

Report for: Overview and Scrutiny Committee, 13 June 2017

Title: Overview and Scrutiny Work Programme Development 2017-18

Report authorised by : Michael Kay, Democratic Services and Scrutiny Manager

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Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** N/A

1. Describe the issue under consideration

1.1 This report sets out how the foundations will be laid for targeted, inclusive and timely work on issues of local importance where scrutiny can add value.

2. Recommendations

2.1 That the Committee:

- (i) Agree the outline work programme at 4.7 for Overview and Scrutiny for 2017-18, providing any further comment they wish;
- (ii) Approve the Draft Scope and Terms of Reference for the Environment and Community Safety Scrutiny Panel's review of Residential Street Sweeping, attached at Appendix A.

3. Reasons for decision

3.1 The Overview and Scrutiny Committee (OSC) is responsible for developing an overall work plan, including work for its standing scrutiny panels. In putting this together, the Committee will need to have regard to their capacity to deliver the programme and officers' capacity to support them in that task.

4. Approach

- 4.1 As this is the final municipal year of this administration, it is suggested that the Committee focus its efforts on ensuring work undertaken to date is concluded, rather than begin new areas of work that may not be completed before the 2018 election.
- 4.2 Prior to the end of the previous municipal year, the Committee agreed that there would be little value in holding another 'Scrutiny Café' event with stakeholders given each panel had already identified work it could undertake this year.

- 4.3 Due to the rescheduling of this meeting, following the unexpected announcement of a General Election, it has not been possible to arrange the traditional question and answer session with the Leader and Chief Executive to consider the executive's priorities for the year ahead.
- 4.4 Individual scrutiny panels will be developing their work programmes according to their own priorities and remaining work from the previous years. In some cases, this will involve engagement with stakeholders at their first meeting. Prior to any review work being commenced, it is expected that the Overview and Scrutiny Committee will consider and approve scoping proposals as usual.
- 4.5 At the meeting of the OSC on 27 March, it was agreed that the Environment and Community Safety Committee be commissioned to undertake two reviews – on street cleaning and on Haringey's parks. The draft scope and terms of reference for the review of Residential Street Sweeping is attached at Appendix A for the Committee's comment and approval.
- 4.5 Panel chairs will also continue to hold briefing sessions on Corporate Priorities with priority, performance and finance leads to support strategic understanding and enable work programmes to be linked to corporate priorities.
- 4.6 Over the past year, the OSC undertook efforts to ensure effective financial scrutiny at each of the three stages –budget setting, expenditure monitoring, outturn reviewing. These efforts included training for Members, regular scrutiny of in-year expenditure and the positive response of Cabinet to Scrutiny recommendations in the setting of the MTFs.
- 4.7 For the remainder of meetings of the year, the following sets out the expected issues to be considered at each of the meetings of the OSC in the next year. This is based on the updates requested in the last municipal year, and the assumption that the process for scrutiny of budget setting will run the same as last year (though the recent restructure of the Senior Leadership Team and establishment of a new Chief Finance Officer post, to be recruited to, may mean this is subject to change):
- 17 July
 - Council's Suicide Prevention plan
 - Complaints update
 - Performance update – Q1
 - 2016/17 Outturn report
 - Treasury Management Statement
 - Process for budget setting
 - OSC Annual Report 2016-17
 - Environment & Community Safety Scutiny Panel's report on Fear of Crime
 - 16 October
 - Update on Customer Services
 - Update on Welfare Reform
 - Update on Haringey Job Support
 - Budget Monitoring – Q1
 - Environment and Community Safety Panel's report on Street Sweeping

- 21 November
 - Budget Monitoring – Q2
 - Performance update – Q2
- 16 January
 - Priority X budget Scrutiny
- 29 January
 - Budget Scrutiny – panel feedback and recommendations
 - Environment and Community Safety Panel’s report on Parks (tbc)
- 26 March
 - Update on Finsbury Park Scrutiny work
 - Conclude all OSC work of current administration
 - Budget Monitoring – Q3
 - Performance update – Q3

4.8 OSC Members are welcome to suggest any additional matters they would in particular like to pursue, in particular for the October and November meetings, or if there are additional Cabinet Members that should be invited to give evidence. As usual, the OSC will use the Forward Plan of Key Decisions in identifying matters for consideration on a more immediate timescale.

4.9 There is currently no proposal for a general training offer for Members of OSC, as has occurred in previous years with financial scrutiny and charring skills. As ever, Members are invited to make any requests for training direct to Democratic Services or to discuss shared needs in an informal meeting of OSC members.

5. Background – Good scrutiny practice

“Scrutiny is based on the principle that someone who makes a decision...should not be the only one to review or challenge it. Overview is founded on the belief that an open, inclusive, member-led approach to policy review...results in better policies in the long run.”

Jessica Crowe, former Executive Director, Centre for Public Scrutiny

5.1 Developing an effective work programme is the bedrock of an effective scrutiny function. The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, achieve added value and retain credibility. A summary of what needs to be done to develop a successful work programme is provided below.

