

SCRUTINY ANNUAL REPORT 2023-24

Foreword

I am pleased to present the Scrutiny Annual Report 2023-24.

The first part of this report is a look back at Municipal Year 2023-24.

The work of Scrutiny has contributed to the Council being accountable and transparent. By acting as a constructive critical friend and challenging decision-makers, Scrutiny has helped the Council to achieve its objectives and drive improvement in services to our residents. As well as the hard-working committee members, my thanks also go to Lead Members, officers, and partner organisations who have made such an important contribution; providing information and attending meetings to present reports and answer questions in support of the Scrutiny function.

Particular thanks go to our two retiring chairs, Councillor Tom Bennett of the Environment Select Committee and Councillor Walaa Idris of the Chair of the Family Services Select Committee and a big welcome to their replacements, Councillors Will Pascall and Greg Hammond.

The second part of this report is a look forward at the priority areas that have been identified for 2024-25. I hope you enjoy reading about our scrutiny plans and, as ever, we welcome your contributions.

Councillor Mary Weale
Chair of the Overview and Scrutiny Committee.

INTRODUCTION AND BACKGROUND

1 What Is Overview and Scrutiny?

- 1.1 Overview and scrutiny is a councillor-led function to provide an effective, rigorous and independent examination of the Council's decision-making, service delivery, and policy development. It is a statutory function which enables non-executive members to hold the Leadership Team to account, and to scrutinise the policy and budget framework of the Council. The role, remit and powers of scrutiny are set out in the Council's Constitution¹.
- 1.2 Scrutiny also has an important external role to review issues of concern which affect the borough and its residents. This includes partnership working between the Council and external organisations in the public, private and voluntary sectors. It has specific statutory powers to scrutinise the Community Safety Partnership, flooding-related issues, and the delivery of health services by NHS organisations and their providers.
- 1.3 Overview and scrutiny is referred to as 'Scrutiny' in this report.

2 Principles

- 2.1 Statutory Guidance 2019² contains 4 principles for effective scrutiny and these are demonstrated in the way Overview and Scrutiny Committee and the four select committees are set up and run. The four principles are:-

Provide a constructive and critical friend challenge

As a critical friend, scrutiny seeks to understand what decision-makers are trying to achieve. A constructive challenge also means an effective challenge: posing searching questions, getting under the surface to obtain a balanced, deeper understanding of issues, and recommending changes on the basis of evidence. It maintains a positive culture in which challenge is robust but respectful and fair.

Amplify the voice and concerns of the public and residents

Scrutiny considers the voice of residents and wants to hear about their insights into the Council's services and policies and is curious to understand the perspective of service users and their carers and families. It helps to ensure that the public's voice is amplified in the way that decision-makers deliver services. Scrutiny promotes transparency, faces outwards, and asks for residents' contributions and views.

Led by independent people who take responsibility for their role

Scrutiny is independent because it is prepared to take a different point of view to the Leadership Team, or reach its own conclusions based on the evidence. It develops its own work programme and maintains its independence and perspective when reviewing services and policies.

Drive improvement in public services

Scrutiny is committed to helping ensure delivery of the best possible local services and seeks assurance about quality standards, improvements and outcomes. Scrutiny sees the big picture of strategy as well as the detail of outputs, performance and delivery at the front line.

3 How Scrutiny Works

- 3.1 The Overview and Scrutiny Committee and the four Select Committees can:
- Hold in-depth inquiries on important priorities and producing reports with recommendations to the Leadership Team, Full Council and sometimes external organisations;
 - Request reports and information to review and monitor the delivery and improvement of services provided and commissioned by the Council and its partners;
 - Require Lead Members and senior officers to appear at a committee meeting;
 - Require a response to recommendations; and
 - Consider key decisions before they are made (known as pre-decision scrutiny).
- 3.2 Scrutiny councillors want to hear from a range of voices. Committees organise visits to engage with residents and service users and hold engagement events to involve the public. They also hear from external speakers such as academics, experts and other elected representatives.
- 3.3 Scrutiny and select committees may also be involved in considering consultations. The Adult Social Care and Health Select Committee also responds to the Quality Accounts of NHS providers, and considers reports referred to it by Healthwatch.

4 Structure of Overview and Scrutiny

- 4.1 Scrutiny is made up of the Overview and Scrutiny Committee and four select committees. The Overview and Scrutiny Committee leads on the preparation of the annual work programme and the co-ordination of scrutiny work. It is also responsible for ensuring that scrutiny addresses its statutory responsibilities as well as reviewing the effectiveness of scrutiny and looking for ways to improve. It can call-in key decisions made by the Leadership Team.
- 4.2 The select committees are:-
- Adult Social Care and Health Select Committee
 - Environment Select Committee
 - Family Services Select Committee
 - Housing and Communities Select Committee
- 4.3 In addition, the Council also takes part in the North West London Joint Health Overview and Scrutiny Committee with eight other London boroughs. This

holds the Integrated Care Boards and the North West London Integrated Care System to account for the delivery and provision of healthcare services.

