

Overview and Scrutiny **Annual Report 2017**

January 2018

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Foreword

I am grateful to the Council for the opportunity to present the 2017 Scrutiny Annual Report. I do so as the Chairman of the Overview and Scrutiny Performance Board (OSPB) since May 2017 and thus would like to pay special tribute to those members of the OSPB who contributed and participated in the work of the Board up until May 2017 and are no longer Members of the Board.

I would also like to pay a special thanks to the previous Chairman, Richard Udall for his time and patience in supporting me taking over the role and his willingness to share his experiences and insight. Richard was and continues to be a compelling advocate for role of Scrutiny and I know the entire Board thank him for his stewardship over the previous four years. Tom Wells was a dedicated Member of the OSPB and Chairman of the Adult Care and Well Being Overview and Scrutiny Panel. Tom was able to offer personal experience and was articulate in describing the challenges facing his Panel. I would like to thank Tom for his service.

It is my strong belief that there has never been a more important time for our Scrutiny functions. We are currently in the middle of a difficult and a challenging Budget process that will set the priorities and direction for this Council in the years to come. It is vital that our Scrutiny Panels rise to the challenge to ensure that decisions are being taken that are in the best interests of the residents we serve. We must never duck asking the difficult questions to Cabinet Members and Officers. The Public expects us to leave no stone unturned in the pursuit of policies that always put the best interests of the Public at the heart of decision making.

This shouldn't be reserved to simply 'in house services' but those that are commissioned by us to provide services to the Public. Ensuring the 'quality assurance' of these services to our residents is and will continue to be one of the most challenging aspects of Scrutiny work.

To do this, we must ensure that all Councillors play a role in Scrutiny and are able to use their experiences and expertise to the fullest to shape and affect our work. With this in mind, I am working with the Board and Officers to improve Councillor's access to key information such as performance data.

I would like to thank all Scrutiny Members and the Board for their hard work and commitment over the last twelve months including those Members who have been appointed as Cabinet Members. I would also like to welcome those new Members to the Board.

This Report highlights some of the key work undertaken over the past twelve months, but is not exhaustive and I would be happy to provide or seek any further detail or information that Members feel they would like.

None of this work could be achieved without the dedication and diligence of the Scrutiny Team. We are fortunate to be blessed with Officers that continue to go the extra mile on behalf of Members and ultimately the Public. They are a credit to our organisation and I would like to express our deepest thanks for all that they do.

Finally, I would like to thank my Vice-Chairman Liz Eyre. Liz has offered invaluable insight into the working of the Council and has been a pleasure to work with since I took on the role in May. We are both dedicated to improving our Scrutiny functions and further involving Members. Whilst we are making progress we are acutely aware we have much more to do and I look forward to the challenges ahead.



Councillor Chris Bloore
Chairman, Overview and Scrutiny Performance Board

Introduction

This Report highlights some of the key pieces of work from the past year. The complete Work Programme can be seen at **Appendix 1**.

The remits of all the Scrutiny bodies and their memberships can be found at **Appendices 2 and 3** and **Appendix 4** shows activity data.

Overview and Scrutiny Performance Board (OSPB)

The OSPB has considered a range of issues in 2017. These have included strategic Council-wide matters, such as Equalities and Diversity, the work the Council Working Group and a discussion with the Leader about the approach to the Budget for 2018-19 and Scrutiny's role in this.

The Board also met with the West Mercia Police and Crime Commissioner to consider his proposals for taking on the governance of the fire service. The Board submitted its comments to Council when it considered the proposals as a statutory consultee. In fulfilling its role to co-ordinate the Scrutiny function, the Board has agreed Scrutiny Reports on the 2017/18 Budget, Commissioning: Staff Terms and Conditions, the Effectiveness of the Prevention and Recovery Drug and Alcohol Misuse Service and an Update Report on Footways.

Induction

As part of reviewing progress of the Council Working Group in March, the OSPB recommended that Member training should include a general session for all Members to gain awareness of Scrutiny and a session focussing on Chairmen and Vice-Chairmen.