An effective scrutiny work programme should reflect a balance of activities:

- Holding the Executive to account
- Policy review and development – reviews to assess the effectiveness of existing policies or to inform the development of new strategies
- Performance management – identifying under-performing services, investigating and making recommendations for improvement

- External scrutiny – scrutinising and holding to account partners and other local agencies providing key services to the public
- Public and community engagement – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community

Key features of an effective work programme:

- A member led process, short listing and prioritising topics – with support from officers – that:
 - reflects local needs and priorities – issues of community concern as well as Corporate Plan and Medium Term Financial Strategy priorities
 - prioritises topics for scrutiny that have most impact or benefit
 - involves local stakeholders
 - is flexible enough to respond to new or urgent issues

5.3 Depending on the selected topic, and planned outcomes, scrutiny work will be carried out in a variety of ways, using various formats. This will include a variety of one-off reports. In accordance with the scrutiny protocol, the OSC and Scrutiny Panels will draw from the following to inform their work:

- Performance Reports;
- One off reports on matters of national or local interest or concern (e.g. Casey Report);
- Issues arising out of internal and external assessment (e.g. Ofsted, Care Quality Commission);
- Reports on strategies and policies under development, or other issues on which the Cabinet or officers would like scrutiny views or support;
- Progress reports on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.

5.4 In addition, in-depth scrutiny work, including task and finish projects, are an important aspect of Overview and Scrutiny and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, this type of work enables more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should also help engage the public, and provide greater transparency and accountability. It is nevertheless important that there is a balance between depth and breadth of work undertaken so that resources can be used to their greatest effect.

6. Contribution to strategic outcomes

- 6.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the OSC's work.

7. Statutory Officers comments

Finance and Procurement

- 7.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

Legal

- 7.2 There are no immediate legal implications arising from the report.
- 7.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.
- 7.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.
- 7.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

Equality

- 7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 7.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

7.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

11. Use of Appendices

Appendix A - Environment and Community Safety Scrutiny Panel, Residential Street Sweeping - Draft Scope and Terms of Reference (2016/17)

12. Local Government (Access to Information) Act 1985

N/A

Environment and Community Safety Scrutiny Panel
Residential Street Sweeping - Draft Scope and Terms of Reference (2016/17)

Review Topic	Review / Project Title
<p>Rationale</p>	<p>As part of the savings proposals agreed as part of the Medium Term Financial Strategy for 2015-18, a reduction of £2.8 million was made in the Integrated Waste Management Contract. The frequency of street sweeping in residential roads was reduced from twice to once weekly, delivered over 5 days, as a result of this. The benefits of this universal approach were felt to be that;</p> <ul style="list-style-type: none"> • There was a consistency across the borough, with all wards receiving the same level of service; • It was easy to understand and explain; and • All residents were given an equal opportunity to prevent litter being dropped. <p>It was acknowledged that there was a risk arising from this that levels of cleanliness would be reduced and the Council would not meet its target for being in the top quartile for London on street cleanliness. The service reductions were implemented at the start of January 2016. Performance declined from January to April 2016 whilst the new cleanings schedules were settling in but subsequently improved, albeit not quite up to previous levels. There were issues on Homes for Haringey estates though and the twice weekly sweep to these areas was reinstated as a result of these.</p> <p>It is proposed that, within the current level of costs, the review look at the options that are available to improve outcomes and whether there might be merit in moving to a system that is more responsive to levels of need. In doing this, the review will look at:</p> <ul style="list-style-type: none"> • Relevant performance data from Haringey, including resident satisfaction levels; • Volumes of rubbish collected in different parts of the borough; • Service models used by other boroughs and comparative performance levels; and • Housing estates and the work undertaken by Homes for Haringey; and • The outcome of the Team Noel Park pilot.
<p>Scrutiny Membership</p>	<p>Members of the Environment and Community Safety Scrutiny Panel will carry out this review: Councillors: Tim Gallagher (Chair), Barbara Blake, Clive Carter, Makbule Gunes, Bob Hare, Adam Jogee and Anne Stennett Co-optees/ Non Voting Member Ian Sygrave (Haringey Association of Neighbourhood Watches)</p>
<p>Terms of Reference (Purpose of the</p>	<p>To consider and make recommendations on, within the current level of costs, the options available to improve the cleanliness of residential streets across the borough in order to achieve greater level of equality</p>

Annex 1

Review/ Objectives)	of outcome.
Links to the Corporate Plan	Priority 3 - A clean, well maintained and safe borough where people are proud to live and work; Objective 2: To make our streets, parks and estates, clean, well maintained and safe.
Evidence Sources	This will include: <ul style="list-style-type: none"> • Performance data, including resident satisfaction levels; • Interviews with key officers, stakeholders and resident groups; • Information and data from other London boroughs, particularly those using different models of service.
Witnesses	The following witnesses will be invited to take part in the review/submit evidence: <ul style="list-style-type: none"> • Stephen McDonnell, Zoe Robertson, Tom Hemming – Commercial and Operations; • Andrew Reidy, Paul Peters – Veolia; • Peter Purdie - Homes for Haringey • Tidy Britain Group • Resident Associations • Association of London Cleansing Officers
Methodology/Approach	A variety of methods will be used to gather evidence from the witnesses above, including: <ul style="list-style-type: none"> - Desk top research - Evidence gathering sessions with witnesses - Visits
Equalities Implications	The review will consider to what extent current arrangements meets the needs of all sections of the community, including young people and emerging communities.
Timescale	The review will aim to complete its evidence gathering by the end of July 2017.
Reporting arrangements	The Director for Commercial and Operations will coordinate a response to Cabinet to the recommendations.
Publicity	The project will be publicised through the scrutiny website and scrutiny newsletter providing details of the scope and how local people and community groups may be involved. The outcomes of the review will be similarly published once complete.
Constraints / Barriers / Risks	Risks: Not being able to get key evidence providers to attend on the agreed date of evidence gathering. Not being able obtain evidence from key informants e.g. local authorities
Officer Support	Lead Officer; Robert Mack, Scrutiny Policy Officer, 0208 489 2921 rob.mack@haringey.gov.uk Service Contact: Zoe Robertson, Head of Commissioning & Client, Commercial & Operations