5 Who Leads Scrutiny

5.1 Non-executive members sit on the scrutiny and select committees. All backbench members can be involved in scrutiny activities, including those who are not members of committees. The day-to-day work of scrutiny is carried out by Overview and Scrutiny Committee and the four Select Committees, which are led by their chairs. For the Council Year 2023-24, the Chairs are:

- Overview and Scrutiny Committee, Councillor Mary Weale
- Adult Social Care and Health Select Committee, Councillor Lucy Knight
- Environment Select Committee, Councillor Greg Hammond
- Family Services Select Committee, Councillor Will Pascall
- Housing and Communities Select Committee, Councillor Claire Simmons

5.2 Some committees include co-opted members. The Adult Social Care and Health Select Committee has co-opted a representative from Healthwatch, and the Family Services Select Committee has 5 co-opted members two parent governor representatives (statutory), one Headteacher representative (non-statutory) and two diocesan representatives (statutory).

SUMMARY OF SCRUTINY 2023-24

6 THE OVERVIEW AND SCRUTINY COMMITTEE 2023-2024 Councillor Mary Weale, Committee Chair

6.1 The Committee has a wide remit. This includes Grenfell related topics, matters of corporate or management interest including, decision making, the budget and overall financial management, information and communication technology and economic development. The Committee carries out the functions of a crime and disorder committee in accordance with the Police and Justice Act 2006.

6.2 There were eight committee meetings diarised as part of the Council's calendar. The Committee's Work Programme was a mix of holding to account of Leadership Team and Lead Member decision-making, contribution to policy development and scrutiny of the delivery of key Council services and strategic priorities.

The Preparation of the Annual Scrutiny Work Programme

6.3 The Committee oversaw the preparation of the Annual Work Programme for the scrutiny function in its entirety and this was agreed at the meeting on 17 July 2024. Reviewing the work programme in its entirety rather than by Committee allows members to identify synergies as well as gaps.

Statutory Scrutiny

- 6.4 The Overview and Scrutiny Committee (OSC) is the Council's **Statutory Crime and Disorder Committee** and holds an annual scrutiny on community safety. The Committee also fulfils this duty by holding decision makers to account as well as contributing to policy development.
- 6.5 Effective scrutiny monitors the implementation of its accepted recommendations as a way of assessing its own impact and influence. At the meeting in July 2023, the Committee scrutinised a report from the Chief Community Safety Officer which included progress towards the delivery of the recommendations made by the Committee following the Antisocial Behaviour Conference held on 28 March 2023.
- 6.6 Two representatives from the **Borough Command Unit** attended the meeting of 20 September to present information and answer questions. Committee members had a wide-ranging discussion and topics included the uplifting in resources for Neighbourhood Policing Teams, training for first responders, the detection rate and the ease of reporting crimes as well as the New Met for London Report. Members recommended the new on-line reporting system for non-urgent crime be co-designed with users to make it more accessible.
- 6.7 The Serious Violence Duty was introduced under the Police, Crime, Sentencing and Courts Act 2022 - the Council is a statutory duty holder. OSC was involved at an early stage in the development of the Serious Violence Strategy and reviewed a report at its meeting in September 2023. The Committee focused on the Strategic Needs Analysis and the links between the draft Strategy and the interface with existing plans and strategies including the Community Safety Plan.
- 6.8 The **Inner West London Mental Health Services Reconfiguration Joint Health Overview and Scrutiny Committee** (JHOSC), set up with Westminster City Council, first met on 11 December 2023. The JHOSC is scrutinising proposed changes to mental health services, including the temporary closure of beds at the Gordon Hospital, being proposed by Central North West London Hospital Foundation Trust (CNWL). These have been set out by CNWL in its Pre-Consultation Business Case document. The JHOSC has six members and is chaired by Westminster. Kensington and Chelsea is represented by Councillors Lucy Knight (the Vice Chair), Dr Mona Ahmed and Anne Cyron. There was an update to full Council on 31 January 2023 as this is a matter of interest to all Borough residents. The JHOSC has met five times and has heard from CNWL, voluntary and community sector groups as well as residents. The Integrated Care Board is due to make its decision later in 2024 and the JHOSC will submit a report to the meeting for consideration alongside the proposals from CNWL.

