



SCRUTINY REVIEW PANEL 4 – 2018/2019

FUTURE EALING

DRAFT TERMS OF REFERENCE

INTRODUCTION

The Overview and Scrutiny Committee, at its meeting of 8 March 2018, proposed the continuation of the previous year's Future Ealing Scrutiny Review Panel. The membership of the Panel was agreed at the Council meeting of 22 May 2018.

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 several 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 new administration 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 nine appointed Members on the Panel are as follows:

Cllr Deirdre Costigan (Chair)
Cllr Gary Malcolm (Vice Chair)
Cllr Sitarah Anjum
Cllr Jaskiran Chohan
Cllr Kamaljit Dhindsa
Cllr Amarjit Jammu
Cllr Gurmit Mann
Cllr Karam Mohan
Cllr Alexander Stafford

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 26 July 2018
Wednesday 3 October 2018
Wednesday 5 December 2018
Thursday 28 February 2019
Wednesday 1 May 2019

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 May 2019.

SCOPE

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

The **scope** of the Scrutiny Panel, which was drawn up by Councillors at the Annual Scrutiny Conference on 24 May 2018, is to consider the following key areas relating to the Council's new Future Ealing Programme:

Overview

Receive an overview of the Future Ealing programme on where we are presently including any lessons learnt from the elements that have been implemented (such as the Brighter Futures programme) and the plans going forward.

Better Lives (Adults Services) – How We Deliver Services

Overview/background including a clear picture of the development of better lives across the borough, statistics, benchmarking with other local authorities, other service providers e.g. Housing Associations, Mayor of London, etc.

Have outcomes improved where they were intended to improve?

Have outcomes in other areas been maintained?

Have savings been achieved where anticipated?

Are these changes sustainable?

Has equality and diversity been enhanced or not?

Possible visit to Wigan Council as proposed by the previous Scrutiny Panel

Active Citizenship – How We Involve Residents

How are the borough's residents being involved in the Future Ealing developments – e.g. 'The Bubble' webpages which the Council (e.g. Ward Forums, etc.) uses?

Engaging service users in the design of services – how well have we done?

Who is doing this well (best practice elsewhere)?

What should we prioritise?

Outcome Reviews – What We Are Delivering

The outcomes of reviews that have already taken place e.g. digitalisation process, etc.

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, voluntary sector organisations, 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 plus Regeneration and Transport

Councillor Peter Mason – Prosperity, Skills, Employment and Transformation

Shadow Portfolio Holders

Councillor Gregory Stafford – Leader of the Opposition; Policy, Performance and Development, Transformation and Future Ealing

Service Officers

Paul Najsarek (Chief Executive)

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

Ian O'Donnell (Executive Director of Corporate Resources)

Tony Clements (Executive Director of Regeneration and Housing)

Keith Townsend (Executive Director of Environment and Customer Services)

Kieran Read (Director of Strategy and Engagement)

Alison Reynolds (Director of Customer Services)

Gary Pyke (Assistant Director of Transformation)

Carolyn Fair (Interim Director of Children and Families)

Dorothy Duffy (Think Family Plus Strategic Co-ordinator & Programme Lead – Brighter Futures)

Sharon Scott (Children's Principal Social Worker)

Charles Barnard (Assistant Director, Integrated Early Years, Preventative and Youth Services)

Kim Carey (Interim Director Adult Services)

Gillian Marston (Director of Environment)

Liz Chiles (Assistant Director Human Resources & Organisational Development)

Matthew Booth (Service Reform Consultant)

Committees

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