Appropriate training was delivered by Institute of Local Government Studies (INLOGOV) as part of the Induction process following the County Council elections. The sessions were well attended and feedback from participants was positive. Practice from the training has been adopted in the way we work. For example, Panels now hold a briefing session prior to meetings to run through lines of enquiry and agree the approach to specific items. This has helped keep meetings focussed.

Scrutiny Annual Work Programme for 2017/18

Last year, the Board's had consulted extensively on the Annual Work Programme for 2016/17 and proposals from last year were considered alongside those from Councillors this year. The Work Programme was drawn up following consideration by each Panel individually, so that their individual priorities could be taken into account.

Call-in

The Board considered one Call-in in December this year.

A Call-in is essentially one of the tools available to non-executive Councillors to hold the Executive to account for the decisions that they take, Call-in is not a process to question the merits of a decision, it is a process to ensure that the principles of good decision making have been applied to the decisions that have been taken by Cabinet.

The Call-in related to the Engagement on Options for Future Delivery of Connect Short Term Service and Council-Provided Day Services for Adults with a Learning Disability.

The Board accepted the decision of the Cabinet on this, but arising from this discussion the Director of Adult Services agreed to include Group Leaders in the engagement process.

Community Safety

The Board's Lead Member for Community Safety, Paul Middlebrough led the Board in its Annual Crime and Disorder meeting to consider community safety issues.

The Board considered the County Council's role, with partners, in relation to:

- Prevent/Cohesion
- Modern Day Slavery and Trafficking
- Cyber Crime
- Sexual Violence

The Board supported the suggestion that community safety issues could be considered during the year, possibly at specific Panel meetings, depending on the nature of the topic discussed.

Budget 2018/19

At its meeting in October, the Board discussed its approach to Scrutiny of the 2018/19 Budget and Medium Term Financial Plan with the Leader of the Council. The Leader outlined a different approach to this and the Board modified its approach from that taken in previous years. In November, each Panel reviewed the Budget for 2017/18 including progress of planned savings to establish the background for further Scrutiny during January of proposals in the draft Budget.

Adult Care and Well Being Overview and Scrutiny Panel

Supported Employment for People with Learning Disabilities

The Panel has considered employment opportunities for adults with learning disabilities. In March the Panel learned that within Worcestershire there were 1276 eligible service users, and 53 referrals since May 2013. At the start of the new service, 5.55% of people were in paid employment (68 people in paid work). The last published figure gave 6.40% people in paid employment (81 people in paid work). This was pleasing, although the culture shift to the new service would take time. The target set for year ending 2017/2018 was to reach 128 people in paid employment.

Worcestershire Safeguarding Adults Board Annual Report

The Panel welcomed the Independent Chairman and Board Manager to its September meeting and considered the Board's Annual Report 2016/17 and the activities of the Board.

Arising from this item the Panel suggested to the Cabinet Member that more information for the public about Power of Attorney might be helpful as there appeared to be a general lack of awareness about this. It also suggested that a nominal training budget for the Board would be helpful in supporting its work.

Social Work with Adults: Strengths Based Approach

The Panel has discussed this topic on two occasions this year and has been impressed with the concept and the enthusiasm which was displayed by two social workers who attended the Panel meeting in September to report on progress with the pilots of the "three conversation" model.

The overall aim of this approach is to reduce the number of multiple contacts made to social workers. This had led to delays in the time taken to see clients and a reliance on some services which could be avoided with earlier support. In September the Panel learned that the pilots were showing a positive impact in terms of increasing or maintaining independence and empowering social workers in their role. The Panel will keep updated on progress with this.

Children and Families Overview and Scrutiny Panel

Support for Children with Disabilities During Transition to Adulthood

The Panel met with the Adult Care and Well Being Panel to consider arrangements for children with disabilities when they transfer between Children's and Adult services.

The Panels heard that generally arrangements were made early and enabled a planned transfer. However, in order to decide whether any further scrutiny is necessary, the lead Scrutiny Members for Adult Services and Children and Families, are carrying out some further work to understand more about the Council's support to young people with disabilities as they make the transition to adulthood. Feedback from service users and their families so far has been very positive, and one area being followed up is to look at experiences of those in mainstream schools.