Scrutiny of Grenfell

- 6.9 Scrutiny of Grenfell is a key component of the Committee's Annual Work Programme. As part of its role in holding decision makers to account, OSC heard from the NHS as well as Lead Members and council officers.
- 6.10 At the July 2023 meeting, the Committee scrutinised a report from Central North West London Foundation Trust (CNWL) on its North Kensington Recovery Programme. The Ward Councillors were also invited to the meeting. The Committee made two recommendations and resolved to invite CNWL to a future meeting to discuss progress.
- 6.11 At the December meeting, the Committee scrutinised an Update on Planning for the Next Phase of Grenfell Support (2024-28), including Feedback from External Scrutiny Team. The Lead Member and senior officers provided information and answered questions from the Committee. Residents also attended this meeting and were invited by the Chair to ask questions. There was a second report at the March meeting providing an update on the consultation and future Grenfell support. In summary, the Chair concluded there had been progress with an opportunity to learn from outside advisors on consultation matters.
- 6.12 At the May 2024 meeting, the Committee scrutinised a report with details of the Grenfell Support Consultation (2024-28). The report provided an overview of the consultation and the timescales for the next phase. The Committee heard that restorative justice had been helpful as had conversations relating to prioritisation. Discussion moved to the lessons that had been learned and how the process would be applied again when it comes to consultations. The Committee also said it wanted to hear more in the future about what had been applied and where.

The Earl's Court Councillor Call for Action

- 6.13 OSC continued to monitor progress with the implementation of recommendations agreed by the Leadership Team in response to The Earl's Court Councillor Call for Action. The ward councillors were also invited to attend the December 2023 meeting to contribute to the discussion and ask questions of the Lead Member and senior officers on behalf of their residents. The Committee resolved to schedule a report for the 2024-25 Work Programme with the Lead Member being requested to focus on 'lessons learnt' in response to the Councillor Call for Action and how these had been applied in other areas of the Borough.

Strategic Priorities, Matters of Corporate Interest and Management

- 6.14 In July 2023, OSC reviewed and scrutinised the **Council Plan Action Plan 2023-25** and the **Corporate Performance Report**. The Leader of the Council, Council Elizabeth Campbell and the Chief Executive attended the meeting. The Committee recommended there should be a greater alignment between the two documents. At the December 2023 meeting, the Lead

Member and Chief Executive gave an update on corporate performance and delivery of the Council Action Plan. The Committee made recommendations about enhancing the information on the Council's website.

- 6.15 The **Annual Complaints Report** was included in the agenda of the November 2023 meeting. The Committee had a wide ranging discussion and concluded by recommending the Leadership Team monitor complaints performance information on a monthly basis to support the aspiration 'to be the best Council'. As the result of a complaint, the Local Government and Social Care
- 6.16 Other items within this section of the Work Programme included scrutiny of the Replacement **Enterprise Resource Planning System** and the implications of the new **Procurement Act** for the Council.

Budget Scrutiny, including the Working Group

- 6.17 Budget scrutiny was further enhanced during the year as the four select committees had a greater role including reviewing the annual budget proposals. Recommendations from the select committee meetings were included in a consolidated [Report of the Budget Working Group](#) which included recommendations.
- 6.18 The Working Group, chaired by Councillor Will Pascall, reported to OSC in January 2024 and all eighteen of the recommendations were accepted and referred to the Leadership Team for a response. The Working Group report was included in the agenda for full Council in February 2024 when the budget in its entirety was discussed and agreed. The Leadership Team acknowledged and accepted the recommendations and progress with implantation was monitored by OSC. Scrutiny of the budget by OSC also included review of the Quarterly Financial Out-turn Reports in advance of them being reviewed by Leadership Team. Recommendations were referred to the Leadership Team for acknowledgement and response.

7 ADULT SOCIAL CARE AND HEALTH SELECT COMMITTEE 2023-2024 **Councillor Lucy Knight, Committee Chair**

Overview

- 7.1 In the last Municipal Year Select Committee has focused on key priorities, agreed during work programming, and held to account the NHS and Council's Leadership Team for the delivery of services and strategic priorities.

Decision-making and Accountability

- 7.2 On 1 February 2024 the proposals for the **Voluntary and Community Sector Development Investment Programme**, which is a three-year development investment programme worth £2.35m to work with communities, was scrutinised in advance of a decision by Leadership Team on 7 February 2024. The Select Committee scrutinised the proposals and supported the

recommendation that the programme is set up and asked for a report back to the Committee.

- 7.3 Select Committee reviewed the development of **Home Care transformation** on 12 October 2023. One of the actions from the Select Committee was for more information on the Care Quality Commission report on MiHomecare, which was a provider assessed as Requires Improvement by the CQC. A Key Decision on Homecare Transformation is now on the Forward Plan and the decision is expected to be taken by the Lead Member in early autumn this year.
- 7.4 The 2022-23 annual report of the **Safeguarding Adults Executive Board** was presented by the Independent Chair to members on 30 November 2023. This report is also taken to Health and Wellbeing Board and discussed as part of the governance arrangements in the Council. The Select Committee proposed compulsory safeguarding training for Councillors, potentially every year, which was a suggestion welcomed by the Chair of the Board.
- 7.5 On 30 November 2023 Adult Social Care and Public Health **Budget Proposals 2024-25** were discussed with an emphasis on the savings and growth proposals.
- 7.6 As part of pre-decision scrutiny the Select Committee also reviewed other strategies in advance of a decision by the Lead Member. On 1 February 2024 the Select Committee reviewed the delivery of the **Learning Disabilities Plan 2023-2026**. This included a contribution at the meeting from the local charity Full of Life. The **Carers Strategy 2023-2028** was scrutinised on 1 February 2024. Carers UK, who work with Adult Social Care, also presented at the meeting about the needs of carers in the borough and gave details about its input into the strategy. One of the key findings of the Select Committee was that there are an estimated 9,000 carers in the borough, according to census data, but only around 1,000 carers who are known to services.

