

REPORT TO: Overview and Scrutiny Commission

DATE: 5 July 2021

SERVICE AREA: Legal and Governance

REPORTING OFFICER: Scrutiny, Governance and Risk Manager
(*Mark Codman*)

SUBJECT: **OVERVIEW AND SCRUTINY DRAFT WORK
PROGRAMME 2021/22**

WARD/S AFFECTED: ALL DISTRICT

FORWARD PLAN REF: N/A

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to present the outcomes of the informal prioritisation workshop held on 14 June 2021. Attached at **APPENDIX A** is a draft schedule of meetings that indicates the existing commitments for the Commission 2021/22 and attached at **APPENDIX B** is a summary of the outcomes of the workshop.

2.0 RECOMMENDATION/S

2.1 It is recommended that the Overview and Scrutiny Commission:

(1) Agrees the list of priority work programme items from the informal workshop held on 14 June 2021 as detailed in **APPENDIX B**

(2) Agrees any further work to identify the appropriate details and timescales for the items of work

3.0 THE REPORT

- **Background**

3.1 An Overview And Scrutiny prioritisation workshop is usually held each year after the Annual Meeting, this enables consideration of potential future items of work for prioritisation and inclusion in the Overview and Scrutiny work programme.

- 3.2 The work programme is kept 'live' throughout the year to adjust to new or changing demands on the Commission. The work programme also includes a number of core responsibilities and existing commitments.
- 3.3 A draft schedule of meetings detailing existing commitments is attached at **APPENDIX A**.
- 3.4
- **Existing commitments**

I. Work in progress - In-depth Review

There is one in-depth review currently being undertaken by the Commission, a review of Hosting the UCI Road World Championships. This is currently being progressed through a task and finish group, Chaired by Councillor Nick Brown. It should be noted that the Overview and Scrutiny Commission usually only has one Task and Finish Group working on a review at a time. The Commission should therefore consider this existing commitment when scheduling work items from July to September 2021.

II. Crime and Disorder

These are items of work identified to fulfil the Commissions' role as the Council's statutory Crime and Disorder Committee. The Commission meets as often as it considers appropriate to fulfil this role. However it must be confident that it is fulfilling this role appropriately.

The Commission currently considers performance/ward information and there are two 'Crime and Disorder' meetings scheduled in the 2021/22 meeting cycle. These are joint meetings with North Yorkshire Police and the Harrogate District Community Safety Group:

- North Yorkshire Police

Update reports are considered from North Yorkshire Police with attendance from the district commander and neighbourhood officers.

- Harrogate District Community Safety Group

Reports are considered from the Community Safety and CCTV Manager on the work of the group with updates and attendance by the Cabinet Member for Housing and Safer Communities.

III. Budget/Finance

These are the items that ensure the Commission undertakes appropriate financial scrutiny throughout the year and are required by the Constitution, these include:

- Medium Term Financial Strategy

This presents the Council's Medium Term Financial Strategy (MTFS) for the following five years and sets out the assumed budget parameters.

- Council Budget

The Commission considers draft individual service budgets, the overall budget for the following year as well as the indicative budget for the year after (including the Housing Revenue Account) in December/January each year. The Commission can consider any alternative budgets submitted and make recommendations for amendments.

- Financial Performance

The Commission considers current year financial performance in-year. This enables ongoing financial performance to be reviewed after the consideration/agreement of the budget in January each year.

IV. Council/Corporate Performance

One of the key roles for Overview and Scrutiny is to consider council corporate performance. This is considered quarterly and reported by the Business Intelligence & Performance Manager together with financial performance (see above).

V. Health

In its health and well-being role the Commission can consider health issues affecting the Harrogate District. The Council also has a representative on the North Yorkshire Scrutiny of Health Committee (a member of the Commission) the representative for 2021/22 is Councillor Nigel Middlemass with Councillor Tom Watson as substitute/deputy. Lead representatives from partner health organisations can be invited to provide updates to the Commission on significant issues, it is anticipated that North Yorkshire County Council's Director of Public Health will attend a meeting in the 2021/22 meeting cycle.

