



SCRUTINY REVIEW PANEL 3 – 2017/2018

FUTURE EALING

DRAFT TERMS OF REFERENCE

INTRODUCTION

The Overview and Scrutiny Committee, at its meeting of 6 April 2017, agreed the establishment of the new Future Ealing Scrutiny Review Panel. The membership of the Panel was agreed at the Council meeting of 9 May 2017.

Future Ealing is the name for a programme of work intended to define the long-term, outcome led vision for the borough and prioritise the Council's work. The objectives of the programme are to improve outcomes for residents and in doing so to help meet the significant challenges that the Council faces over the next decade.

The Council has managed the impact of reducing resources effectively over a number of years whilst maintaining service quality and outcomes for residents. Looking ahead, the environment continues to be challenging with considerable public policy and financial uncertainty as well as changes in the borough which create challenges and opportunities.

To manage the strategic environment effectively, it will be necessary to evolve the Council's organisational approach. The proposed programme would help deliver that goal and ensure that the organisation is in the best possible position to support and deliver the priorities of the administration that will be returned in the 2018 election with the resources of the Council.

As the Future Ealing Programme develops, the Panel would engage with and be consulted on the various elements as these evolve over the course of the municipal year.

MEMBERSHIP

The thirteen appointed Members on the Panel are as follows:

Cllr Josh Blacker (Chair)
Cllr Gary Malcolm (Vice Chair)
Cllr Theresa Byrne
Cllr Paul Conlan
Cllr Kate Crawford
Cllr Joanna Dabrowska
Cllr Tariq Mahmood
Cllr Rajinder Mann
Cllr Dee Martin
Cllr Karam Mohan
Cllr Swaran Singh Padda
Cllr Ian Proud
Cllr David Rodgers

Co-optees

The Panel may choose to co-opt additional non-voting advisory members from relevant external organisations in accordance with Scrutiny's framework for the nomination, appointment and retention of non-voting advisory members to Ealing Scrutiny Panels. This will be done at the first meeting of the Panel.

SCHEDULED MEETINGS

The Panel has five meetings scheduled in the year and the dates for these are as follows:

Thursday 13 July 2017
Thursday 28 September 2017
Thursday 30 November 2017
Thursday 22 February 2018
Thursday 12 April 2018

All meetings will commence at 7.00pm and be held in the Ealing Town Hall complex unless a special site visit has been arranged. The Panel is expected to complete its work by the end of April 2018.

SCOPE

The main **purpose** of the Scrutiny Panel is to engage with the development of the Council's new Future Ealing Programme.

The **scope** of the Scrutiny Panel, as agreed by the Overview and Scrutiny Committee on 6 April 2017 and the Annual Scrutiny Conference on 11 May 2017, is to consider the following key areas relating to the Council's new Future Ealing Programme.

Brighter Futures Programme

- How does this programme presently work in practice?
- How does it ensure that children and young people achieve educationally, fulfil their potential and grow up safe from harm?

Commercialisation and Assets Programme

Commercialisation

- What Council services have been commercialised presently?
- How does the commercialisation process work with these Council owned companies and what further improvements (e.g. commercial skills, culture, opportunities, fees and charges, etc.) are required to make it more transparent and efficient?
- Governance and accountability

Assets

- Current Property Strategy
- Asset management arrangements
- Identify what development opportunities there are with the Council's existing assets to make these fit for purpose, cost effective, alternative uses, disposals, etc.
- Identify what development opportunities there are with the assets of our local partners e.g. Police, NHS, Fire Brigade, etc.
- Explore opportunities in sharing assets amongst public service partners in providing 'one public service' to the local people
- Council estates regeneration

Broadway Living

- Understanding how the Council's wholly owned subsidiary Broadway Living operates in managing the new Council owned homes outside the Housing Revenue Account.
- How does this initiative ensure that Ealing has an increasing supply of quality and affordable housing?

Modern Council

- Continuous service improvement and organisational efficiencies
- How are these being achieved?

Governance

- What is the right approach to supporting and enabling Future Ealing Programme within the Council?
- How would best practice be shared amongst services, better collaboration encouraged and support/advice provided?