Policy Development

- 7.7 The Select Committee agreed the terms of reference and scope for a Working Group on **suicide prevention** with a particular focus on adult males as a high-risk group on 12 October 2023. This followed scrutiny of the Suicide Prevention Strategy. The Working Group is due to start the first evidence sessions in September this year.

NHS and Health Services

- 7.8 Central and North West London NHS Foundation Trust (CNWL) presented the early stage of the proposals for the **Gordon Hospital, inpatient ward-based services, St Charles and community services** at Select Committee on 29 June 2023. Subsequently, a dedicated joint health scrutiny committee has been established with Westminster City Council to examine the reconfiguration proposals. The Select Committee made three

recommendations, to which they received a response from Claire Murdoch, the Chief Executive of the Trust. They were that CNWL:

1. Ensures that the Pre-Consultation Business Case includes the option of refurbishment and investment at the Gordon Hospital so that modernised inpatient services can be re-opened which meet high-quality standards of care for patients.
2. Ensures the Pre-Consultation Business Case reviews the implications of rising demand for mental health services in Royal Borough of Kensington and Chelsea, what inpatient services will be needed to help meet the mental health needs of Royal Borough of Kensington and Chelsea residents, particularly in the context of the Grenfell tragedy, and commits to commissioning additional acute mental health inpatient provision for Royal Borough Kensington and Chelsea residents as required.
3. Urgently reviews any pressure on services at St Charles Hospital, and wider mental health services in Royal Borough of Kensington and Chelsea, which have resulted since the temporary closure of the Gordon Hospital wards.

- 7.9 The development of the North West London adult community-based **specialist palliative and end-of-life care** for adults review was scrutinised at Select Committee on 12 October 2023. This had a focus on the future of the **Pembridge Hospice**, for which the inpatient unit suspended because of the lack of a specialist consultant. The Integrated Care Board has subsequently said that Central London Community Healthcare have successfully recruited to a fixed term contract post for a specialist palliative care consultant to oversee Pembridge day services and community team services. The recruitment of a specialist palliative care consultant to support the Pembridge in-patient unit is waiting the next stage of the interview and recruitment process.
- 7.10 The implementation of the new **Pharmacy First** programme was scrutinised as part of a report on Community Pharmacies on 20 May 2024. The Select Committee will take forward some of the issues raised such as the closures of community pharmacies in the last two years. At the same meeting the new model of **GP Same Day Access** for patients to access primary care was reviewed. The NHS has been asked to provide a roadmap, including a timeline for next steps and a communications and engagement plan. Two local GPs presented to the Select Committee.
- 7.11 **Childhood immunisation** was discussed at Select Committee on 29 June 2023. This was based on data and information provided by NHS England, and the Integrated Care Board. After hearing of the low uptake for part of the programme, an action was that immunisation uptake data on a quarterly basis is provided to the Select Committee.

Services and Strategic Priorities

- 7.12 There is an ongoing commitment to scrutinise matters related to the Grenfell tragedy. On 20 May 2024 reviewed emotional wellbeing services provided by local community organisations and commissioned under the **North Kensington Community Based Recovery Services for Adults**. The commissioning of services is part of the framework for the Grenfell Recovery

Programme. The Select Committee will now develop a recommendation on uptake and participation in services.

- 7.13 **Dementia services** and the borough's dementia strategy was discussed at Select Committee on 30 November 2023. This included data and information from the NHS and contributions from representatives of Kensington and Chelsea Social Council, and Age UK at the meeting. A key finding was the long wait times for some NHS dementia services.
- 7.14 The **Adult Social Care Complaints Report 2022-2023** was reviewed at committee on 1 February 2024. This included information on complaints across services provided by Adult Social Care.

8 ENVIRONMENT SELECT COMMITTEE 2023-2024

Councillor Tom Bennett, Committee Chair

Overview

- 8.1 Environment Select Committee has a remit to scrutinise the services, policies and strategic priorities of the Environment and Neighbourhoods Department as well as the Key Decisions by the Leadership Team and Lead Members. In the last Municipal Year, the Select Committee focused on accountability for service areas which are a high priority to the borough's residents.

