



Notice of Meeting:

# Overview and Scrutiny Committee

**Meeting Location:**

The Atrium - Perceval House

**Date and Time:**

Tuesday, 14 May 2024 at 7.00 pm

**Contact for Enquiries:**

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**Chief Executive:**

Tony Clements

**This meeting will be held in public. If you would like attend in person and have any special requirements in order to attend, please email [democraticservices@ealing.gov.uk](mailto:democraticservices@ealing.gov.uk) or telephone on 020 8825 6253 at least three clear working days in advance wherever possible.**

## **Committee Membership: Councillors**

J Ball, P Driscoll, M Rice, C Anderson, Y Gordon (Chair), H Haili, C Tighe, F Conti (Vice-Chair), R Baaklini, H Kaur Dheer, M Hamidi, F Mohamed, K Nagpal, S Padda and B Wesson

# AGENDA

**1 Apologies for Absence and Substitutions**

To note any apologies for absence and substitutions.

**2 Declarations of Interest**

**3 Matters to be considered in private**

**4 Minutes of the meeting held on 28 March 2024**

**(Pages 3 - 8)**

To approve as a correct record the minutes of the meeting held on 28 March 2024.

**5 Scrutiny in 2024-25**

**(Pages 9 - 16)**

**Published:** Friday, 3 May 2024

## **Minutes of the meeting of the Overview and Scrutiny Committee**

**Date:** Thursday, 28 March 2024

**Venue:** The Atrium - Perceval House

### **Attendees (in person): Councillors**

Y Gordon (Chair) J Ball, M Rice, H Haili, F Conti (Vice-Chair), R Baaklini, M Hamidi, K Nagpal, S Padda and B Wesson

#### **1 Apologies for Absence and Substitutions**

Apologies for absence were received from Councillors Tighe, Driscoll, Anderson, Mohamed and Kaur Dheer.

Councillors Mahmood, Kingston and Kelly were present as substitutes.

#### **2 Declarations of Interest**

There were no declarations of interest.

#### **3 Matters to be considered in private**

**RESOLVED:** That all items be taken in public as proposed.

#### **4 Urgent Matters**

The Chair informed the Committee that he had agreed to take the Call-in of Key Officer Decision: Delivering 10 new parks – Future of Perivale Park Golf Course as an urgent item. This was because the call-in was made after the agenda had been published and taking the item to this meeting would mean that there wasn't any undue delay in implementing the decision should it be upheld.

#### **5 Minutes of the meeting held on 6 February 2024**

**RESOLVED:** That the minutes of the meeting held on 6 February 2024 are agreed as a correct record of proceedings.

#### **6 Call-in of Key Officer Decision: Delivering 10 new parks Future of Perivale Park Golf Course**

Councillors Hersch and Gallant presented the reasons the item was called in. This included:

- Perivale Golf course was one of two remaining municipal courses in the Borough which offered affordable and accessible golf in a pay and play format.

- The option to integrate a golf course into the regional park had been dismissed too hastily. It was possible to reconfigure the course to make it more sustainable, including planting more trees and reconfiguring the course.
- The closure of the course would have a detrimental impact on older people, for whom the course was more accessible than the neighbouring Brent Valley Golf Course.
- The consultation was insufficient, only a small sample of residents were consulted and as the golf course closure was proposed as part of a wider suite of improvements it meant that there were many respondents who did not play golf being consulted.

Peter George, Strategic Director for Economy and Sustainability, responded to the issues raised in the call-in:

- When taking the decision to close the course, Peter took into account fairness, impacts on health and wellbeing, impacts on the climate, the results of the Equalities Analysis Assessment and the outcome of the extensive consultation carried out.
- The Equalities Analysis Assessment identified that closing the golf course would be detrimental to older people who played golf. However overall there was a net positive impact on equalities as closing the course allowed a reconfiguration of the land to open up 52 Hectares of parkland open to a wider range of residents, including older people. This would help achieve the Borough's objectives around reducing health inequalities.
- A study showed that there was a surplus of other golf courses in the Borough, as well as adjoining Boroughs, as well as another municipal course offering pay and play at affordable rates less than a mile away.
- Closing the course and converting it into a park would help to achieve the Council's climate and sustainability goals which would be a net positive for residents across the Borough.
- The alternatives put forward by the club had been seriously considered but fell well short of ambitions the Council had for the use of the land. For example additional trees suggested for the site in the alternative use put forward were around 200, whereas the Council expects to add thousands of new trees to the new park.