VI. Special meetings of the Commission

There are a number of special meetings that are undertaken by the Overview and Scrutiny Commission throughout the year on behalf of the Council. These are meetings for all Council Members but are co-ordinated by Overview and Scrutiny. These meetings have included the following:

- The Chief Constable North Yorkshire Police

- North Yorkshire Police, Fire & Crime Commissioner
- North Yorkshire County Council Director of Public Health

4.0 INFORMAL WORKSHOP (WORK PLANNING)

4.1 An informal workshop took place on 14 June 2021, all Commission Members and Substitute Members were invited to attend. The meeting was held remotely on MS Teams. The workshop was attended by the following - Councillors Aldred, Broadbank, Gibbs, Harrison, Marsh, Martin, Middlemass and Watson.

4.2 Ahead of the meeting those attending were provided with the following information to consider potential areas of work:

- Summary of Service Plan Actions
- The Annual Governance Statement
- The Corporate Delivery Plan (including year-end performance)
- The Draft Strategic Risk Register
- Issues identified from social media from HBC Communications
- The Forward Plan of Key Decisions

4.3 At an Overview and Scrutiny meeting held on 7 June 2021 the Commission considered updates on the implementation of recommendations from the Commission's review of Statutory Guidance for Overview and Scrutiny Committees. Many (17) of these recommendations related to processes within the scrutiny function and included the agreement of prioritisation criteria to be applied to potential future items of work (see **APPENDIX B**). Members attending the workshop applied the agreed criteria/score for each potential work item and these were ranked in a priority order.

4.4 At the Overview and Scrutiny meeting held on 7 June 2021 the Commission agreed a joint focus for 2021/22, this was:

- Continued overview of COVID-19 response/recovery
- Overview of work to support to LGR

One of the agreed prioritisation criteria was relevance to focus.

4.5 Ahead of the workshop Cabinet Members, Management Board and Head of Service were invited to submit suggestions to be considered. At the date of the workshop no formal suggestions were received.

4.6 Eleven potential work items were considered at the workshop. Six of these had been carried over from the Commission's work programme prior to the COVID-19 pandemic and there were five suggestions for new items of work. Of these one was from a member of the public, one was identified through consideration of the strategic risk register (relevant to

the agreed focus of the Commission) and three were suggested by members of the Commission.

Of the items of work carried over where initial scopes had been produced these have been included at **APPENDIX B** (agency workers and local bus provision).

4.7 The results of the priority scoring is summarised in **APPENDIX B**. The three potential items of work considered 'top priority' were:

- Agency workers
- Criteria for referral to planning committee
- Affordable Housing delivery in the Nidderdale AONB

These items all received the same priority score.

5.0 REQUIRED ASSESSMENTS AND IMPLICATIONS

5.1 The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.

6.0 CONCLUSIONS

6.1 It is recommended that the Overview and Scrutiny Commission:

- (1) Agrees the list of priority work programme items from the informal workshop held on 14 June 2021 as detailed in **APPENDIX B**
- (2) Agrees any further work to identify the appropriate details and timescales for the items of work

OFFICER CONTACT: Please contact Scrutiny, Governance & Risk Manager (Mark Codman), if you require any further information on the contents of this report. The officer can be contacted at *Legal and Governance, PO Box 787, Harrogate, HG1 9RW* or on 01423 500600 (ext. 58595) or by e-mail – mark.codman@harrogate.gov.uk

APPENDIX A – Overview and Scrutiny Commission draft schedule of meetings
2021/22

Date	Meeting focus
10 May	<ul style="list-style-type: none"> - Covid-19 Response and Recovery - Economic and Community Update (agreed focus for Scrutiny in 2020/21) - Corporate Performance 2020/21 – year end – <i>Cabinet 26 May</i>
7 June	<ul style="list-style-type: none"> - Scrutiny Focus 2021/22 - Overview and Scrutiny Draft Annual Report 2019/20 and 2020/21
14 June	Informal work planning/workshop
5 July	Workshop outcomes/Future Work Programme
16 Aug	<ul style="list-style-type: none"> - Performance – Q1 – <i>Cabinet 18 Aug</i> - Medium Term Financial Strategy – <i>Cabinet 21 July and 15 Sept</i> (document to be circulated prior to this when available)
6 Sept	
27 Sept	Crime and Disorder Meeting (North Yorkshire Police and HBC Community Safety Hub)
18 Oct	<i>Louise Wallace – Director of Public Health for NY (tbc)</i>
8 Nov	Performance – Q2 – <i>Cabinet 10 Nov</i>
6 Dec	<i>PFCC (tbc or 25 April)</i>
10 Jan	Informal budget
17 Jan	Budget
31 Jan	Performance – Q3 – <i>Cabinet 2 Feb</i>
28 Feb	Crime and Disorder Meeting (North Yorkshire Police and HBC Community Safety Hub)
28 Mar	North Yorkshire Police Chief Constable (<i>Special Meeting</i>)
25 April	<i>PFCC (tbc or 6 Dec)</i>