Decision-making and Accountability

- 8.2 Finance is a key area of the Council's scrutiny work programme. Environment Select Committee examined the Environmental Services Budget proposals, as well as Fees and Charges, on 4 December 2023. This was part of finance scrutiny of the **Council's Budget 2024-2025**, including departmental budgets, led by Overview and Scrutiny Committee, and the Budget Working Group. The Select Committee made four recommendations about the Budget including that the Council lobby Government and partners for fairer funding for the Notting Hill Carnival to reduce the increasing financial burden on the Council.
- 8.3 **Net Zero** is a priority area. The Net Zero 2030 commitment for decarbonisation of the Council's operations and Net Zero 2040 borough-wide commitment were agreed at Full Council in 2020. On 4 December 2023 there was an update on recommendations from the [Select Committee's report on Net Zero](#), chaired by Councillor Will Pascall and agreed in 2022, including an update on progress to date with decarbonisation of the Council's operational buildings, transport and housing from the baseline set for emissions. The Select Committee recommended a further update on the plans to transition to an electric waste collection fleet; a breakdown of energy performance in the Council's housing stock, and an assessment of the amount of carbon absorbed by key assets in the borough such as trees.

Policy Development

- 8.4 Flooding badly affected residents, businesses and communities in 2021. The Environment Select Committee subsequently set up a **Flood Risk Management Working Group**, chaired by Councillor Hamish Adourian. The responses to the Working Group's report by Thames Water, and the Council as risk management authorities, were scrutinised on 12 June 2023.
- 8.5 The 19 recommendations in the [Working Group's report](#), including recommendations to Thames Water about its flood risk management and management of local assets, were taken forward as part of the Council's new **Local Flood Risk Management Strategy**, which was discussed at Select Committee on 4 December 2023 before it was agreed at Leadership Team.
- 8.6 As a result of national legislation **Biodiversity Net Gain** became mandatory for new major developments in January 2024. This means at least a 10% increase in biodiversity is delivered over what was originally on site. On 16 January 2024 Environment Select Committee reviewed an update on Biodiversity Net Gain and the implications for local planning policy and the new Local Plan which includes a policy seeking 10% Biodiversity Net Gain in line with the legislation and guidance.

Council Services and Strategic Priorities

- 8.7 **Street-cleaning and enforcement against littering** are key areas of concern for the borough's residents. On 22 June 2023 Environment Select Committee discussed a report on Waste, Recycling and Street Enforcement which reviewed performance and targets for key areas of street-scene services, including street cleansing standards, tackling dumped waste, graffiti removal and flyposting.
- 8.8 Improvements to the street-scene in the borough are being delivered by the **Customer and Resident-Focused Environmental Services Transformation (CREST)**, which is joining up enforcement in streets, neighbourhoods and parks. Members scrutinised an update on the progress with delivering the transformation programme at Select Committee on 19 March 2024.
- 8.9 The **environmental impact of the Notting Hill Carnival** is also of high interest to residents in the borough. The effects on environmental services of the carnival were scrutinised at Select Committee on 16 October 2023. This reviewed the scale of the clean-up operation, including graffiti, and waste removal challenges as well as parking enforcement issues. Members asked for more information about key issues relating to environmental impact, including the number of parking fines issued at the last carnival.
- 8.10 **Air quality** is a strategic priority set out in the Council Plan 2023-2027. On 16 October 2023 there was a review of data in Air Quality Annual Status Report which is submitted to the Greater London Authority. The report measures performance on national air quality objectives and World Health Organisation

(WHO) guidelines. Select Committee requested more information about how the Council's air quality compared with other parts of London and England.

- 8.11 The planting and protection of trees also aligns with the air quality improvement. On 19 March 2024 Select Committee reviewed the Department's delivery of greening and planting new **street trees**. There was a particular emphasis on tree protection and the removal and replacement of trees in line with goals in the Council Plan 2023-2027 for tree planting and delivering a greener Kensington and Chelsea.
- 8.12 A priority area for residents is **regulation of construction sites** in the borough. On 16 January 2024 the Select Committee scrutinised the oversight of construction work, scope to improve the regulation of all construction sites and increase enforcement for non-compliant and poorly managed works. This included regulation across environmental health, planning enforcement, waste management, highway licensing and parking enforcement. Highways and transportation are also a key area of service delivery. Members asked for more details about several key areas, including the use of residents' evidence to issue Fixed Penalty Notices and to prosecute in case of non-compliance.
- 8.13 A report to review the data for **road safety**, including deaths and injuries, in the borough was discussed at Select Committee on 19 March 2024. One key area of discussion was delivery drivers and the Select Committee asked for further information about the possibility of regulating delivery drivers through conditions on licences of premises.
- 8.14 Leisure centres are greatly used by residents. On 19 March 2024 the Select Committee reviewed an update on the **Council's Leisure Centres**, including the current leisure contract operated by Greenwich Leisure Limited for the local authority. Members asked for more information about community access to leisure centres and access for residents with disabilities.
- 8.15 Select Committee has also reviewed the culture offer for residents with an update on **Opera Holland Park** on 16 January 2024. Members requested a written update on next steps, including the Business Plan.
- 8.16 Markets are a key part of the borough's economic activity. On 16 January 2024 Select Committee reviewed the development of a new **Market Allocation Policy**, this included for Portobello Road Market, which was named the best large outdoor market in 2023. Select Committee members asked for more details about provision for school and youth club outreach in relation to opportunities at the markets.

