

# Overview and Scrutiny **Annual Report 2015**

January 2016

[www.worcestershire.gov.uk](http://www.worcestershire.gov.uk)

# Contents

<b>Introduction</b> .....	<b>1</b>
<b>Overview and Scrutiny Performance Board</b> .....	<b>1</b>
<b>Adult Care and Well-being Overview and Scrutiny Panel</b> .....	<b>1</b>
Worcestershire's Care Market .....	1
Carers Strategy 2015-17 .....	2
<b>Children and Families Overview and Scrutiny Panel</b> .....	<b>2</b>
Child Sexual Exploitation .....	2
Worcestershire Children's Safeguarding Peer Review.....	2
<b>Corporate and Communities Overview and Scrutiny Panel</b> .....	<b>3</b>
<b>Economy and Environment Overview and Scrutiny Panel</b> .....	<b>3</b>
<b>Health Overview and Scrutiny Committee</b> .....	<b>3</b>
Acute Hospital Services.....	3
Patient Flow.....	4
Mental Health Services.....	4
<b>Archive and Archaeology Service Scrutiny Task Group</b> .....	<b>4</b>
<b>Increasing Physical Activity Scrutiny Task Group</b> .....	<b>5</b>
<b>Footways Scrutiny Task Group</b> .....	<b>5</b>
<b>Budget 2016/17 – Member Challenge Group</b> .....	<b>5</b>
<b>Commissioning: staff terms and conditions</b> .....	<b>6</b>
<b>APPENDIX 1 - Overview and Scrutiny Work Programme 2015</b> .....	<b>2</b>
<b>APPENDIX 2 - Overview and Scrutiny Structures</b> .....	<b>4</b>
<b>APPENDIX 3 - Membership</b> .....	<b>6</b>
<b>APPENDIX 4 - Performance and Activity Measures</b> .....	<b>8</b>

## Foreword

I'm pleased to present to Council the 2015 Overview and Scrutiny Annual Report.

We last reported in May 2015, when Council agreed a new Work Programme for Overview and Scrutiny. You will see that we have made a lot of progress on this, with several scrutiny reports due in early 2016.

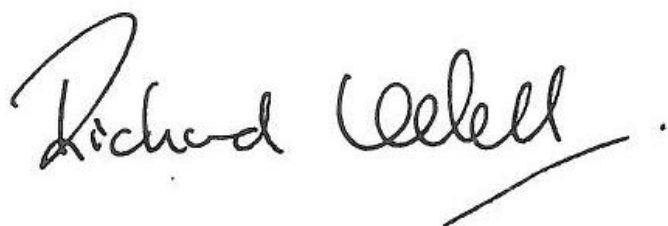
Council also agreed changes to the remits of the Overview and Scrutiny Panels, to ensure they better fit with the Council's New Operating Model.

Since May we have had some membership changes. Bob Banks has left OSPB and Liz Eyre has joined as Vice-Chairman. Bob will be missed, he was a hardworking and dedicated member of the board. Liz has provided new vision for scrutiny and has helped to deliver a new way of working.

The Vice-Chair has been working on proposals to ensure all scrutiny panels and OSPB are involved with Quality Assurance of newly commissioned services. Proposals will be put before members very soon. I am confident that the changes she is proposing will enable members to better challenge, question and hold to account the people who are delivering services on behalf of the County Council. It will involve a change in the way we operate, but I believe the changes will improve the work of Scrutiny.

I would like to thank all scrutiny members, and in particular the members of the Overview and Scrutiny Performance Board, for their hard work and commitment over the year. Also, I would like to place on record my appreciation and thanks to the Scrutiny Team; without their help, patience and assistance the job of scrutiny would be impossible. In particular I would like to thank Suzanne O'Leary who left us at the end of 2015. She will be missed.

This report highlights some of the key activities that have taken place during the year but if you would like to know anything more we would be delighted to talk to you. Contact details for the Scrutiny Team can be found on the back cover and you can find out more about our work by visiting our website at [www.worcestershire.gov.uk/scrutiny](http://www.worcestershire.gov.uk/scrutiny)

A handwritten signature in black ink that reads "Richard Udall". The signature is written in a cursive style with a long horizontal stroke at the end.

