

Overview and Scrutiny **Annual Report 2018**

January 2019

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Foreword

There can be no running away from the fact that local government faces significant funding challenges, which are pushing councils across the country into uncharted territory. It is in this landscape that a robust and thoughtful scrutiny process must rise to the occasion to play its part in policy making and challenging the decisions of the executive. Whatever the political balance of a council, no group or individual has a monopoly on good ideas or insight.

The last twelve months have been a busy time for scrutiny panels and the board itself. As you will read in the following pages, many serious and important subjects have been scrutinised by councillors. This month, panels will be assessing budgetary information, scrutinising performance and offering thoughtful considerations to the executive on their proposed priorities and policies in the budget.

There have been several excellent task and finish groups, where small groups of councillors have met on a consistent basis on a single issue. It has been my experience that in these 'task groups,' scrutiny works at its best with clear objectives. The 'Overnight Short Breaks' and 'Bus task group' are good examples of where short and long term policies can be put forward via scrutiny to help assist the executive and produce better outcomes for the residents we serve and the public services many of them rely on.

We must never restrict our ability to scrutinise, whether that is in individual panel meetings with arbitrary limits on the number of questions that councillors can ask or by limiting our capacity to scrutinise multiple subjects (within reason) at a time. It is therefore important for me to raise the issue of capacity of the scrutiny team. Our scrutiny team has reduced in numbers over previous years and our commitment to hosting the West Mercia Police and Crime panel further reduces our capacity. At a time when the council faces difficult decisions on the future of key public services, it has never been more important that we have the staffing support to do the vital research work, report drafting and scheduling that often goes on out of view of councillors. I would like to thank the members of the OSPB for their time and commitment, the panels for their hard work and all staff members for their diligence and hard work in ensuring our scrutiny processes work.



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**.

How the Scrutiny bodies fit with the governance of the Council and details of their memberships can be found at **Appendices 2 and 3**.

Overview and Scrutiny Performance Board (OSPB)

The OSPB has considered a range of issues in 2018. These have included strategic Council-wide matters, such as scrutiny of the Local Enterprise Partnership and a discussion with the Leader about the approach to the Budget for 2019-20 and Scrutiny's role in this.

In fulfilling its role to co-ordinate the Scrutiny function, the Board has agreed Scrutiny Reports on bus and community transport services, the provision of overnight unit-based short breaks for children with disabilities and work on reviewing consultation arrangements for LTP4.

Learning

In addition to formal meetings scrutiny members have attended informal briefings and site visits to increase their knowledge of specific areas of work, from round table discussions to observing consultation events and even donning hard hats and high-vis jackets to check the equipment and processes for cleaning gulleys. Scrutiny has also initiated broader briefings for all members where they have identified a corporate interest arising from an issue examined at a meeting.

Scrutiny Annual Work Programme for 2018/19

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 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 a Cabinet member decision to introduce parking charges at the Countryside Centre. The Board agreed arrangements for hearing the call-in and this is planned to take place at an additional meeting of the Board on 14 January 2019.

Reflecting Matters of Concern to the Community

One of the roles of Scrutiny is to reflect on and consider issues of concern to the community. These may come to the Board's attention in many ways. For example, the Council referred a number of matters to the Board. In February it examined the Assessment of Children and Young People who may have Autism, in response to a Notice of Motion at Council in November 2017. The Board made a number of recommendations to the CMR including that the age group of when ASD diagnosis was undertaken could be monitored along with the outcome of referrals to the Umbrella Pathway. In addition, it was agreed that the Children and Families Overview and Scrutiny Panel look would add the SEND Strategy and behaviour support to its Work Programme.

A further Notice of Motion from Council sought the establishment of a Task Group to scrutinise bus and community transport provision and this is dealt with later in the report.

In December the Board received a report from the County Council's representative on the West Mercia Police and Crime Panel about its scrutiny of the announcement by the Police and Crime Commissioner that he and the Chief Constable had given notice of withdrawal from current Strategic Alliance arrangements with Warwickshire. This report was as a result of concern about the proposals expressed by many members and the Board has asked to be kept updated on this issue.