9 **FAMILY SERVICES SELECT COMMITTEE 2023-2024** **Councillor Walaa Idris, Committee Chair**

Overview

- 9.1 This Select Committee examines topics related to social services provision for children and families; education, training and youth services and support; early

years, childcare and play services; sports education; libraries and other related topics.

Holding to Account

- 9.2 Oversight of the **safeguarding of vulnerable children** is a standing commitment of the Select Committee as it scrutiny ensures it is monitoring the wellbeing of the most vulnerable in our communities. This year, the Committee agreed to have a focus on the fostering and adoption experience. Committee members scrutinised statutory reports and met with frontline staff. An external expert was engaged to provide independent support and advice which is way of scrutiny working referenced in the Statutory Guidance 2019.

Decision Making and Accountability

- 9.3 On the 7 December 2023 the Family and Children Services **Budget Proposals 2024-25** were discussed with an emphasis on the savings and growth proposals.

Services and Strategic Priorities

- 9.4 The Committee received updates on youth services including the **additional support provided to young people** that included enrichment activities, mentoring, and learning support for children and young people. The Committee also heard about the **continued support available for care leavers up to 25**. The Lead Member and senior council officers attended the meeting to present a report and answer questions.
- 9.5 Committee reviewed **Holland Park School's** current status and other key areas around the school including the latest Ofsted inspection results. The Senior Vice-Principal attended the meeting and as part of a wide ranging conversation the Committee were reassured that negotiations around the communities use of the schools facilities are ongoing.
- 9.6 Select Committee reviewed the **progress of the Grenfell cohort**, as part of a wider discussion the Committee scrutinised how the service identified students in need of greater support.

Scrutiny of Performance

- 9.7 A **key performance indicator** report provided context and insight into the work of Children Services to support the Select Committee in their scrutiny. The report provided a mechanism for the Committee to carry out its 'holding to account' role with information included on measuring and delivering the required actions to achieve priority outcomes and objectives. The Committee agreed to a regular review of performance reports to inform its work.

Policy Development

- 9.8 Family Services Select Committee created a **pre-natal to 11 years** working group chaired by Councillor Will Pascall. This is a wide-ranging review looking at the different services provision available for children and their parents with a focus on the transition at rising 5. This review has involved Council Officers, Family Hubs, Nurseries and Primary Schools. The working group has begun drafting recommendations to the Lead Member.

10 HOUSING AND COMMUNITIES SELECT COMMITTEE 2023-2024 Councillor Claire Simmons, Chair

- 10.1 The Committee's remit includes Council housing services, partnerships, housing strategy, Community relations, consultation with the local community and corporate asset management.

Scrutiny of performance

- 10.2 As part of the annual work programme, the Committee scrutinised **key performance information** reports from the Housing and Social Investment Directorate as well as those for the Communities Directorate.
- 10.3 When considering the Housing and Social Investment Report councillors focused on the targets for answering complaints in Housing Needs and Housing Management. They also requested that future reports which have graphs showing financial balances over time, stated whether the figures presented were nominal or real to help understand the extent to which increases over time were driven by inflation as opposed to actual growth. When considering Communities information, Councillors asked questions about the data provided. They asked if future reports where the response levels were mapped across the borough by ward, included the population of each ward and proportion of responses in future reports.
- 10.4 The Committee agreed to quarterly reporting on Personalised Housing Plans to be circulated and information on Citizens' Panel incentives to be shared with the Committee.

Decision Making and Accountability

- 10.5 The Committee continued with its scrutiny of **Fire Risk Management**. The Committee considered compliance with the new Building Safety Act 2022 and the conclusion of the fire door programme.
- 10.6 On the 28 November 2023 the Housing and Social Investment and Communities **Budget Proposals 2024-25** were discussed with an emphasis on the savings and growth proposals. The 2025-25 Budget was agreed at Full Council on 28 February 2024.

- 10.7 On 1 February 2024 the Committee discussed the **Housing Revenues Account**. The Committee focused on those who would not qualify to receive support after the rent increase but who it would disproportionately affect.
- 10.8 Select Committee scrutinise the **Notting Dale Heat Network** and sought assurance on how the Council was approaching managing risk during the project. The Committee requested that the costs and sources of funding for the Network were circulated to the Committee.
- 10.9 The Committee reviewed how **leaseholder services charges** are decided. They focused on key themes of transparency, accountability and fairness.