Councillor Richard Udall  
Chairman, Overview and Scrutiny Performance Board

This page is deliberately blank

## 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

The OSPB has considered a wide range of issues in 2015. These have included strategic Council-wide issues, such as the public health annual report, the Worcestershire Next Generation initiative, the annual community safety report and the public health ring-fenced grant, as well as discussions with key partners in the County including Worcestershire Citizens Advice Bureau and Worcestershire Local Enterprise Partnership (WLEP).

In fulfilling its role to coordinate the scrutiny function, the Board has agreed scrutiny reports on the 2015/16 budget, integrated waste, the Archive and Archaeology Service, positive activities and the Children's Safeguarding Peer Review, and has discussed how to take forward budget scrutiny and scrutiny's quality assurance role.

The Board has also set up scrutiny task groups to examine the following issues:

- Footways
- Increasing physical activity
- Commissioning: staff terms and conditions
- Effectiveness of the prevention and recovery drug and alcohol misuse service
- Integration of health and social care

## Adult Care and Well-being Overview and Scrutiny Panel

### Worcestershire's Care Market

The Panel has continued to look at domiciliary and residential care services for older people. Its discussion with representatives of service users and providers of older people services revealed concerns about the resilience of care services in the face of an ageing population and squeezed council budgets. The Panel is therefore keen to input into the Directorate's own work to assess the resilience of the care market, through an independently commissioned review which is currently underway.

Care in the community is strongly supported by the Panel, which has been reinforced by discussions about transforming care for adults with learning disabilities and learning from the aftermath of Winterbourne View. Panel members also gave full support to the Directorate's work to promote supported living and extra care projects for adults with physical disabilities, learning disabilities, mental health challenges, dementia or

increased frailty – enabling them to live independently, with 24 hour wrap-around care where required.

## **Carers Strategy 2015-17**

As part of consultation on the new draft Strategy for carers, the Panel highlighted the need to allow carer groups to feel on board with the new document and for the information to be relevant to the carer audience.

## **Children and Families Overview and Scrutiny Panel**

On 14 May Council agreed to a re-alignment of responsibilities of Overview and Scrutiny Panels in order to better fit with the Council's New Operating Model. It was agreed that the new Children and Families Overview and Scrutiny Panel should cover the following remit:

- Children's Social Care and Families
- Public Health relating to Families
- Education and Skills

## **Child Sexual Exploitation**

The Panel first considered the extent of child sexual exploitation in the County as part of a discussion on children missing from care. Subsequently, the Independent Chair of the Safeguarding Children Board (WSCB), the Head of Protecting Vulnerable People (West Mercia Police), and the Director of Children's Services were invited to discuss with Members the WSCB's approach to tackling child sexual exploitation. Following this the Panel considered the WSCB's Child Sexual Exploitation Strategy 2015-17 Action Plan, with the Panel's comments being fed back to the WSCB and Cabinet.

Members found that this was a complex and enormous issue and one which all members of the community should be aware of.

## **Worcestershire Children's Safeguarding Peer Review**

In November 2014, the County Council - as part of its desire to be a learning organisation - invited the Local Government Association (LGA) to facilitate a Peer Review on its approach to safeguarding children. The Peer Review took place in April 2015.

The Children and Families Overview and Scrutiny Panel considered the outcomes of the Peer Review at its meeting on 25 June 2015 and was informed that the LGA team had identified the following four priorities:

- A 'back to basics' Safeguarding Improvement Plan
- Resolving the future direction for the 'Front Door'
- Implementing a detailed financial recovery plan
- Review and defining the role of Early Help

Panel Members agreed to undertake further scrutiny to consider the Directorate's response to these priorities. Members agreed to meet in small groups to further consider the detail of the four priorities. Members' comments were then discussed by the OSPB and fed back to the Cabinet Member with Responsibility for Children and Families in order to inform future work.