Scrutiny of Other Agencies

In May the Board met with representatives of the Worcestershire Local Enterprise Partnership (WLEP) to discuss governance arrangements and its effectiveness. This scrutiny of an organisation in which the County Council is a partner is regarded as best practice. Outcomes included:

- the WLEP will be attending the OSPB on an annual basis, to update it on the operations of the WLEP over the last 12 months and the programme of activity for the following year
- consideration would be given to allowing observers at the WLEP Board meetings and
- OSPB would be given the opportunity to input into the Internal Audit terms of reference for the WLEP audit process, prior to being agreed by the FAR Committee.

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. This year particular attention was paid to issues and activity around modern slavery. It was noted that the County Council's Internal Audit Team were considering the LGA Report on tackling modern slavery: A Council Guide, with a view to benchmarking the Council's position. The Board looked forward to looking at the results of this work when it was available.

At the same meeting the Board received a report about the Safer Roads Partnership where the roles of various agencies in improving road safety were discussed.

Budget 2018/19 and 2019/20

The Board collated views on the draft budget for 2018/19 at its meeting in January and asked at that stage for in-year information to enable an informed contribution to budget discussions in future. The overall approach to the budget was discussed with the Leader at the Board meeting in April when it discussed a CIPFA Financial Resilience report presented to senior councillors in 2017 and again in June when the approach to budget scrutiny was considered.

During the year the Board has considered how it would like to approach monitoring performance generally and this is being reinvigorated via the Panels from 2019.

Adult Care and Well Being Overview and Scrutiny Panel

Consultation plans for changes to Learning Disabilities Day Services and Replacement Care (Respite) Services

The Panel has been updated regularly during the year about the process and outcomes of pre-engagement and subsequent consultation on day services and replacement care services for adults with learning disabilities. The Panel was pleased to be involved at an early stage. As part of its work it heard from representatives of organisations who had been involved in the pre-engagement work to check how this had been received.

Overall the Panel considered that the approach taken by the Directorate had been positive and transparent. It also demonstrated the importance of working with service users when services were being redesigned.

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 2017/18 and the activities of the Board.

Arising from this item the Panel suggested that to continue and improve understanding of the Board's and Panel's work the agendas and minutes of respective meetings should be shared. It also welcomed the attendance at its meetings of the Chair of the Safeguarding Adults Board at any time. The Panel was also keen to promote the Multi-Agency Safeguarding Hubs which it considered might present potential spend to save opportunities. The Director of Adult Services will follow up this suggestion in the first instance.

Preventing Loneliness and Isolation

The Panel considered this topic at its meeting in March. The background to this included research which showed that a lack of social connections was bad for people's mental and physical health, and that loneliness increased the likelihood of premature mortality by 26%. Lonely individuals were more likely to visit their GP, go into residential care and use accident and emergency services.

The Panel learned about progress with Reconnections - a new service run by Age UK Herefordshire and Worcestershire which recruits volunteers to reach lonely people and reconnect them with their communities, building on their personal strengths. At the time of the March meeting the service had supported over 1000 older people. The Panel was keen that elected members were aware of the potential for this service to support members of their communities and a representative of the service subsequently gave a presentation to members generally about its work.

Children and Families Overview and Scrutiny Panel

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 has increased the frequency of its meetings to focus on the Service Improvement Plan and latterly the development of the Alternative Delivery Model for Children's Services. This has included the consideration of feedback from Ofsted monitoring visits at regular intervals, in March, May and September.

The proposals for an Alternative Delivery Model for Children's Services (Worcestershire Children First, WCF) have been pre-scrutinised by the Panel and included its consideration in March of the draft full business case prior to consideration by Cabinet and submission to the DfE. At this stage the Panel clarified governance arrangements and discussed the financial arrangements for the setting up, and consequent operation of, the company.

At its November meeting the Panel considered progress with the implementation phase, particularly the proposal to broaden the scope of services and responsibility to be transferred to WCF which will include education services and the commissioning of community health services (subject to agreement from Worcestershire's Clinical Commissioning Groups). The Panel again considered the potential financial implications resulting from the expanded remit of the company and scrutiny's role in ensuring accountability for service delivery under the new arrangements.

The Panel is meeting again shortly to consider the implications of the decision to widen the scope of WCF to include the education function and the Commissioner for Children's Social Care has been invited to the meeting for this item.