Services and Strategic Priorities

- 10.10 The **Voluntary and Community Sector** (VCS) funding and relationship with the Council. The Committee asked for further details on how bids for funding under the **Voluntary Sector Support Fund** (VSSF) were assessed and prioritised. They also scrutinised **VCS rents and leases** reviewing direct and other types of support. The Committee asked questions around the administration of the **City Living Local Life** (CLLL) programme and welcomed opportunities to scrutinise the programme further.
- 10.11 The Committee received an update on **damp and mould** and scrutinised the significant increase in reports of damp and mould from December 2022. The Committee further considered details regarding formal Housing Health and Safety Rating System assessments including the number carried out in 2023 to date and how many of those assessments passed and failed. The Committee also received an update on **enforcement powers and improving the quality of registered provider homes**. As part of a wide ranging discussion the Committee scrutinised how proactive the council was in identifying and addressing issues within the private rented sector.
- 10.12 The Committee conducted visits to the **New Homes Programme** and scrutinised the quality of works. Following the visits the committee considered a report on the topic as they wished to review the measures taken to mitigate the risk of market conditions worsening and further affecting the programme being delivered.
- 10.13 The Committee reviewed the **Grenfell re-housing policies** and looked at the options for residents offered a second move.
- 10.14 Select Committee received an update on the **Grenfell Community Programme** and the **Curve Legacy Fund**. The Committee focused on the structure of the process and the operation model for the allocations process.

Policy Development

- 10.15 The Committee undertook a residents' conference on **repairs and maintenance** holding an evidence gathering session to hear directly from

residents on the main issues. The Committee made recommendations to the Lead Member based on resident suggestions.

- 10.16 Housing and Communities Select Committee convened the **Hostels Working Group** chaired by Councillor Marie-Therese Rossi. The working group has heard from the Council, Hostel providers and officers and has begun drafting recommendations to the Lead Member.

SCRUTINY PRIORITIES 2024-25

Work Programming Principles

- 11.1 Scrutiny develops an annual work programme which defines the areas of focus for the committees and their priorities for the Council Year. This focusing of work should help committee members to optimise their effectiveness and influence and have a defined impact, making a tangible difference to the services of the Council. While each committee has its own work programme, it is also part of a single work programme for the scrutiny function which is agreed and co-ordinated by the Overview and Scrutiny Committee.
- 11.2 The lessons from Grenfell are at the heart of the Council Plan and vision for a Greener, Safer, Fairer Borough and features in the scrutiny work programme. Scrutiny of Grenfell takes place through the overarching Overview and Scrutiny Committee and through all four Select Committees in line with their theme.
- 11.3 The Annual Scrutiny Work Programme has been developed using the principles set out in the Statutory Guidance 2019. It includes a balance between holding the Leadership Team to account (including pre-decision scrutiny), policy development and following up on previous work including recommendations from working groups and committee meetings.
- 11.4 Set out below are the work programmes for each scrutiny and select committee.

Overview and Scrutiny Committee Priorities 2024-2025

Grenfell

To include the Public Inquiry Report, focus on progress on implementation, learning from the consultation and wider recommendations for the Council from the External Scrutiny Team. The NHS will also be requested to provide a report.

Finance and Budget Scrutiny

Regular monitoring reports. To include Revenue and Capital Monitoring Quarterly Reports and the Medium Term Financial Strategy Updates Revenue, Capital, and Fees and Charges, Budget Proposals.

Enterprise Resource Planning System

The Social Investment Strategy

Progress with implementation.

Fairer Action Plan

Earls Court Councillor Call for Action

Lessons Learnt.

The Annual Complaints Report

Letter and report from the Ombudsman.

Key performance indicators for the services covered by the Terms of Reference (Corporate Services and Community Safety)

Procurement – a review of the ‘top five’ contracts. To include a focus on project management.

Insurance

To include information about the Strategy, current costs, benchmarking.

Customer Access

To include the website and information for residents

Adult Social Care and Health Committee Priorities 2024-2025

Homecare Transformation

The Select Committee has reviewed the recommissioning process and transformation project and will scrutinise the Key Decision by the Lead Member.

Maxilla Centre

To review development of the centre and relocation of provision to the new centre for Adult Social Care service users.

Adult Social Care Transformation

To review outcomes delivered so far for transformation programmes in Adult Social Care, including RBKC at Home.

Older People's Housing

Review provision of sheltered housing accommodation, Extra Care and supported housing for older people and projected increasing demand.

Substance Misuse Services

To review outcomes and key challenges for Substance Misuse Services in the borough.

Sexual Health Services

To review availability of sexual health services for the borough's residents.

Hospital Discharge

Scrutinise hospital discharge pathways for main acute Trusts serving the Borough.

Cancer Screening and Cancer Services

Review cancer screening and low uptake of screening services.

Standing Items:

- Annual Complaints Report Adult Social Care
- Bi-Borough Adult Safeguarding Executive Board Annual Report
- To review the Annual Report 2023-2024 with a particular focus on self-neglect and hoarding and-or financial abuse.