At the conclusion of the presentations, the Committee question Peter George. The following questions were asked:

- Was the consultation promoted asking residents to have their say on a regional park or on the closure of Perivale Park Golf Course?
- Did the consultation outline the alternative provision at Brent Valley Park Golf Course?
- What would happen to public toilets on the course?
- Why was the closure proposed to happen so soon?
- Were the alternative options fully considered and did the consultation make it clear about how the course was uniquely suitable for older

people?

- When taking the decision, was it clear how the decision achieved the Council's objectives in its Strategic Plan?

Peter George responded to the questions asked as follows:

- The consultation was comprehensive and covered both the closure of Perivale Golf Course and the formation of the Regional Park. The result of the consultation was decisively in favour of closing the Golf Course in order to facilitate the creation of the Regional Park.
- The café and toilets would remain open after the closure of the Golf Course. This arrangement would be reviewed to assess viability after a period of time.
- The timetable for implementation should not be a surprise as it was outlined in the initial report proposing the creation of the Regional Park in October 2023. The course was proposed to close in June to allow residents the opportunity to use the new park during the school summer holidays as this was peak season for use of parks.
- Peter met with users of the Golf Course to discuss some of the proposals put forward on reconfiguration of the course but the alternative options fell far short of what was suitable. It needed to be understood that the use of land as a golf course is fundamentally different to sue of land as a park, the main difference being you can use a park without the risk of being hit by a golf ball. There was a greater positive impact to a greater number of people by closing the Golf Course and converting the land to a park.
- Proceeding with this decision would help contribute to many of the Council's strategic objectives. It would be climate positive, help tackle health inequalities and provide quality jobs.

Having heard the questions and answers, Councillor Hersch summed up reasons for the call-in. Councillor Hersch argued that the decisions should be sent back to the decision maker so that the decision could be delayed in order to explore options for retaining the golf course within the regional park.

Peter George then summed up his response to the call in and conveyed to the Committee that he had taken the decision having had regard to the consultation and information contained within the report. Closing the Golf Course would have a positive impact on the climate and on residents in the borough overall from day one. Although there would be a negative impact on users of the golf course there would be a net positive impact overall for the Borough.

The Committee then debated the reasons for the call in. The issue of urgency and whether the call-in could have waited to the April meeting of OSC was discussed, however the Committee concluded that a full consultation had been carried out and the timetable for taking the decision clearly set out back in October 2023 so it was important not to delay decision making any further than was necessary. Overall, it was felt that the principals of decision making had been followed appropriately when the decision was taken.

A vote was taken and it was

**RESOLVED:**

That the decision be upheld.

**7 Youth Justice Service Plan**

Suzy Grihault, Ealing Young Justice Service Manager presented the Youth Justice Service Plan. The following witnesses were also present:

- Angie Dennison, Assistant Director of Early Help (Ealing Council);
- Carol Roberts, Head of Service for Ealing and Hillingdon Probation Service (HM Probation Service);
- Detective Chief Inspector Andy Jackson (Metropolitan Police); and
- Sergeant Fiona Watts (Metropolitan Police).

The Committee heard that the Youth Justice Service plan was a collaborative document which relied on contributions from the Council, as well as partner organisations including the Police and the Probation Service. The Council was statutorily required to produce this service plan under the Crime and Disorder Act 1998. The plan had to be considered by members, and this could be the Cabinet Member, Council or a Scrutiny Committee. The purpose of presenting the plan to the Committee late in the year was to ensure the Committee was fully up to speed with the plan with a view to giving the Committee an opportunity to feed into the service plan for 2024/25 at an earlier stage in the year.