Service Improvement Plan and Alternative Delivery Model

On 24 January 2017, Ofsted published their report entitled 'Inspection of services for children in need of help and protection, children looked after and care leavers; and Review of the effectiveness of the Local Safeguarding Children Board'. The overall judgement for Worcestershire was 'inadequate', which was disappointing and un-satisfactory for the children and young people of Worcestershire and everyone involved in supporting those services.

The Panel considered the Ofsted Report and its implications for Scrutiny at a meeting a few days after publication, in January 2017. One of the recommendations from this Meeting, that Corporate Parenting training should be mandatory for all Councillors, was implemented following the May County Council Elections.

The main focus for the Panel since this Ofsted judgement has been Scrutiny of the Service Improvement Plan. The Panel has held, and will continue to hold, additional meetings in order to carry out its role effectively which includes the consideration of feedback from Ofsted monitoring visits at regular intervals.

In addition, the Panel has participated in a learning event supported by the Local Government Association (LGA), with representatives from the Corporate Parenting Board, Worcestershire Safeguarding Children Board and the Cabinet Member with Responsibility for Children and Families, to clarify the roles of each body and establish how they can work effectively. As part of this the Panel considered its Work Plan for the year and identified ways in which this could be achieved outside formal Panel meetings, to maximise its capacity.

The other main item that has occupied the Panel is the proposals for an Alternative Delivery Model for Children's Services. The Panel has been involved in pre-scrutinising the proposals considered by Cabinet in December and at its suggestion a briefing for all Councillors was arranged to explain the outcome of the options appraisal prior to consideration by the Cabinet. The Panel has a key role to play in enabling the input by non-Cabinet Members to the development of the options prior to the deadline for submission of the proposals at the end of March 2018.

Worcestershire's Children and Young People's Plan 2017-2021

The Panel considered the draft Children and Young People's Plan prior to this being agreed by the Health and Wellbeing Board and Council.

The Panel considered the Plan to be good but was concerned that partners were committed to supporting its delivery. This concern was reported to the Health and Wellbeing Board when it signed off the final draft for recommendation through to Council.

Worcestershire Safeguarding Children Board Annual Report 2016/17

The Panel considered the Annual Report of the Board for 2016/17.

The Board had achieved a number of objectives during the year, including an updated framework for a Whole School Approach to Healthy Relationships and a refreshed Child Sexual Exploitation (CSE) Policy.

Throughout the year, the Board received updates on the move to create a single 'family front door' to manage all contacts and referrals to Children's Social Care. Following their Inspection in October 2016, Ofsted inspectors expressed concern that referring agencies were not routinely using the Levels of Need (Thresholds) Guidance leading to a high volume of inappropriate referrals and thresholds were not always being applied consistently during the daily triage process. The Board was already aware that the Levels of Need (Thresholds) guidance did not adequately address the early help pathway and that this was a gap. The Levels of Need (Thresholds) Guidance has since been significantly redrafted and would be reviewed again during 2017/18 to reflect the early help pathway when approved by the Board.

Corporate and Communities Overview and Scrutiny Panel

Place Partnership

The Panel has received an update about how the relationship with Place Partnership Ltd (PPL) is developing.

The Partnership provides estate management services to each of the organisations which are shareholders in the Company including the County Council. The Panel examined the way in which the company provided services on a day to day basis. It noted that savings of £3.6m had been achieved so far and heard how the Company operated on a day to day basis. It recommended that Members were informed of work planned for Council buildings in their divisions so they in turn could inform residents.

Economy and Environment Overview and Scrutiny Panel

Local Transport Plan 4

In January, the Panel considered the content and consultation arrangements for the draft Local Transport Plan 4 (LTP4). Overall, the Panel was broadly content and supportive of the strategies and schemes set out in the draft LTP4 document, aside from some queries about how long implementation would take.

Highways Development Management Processes – sections 278 and 106

The Panel has considered an update on improvements to the Development Control Process related to developer funded infrastructure. The main aims of the discussion were to understand:-

- How to get developer-funded Highways Infrastructure built quicker for the benefit of residents and road users
- How can Network Control help ensure the planning conditions imposed on developers to build certain highways infrastructure by certain key times (i.e. before the houses are occupied) are met?
- How will Highway Liaison Engineers help Councillors be informed and involved with major developer-funded highways infrastructure in their division at planning stage, and once planning has been approved?