APPENDIX B – Overview and Scrutiny Workshop Summary of Outcomes

A: Background

Criteria and scoring details:

At an Overview and Scrutiny meeting held on 7 June 2021 the Commission agreed a joint focus for the year:

- Continued overview of COVID-19 response/recovery
- Overview of work to support to LGR

Scores for evidence, relevance to focus, corporate priority and timeliness/resources were combined and averaged to give an overall score for 'Importance'.

A score was given for 'Impact'.

Evidence	Relevance (to Focus)	Corporate Priority	Timeliness/ Resources	Impact
0 - No evidence 1 - A little evidence 2 - Some evidence 3 - A lot of evidence	0 - Unrelated 1 - Indirectly related 2 - Directly related 3 - Is the main focus	0 - Unrelated 1 - Indirectly related. 2 - Supports a corporate priority. 3 - Supports 2 or more	0 - Not timely resources limited 1 - Not Timely resources available. 2 - Timely resources limited 3 - Timely resources available	0 - Not HBC responsibility 1 - Limited responsibility 2 - Some shared formal responsibility 3 - HBC responsible

Priority Matrix:

Importance Score	3	0,3	1,3	2,3	3,3
	2	0,2	1,2	2,2	3,2
	1	0,1	1,1	2,1	3,1
	0	0,0	1,0	2,0	3,0
		0	1	2	3
		Impact Score			

Red – high priority work item

Amber – medium priority work item

Green – low priority/not a work item

APPENDIX B – Overview and Scrutiny Workshop Summary of Outcomes

B: Outcomes

Members applied the criteria/scores to seven potential work items. The scores given by Members meant that all seven items were considered 'high priority', below they have been ranked according to their relative scores.

Four potential work items were discussed but not scored at the workshop.

High Priority (Impact Score 0-3, Importance Score 0-3)

- Agency workers (3, 2.25)
- Criteria for referral to planning committee (3, 2.25)
- Affordable housing delivery in the AONB (3, 2.25)
- Contract tendering/procurement (3, 1.75)
- Local bus provision (2, 2.75)
- The provision of sports pitches in the district (2,2)
- Double taxation/parish precept (2,2)

Items not scored

- Local Government Reorganisation risks affecting Harrogate Borough Council – not considered timely
- LACC (future review of changes to how leisure services are delivered) – not considered timely
- Station gateway and cycle routes – more information requested
- Complaints procedure – previously circulated/agreed information requested

C: SCOPES

Of the items of work considered high priority where initial scopes had been produced these have been included (agency workers and local bus provision scopes follow).

An updated blank scoping document is also included to help facilitate discussion and identify appropriate details and timescales for the priority items of work.

OVERVIEW AND SCRUTINY DRAFT REVIEW PLAN – **Agency Workers** – scoping document from Overview and Scrutiny meeting 27 January 2020

	Notes	Information	Date for completion
1. Definition of topic for investigation	Define in as much detail as possible, specifying areas and issues, avoiding generalisations or overly broad scope.	<p>To investigate the expenditure by the Council on agency workers (consultants and agency staff) in the last four years compared to the agreed budget. This includes the identification of costs for all casual/other non-permanent staff and agreed budgets.</p> <p>“Are we reliant on agency and other non-permanent workers with associated costs compared to HBC staff?”</p>	
2. Aims/objectives of review	As above, these should be clearly defined.	<p>For the last four years:</p> <ul style="list-style-type: none"> - Clarify all HBC agency and casual/other non-permanent workers. - Where they are/have been employed including where consultants are employed for specialist work not usually undertaken by the Council e.g. for specialist advice. - Identify the budgets and expenditure on agency and casual/other non-permanent workers. - Comparison of costs for agency and casual/other non-permanent workers with permanent staff costs for each service area. - Where agency and casual/other non-permanent workers are employed are there any impacts on permanent staff? - Understand the reasons for any overspend/underspend including potential difficulties in recruitment/retention in service areas. 	
3. Preliminary research		<ul style="list-style-type: none"> - Unison FOI request response Employees/Budgets/Reserves/Agency Staff/Consultants. - The report to MB on 17th December - The report to MB on 8th July 	