Following the presentation, the Committee asked the following questions:

- Were there any success stories that could be shared on diversionary work?
- What was the take-up of restorative justice?
- What was the service doing to address the disproportionality of Black boys involved in the criminal justice system?
- As the majority of entrants to the criminal justice system were boys, were there enough positive male role models working in this area and the youth service?
- What actions were taken where children were found to be exploited into selling drugs, or other criminality, for adults? What did the Police do to convict adults who were exploiting children?
- As children in care made up a significant proportion of the service users, what steps could be taken to try and avoid their entry into the criminal justice system.

In responses to the questions asked, the Committee heard that:

- In terms of diversionary work, the Youth Justice Service collaborated

with the council's employment and training team to ensure that there were job opportunities for young people who were had entered or were at risk of entering the criminal justice system. An example of this was a job placement, which had recently been made permanent, at Greener Ealing for a boy who had previously been involved in some high level criminality.

- Every victim of crime was offered the opportunity to take part in restorative justice. There was around a 50% response rate to the offer, but a much lower proportion of victims then went on to take up restorative justice. Restorative justice took the form of correspondence between the victim and perpetrator, but face to face meetings did not take place.
- The service had a disproportionality plan to try and address any disproportionality in young people who were involved in the criminal justice system. The service would be happy to share the disproportionality plan with Councillors for further scrutiny.
- It was difficult to recruit and retain men working for the Youth Justice Service, but attempts were made. This was a problem across the service, not just for Ealing. However the Council's Youth Service had a diverse group of youth workers from different communities and of different genders.
- If a child was found to be a victim of exploitation by adults, they would be removed from the criminal justice system and instead treated as a victim of modern slavery. This meant taking them down a pathway called the 'National Referral Mechanism' which was a clearly defined route to provide support, counselling and rehabilitation for victims.
- Adults who were suspected of exploiting children into criminality would be placed under surveillance. This was often undertaken by the gangs team as organised crime was involved in this criminality. Covert surveillance was used to gather further information and evidence about the perpetrator in the hope of securing a conviction. Surveillance would include phone intercepts, social media activity and traditional under cover surveillance.
- Better quality therapeutic placements for children in care within London would help to improve the diversion rate of children in care from the criminal justice system.

The Chair thanked officers and partner agencies for their contributions and invited them to bring their plan back to the committee the following year for the Committee to give some earlier feedback.

**RESOLVED:**

That the Council should prioritise seeking a greater proportion of therapeutic placements within London for children in care who are at risk of entering the criminal justice system.

**8 His Majesty's Inspectorate of Probation (HMIP) Report on the Youth Justice Service (YJS) in Ealing**

Suzy Grihault, Ealing Young Justice Service Manager presented this item to the Committee.

The Committee heard that the Council's Youth Justice Service had been inspected by HMIC and overall the service had been graded as requires improvement. The main area that had been marked as an area for improvement was out of court disposals. But leadership and governance and some areas of court disposals were also areas of concern. Following the inspection, an action plan had been drawn up to address the areas that required improvement, this action plan was presented to the committee for consideration and comment

Some specific actions that had been taken to address these issues were ensuring Police representation at board level, a new tool for out of court disposals had been launched which was being bedded in and additional manager oversight of implementation of this new tool.

**RESOLVED:** That the report is noted.

## **9 Overview and Scrutiny Committee Work Programme**

Sam Bailey introduced the Overview and Scrutiny Committee work programme. The Committee were informed that it was coming to the end of the year. Feedback from members and officers alike had been that this year's model of scrutinising Strategic Directorates and focussing on making recommendations throughout the year had been received well. Therefore it was proposed that this model would be proposed for formal agreement at the next Overview and Scrutiny Committee meeting.

**RESOLVED:** That the Overview and Scrutiny Committee Work Programme is noted.

Meeting commenced: 7.00 pm

Meeting finished: 9.34 pm

Signed:

Dated:

Y Gordon (Chair)





Report to Scrutiny

Item Number:

Contains Confidential Or Exempt Information	No
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**Subject of Report:** Approach to Scrutiny in 2024-25

**Meeting:** Overview and Scrutiny Committee  
14 May 2024

**Service report author:** Sam Bailey  
Head of Democratic Services  
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**Scrutiny officer:** Sam Bailey  
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**Cabinet Responsibility:** None – Scrutiny is not an executive function.

