



City of Westminster

Housing, Finance & Corporate Services Policy and Scrutiny Committee

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| Date: | 13 th June 2016 |
| Classification: | General Release |
| Title: | Annual Work programme 2016/17 |
| Report of: | Director of Policy, Performance and Communications |
| Cabinet Member Portfolio | Cabinet Member for Housing, Regeneration, Business and Economic Development and Cabinet Member for Finance and Corporate Services |
| Wards Involved: | All |
| Policy Context: | City for Choice / Aspiration / Heritage |
| Report Author and Contact Details: | Anne Pollock x2757 apollock@westminster.gov.uk |

1. Executive Summary

This report presents to Committee the responsibilities and scope of the committee's work and draft work programme for the year. The report also provides some criteria that the committee may wish to consider in prioritising its work programme.

2. Key Matters for the Committee's Consideration

The Committee is asked to:

- Note the terms of reference and duties of the committee
- Discuss the criteria suggested for prioritising items
- Discuss and agree a version of the work programme that is achievable, bearing in mind the need for some flexibility throughout the year.

3. Background

3.1 The Remit of the Committee

Under Section 21 of the Local Government Act 2000 local authorities are required to appoint at least one committee to provide overview and scrutiny. In Westminster these are termed Policy and Scrutiny committees, recognising their contribution to pro-active policy development as well as reviews of existing services and policies.

CONSTITUTION

8 Members of the Council (6 Majority Party Members and 2 Minority Party Members), but shall not include a Member of the Cabinet.

TERMS OF REFERENCE

(a) To carry out the Policy and Scrutiny functions, as set out in Article 6 of the Constitution in respect of matters relating to all those duties within the terms of reference of the Cabinet Members for Housing, Regeneration, Business and Economic Development and Finance and Corporate Services.

(b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with paragraph 13

(a) of the Policy and Scrutiny procedure rules.

(c) Matters within the broad remit of the Cabinet Members referred to in (a) above which are the responsibility of external agencies.

(d) Any other matter allocated by the Westminster Scrutiny Commission.

(e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the scrutiny of functions within these terms of reference.

(f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.

(g) To scrutinise any Tri-borough proposals which impact on service areas that fall within the Committee's terms of reference.

(h) To oversee any issues relating to Performance within the Committee's terms of reference.

(i) To have the power to scrutinise those partner organisations under a duty to that are relevant to the remit of the Committee.

(j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee.

Policy & Scrutiny Task Groups

At Westminster, Task Groups are a more focused and intensive tool of the Overview and Scrutiny function. Task Groups offer Members an opportunity to work in small

groups, supported by officers, to collate and assess evidence in a cross-party environment and make recommendations based on a substantial amount of collected evidence. Task Groups are supported by Scrutiny Officers.

As part of the Council's budget setting process, yearly scrutiny of the council's budget setting process takes place in this group. Membership of this group is taken from the Housing, Finance and Corporate Services Committee and any other interested frontline councillors.

The group meets, by convention, in late January or early February with enough time for their recommendations to go into the Council Tax Report and with sufficient time to attend February Cabinet to report back on their conclusions.

Pre-Decision Task Groups – those that meet to input and influence strategies in development, prior to a decision being made by the Cabinet Member (e.g. Cycling Strategy Task Group, Highways and Transportation Contract Re-Let Task Group)

Research Task Groups – where a group of Members meet, in person or virtually, to undertake a research project and report back to the Committee for endorsement (e.g. Sex Workers).

Single-Member Studies (SMS) – where a Member is granted approval by a Committee Chairman to undertake research and report back to the Committee for endorsement (e.g. Party Drugs, Childhood Obesity)

Tri-Borough Task Groups – where a group of Members (commissioned by a Chairman) meet from across the three Boroughs to undertake site visits or research on a shared concern (e.g. Imperial College Healthcare NHS Trust)

3.2 Devising a Scrutiny Work Plan

The Centre for Public Scrutiny published a report called "A cunning plan?" in 2011 which discusses the ways and criteria that may be used to devise a work programme which adds value to the authorities work. This notes that:

- Gut instinct can be as effective as complicated feasibility criteria in coming up with shortlists for review
- Having a proper discussion about the work programme can work better than a set of criteria
- If on balance criteria are used, it is important to have them as simple and comprehensive as possible
- Work programming should be a member led process
- Ensure that there is a balance between different methods of work
- Close working with the executive is important to avoid duplication

The report highlights a set of criteria used by South Cambridgeshire which the committee are asked to consider and apply if agreed.