The overview followed Member aspirations to speed up highways development management processes and the Panel considered that Officers had demonstrated progress with this. However, the Panel did ask for some further information including updates on implementation of the 10 point plan where a number of outcomes are due for completion in 2018-19.

Delivery for Cycling

In January 2017, as part of the Consultation process, the Panel discussed the Local Transport Plan 4. At the time, the Panel made some comments in relation to cycling and this item sought to follow up and find out more detail about provision of facilities.

Encouraging cycling supports priorities in the Health and Wellbeing Strategy and is estimated to boost the Worcestershire economy by £5m per year.

The Panel was surprised that currently there was no specific budget for cycling in the Council plan. Provision for cycling facilities was usually met via bids for specific grant funding. It was agreed to recommend to the Overview and Scrutiny Performance Board that it should request that a specific amount should be included in the 2017/18 financial year for cycling and that a budget for cycle way improvements be ring fenced for future years to ensure continued focus on this.

Footways

At its October meeting, the Panel followed up on recommendations made by the Footways Scrutiny Task Group in early 2017.

The Panel asked about progress with the Guidance on Well Managed Highways Infrastructure and was informed that Officers were working with regional colleagues on this. The Panel would be provided with a further update in due course.

The Service had received an additional £6m funding, but the Panel considered that whilst the Service was generally operating well, further work could be done to assess whether the County Council was obtaining best value for money in its current arrangements for footway repairs and construction.

Broadband

The Panel looked the Broadband Programme including progress with Contract 2 (to increase the number of premises with access to superfast Broadband speeds by September 2017), communications to residents and value for money.

Panel Members raised queries concerning people who did not know when they would have access to superfast Broadband, for example, those trying to sell their homes. Officers will look at the possibility of providing details to local Members about where the rollout is planned to take place before December 2018. The Panel considered that the programme has been successful but asked that Local Members are kept informed about progress in their divisions. Local Members also have a part to play in encouraging the take up of self-help schemes.

Health Overview and Scrutiny Committee (HOSC)

Review of Acute Hospital Services

The Committee has been involved at regular intervals in scrutinising the progress of the Review of Acute Hospital Services since this began in 2012. The final decision was made by Clinical Commissioning Groups (CCG's) in July 2017.

One of the main concerns expressed during the Consultation related to transport to the main hospital sites and this was addressed in the final proposals. It was noted that a Department of Transport bid had been submitted to establish a community transport option, which would be based on Home to Hospital and possibly become more integrated to include other appointments.

The Committee was pleased to note that a capital sum of £29.6m had been agreed for works to improve the capacity at the Worcestershire Royal Hospital site. However, it was disappointed to learn that this was subject to completion of a business case as it supported the Trust's aim to complete the building works by 2020.

The Committee continues to receive updates on the implementation of the proposals.

Quality of Acute Hospital Services

The Care Quality Commission (CQC) issued a Section 29 Notice to the Acute Trust in January 2017. This is a statutory warning notice issued when significant improvement is required in an NHS trust and a simple warning is not enough.

The Committee has received details of, and updates on, the implementation of the Trust's Improvement Plan. Progress has been achieved in some areas, such as dealing with fractured neck of femur. However, issues remain and the Committee will continue to receive updates.

Cancer Services Update

The Committee followed up a previous review of proposals to change how cancer services are provided to find out how the services are operating currently.

Scrutiny Task Groups

Commissioning: Staff Terms and Conditions

This Scrutiny looked at how the Council ensures that those it commissions from are fair employers. The Task Group is reported in January 2017 and the report was considered by Cabinet in February 2017.

Effectiveness of the Prevention and Recovery Drug and Alcohol Misuse Service

This Scrutiny investigated how the County Council, with partners, is developing prevention and recovery approach and an effective service to help reduce drug and alcohol misuse. It is also investigated how effectively the Council is working with other agencies to improve the help and advice provided to addicts and their families. The Task Group reported in January 2017 and its Report was considered at Cabinet in February 2017.