**Director Responsibility:** Helen Harris – Director of Legal and Democratic Services

**Brief:** This report sets out a change in approach for Scrutiny in 2024-25

The structure of four panels, Overview and Scrutiny Committee and the standing Health and Adult Social Services panel will be retained. Each of the Scrutiny Panels will focus on a Strategic Directorate and will scrutinise the work of the Strategic Director and Cabinet Member (s) over the year. The panels will be redistributed so that each panel covers one strategic directorate, meaning the panels' agenda will be driven by a Strategic Director working closely with a Scrutiny Panel Chair.

**Recommendations:**

That the Overview and Scrutiny Committee agrees the structure of Scrutiny for 2024/25, outlined in paragraph 1.4

## **1. Overview and Scrutiny Committee Work Programme**

- 1.1 As this is the final meeting of the Overview and Scrutiny Committee for this municipal year the work programme for 2023/24 has now been completed. OSC therefore needs to agree the approach to scrutiny in 2024/25.
- 1.2 The Council's approach to scrutiny has evolved over the past few years, moving from a structure of Overview and Scrutiny Committee, Health and Adult Services Panel and four Scrutiny Review Panels; to a structure with the same amount of panels but instead with them focussing on a strategic directorate. This resulted in panels being able to make recommendations throughout the year, as topics were considered, rather than waiting until the end of the year. This also allowed more pre-decision and policy development items to be taken to scrutiny panels.
- 1.3 The change to focussing on Strategic Directorates has received positive feedback from members and officers. Therefore it is proposed that this approach is retained for 2024/25. The difference being that instead of Panel 4 focussing on Crime and Disorder it should instead be assigned to scrutinising the Strategy and Change Strategic Directorate. This Directorate was previously assigned to OSC alongside the Resources Strategic Directorate. The statutory requirement for Health scrutiny will remain with Scrutiny Panel 1 and the statutory requirement to scrutinise the Safer Ealing Partnership will be assigned to Scrutiny Panel 1. This means Scrutiny Panel 1 will hold the statutory Crime and Disorder meeting at an appropriate time over the year.
- 1.4 The proposed structure, along with the assigned strategic directorate, will therefore be:
  - Overview and Scrutiny Committee – Resources
  - Health and Adult Social Services Panel – Adults and Public Health
  - Scrutiny Panel 1 – Housing and Environment
  - Scrutiny Panel 2 – Economy and Sustainability
  - Scrutiny Panel 3 – Children's Services
  - Scrutiny Panel 4 – Strategy and Change

### **Draft Scrutiny Work Programme 2024/25**

- 1.5 A draft work programme has been drawn up for all of the panels for 2024/25. This work programme has been put together following a meeting with panel chairs and Strategic Directors earlier in April 2024. The work programme is purely a suggestion based on this year's panels, and next year's chairs and members will have an opportunity at the beginning of the municipal year to amend the work programme according to the interests and priorities for members in the following year.

### **Scrutiny Training**

- 1.6 A training session will be held with Scrutiny Chairs and Vice Chairs at the beginning of the municipal year. This will be delivered by Ealing Officers and co-produced with existing Scrutiny Chairs and Vice Chairs.

## **2. Legal Implications**

The general scrutiny functions and powers and specific role of Overview and Scrutiny Committee are set out in the Council Constitution.

## **3. Financial Implications**

There are no direct financial implications arising from this report. Support to Overview and Scrutiny Committee is contained within the allocated budget. Value for money will come from scrutiny panels and committees having well-constructed work programmes with each topic for scrutiny having a considered brief and identified outcomes relating to the Council's strategic priorities.

## **4. Other Implications**

There are no other implications.