Watching Brief:

Items which the Select Committee will keep under review and request more data and information.

- Integrated Care Board New Model of Care
- Dentistry and Oral Health in the borough.

Environment Select Committee Priorities 2024-2025

Cleaner Streets

To include time banding collections for business waste, Street Enforcement Team operations and graffiti removal in the borough.

Waste and Recycling

To review the Western Riverside Waste Authority's strategy, and recycling provision.

E-Bikes

To request e-bike operators and invite residents to attend a scrutiny conference.

Road Safety

To include the annual review of road safety data for the borough.

Public Space Protection Orders (PSPOs)

To include use and development, including nuisance cars, Earl's Court, and wildlife feeding.

Gambling Policy****Planning Policy**

To review new iterations after the new Local Plan is adopted.

Short-Term Lets

Review of implementation and local discretion in new policies on short-term letting.

Net Zero 2030

Review of the progress towards Net Zero on its operations and housing stock.

Culture**

To review the development of the four-year culture plan and its delivery.

Flooding Risks

The Select Committee will use its statutory powers to scrutinise flooding risks if there is a significant incident in the next Municipal Year.

Transport

The Select Committee will consider requiring Transport for London to attend as part of scrutiny about key public transport provision in the borough.

Sports Strategy**

To review the development of the new Sports Strategy for the borough.

**To be circulated to Select Committee for comment and feedback outside of the scheduled meetings.

Family Services Select Committee Priorities 2024-2025

Grenfell, Education and Training – To review the progress of the children who are a part of the Grenfell cohort and any lessons on good practice to be learnt by FCS.

Child's 0-18 years Timeline – Overview Timeline which FSSC will use to position each piece of Scrutiny to check how it contributes overarching objective of achieving the best Safeguarding and KPI for the individual child and what good looks like at key milestones of, pre-natal, rising five, 11 and 18 years old. Parent and child access.

Transformation – Quarterly update on the transforming and redesigning the delivery of children's and family services to address expected budget gaps and investment opportunities, including NHS funding and provision.

SEND Provision - To examine progress of Barlby Special School to Kensington Queensmill and Ormiston MAT. Quality of care standards, financial sustainability, outcomes and MAT track record. Future of outreach, training and scope of Alternative Provision across the Borough.

Mental Health - To join with ASC to see how we reduce the high needs demand? Seek good practice of early mental health diagnosis and intermediate need intervention support and see how to enable the individual to achieve lifetime sustainable independent living and best education, health and wellbeing outcomes.

Pathway to employment - What is in place for RBKC young people not in education, employment or training (NEETs) What are the different pathways into employment, what is the performance of each pathway including strengths and weaknesses.

North Kensington Social Justice Archive - outcome of the Discovery Phase including information on revenue and capital costs and outcome measures.

Greening schools – Update on Programme, including capital costs and running costs before and after.

Completion of 2023-4 Working Group on 0-11yrs and rising 5yrs Transition to Primary School

Housing and Communities Select Committee Priorities 2024-2025

Grenfell – To look at the scale, scope and timelines of the Lancaster West Refurbishment and provide an overview of the project. To start with a briefing of the overall project.

Fire Safety – To review the installation of fire doors, hazardous materials installed on buildings and to report on progress with compliance of the Building Safety Act and any other relevant legislative changes.

Older Voice – Review provision for older people including supported accommodation, the level of demand and the Older Persons Housing Strategy. To also look at a further breakdown in statistics beyond 60+.

Disabled Access Provision – To review the provision of disabled accessible accommodation, projection of demand and access to community spaces.

Resident Associations – Review how Residents Associations are supported to build capacity.

Voluntary Sector Selection Processes – To review the different stages during the grants-funding selection processes and to seek assurances that the processes are seen to be fair.

Repairs – To continue the review of repairs in the light of the Repairs Conference and May 2024 report.

Housing Strategy – Pre-scrutiny of the new housing strategy.

Deep Dive

Items which the Select Committee will conduct in-depth analysis of over the course of two to three months.

- **Consultation and Engagement** – To scrutinise the quality of, timelines and how we assess effectiveness. To commence with an overview of the process and parties-departments involved across the Council.
- **Temporary Accommodation** – To complete a deep dive into how the Council is fulfilling its duty in providing interim accommodation.

Residents Conference-Evidence session

Lancaster West Refurbishment – To hold an information gathering session to hear from residents prior to a report coming to committee.

Watching Brief:

Items which the Select Committee will keep under review during the year and request more information and potentially request a report on:

- **Canalside House** – A briefing on the future plans will be provided and the committee may wish to request a report to come to committee.
- **Information, advice and guidance** – To scrutinise the performance of the new contract as the first year of the contracts progress.

- Damp and Mould – to be updated how the Council addresses issues to do with damp and mould in its housing stock.
- Horizon scanning future Communities' work eg next round of contracts.
- Information on the works happening at Hazelwood and Adair Towers
- A briefing on the World's End project