The Panel will:

- ensure that the views of all the major stakeholders are incorporated in the review (e.g. providers, charitable and existing groups, businesses, education establishments, voluntary and private sectors, residents, etc.);
- not duplicate the work of other Panels or Committees looking at any related issues; and
- not widen its remit without the express agreement of the Overview and Scrutiny Committee.

OUTCOMES

The key **expected outcomes** are to ensure that the Council's Future Ealing Programme:

- is robust in supporting all its business and the achievement of the corporate priorities;
- would be completed within the timescales and allocated budgets;
- make recommendations for the implementation of the programme accordingly.

TASKS

The Panel will undertake the following **key tasks**:

- consider what the programme is setting out to achieve and whether the processes would help deliver its objectives;
- determine the gaps in the present processes and make suggestions on how these could be overcome;
- identify and evaluate best practice arrangements within and outside the borough for innovative solutions.
- seek to engage and obtain the views of the major stakeholders (e.g. other local authorities, Greater London Authority, local businesses, staff, providers, residents, etc.);
- identify and evaluate perceptions on the problems;
- identify the best ways in which any changes can be communicated effectively across the organisation and the borough; and

- comment to officers/Portfolio Holder(s) and make written recommendations to the Overview and Scrutiny Committee on the outcomes.

METHODOLOGY

The Panel will take a strategic approach in undertaking policy review and development work by adopting a deliberative, investigative and evidence-based methodology and in reaching its conclusions the Panel will have due regard to value for money considerations.

The Panel will strive to be proactive, responsive, flexible and willing to shape its own agendas and workloads. This will involve working in an open, transparent, accountable and inclusive manner through an outward looking focus involving partners and the public. The Panel will ensure that its approach to such working is inclusive of the views of Ealing's diverse communities.

The specific methods to be applied by the Panel will be agreed at the first meeting.

EXTERNAL INVOLVEMENT

The Panel will decide how it will undertake external engagement in accordance with Scrutiny's Communications Strategy.

The Panel can choose to co-opt relevant non-voting advisory members from the local community on it and actively seek views of the private and voluntary sectors, residents and other interested organisations on specific matters.

The Panel will maintain a close connection with the Wards and accept referrals from the public.

WORK PROGRAMME

The Panel is responsible for devising its own Work Programme including work to be undertaken between meetings e.g. site visits, focus groups, mystery shopping, research, working groups, etc.

The Work Programme is a forward plan that identifies issues to be addressed at each meeting. It is a rolling programme of work that will be amended throughout the period. Items can be addressed as and when they arise or come to the attention of the Panel. The agenda for the subsequent meeting will be agreed at each meeting.

FUNDING

Unless otherwise arranged, any proposed expenditure (other than staff time) must be contained within the budget for Legal and Democratic Services, for which the Director is the budget-holder. The Scrutiny Unit does not have its own dedicated budget.

RELATIONSHIP TO THE OVERVIEW AND SCRUTINY COMMITTEE

The Chair of the Panel is also a member of the Overview and Scrutiny Committee. The Panel will have its Terms of Reference agreed by the Overview and Scrutiny Committee. The Chair may report the Panel's progress at the Overview and Scrutiny Committee meetings and will present a final report. The Panel will also make recommendations for future work programmes. The Overview and Scrutiny Committee will do an overall annual scrutiny report to the Council.

KEY INTERNAL STAKEHOLDERS

Portfolio Holders

Councillor Julian Bell – Leader and Regeneration

Councillor Peter Mason – Prosperity, Skills, Employment and Transformation

Shadow Portfolio Holders

Councillor Gregory Stafford – Leader of the Opposition, Policy, Performance and Development

Service Officers

Corporate Board Members:

Paul Najsarek (Chief Executive)

Judith Finlay (Executive Director of Children, Adults and Public Health)

Ian O'Donnell (Executive Director of Corporate Resources)

Lucy Taylor (Acting Executive Director of Regeneration and Housing)

Keith Townsend (Executive Director of Environment and Customer Services)

Kieran Read (Director of Strategy and Engagement)

Carolyn Fair (Interim Director of Children and Families)

Liz Chiles (Assistant Director HR & OD)

Noel Hatch (Head of Strategy and Performance)

Matthew Booth (Service Reform Consultant)

Jackie Fisk (Policy Officer)

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