## **Corporate and Communities Overview and Scrutiny Panel**

May 2015 Council extended the remit of the former Resources Scrutiny Panel to establish a new Corporate and Communities Panel to look at:

- Commissioning, contracts and commerce and ensuring the corporate commissioning cycle works well
- Transformation
- Finance
- Localism and Communities
- Organisation and employees

Since then the Panel has discussed a wide range of issues, including the commissioning process, Council complaints and the effect on staff of changes brought about by commissioning and the 'Smarter Working' strategy to work flexibly.

## **Economy and Environment Overview and Scrutiny Panel**

May Council agreed to a re-alignment of responsibilities of Overview and Scrutiny Panels in order to better fit with the Council's New Operating Model, with Localism and Communities moving to the new Corporate and Communities Panel to enable a stronger focus on Economy and Environment. The Panel has looked at a number of important issues this year, including:

- The impact on the bus network following subsidy reductions in September 2014 (including the closure of the Worcester North Park and Ride), and the development of community-based transport. Members sought assurances about how the Council worked with bus operators to address performance issues such as driver behaviour and service reliability.
- Public concerns about the Ketch Roundabout, which had resulted in safety action and an independent investigation by the Directorate.
- Economic progress in Worcestershire.
- The delivery of Superfast Broadband.

## **Health Overview and Scrutiny Committee**

### **Acute Hospital Services**

The Health Overview and Scrutiny Committee (HOSC) continues to push for swift conclusion of the '*Future of Acute Hospital Services in Worcestershire*' programme,

which was launched in September 2013 to take forward the proposals outlined in the previous Joint Service Review. Having broadly welcomed, in 2014, the Independent Clinical Review's recommendations for future service delivery, the HOSC has been very disappointed by the subsequent delay in finalising the process.

The Committee has requested regular updates on progress with the review, which will continue once plans have been signed off by NHSE and the clinical senate, enabling formal public consultation to take place.

During this time, the Chairman has sought assurances that clinical standards are being maintained and the Worcestershire Acute Hospital Trust remains financially sustainable. Despite being impressed overall by the Trust's continued efforts and frankness about the challenges faced – it is inevitable that this has impacted on staff recruitment, finances and quality of some services, which has led to the disappointing situation where the Trust has been placed in special measures following the Care Quality Commission inspection.

The HOSC has met with the Trust's new Improvement Director and 2016 will bring further updates on the Trust's Improvement Plan.

## **Patient Flow**

Worcestershire Royal Hospital has experienced extreme pressures on urgent care and delays in discharging patients during 2015, reflecting the picture nationally. HOSC members were impressed with a visit to the integrated patient flow centre, a hub aiming to get patients in the right place for the right care by linking with care services across hospitals, the community and adult social care. HOSC members were impressed by the resource commitment and systems in place and hoped that this model of joint working would realise its potential.

Plans to look further at integration between health and social care in 2016 will include a scrutiny of Worcestershire's Integrated Recovery Programme.

## **Mental Health Services**

Continuing its focus on mental health care, the HOSC has looked this year at services for older people and more recently at redesign plans for the reablement and employment service, as part of broader redesign of primary (GP based) and secondary (specialist) mental health services – which will continue into 2016.

## **Archive and Archaeology Service Scrutiny Task Group**

This Scrutiny Task Group examined Worcestershire's Archive and Archaeology Service and its future development. Along with many other council services, the service faced budget reductions and councillors were keen to look at the impact so far, future plans and how the provision of statutory services would be maintained.

The scrutiny found an excellent service, which is viewed nationally as an example of best practice. The fact that this has been maintained despite budget reductions of 64%



over 5 years demonstrated the quality of staff and innovative approach. A reduction in access hours had been well managed and access still compared well to other areas.

As part of the scrutiny exercise, input was given to emerging plans to develop a commercial arm of the service, the aim being to maximise earnings potential of the commercial and consultancy expertise. The task group fully supported this rationale, with the recommendation that income be re-invested in the service itself – there was strong feeling that the Council should be proud of this service, and that it should be promoted, protected and supported as much as possible.