SEND Action Plan

In May the Panel considered the SEND Strategy following its approval by the Health and Wellbeing Board and Cabinet. During March Ofsted and the Care Quality Commission carried out a joint inspection of Worcestershire to judge the effectiveness of the area in improving special educational needs and disability reforms as set out in the Children and Families Act 2014. The inspection letter was received in early May and was shared with the Panel.

A number of weaknesses were identified in the local area's practice which meant that the County Council and Clinical Commissioning Groups were required to provide a written Statement of Action. It was agreed that prior to sign off and submission, this would be considered by the Panel and in early August the CMR and relevant officers were invited to attend its meeting. The Panel considered the Statement very carefully and made suggestions for some improvements to drafting, which were accepted, and also suggested some actions, including raising awareness among parents about schools' responsibilities for part time timetabling for children with SEND.

Future Provision of Overnight Unit-Based Short Breaks for Children with Disabilities

A Task Group had been established in January 2018 to scrutinise the proposal to launch a consultation with families, professionals and other stakeholders on the future delivery of overnight unit-based short breaks in Worcestershire.

Cabinet had agreed to the consultation and to delegate the final decision to the CMR for Children and Families to be implemented by the Director of Children, Families and Communities.

The Task Group worked in a very short timescale to prepare a report, based on the original timescale for the consultation to end in February prior to a decision being made by the CMR. The report was presented to and agreed by Overview and Scrutiny Performance Board in April and the decision about the service was subsequently taken at the Cabinet meeting on 12 July, the CMR having decided not to exercise his delegation and referring it to the Cabinet to consider.

After the decision was made at Cabinet, the Panel called the CMR to its next meeting to discuss proposals for implementing the Cabinet decision. Arising from this, members asked for further information at the relevant time about work with the providers of overnight short break services on remodelling of the service and details of the savings required. Members of the Task Group also attended as observers meetings with parents about the ongoing process. At the time of writing this report the next decisions about the service are yet to be made.

Performance

During the year the Panel has worked with the Director of Children, Families and Communities to develop a set of performance indicators to enable it to oversee and monitor performance in the delivery of children's social care. The Panel has agreed that the indicators should include details of past performance in order to assess the direction of travel.

Worcestershire Safeguarding Children Board Annual Report 2017/18

The Panel has considered the Annual Report of the Safeguarding Board and discussed its contents with the Board's Independent Chair and Business Manager.

This year's report was more positive than the previous year, although there was still some work to do. Child Sexual Exploitation remained a priority but the Board is looking beyond this to the wider context of adolescent safeguarding.

The Safeguarding Board will cease from September 2019. Members explored the potential options for the future, including whether there would be an opportunity for more joined-up working with the Adult Safeguarding Board, particularly with reference to transitions and looking at the whole family. The Independent Chair replied that it was an absolute imperative for the 2 Boards to work together.

Corporate and Communities Overview and Scrutiny Panel

Commissioning

The Panel explored this topic on a couple of occasions during the year. An initial session to understand the vision for the role and future of commissioning was postponed as it was too soon after the commencement in post of the Chief Financial Officer and Director of Commercial and Commissioning.

The Panel returned to the topic in October when it learned that the Council had approximately 1500 contracts with suppliers, with a commercial spend of £494m in 2017/18 which included capital, revenue and pooled spending. The three largest contracts were Worcestershire NHS Health and Care Trust, Ringway Infrastructure Services and Mercia Waste amounting to over £100m between them. It was noted that at the other end of the scale, there were 2-3,000 individual care package contracts.

The Panel agreed it wished to:

- contribute to the development of the Procurement Strategy
- view the overall Commissioning project plan in order to scrutinise key milestones, achievements etc. to see how improvements were being delivered and to be made aware of commissioning priorities for the next 6 months
- receive an update in 6 months' time

In the meantime the Panel is considering which KPI's it should review in order to scrutinise the commissioning function effectively.

Libraries

The Panel has reviewed two aspects of the library service in the latter part of the year.

Libraries Remodelling

The Panel considered a detailed explanation of options set out in the Libraries Remodelling report agreed by the Cabinet at its meeting on 18 October.

The Panel discussed various potential options and considerations for the future. It has asked for more details about the costs of implementing Open Libraries, to help understand how the costs measure against the potential benefits of this model of service delivery. The Panel asked how it might support the process. It was suggested that its scrutiny and support in terms of how solutions might be implemented and its views on risks and potential issues would be welcome. The Panel will consider an update on this topic at its meeting in March 2019, prior to Cabinet consideration of proposals.

