review and the Scrutiny Cafe suggestions, the following provides an outline of issues which have been identified for inclusion within the various work programmes of scrutiny bodies. At this stage, many of the following are proposals and will need to be scoped and agreed in consultation

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<sup>2</sup> For example through public engagement, stakeholder involvement or non party political scrutiny (political consensus).

with Cabinet Member, Senior Officers and partners prior to commencement of any scrutiny work.

5.3. The full list of suggested areas from the Scrutiny Cafe work programme are listed in Appendix C.

5.4. Members should consider the following questions when scoping pieces of work:

- a) What influence can scrutiny have in this area?
- b) How can scrutiny add value to this area?
- c) What outcomes are we hoping to achieve by looking at this area?
- d) Is there anything already being done in this area?
- e) How can we ensure that the views and experiences of residents is heard?
- f) Is this a borough wide issue?
- g) Is this area most suitable for an in-depth project, a short piece of work or a one off report?

5.5. Members may wish to identify approximately three areas of performance and budget in their areas to focus on for 2014/15.

### **Overview & Scrutiny Committee**

- Job Support Market e.g. how are we supporting young people to ensure they are ready for work?
- Customer Service transformation project including the digitalisation and channel shift.
- Budget Monitoring
- Performance Monitoring
- Benefit collection policy
- St Ann's redevelopment
- Enhancing community resilience
- Community cohesion

### **Adults and Health Scrutiny Panel**

- Access to good quality primary care
- CAMHS Transition – between tiers and children to adult services
- Integration – hospital discharge and locality working
- Older People service offer
- Role with Health and Wellbeing Board
- Care Act
- Health Visitors and midwife access and numbers

### **Children and Young Peoples Scrutiny Panel**

- Prevention of youth offending
- Prevention of STIs and teenage pregnancy – in secondary schools
- Prevention of substance abuse– in secondary schools
- Childhood obesity e.g. best practice from other Local Authorities
- Ofsted Inspection Delivery Plan
- Role of academy sponsors

### **Housing and Regeneration Scrutiny Panel**

- Delivery of regeneration social benefits
- Support to tenants in the private rented sector
- Housing Services unification corporate programme
- Energy efficiency of homes

### **Environment & Community Safety Scrutiny Panel**

- Domestic violence
- Street cleansing and waste management
- Streetscene and liveability
- Prevention of anti social behaviour

5.6. A more detailed work programme, based on the above list and detailing issues to be covered within the timetable of each scrutiny body will be produced in discussion with the Chair and membership of relevant scrutiny Panels.

5.7. As outlined in the Council Constitution (Part 4, Section G, 1.2 OSC Terms of Reference) the Overview and Scrutiny Committee is responsible for approving the work programme for the Overview and Scrutiny Committee and Panels to ensure that time is effectively and efficiently utilised. Therefore:

- Any scoping reports for project work to be undertaken by Scrutiny Panels will be approved by the Overview and Scrutiny Committee at a future meeting;
- Any additions to the work programme outlines in this report will be approved by the Overview and Scrutiny Committee prior to commencement.
- The Overview and Scrutiny Committee should maintain an active oversight of the work programme of each of the Panels.

## **6. Cabinet Member Involvement**

6.1. Cabinet Members will be invited to attend the relevant Committee or Panel(s) to answer questions from their portfolio area. Cabinet

Members may be accompanied and assisted by any officers as they wish.

6.2. Cabinet Members will attend the Overview and Scrutiny Committee and/or the relevant Scrutiny Panel twice per year for Cabinet Member questions, and once for Budget Scrutiny.

## **7. Budget Scrutiny**

7.1. Part 4, Section G, Paragraph 7.4 of the constitution states that "*The Chair of the Budget Scrutiny Review process will be drawn from among the opposition party Councillors sitting on the Overview and Scrutiny Committee.*"

7.2. The budget will be scrutinised by each Scrutiny Review Panel in their respective areas and subsequent reports produced from their deliberations shall go to the Overview & Scrutiny Committee for approval before being referred to the Cabinet to be considered as part of its budget setting process. The areas of the budget which are not covered by the scrutiny panels shall also be considered by the main Overview & Scrutiny Committee.

## **8. Representations from Area Chairs**

8.1. As outlined in the Overview and Scrutiny Protocol there shall be a standing item on OSC meeting agendas to receive feedback from Area Committees. Area Committee Chairs shall also be able to attend OSC meetings, and ask questions.