## **Increasing Physical Activity Scrutiny Task Group**

In February 2015 the Overview and Scrutiny Performance Board discussed the Worcestershire Public Health Annual Report 2014. The report highlighted the need to increase opportunities for participation in physical activity and suggested there was fragmentation of responsibility between organisations in the County. A scrutiny task group was set up to look into this further.

The task group first met in July 2015 and so far has held discussions with:

- The Head of Public Health
- The Chief Executive Officer of Herefordshire and Worcestershire Sports Partnership
- Worcester Warriors Community Foundation
- Worcestershire Cricket
- Worcester RFC (Ladies)
- Worcester Ramblers Association
- Officers from the Countryside Service
- Colleagues from Worcestershire CCGs
- District Council Sports Officers

A report and recommendations will be published in the New Year.

## **Footways Scrutiny Task Group**

This scrutiny was established to investigate the condition of Worcestershire's footways, how funding is prioritised and allocated, and the potential impact of plans for increased integration of Public Rights of Way work with highways work. The Task Group is due to report in early 2016.

## **Budget 2016/17 – Member Challenge Group**

This year the Board decided to build on last year's Budget Scrutiny Task Group pilot and establish a Member Challenge Group to undertake 2016/17 budget scrutiny. Budget Challenge Group Members met with senior officers and the Leader of the Council for initial discussions on the direction of the 2016/17 budget. The Overview and Scrutiny Panels also held discussions with Cabinet Members and Directors and their views were fed back to the Member Challenge Group. Budget scrutiny will continue in early 2016 with further meetings with Senior Officers, Cabinet Members and Panel Chairmen.

## **Commissioning: staff terms and conditions**

This scrutiny started in November to look at how the Council ensures that those it commissions from are fair employers. The task group is due to report in early 2016.

## **APPENDIX 1 - Overview and Scrutiny Work Programme 2015**

### **Overview and Scrutiny Performance Board**

- 2015-16 Budget Scrutiny
- Worcestershire Citizens Advice Bureau
- Worcestershire Public Health Annual Report 2014
- Worcestershire Next Generation
- 2015/16 Scrutiny Work Programme
- Worcestershire Local Enterprise Partnership (WLEP)
- Annual Worcestershire County Council Community Safety Report
- 2016/17 Budget Scrutiny Planning
- Public Health Ring Fenced Grant
- Quality Assurance
- Worcestershire Children's Safeguarding Peer Review

### **Adult Care and Well Being**

- 2016 – 2017 Corporate Strategy Planning and Budget
- Review of the Supported Living/Extra Care projects
- Personalisation/Impact of changes under Future Lives
- Winterbourne View outcomes
- Worcestershire Safeguarding Adults Board Annual Report

### **Children and Families**

- Performance Monitoring – 2014/15 Performance Children's Services Balanced Scorecard for Quarter 2
- Positive Activities for Young People
- Fostering Transformation – Recruitment and Retention Project
- Child Sexual Exploitation
- Missing Children and Young People
- Child Sexual Exploitation: Action Plan
- Worcestershire Safeguarding Peer Review
- Worcestershire Safeguarding Children Board: Annual Report 2014-15
- Education and Skills – Post 16 Opportunities
- Overview of Looked After Children and Care Leavers' Commissioning Strategy
- Child and Adolescent Mental Health Services (CAMHS) and Speech and Language Therapy
- Corporate Strategy Planning
- Worcestershire Safeguarding Peer Review

### **Corporate and Communities (formerly Resources)**

- Performance Monitoring – 2014/15 Performance
- County Councillors' Divisional Fund
- Act Local
- Place Partnership
- Achieving Smarter Working
- Commissioning Process
- Corporate Strategy Planning & 2016/17 Budget
- Branding & Reputation