School Library Service

Following concerns expressed by some Members, it was agreed at the Overview and Scrutiny Performance Board on 25 October 2018, that the Panel would invite the Assistant Director of Families, Communities and Partnerships to its meeting to discuss and clarify the detail of the Officer Executive Decision relating to the School Library Service.

Among other issues, the Panel discussed with the CMR and senior officers the background to the decision to cease providing a library service to schools, potential commercial opportunities for the service and alternatives considered. The Panel will revisit the topic when it considers income generation at its January 2019 meeting.

Economy and Environment Overview and Scrutiny Panel

Community transport

In May the Panel discussed Community Transport including buses and access to hospitals. Council officers involved in supporting community transport attended the meeting as well as a representative of the Community transport sector.

Of particular concern to the Panel was pending changes in operating legislation where, if implemented, Community Transport operators using 9 - 16 seater minibuses would no longer be able to bid for contracts due to challenge by commercial operators. There was a danger that Community Transport schemes would have to close as a result. When asked about the worst case scenario, Members were informed that five schemes and around 14,500 journeys would be affected. The Panel recommended that if these were introduced, Worcestershire County Council contracts should be changed to enable minibuses with less than 9 seats to be considered. It also asked to be updated in due course on the outcome of the national consultation about this.

Highways England

In March the Panel met with representatives of Highways England to discuss its role and how it works with the County Council. The work and role of Highways England was added to the Panel's work programme following the Overview and Scrutiny Performance Board's discussion of transport in Worcestershire, as part of its review of the draft Local Transport Plan for 2018 - 2031 (LTP4). Some of the areas where clarification was sought included the impact of major works on nearby relief roads and residents, and how information about road closures is communicated to residents and road users.

The Panel was pleased to note that the Agency reported that when developing schemes, there is a really successful working relationship between the Local Authority, Local Planning Authorities and developers. Examples across Worcestershire were given where positive joint working had been successful. It learned that designated funds for delivery of small projects, such as cycleway, safety and environmental enhancements, has been under utilised and asked to receive details of this.

The Panel focussed on repairs to Oldbury Viaduct. Although members appreciated this was a complex project and was outside Worcestershire, the impact of the disruption caused on the M5 and surrounding routes as a result was being felt in the County by its residents and businesses.

Members expressed the view that Worcestershire and its local roads were paying the price for the traffic management for the scheme. The Panel did not understand the model currently in place and questioned whether alternative measures had been considered.

In response, Highways England stated that two independent reviews had taken place to inform the current model. It was agreed that the results of these would be shared with the Panel. Highways England fully appreciated that drivers were frustrated and that some drivers were making a different journey choice, however, it was also reported that the broader network had to be considered. In addition, it had been noted that some drivers were working differently, whether travelling by rail, or working more flexibly which was helping. Representatives also gave examples of where they had responded to concerns, for example by increasing signage and using social media to communicate about closures.

Superfast Broadband

The Panel has received an overview of the 3 broadband contracts which have been undertaken or started between July 2014 through to June 2019. Provision in rural areas was discussed, with particular reference to understanding the challenges faced in delivering improvements to these areas.

The Panel asked that Councillors are provided with a Superfast Worcestershire Broadband Programme update by individual divisions and a guidance note on the Community Fibre Partnership in Worcestershire in order to inform and keep their communities up to date on progress.

Health Overview and Scrutiny Committee (HOSC)

Quality of Acute Hospital Services

The Care Quality Commission (CQC) issued a Section 29 Notice to the Worcestershire 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. The latest update was based on the CQC report from June 2018 which showed that overall Maternity Services had improved from 'requires improvement' to 'good'. Diagnostics had improved from 'inadequate' to 'requires improvement', Services for Children and Young People had improved from 'inadequate' to 'requires improvement' at the Worcester site. Outpatients remained as 'inadequate' and Surgery was rated as 'inadequate'.

Although the overall rating for the Trust remained as 'inadequate' the CQC had recognised improvement and the impact of stable leadership and the overall 'Well-Led' domain improvement from 'inadequate' to 'requires improvement'.