APPENDIX 1 - Overview and Scrutiny Work Programme 2017/18

Overview and Scrutiny Performance Board	
Standing items	<ul style="list-style-type: none"> • Review of Work Programme and Cabinet Forward Plan • Call-ins • Panel/Committee Updates • Leader of Council Q&A • Crime and Disorder Annual meeting • Budget Scrutiny Process
Transitions	<p>On 21 June a joint meeting of the Adult Care and Well-being O&S Panel and the Children and Families O&S Panel was held to discuss issues relating to the transition between Children's and Adult Services. Following the meeting, Members expressed an interest in setting up a scrutiny task group to investigate further. The Chairmen of both Panels have met with Officers to start the scoping process.</p>

Adult Care and Wellbeing Overview and Scrutiny Panel:	
1.	Three Conversation model (new model for social work)
2.	Outcome-based Commissioning – homecare and care providers
3.	Staffing – sickness, recruitment, retention and agency spend
4.	Isolation (including social isolation)
5.	Prevention work and its success in keeping people independent – possible task group
6.	<p>Technology in Care</p> <ul style="list-style-type: none"> • Analysis of successful IT across the health and care sector with a view to showing success against: - supporting people to stay at home, promoting independence, increasing quality of life, reducing the cost of care and protecting personal dignity. • The claim is always that IT increases the potential for loneliness, is this correct?
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Safeguarding • Budget Scrutiny Process

Children & Families Overview and Scrutiny Panel:	
	<p>The main focus of the Panel's work is to follow up to the Ofsted report and the implementation of the Service Improvement Plan, and this will be a standing item on all agendas. In this context, Panel Members have highlighted the following particular concerns:</p> <ul style="list-style-type: none"> • The workload of social workers (including travel time and key workers); and • The need to consider comparative figures in relation to performance of agency staff, recruitment and retention, and caseloads.
1.	<p>Vulnerable Children</p> <ul style="list-style-type: none"> • Child employment and labour • Education at home
2.	<p>0-19 Agenda</p> <ul style="list-style-type: none"> • Children's centres
3.	<p>Alternative Provision</p> <ul style="list-style-type: none"> • Pupil Referral Units • Review of current provision of service and how it is delivered • Babcock Prime • Migrant Children
4.	<p>The performance of Babcock Prime (with a particular focus on performance at KS2)</p>
5.	<p>Assistive Technology</p>
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Safeguarding • Budget Scrutiny Process

Corporate & Communities Overview and Scrutiny Panel:	
1.	Worcestershire County Council - Property <ul style="list-style-type: none"> • Accountability of the Place Partnership • How do we use our property? • Review of capital monies and property
2.	Worcestershire County Council Workforce <ul style="list-style-type: none"> • What future skills/roles does the Council need? • What skills gap exists? • Does WCC pay and reward effectively? • Does WCC have a strong succession management system? • Does WCC recruit the required talent and behaviour? • Do WCC Managers support a performance driven culture based on achieving the best outcomes for the people of Worcestershire? • Are the corporate values embedded across the organisation?
3.	What can Worcestershire County Council do to maximise income generation?
4.	How can Worcestershire County Council support Local Business? <ul style="list-style-type: none"> • Can Worcestershire County Council use Social Value Act to procure services locally?
5.	Culture: How can we utilise the Culture of Worcestershire to maximise the benefit to the County? <ul style="list-style-type: none"> • Analysis of cultural offering and how it can be improved • Role of Council and partners • Funding opportunities – are they being utilised?
6.	Councillor IT
7.	Information sharing with District Councils
8.	Road safety (particularly around schools)
9.	Commissioning – How do we manage and ensure value for money and quality service?
10.	Communications – How do we ensure residents have easy access and we communicate service levels? WCC brand and the postal service
11.	The Council's role in post-Brexit subsidy mechanisms for rural activities.
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Budget Scrutiny Process