OVERVIEW AND SCRUTINY DRAFT REVIEW PLAN – **Agency Workers** – scoping document from Overview and Scrutiny meeting 27 January 2020

4. What scrutiny methods will be used?	e.g. formal panel, full Commission investigation, Task and Finish working group, action to be taken by one/two individuals	TBC	
5. Which Council services, members and external agencies will be involved?	e.g. who can provide further evidence to progress review	<ul style="list-style-type: none"> - Corporate Affairs - Finance - Specific services (to be identified) 	
6. How will the public and other stakeholders be involved?	e.g. consultative forums, local committees, local ward mechanisms		
7. Will any diverse groups be consulted?	For example – diverse ethnic groups, hard to reach groups, faith groups, people with physical/mental impairments		

OVERVIEW AND SCRUTINY DRAFT REVIEW PLAN – **Agency Workers** – scoping document from Overview and Scrutiny meeting 27 January 2020

<p>8. How will issue be scrutinised?</p>	<p>e.g. questioning/expert witnesses, site visits, public forum, formal consultation</p> <p>What areas of research will be undertaken</p>	<ul style="list-style-type: none"> - No public consultation - Financial analysis of budget information - Possible benchmarking with similar authorities 	
<p>9. Estimated start date, key stages and final report</p>	<p>Deadlines should be realistic and considered as part of overall work programme</p>	<p>TBA</p>	
<p>10. Evaluation and follow up to recommendations</p>	<p>To be considered as review progresses.</p>	<p>TBA</p>	

	Notes	Information
1. Definition of topic for investigation	Define in as much detail as possible, specifying areas and issues, avoiding generalisations or overly broad scope.	<p>How do bus providers and NYCC take into account the requirements of local communities and sustainability when considering changes to the provision of bus services?</p> <p>To establish the changes to bus services and routes across the district in the last two years:</p> <ul style="list-style-type: none"> - How this was achieved? - What consultations were undertaken? - Which communities and groups have been affected and what are the implications? <p>(School services are outside of this scope?)</p>
2. Aims/objectives of review	As above, these should be clearly defined.	<p>To identify all bus routes in the Harrogate District and changes in the last two years.</p> <p>To establish the regulatory environment.</p> <p>To identify current funding arrangements for all bus routes (including subsidised routes and different organisations/community/charitable).</p> <p>Understand the criteria used by providers for the provision of bus routes. E. g. times of day/service users/profit and identify what consultation arrangements/procedures are used by providers.</p>
3. Preliminary research		<p>Identify any good practice/reviews undertaken by councils on bus provision (eg Reading Council)</p> <p>Identify all local providers and the bus routes/timetables they operate with changes in the last 2 years. Plus investigation around communities affected. Identify what consultation has taken place relating to any changes.</p>

		<p>Establish associated regulations, statutory responsibilities, funding and subsidies (NYCC, DfT)</p> <p>Current bus use trends and statistics.</p> <p>Define sustainable transport and look at the links with housing developments/planning conditions.</p> <p>Identify other transport options available.</p> <p>'Rural Services Network - Yorkshire Seminar - Barriers to access – Connectivity and rural transport' – Councillors Pat Marsh and Tom Watson hoping to attend December 9 2019.</p>
<p>4. What scrutiny methods will be used?</p>	<p>e.g. formal panel, full Commission investigation, working group, action to be taken by one/two individuals</p>	<ul style="list-style-type: none"> • Task and finish group established to develop the scope (completed 15 October) • Scope to be agreed by Commission and the establishment of a task and finish group to undertake the work (if agreed). • A review timetable/schedule of meetings, with clear objectives identified, appointment of Chair, to be proposed and agreed with all parties at earliest opportunity (January 2020 after conclusion of Customer Services Task & Finish Group).
<p>5. Which Council services, members and external</p>	<p>e.g. who can provide further evidence to progress review</p>	<p>Place-shaping & Economic Growth</p> <p>Cabinet Member</p> <p>All HBC Members</p>