The Committee has heard about changes in managerial style in dealing with the improvement challenges and commended the Trust for its 'back to the floor' approach. However, the Committee is concerned about whether changes are embedded in practice and will continue to receive regular updates.

STP – Sustainable Transformation Partnership Herefordshire and Worcestershire

The Committee considered an update on the progress with the STP at its meeting in January and followed up with a more in depth look at one workstream, the Local Maternity System, in July. The STP Herefordshire and Worcestershire is a collaborative arrangement between all local health and care organisations working across the area, supported by the voluntary sector and Healthwatch representatives.

Current plans set out a direction of travel for the next four to five years. Priorities include doing more to prevent illness and encouraging people to live healthier lives; improving access to GP appointments; improving community services which care for people at home, including making better use of technology and making acute and specialist services more sustainable.

During consideration of the overall STP, reference was made by members to the Community Hospitals being perceived as the 'jewel in the crown' and an asset to be utilised. It was interesting to note that with the concept of care closer to home their use would be stronger than ever, with examples given whereby extended GP access could see the sites being used as physical bases. Previously, it had been reported that beds could close as part of the STP programme and it was clarified that some future modelling work was being undertaken. Everyone acknowledged that the public was concerned and at an appropriate time in the future, an Item would be brought to HOSC.

As a follow up to these meetings some members of the Committee attended an informal briefing about the STP to expand their knowledge of how it operates.

Winter pressures

The Committee had asked for a cross sector review of winter pressures experienced during the 2017-18 winter season and held an extra meeting in July specifically for this item. This followed concern about the handover delays from ambulances at the Worcester Royal acute hospital site and consequent impact on the ambulance service and its ability to respond to emergencies and the lack of appropriate accommodation for patients at the Worcester site.

The Committee followed up the review by considering plans for 2018/19 with representatives from the health and social care sectors. Whilst there was evidence of informed cross sector planning for the winter challenges, it was acknowledged that there were risks to delivery which were difficult to manage. It was also concerned to learn from a senior NHS officer that the winter pressures – usually regarded as a seasonal event – had continued into the spring and beyond, which had an impact on the organisations' ability to respond.

One key element of preparing capacity at the Worcester Acute Hospital was building work to link the Aconbury wing to the main hospital building. Although funding had been brought forward for this, it had been piecemeal in fruition because of the processes involved in accessing it. The new bridge link was due for completion in December 2018, which would improve access to 50 existing but unmodernised beds (meaning that more acutely ill people could be cared for than previously). However, at the second session about winter pressures the Committee was disappointed to learn that this was delayed until mid-January 2019 and additionally that there was no provision within the contract for claw back of costs incurred because of the delay.

The Committee will continue to scrutinise the preparations for, and response to, winter pressures. It was keen that safe avenues of care are emphasised so that members of the public did not attend A&E unnecessarily; that all involved should champion the take up of the flu jab and that consideration should be given to how specific issues can be addressed in the longer term, such as how to improve the attractiveness of working in social care and health overall.

West Mercia Police and Crime Panel

The County Council is host authority for the West Mercia Police and Crime Panel, which is a scrutiny body and scrutinises the actions and decisions of the West Mercia Police and Crime Commissioner. The Panel comprises representatives from each local authority in the West Mercia area including the District Councils in Worcestershire.

The Panel met 5 times in the last year. It is required to consider certain items during the year including reviewing the PCC's proposals for the precept and comment on the PCC's Annual Report. As host authority Worcestershire County Council provides scrutiny, technical and Monitoring Officer support for the Panel, and administers complaints made about the conduct of the PCC.

During the year the Panel:

- scrutinised the decision of the PCC to sell the registration plate AB1, which had led to public concern. The Panel made a report with recommendations to the PCC arising from this
- reviewed the inspection findings into Police Effectiveness conducted by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which was part of its annual rolling programme of inspections on the efficiency, effectiveness and legitimacy of police forces within England and Wales (PEEL). Some of the outcomes of this inspection report and the overall grading were disappointing and the Panel discussed plans for improvement with the PCC and followed up with an update at its November meeting
- held an extra meeting to gain a better understanding of the reasons behind the 9 October joint announcement by the West Mercia Police and Crime Commissioner (PCC) and Chief Constable (CC) of their intention to withdraw from the current strategic alliance arrangements the force had with Warwickshire.