## **Economy and Environment**

- Passenger Transport
- Superfast Broadband
- Street Lighting
- Highway maintenance
- Public Satisfaction with Road Condition
- Ketch Roundabout
- Economic Progress in Worcestershire
- Corporate Strategy Planning & 2016/17 Budget
- Flood Risk Management Annual Report

## **Health**

- Patient Flow
- Primary Care
- Future of Acute Hospital Services in Worcestershire
- Cancer Services
- Health and Well-being Board Draft Strategy
- Worcestershire Acute Hospital Trust Updates following Inspections
- Adult Mental Health Services

## **Scrutiny Task Groups**

- Increasing Physical Activity
- Footways
- Commissioning – Staff Terms and Conditions
- Budget 2016/17

## APPENDIX 2 - Overview and Scrutiny Structures

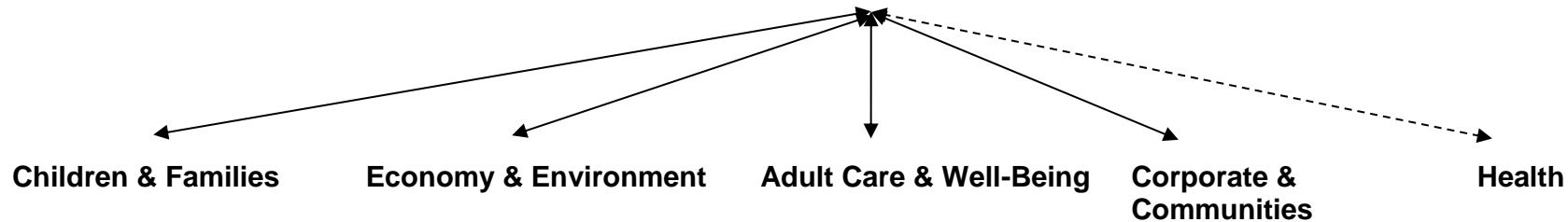
### COUNCIL

- Appoints OSPB chairman and lead scrutiny members
- Approves outline scrutiny programme
- Discusses annual scrutiny report



### OVERVIEW & SCRUTINY PERFORMANCE BOARD

- Considers Corporate Plan and strategic issues
- Agrees the scrutiny work programme
- Commissions scrutiny from Panels, task groups, joint work with districts, or itself
- Is the Crime and Disorder Scrutiny Committee
- Decides how call-ins are dealt with
- Determines budget and performance scrutiny process



*Covering the remits of the following Cabinet Members:*

- |   |   |  |   |   |
|---|---|--|---|---|
| <ul style="list-style-type: none"> <li>• Children and Families</li> </ul> | <ul style="list-style-type: none"> <li>• Environment</li> <li>• Highways</li> <li>• Economy, Skills and Infrastructure</li> </ul> | <ul style="list-style-type: none"> <li>• Health and Well-Being</li> <li>• Adult Social Care</li> </ul> | <ul style="list-style-type: none"> <li>• Transformation and Commissioning</li> <li>• Finance</li> <li>• Localism and Communities</li> </ul> | <ul style="list-style-type: none"> <li>• Health and Well-Being</li> </ul> <p>Worcestershire Health Services</p> |
|---|---|--|---|---|

**This page is deliberately blank**

## **APPENDIX 3 - Membership**

### **Overview & Scrutiny Performance Board**

Richard Udall - Chairman  
Liz Eyre – Vice-Chairman  
Chris Bloore - Crime & Disorder Lead Member  
Lynne Duffy - Children & Families  
Ken Pollock – Economy, Environment  
Andy Roberts – Health O&S Committee  
Kit Taylor – Corporate & Communities  
Tom Wells - Adult Care & Well Being

### **Adult Care & Well Being O&S Panel**

Tom Wells - Chairman  
June Griffiths - Vice-Chairman

Rob Adams, Chris Bloore, Andy Fry, Phil Grove, Anne Hingley, Clive Holt, Jim Parish