Economy & Environment Overview and Scrutiny Panel:	
1.	Highways development control – improving joined-up working and include Highway's Engineers capacity (task group?)
2.	Footways – update on implementation of recommendations agreed from the interim scrutiny report (mini review)
3.	Cycle paths – how to improve getting around the county
4.	Local Transport Plan 4 – how plans are implemented
5.	Annual review of the Worcestershire LEP's contribution to all sectors of Worcestershire's economy <ul style="list-style-type: none"> • Accountability, remit, resources and performance • Relationship with partners • Agriculture and Tourism economies
6.	How to improve getting around the County <ul style="list-style-type: none"> • Congestion • Roadwork's • Cycle Paths, footways, footpaths and bridle paths • Public transport • Transport and access to hospitals • Buses (task group?)
7.	Cleaning programme for gulleys and drains (mini review)
8.	Asset management – incorporating lessons learned from Evesham's Abbey Bridge
9.	Budget scrutiny (mini task group of panel Members)
10.	Flood risk management
11.	Broadband update
12.	Transport and Access to hospitals
13.	Relationship with Highways England
14.	Residents zonal parking schemes and additional car parks
Standing item	<ul style="list-style-type: none"> • Performance Management • Quality Assurance • Budget Scrutiny Process

Health Overview and Scrutiny Committee:	
1.	Implementation of the clinical model for the future of acute hospital services in Worcestershire – checking implementation and impacts
2.	Sustainability Transformation Plan (Partnership) – overview and continue to receive updates and check proposals arising from this
3.	Community hospitals and minor injuries units – roles of these and plans for the future
4.	Quality of acute hospital services – continue to be updated and check the implementation and impact of action being taken
4.	Mental Health: <ul style="list-style-type: none"> • Older Adults – review following implementation of new ways of working as outlined in the briefing to HOSC Members in August 2017 • Children including child and adolescent services - update
5.	Ambulance Services update
6.	Cancer Services – update since last discussion in 2015
Standing items	<ul style="list-style-type: none"> • Substantial Variation considerations • Quality Accounts

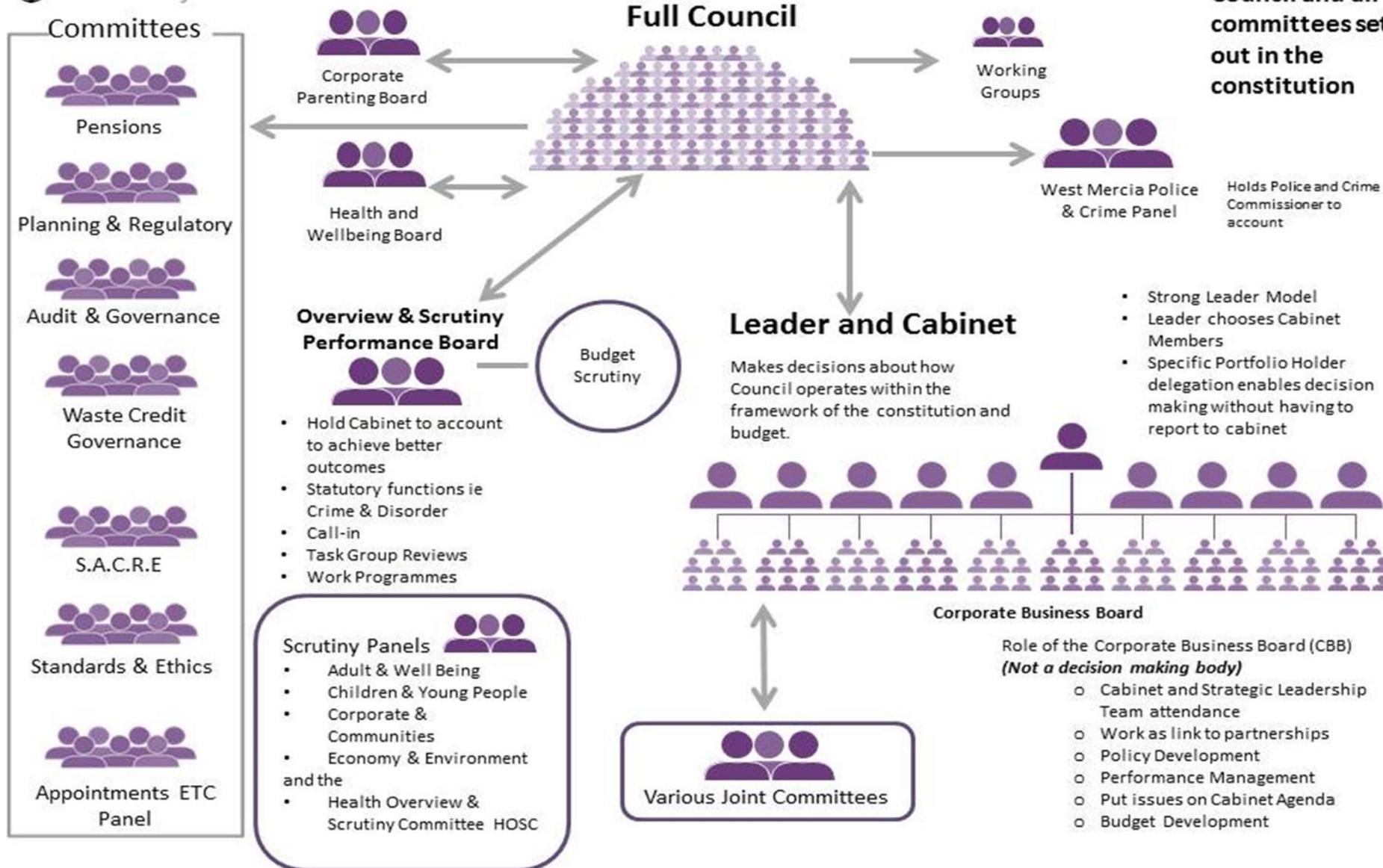
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Appendix 2