Public Interest: the concerns of local people should influence the issues chosen for scrutiny (City for All annual resident survey)

Ability to change: priority should be given to issues that the committee can realistically influence.

Performance: priority should be given to the areas in which the Council or other agencies are not performing well. (Consideration of KPI's and other performance data)

Extent- priority should be given to issues that are relevant to all or large parts of the City

Replication: work programmes should take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Appendix 2 provides guidance previously provided to this committee to help you establish a work programme. This guidance is still relevant today.

3.4 Draft Work Programme

This is attached as Appendix 1 for discussion

If you have any queries about this Report or wish to inspect any of the Background Papers please contact Anne Pollock x2757

apollock@westminster.gov.uk

APPENDICES:

Appendix 1- Guidance on establishing a work programme

Appendix 2 -Draft Work Programme for 2016/17

BACKGROUND PAPERS

A cunning plan? Devising a scrutiny work programme –published 2011 by the Centre for Public Scrutiny.

<http://www.cfps.org.uk/publications?item=113&offset=0>

ESTABLISHING A WORK PROGRAMME - SELECTION CRITERIA

The following guidance on selection criteria has been designed to assist the Committee in its task of choosing topics for the work programme, in terms of both judging the individual issues proposed and the shape of the overall programme of topics being scrutinised. It is intended as guidance only and is not prescriptive.

Judging an individual suggestion

- Is the suggestion **specific** enough? For effective scrutiny to take place, a task group/committee will need to pin down exactly what they are scrutinising.
- Is the suggestion **achievable**? Consider what resources are required and assess whether the limitations of time; the O&S budget; and Officer and Member capacity will prevent a suitable outcome being achieved.
- Will scrutiny of the suggested item produce **tangible results**?
- Is the suggestion appropriate for **engaging the public**? Is this an issue of importance to Westminster residents? Is this an area where a lot of bad press or complaints are received?
- Will scrutiny of the suggested item have sufficient **impact**? To maximise outcomes it is often better to concentrate on issues of concern that impact upon the well-being of a large number of people.
- Does the suggestion **duplicate** work that is already being carried out? Is the service about to be inspected by an external body? Are there any major legislative or policy initiatives already resulting in change or about to impact on the service?

Assessing the Committee's Overall Programme

- Is the work programme **balanced**? Is the planned work evenly spread over the municipal year and are the topics balanced in terms of the scope of the Committee's remit?
- Is the work programme too **onerous**? It is important to hold some capacity in reserve for any urgent issues that might arise.

Appendix 2

| ROUND ONE – 13 June 2016 Main Theme – Finance and Corporate Services | | |
|---|--|--|
| Agenda Item | Reasons & objective for item | Represented by: |
| Cabinet Member Q&A Finance & Corporate Services | A Q&A session with the Cabinet Member for Finance and Customer Services | <ul style="list-style-type: none"> • Cllr Mitchell |
| Employment & Business Support | To provide a critical friend of the operational plans for the new employment service proposed in the Leader's Speech and to support the City for All ambition of reducing long term unemployment. The Plan is due in September and has interwoven links with PH Parental Employment Programme. | <ul style="list-style-type: none"> • Greg Ward • Tom Harding |
| Rationalisation of the Operational Property Portfolio | To analyse the on-going work and the strategy, which is due to be completed in August. | <ul style="list-style-type: none"> • Guy Slocombe |
| Treasury outturn for 2015/16 | Statutory review of the treasury outturn for 2015/16. Report to include an update on progress in signing up to a Municipal Bonds Agency in the Treasury Outturn report for 2014/15 (as per Committee decision of 9 March 2015). | <ul style="list-style-type: none"> • Steve Mair |

| ROUND TWO - 12 September 2016 Main Theme – Housing, Regeneration, Business and Economic Development | | |
|--|--|--|
| Agenda Item | Reasons & objective for item | Represented by: |
| Cabinet Member Q&A Housing, Regeneration, Business and Economic Development | A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development | <ul style="list-style-type: none"> • Cllr Astaire |
| Rough Sleeping Strategy | The Rough Sleeping Strategy will go out to public consultation in Sept/Oct. This will allow the Committee time to scrutinise the strategy ahead of this. | <ul style="list-style-type: none"> • Sarah Monaghan/ Jennifer Travassos |
| Return on Investment | To analyse alternative options for maximising the council's rate of return on its investments. | <ul style="list-style-type: none"> • Steve Mair |