Currently a Task Group is considering the PCC's proposed precept for 2019/20 and will report to the February meeting of the Panel.

Scrutiny Task Groups

LTP4 Consultation Successes

Whilst this was not a full task group activity, this review followed up comments at an earlier OSPB seeking to learn about and share the good practice followed during consultation for the fourth Local Transport Plan for Worcestershire (LTP4). The review was carried out by OSPB member Paul Middleborough.

The recommendations about improving consultation practice made in the report were accepted with an addition about highlighting the role of local members in promoting public consultations in their communities.

Overnight Short Breaks

The Overview and Scrutiny Performance Board (OSPB) approved a proposal to set up a task Group at its meeting in January 2018. Its terms of reference were to scrutinise the proposals for changes including the potential impact across all overnight short break provision for children with disabilities. Through carrying out this exercise, Scrutiny may also comment on the consultation process.

Initially the decision about the Overnight Short Breaks service was due to be made as a Cabinet Member (CMR) decision in March, but was deferred and subsequently referred by the CMR to the Cabinet meeting in July. The Task Group's report was approved by OSPB in April and its recommendations considered alongside the Cabinet report.

The Task Group's recommendations had included one that the decision should be made by the full Cabinet to enable transparency. The CMR decided, in the light of the recommendation and emerging issues, not to exercise the delegation to make the final decision on the future provision of unit-based overnight provision and requested that it be considered by Cabinet.

At the time of writing this report the decision about the future of the service has not been made and Members of the Task Group continue to maintain a 'watching brief' and have attended meetings with parents about the ongoing process as observers.

Bus and Community Transport Provision

This Task Group was set up following a Notice of Motion at Council in September, which sought a "scrutiny of current bus and community transport provision, including the availability of transport at crucial times of the day to get to work, to school or college, to medical appointments and for shopping." The scrutiny had to be completed to feed into the 2019/20 budget process.

The report made 7 recommendations and the Cabinet Member's (CMR) response to the report was accepted by the Cabinet as the way forward. The CMR was generally supportive of 4 of the recommendations and responded that their contents would be included in the review of bus services that the department responsible was undertaking. His response indicated that the Task Group report would be a very useful document in informing the wider Transport Review which has begun and will look into the total provision of bus services across the whole County Council. Particular points he said will be considered in the review included home to school transport and SEND expenditure, to remove duplication; investigating the interlinkage between bus services and interdependencies; review of the criteria for bus subsidies; the accessibility of services for older people; refinement of the permit scheme for roadworks in relation to their impact on punctuality and the impact of bus services on social isolation.

Task Group members will follow developments with the Transport Review. When setting up the Task Group OSPB agreed that a second tranche of scrutiny work will be undertaken on options available for travel for the people of Worcestershire.

Appendix 1 - 2017/18 SCRUTINY WORK PROGRAMME

Agreed by Council September 2017

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> <p><input type="checkbox"/> 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.</p> <p><input type="checkbox"/> The claim is always that IT increases the potential for loneliness, is this correct?</p>
7.	Better Care Plans
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.	Vulnerable Children <ul style="list-style-type: none"> <input type="checkbox"/> Child employment and labour <input type="checkbox"/> Education at home
2.	0-19 Agenda <ul style="list-style-type: none"> <input type="checkbox"/> Children's centres
3.	Alternative Provision <ul style="list-style-type: none"> • Pupil Referral Units <input type="checkbox"/> Review of current provision of service and how it is delivered • Babcock Prime • Migrant Children
4.	The performance of Babcock Prime (with a particular focus on performance at KS2)
5.	Assistive Technology
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"> <input type="checkbox"/> Accountability of the Place Partnership <input type="checkbox"/> How do we use our property? <input type="checkbox"/> 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"> <input type="checkbox"/> 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