### **Children and Families O&S Panel**

Lynne Duffy - Chairman  
Fran Oborski – Vice-Chairman

Bob Banks, Paul Denham, June Griffiths, Ian Hopwood, Rachel Jenkins (until Sept 2015), John Thomas (from Sept 2015)  
Bryan Allbut – Church of England rep  
Francis Mohan - Catholic Diocese rep  
Charmian Richardson – Parent Governor  
Vacancy – Parent Governor

### **Economy & Environment O&S Panel**

Ken Pollock – Chairman  
Graham Vickery – Vice-Chairman

Alastair Adams, Alan Amos, Pat Agar, Phillip Gretton, Matthew Jenkins, John Thomas, Paul Tuthill

### **Corporate & Communities O&S Panel**

Kit Taylor – Chairman  
Stephen Peters – Vice-Chairman

Maurice Broomfield, Stuart Cross, Pamela Davey, Clive Holt, Robin Lunn, Liz Tucker, Paul Tuthill

### **Health O&S Committee**

#### *Worcestershire County Council*

Andy Roberts – Chairman

Phillip Gretton, June Griffiths, Phil Grove, Pattie Hill, Tony Miller, John Raine, Mary Rayner, Graham Vickery

#### *District Councils*

Tony Baker – Malvern Hills DC – Vice-Chairman

Brian Cooper – Bromsgrove DC  
Nina Wood-Ford – Redditch BC  
Mike Johnson – Worcester City Council  
Frances Smith – Wychavon DC  
Fran Oborski – Wyre Forest DC

This page is deliberately blank



## APPENDIX 4 - Performance and Activity Measures

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

<sup>1</sup> Number of separate issues considered

<sup>2</sup> OSPB/Panels/HOSC/Task Groups

## Further copies of this report are available from:

Overview and Scrutiny Team  
Legal and Democratic Services  
Worcestershire County Council  
County Hall  
Spetchley Road  
Worcester WR5 2NP  
Tel: 01905 766916  
E-mail: [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)  
<http://www.worcestershire.gov.uk/scrutiny>

This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from the Overview and Scrutiny Team on telephone number 01905 728713 or by emailing [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

If you can not understand the contents of this document and do not have access to anyone who can translate it for you, please contact 01905 765765 for help.

বাংলা। আপনি যদি এই দলিলের বিষয়বস্তু বুঝতে না পারেন এবং আপনার জন্য অনুবাদ করার মত পরিচিত কেউ না থাকলে, অনুগ্রহ করে সাহায্যের জন্য 01905 765765 নম্বরে যোগাযোগ করুন। (Bengali)

廣東話。如果您對本文檔內容有任何不解之處並且沒有人能夠對此問題做出解釋，請撥打 01905 765765 尋求幫助。 (Cantonese)

普通话。如果您对本文件内容有任何不解之处并且没有人能够对此问题做出解释，请拨打 01905 765765 寻求帮助。 (Mandarin)

Polski jeżeli nie rozumieją Państwo treści tego dokumentu i nie znają nikogo, kto mógłby go dla Państwa przetłumaczyć, proszę zadzwonić pod numer 01905 765765 w celu uzyskania pomocy. (Polish)

Português. Se não conseguir compreender o conteúdo deste documento e não conhecer ninguém que lho possa traduzir, contacte o 01905 765765 para obter assistência. (Portuguese)

Español. Si no comprende el contenido de este documento ni conoce a nadie que pueda traducírselo, puede solicitar ayuda llamando al teléfono 01905 765765. (Spanish)

Türkçe. Bu dokümanın içeriğini anlayamazsanız veya dokümanı sizin için tercüme edebilecek birisine ulaşamıyorsanız, lütfen yardım için 01905 765765 numaralı telefonu arayınız. (Turkish)

اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کر سکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

کوردی سۆزانی. ننگۆ نۆوانی تیبگی له ناوچۆزکی له نهم بۆلگهه و دهستت به ههچ کس ناگات که و ههگهژینۆه بۆت، تکلیه تهلظۆن بکه بۆ ژمارهی 01905 765765 و داوای رینۆینی بکه. (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਮਹੱਤਵ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)