ROUND THREE – 7 November 2016
Main Theme – Finance and Corporate Services

| Agenda Item | Reasons & objective for item | Represented by: |
|--|---|--|
| Cabinet Member Q&A Finance & Corporate Services | A Q&A session with the Cabinet Member for Finance and Customer Services | <ul style="list-style-type: none"> • Cllr Mitchell |
| CWH – Changes to Estates/Changes to Operating Model | To review the changes to the CWH Operating Model. | <ul style="list-style-type: none"> • Jonathan Cowie |
| Treasury Performance Half Year Statutory Review | To review treasury performance. | <ul style="list-style-type: none"> • Steve Mair |
| HOS Transformation | To examine the HOS Reprocurement before the new contract begins in November 2017. | <ul style="list-style-type: none"> • Barbara Brownlee |
| Rationalisation of the Operational Property Portfolio | To analyse the strategy, which is due to be completed in August. This will follow up on the discussion at the meeting in June 2016. | <ul style="list-style-type: none"> • Guy Slocombe |
| Major Projects | To update the Committee on Major Projects taking place in the borough. | <ul style="list-style-type: none"> • Stuart Reilly |

ROUND FOUR – 9 January 2017
Main Theme – Housing, Regeneration, Business and Economic Development

| Agenda Item | Reasons & objective for item | Represented by: |
|--|---|--|
| Cabinet Member Q&A Housing, Regeneration, Business and Economic Development | A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development | <ul style="list-style-type: none"> • Cllr Astaire |
| Draft Treasury Management Strategy 2016/17 | To assess the draft treasury management strategy prior to submission to Council for approval. | <ul style="list-style-type: none"> • Steve Mair |
| HRA Business Plan | To review and comment upon the annual 30 year HRA business plan for 2017-18. To note the direction of travel and capital investment priorities. | <ul style="list-style-type: none"> • Barbara Brownlee |

ROUND FIVE – 6 March 2017
Main Theme – Finance and Corporate Services

| Agenda Item | Reasons & objective for item | Represented by: |
|--|--|--|
| Cabinet Member Q&A Finance & Corporate Services | A Q&A session with the Cabinet Member for Finance and Customer Services | <ul style="list-style-type: none"> • Cllr Mitchell |
| Affordable Housing Supply | A review of the delivery of affordable housing supply including social housing and intermediate housing. | <ul style="list-style-type: none"> • Fergus Coleman |
| Supply and Allocation of Social Housing | To scrutinise the supply and allocation of social housing in the City of Westminster. | <ul style="list-style-type: none"> • Greg Roberts |
| Estate Regeneration Programme Review | A review of the Ebury Bridge Project/Church Street Regeneration Programme | <ul style="list-style-type: none"> • Barbara Brownlee |

ROUND SIX – 10 April 2017
Main Theme – Housing, Regeneration, Business and Economic Development

| Agenda Item | Reasons & objective for item | Represented by: |
|--|---|--|
| Cabinet Member Q&A Housing, Regeneration, Business and Economic Development | A Q&A session with the Cabinet Member for Housing, Regeneration, Business and Economic Development | <ul style="list-style-type: none"> • Cllr Astaire |
| MSP Review – 1 year on | To analyse the progress of the re-launched Managed Services Programme. | <ul style="list-style-type: none"> • John Quinn |
| IT/ O365 – review 1 year on | How well supporting agile working is going – change security/privacy; how to enable more customer-centric approach: | <ul style="list-style-type: none"> • John Quinn |

Other Committee Events & Task Groups

| Briefings | Reason | Date |
|----------------------|--|--------------|
| Budget T/G | Standing task Group to consider the budget of Council | Jan/Feb 2017 |
| City Hall T/G | Taskgroup to analyse the City Hall Refurbishment Programme | June 2016 - |