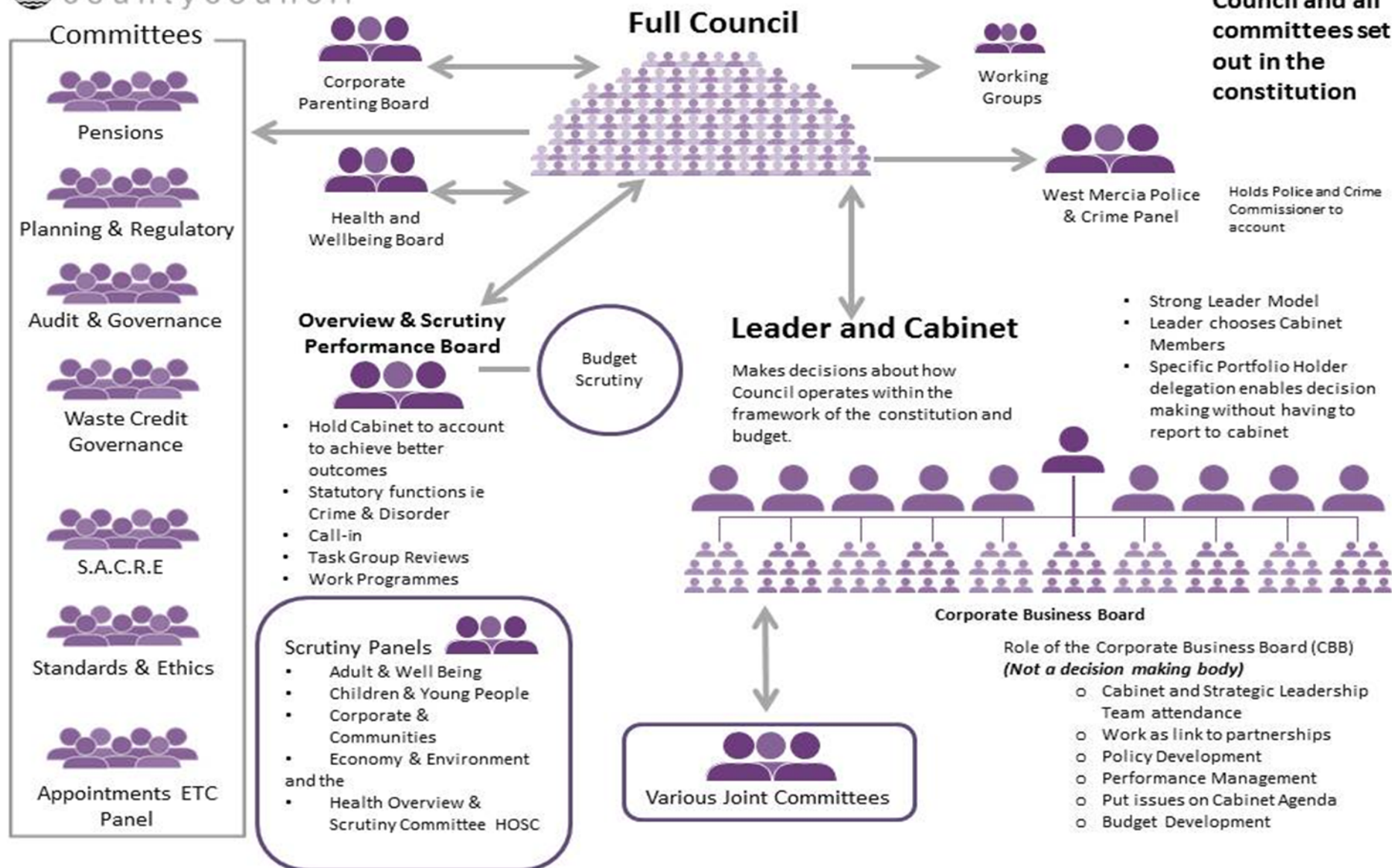
Economy & Environment Overview and Scrutiny Panel:	
1.	Highways development control – improving joined-up working and include Highway's Engineers capacity (task group?)
2.	Footways – update on implementation of recommendations agreed from the interim scrutiny report (mini review)
3.	Cycle paths – how 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



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
Robin Lunn
Shirley Webb

Children and Families O&S Panel

Fran Oborski - Chairman
Jane Potter– Vice Chairman
Pat Agar
Tom Baker-Price
Bob Banks
Rita Dent
Peter McDonald
Steve Mackay
Tracey Onslow
Bryan Allbut – Church of England rep

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
Richard Morris
James O'Donnell
Prof John Raine
Andy Stafford
Peter Tomlinson DL
Richard Udall

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
Chris Bloore – Bromsgrove DC
Mike Chalk – Redditch BC
Mike Johnson – Worcester City Council
Fran Oborski – Wyre Forest DC

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