<p>agencies will be involved?</p>		<p>Parish Councils NYCC (Cabinet Member and Passenger Transport Team) Govt. Department for Transport Bus Companies</p>
<p>6. How will the public and other stakeholders be involved?</p>	<p>e.g. consultative forums, local committees, local ward mechanisms</p>	<p>Key stakeholders identified and invited to make representation/attend meeting. Public involvement to be agreed Consultation with ward Members and Parish Councils. Consultation with any identified local groups</p>
<p>7. Will any diverse groups be consulted?</p>	<p>For example – diverse ethnic groups, hard to reach groups, faith groups, people with physical/mental impairments</p>	<p>Investigate how to identify and engage those that depend on public transport rather than choose to use (socially isolated/people with mobility issues).</p> <ul style="list-style-type: none"> • Develop appropriate questions to address this as part of consultation/questionnaire to Members and Parish Consultations. • GPs surgeries (especially Nidderdale practice, Hookstone and St Andrews area)
<p>8. How will issue be scrutinised?</p>	<p>e.g. questioning/expert witnesses, site visits, public forum, formal consultation What areas of research will be undertaken</p>	<p>Expert witnesses/questioning. Consultation. Site visit/testing of different buses for accessibility. Further in-depth research developed from any issues identified in section 3.</p>

OVERVIEW AND SCRUTINY DRAFT REVIEW PLAN – **Local Bus Provision** – scoping document developed by O&S working group at informal meeting 15
October 2019

9. Estimated start date, key stages and final report	Deadlines should be realistic and considered as part of overall work programme	<ul style="list-style-type: none">• Scope to meeting 11/11/2019.• A review timetable/schedule of meetings, with clear objectives identified for each, to be proposed and agreed with all parties at earliest opportunity (January 2020 after conclusion of Customer Services Task & Finish Group).
10. Evaluation and follow up to recommendations	To be considered as review progresses.	To be considered as review progresses.

UPDATED BLANK SCOPING DOCUMENT

About: Harrogate Borough Council’s (HBC) Overview and Scrutiny Commission (the Commission) considers corporate and financial performance, the council’s budget, key/Executive decisions and it also acts as the crime and disorder committee. The Commission can set its own work programme of reviews and take suggestions from the public.

What we can’t do:

- We can’t look at individual complaints (this includes where there are on-going legal proceedings, where a complaint has been made formally or if a matter has been referred to another body such as the Information Commissioner’s Office).
- We can’t look at issues that are personal to you - we look at things that affect the whole of the Harrogate district. If you have personal issue relating to council services “[contact us](#)”.

EVIDENCE BASED:

Evidence is a key criteria for adoption on the Commissions’ work programme, so please provide as much detail as possible in the form below and support it with any other relevant evidence/documents.

		Add details below:
Definition of topic for review	<ul style="list-style-type: none"> • Define the topic in as much detail as possible and be specific. • What is the role of HBC? 	
How does the issue relate to the council’s priorities and objectives?	<ul style="list-style-type: none"> • View details of HBCs corporate plan 2018-2024 here. 	
Does the issue pose a risk to the public, local businesses, service delivery or the council?	<ul style="list-style-type: none"> • Yes or no? • If yes what is the risk? 	

UPDATED BLANK SCOPING DOCUMENT

Evidence of public interest	<ul style="list-style-type: none"> • Provide evidence of public interest. • Examples may be views of a range of people or results of surveys etc. 	
Timescale	<ul style="list-style-type: none"> • Provide details of any pressures or implications relating to timescale. • Funding. • Deadline for decision. • Dependant on central govt./North Yorkshire County Council/partner agency. • If the review is not undertaken what could happen? 	
Background	<ul style="list-style-type: none"> • Provide details of any related past or ongoing reviews, reports or references. • Other key sources of research/background information? 	
Ideas for who the Commission should engage and/or consult with?	<p>Include details e.g.:</p> <ul style="list-style-type: none"> ▪ Partners/stakeholders ▪ Council teams ▪ Councillors Ward/County/Parish 	
What would the review result in?	<ul style="list-style-type: none"> • Describe the potential actual impact of undertaking a review. • Where would recommendations be referred? • Have any similar reviews taken place locally or nationally? 	

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Additional Information if known...		
Strategic context	<ul style="list-style-type: none"> • Initial research to establish regional and national context. 	
Suggested overall method/approach to the review	<ul style="list-style-type: none"> • Why that particular approach for this topic? 	
Timescale of review	<ul style="list-style-type: none"> • When meetings will happen. • Where meetings will happen. • Who will be involved (expert witnesses?) 	
Communication plan		
Resources	<ul style="list-style-type: none"> • What will be required to deliver the above? 	
Equality Impact Assessment		
Other		