## **5. Appendices**

Appendix 1 – Draft Scrutiny Work Programmes for 2024-25

## Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
<b>Internal</b>				
Helen Harris	Director of Legal and Democratic Services	19 April 24	25 April 24	
Cllr Yoel Gordon	Chair of the Overview and Scrutiny Committee	19 April 25	25 April 24	
Cllr Fabio Conti	Vice Chair of the Overview and Scrutiny Committee	19 April 24		

Report no.:	Report author and contact for queries:
	Sam Bailey, Head of Democratic Services

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Committee/Panel	Date of Meeting	Item Name	Brief Description	Senior Officer	Lead Officer (s)
OSC	Thu 06 Jun 24	Call in only			
OSC	Thu 11 Jul 24	Overview and Scrutiny Annual Report			
OSC	Thu 08 Aug 24	Call in only			
OSC	Thu 10 Oct 24	Performance Items			
OSC	Thu 07 Nov 24	Call in only			
OSC	Thu 12 Dec 24	Early Budget Items			
OSC	Thu 23 Jan 25	Call in only			
OSC	Tue 11 Feb 25	Budget			
OSC	Thu 06 Mar 25	Call in only			
OSC	Thu 10 Apr 25	TBC			
OSC	Thu 08 May 25	Call in only			
OSC	Thu 05 Jun 25	TBC			
HASSP	Thu 04 Jul 24	Update on Ealing Hospital - Community Diagnostic Centre and Long Term Strategy for Meadow House Hospice	Delayed from May 24 Panel		
HASSP	Thu 05 Sep 24	Choice Agenda (Direct Payments)	To scrutinise the proposals for increasing the uptake of Direct Payments.	Kerry Stevens	
HASSP	Thu 05 Sep 24				
HASSP	Tue 05 Nov 24	Safeguarding Adults Partnership Board Annual Report			
HASSP	Tue 11 Mar 25				
HASSP	Thu 01 May 25				
SP1 Housing and Environment	Tue 16 Jul 24	Results of the Tenants Survey	Delayed from March 24 Panel		
SP1 Housing and Environment	Tue 16 Jul 24	Transport Strategy	Requested in 23-24 but not ready.		
SP1 Housing and Environment	Thu 19 Sep 24	OPDC Plans for provision of homes in North Acton	Recommendation from the Panel when considering report on Homelessness in Ealing.		
SP1 Housing and Environment	Thu 19 Sep 24	Transport - Fun Pilots			
SP1 Housing and Environment	Thu 19 Sep 24	Annual Parking Report	The panel to explore the success of measures discussed in previous recommendations, and how the service was shaped and delivered as a result and the impact of the transfer of responsibility to Greener Ealing.		
SP1 - Housing and Environment	Wed 03 Jul 24	Transport Strategy		Nicky Fiedler	
SP1 Housing and Environment	Thu 21 Nov 24	Progress of Housing Repairs Service	Recommendation from the Panel when considering report on Future of Housing Repairs Service.		

Committee/Panel	Date of Meeting	Item Name	Brief Description	Senior Officer	Lead Officer (s)
SP1 Housing and Environment	?	Preparation for Housing Regulator Inspection			
SP1 Housing and Environment	?	Acquisition and Use of Properties purchased in the borough			
SP1 Housing and Environment	Thu 03 Apr 25	Homelessness and Rough Sleeping Strategy	Recommendation from the Panel when considering report on Homelessness in Ealing.		
SP2 Economy and Sustainability	Wed 10 Jul 24				
SP2 Economy and Sustainability	Wed 11 Sep 24				
SP2 Economy and Sustainability	Thu 14 Nov 24	Housing Delivery Programme	Progress?		
SP2 Economy and Sustainability	Tue 18 Mar 25	Climate Action	Progress?		
SP3 Children's Services	Thu 18 Jul 24	Children's Services Annual Self Evaluation	Should this be an annual item for the Panel?		
SP3 Children's Services	Thu 03 Oct 24	Safeguarding Children Partnership Board Annual Report			
SP3 Children's Services	Tue 14 Jan 25	Missing Children	Area of work highlighted during scrutiny of Annual Safeguarding report, which the Panel wanted to consider in more detail.		
SP3 Children's Services	Tue 15 Apr 25	TBC			
SP4 - Strategy and Change	Wed 24 Jul 24	Community Safety			
SP4 - Strategy and Change	Tue 29 Oct 24	Small Grants to CVS/Crowd Funding			
SP4 - Strategy and Change	Tue 28 Jan 25	Community Plan/ Welcome to the borough - refugees/asylum seekers			
SP4 - Strategy and Change	Tue 22 Apr 25	TBC			