Governance Model

Role of Full Council and all committees set out in the constitution



APPENDIX 3 – Membership

Overview & Scrutiny Performance Board

Chris Bloore - Chairman
Liz Eyre - Vice-Chairman
Alastair Adams - Economy and Environment
Juliet Brunner - Adult Care and Well Being
Paul Middlebrough - Crime and Disorder Lead Member
Fran Oborski - Children and Families
Kit Taylor - Corporate and Communities
Paul Tuthill - Health Overview and Scrutiny Committee

Adult Care and Well Being O&S Panel

Juliet Brunner - Chairman
Liz Tucker- Vice-Chairman
Rob Adams
Tom Baker-Price
Andy Fry
Phil Grove
Paul Harrison
Pattie Hill
Shirley Webb

Children and Families O&S Panel

Fran Oborski - Chairman
Jane Potter– Vice Chairman
Pat Agar
Bob Banks
Rita Dent
Pattie Hill
Steve Mackay
Tracey Onslow
Shirley Webb
Bryan Allbut – Church of England rep
Charmian Richardson – Parent Governor

Economy and Environment O&S Panel

Alastair Adams - Chairman
Paul Denham – Vice Chairman
Bob Brookes
Brandon Clayton
Matthew Jenkins
Adam Kent
James O'Donnell
Ceri Stalker
Rebeca Vale

Corporate and Communities O&S Panel

Kit Taylor – Chairman
Mary Rayner – Vice Chairman
Adam Kent
Robin Lunn
Richard Morris
James O'Donnell
Prof John Raine
Andy Stafford
Peter Tomlinson DL

Health Overview and Scrutiny Committee

Worcestershire County Council
Paul Tuthill – Chairman
Pat Agar
Bob Brookes
Phil Grove
Prof John Raine
Mary Rayner
Chris Rogers
Andy Stafford
Peter Tomlinson DL

District Councils
Frances Smith – Wychavon DC – Vice Chairman
Tony Baker – Malvern Hills DC
Charles Hotham – Bromsgrove DC
Nina Wood-Ford – Redditch BC
Mike Johnson – Worcester City Council
Anne Hingley – Wyre Forest DC

APPENDIX 4 - Performance and Activity Measures

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
No. of Scrutiny Reports published	3	5	7	7	2	2
% of scrutiny recommendations accepted by Cabinet	98	80	100	95	100	88
"Short scrutinies" ¹	39	68	45	54	45	79
No. of call ins received	0	1	0	2	0	2
Total no. of issues considered	45	75	53	63	47	85
No. of meetings serviced ²	44	61	51	65	58	56

¹ Number of separate issues considered

² OSPB/Panels/HOSC/Task Groups

Further copies of this report are available from:

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