

## TELFORD & WREKIN COUNCIL

### SCRUTINY MANAGEMENT BOARD – 17<sup>th</sup> MAY 2013

#### SCRUTINY WORK PROGRAMME - PERFORMANCE MONITORING REPORT

#### REPORT OF SCRUTINY TEAM

### PURPOSE

The purpose of the report is to provide information to enable the Scrutiny Management Board to monitor progress and outcomes in delivering the scrutiny work programme. The Board may make recommendations arising from the information contained in this report.

### BACKGROUND

The current Scrutiny Committee structure and appointments to the Scrutiny Committees was confirmed at Annual Council on 23<sup>rd</sup> May 2012. On 4<sup>th</sup> July 2012 the Scrutiny Management Board agreed to set a **two year work programme** (2012/13 – 2013/14), refreshed after 12 months, to allow for continuity of work over municipal years and consequently the process for agreeing the work programme as set out in the Scrutiny Handbook will not be carried out for 2013/14. The Board also agreed the allocation of suggested topics to the Scrutiny Committees for each Committee to decide its own work programme and set an indicative allocation of 6 meetings per Committee per year.

### PROGRESS MAY 2012 – MAY 2013

#### 1. Delivery of the Work Programme




The table below shows the items selected for the 2012/13-2013/14 work programme and progress against each item. Additional items added in-year are indicated on the table.

Committee	Topic agreed	Status	RAG
Scrutiny Management Board	Changing the Council & Local Communities Together- the Co-operative Way	Complete	Green
	Holding the Executive to Account	On-going	Green
	Update on Police & Crime Commissioner and Police & Crime Panel	Complete (further work required)	Green
	Appointment of Town & Parish Council scrutiny co-optees	Complete	Green
	Scrutiny Chairs' Updates	Standing item	Green
	Scrutiny Recommendations Database		Yellow
	Domestic Violence	(May meeting)	Yellow

Committee	Topic agreed	Status	RAG
	Issues added in-year: <ul style="list-style-type: none"> <li>Managing cross-cutting issues</li> <li>Changes to the Constitution and Scrutiny Handbook</li> </ul>	Complete	Green
<b>Budget &amp; Finance Scrutiny Committee</b>	Service & Financial Planning Report – 2011/12 Outturn	Complete	Green
	Local Government Finance: changes to funding mechanisms (Business Rates Retention Scheme, New Homes Bonus Scheme etc.)	Complete	Green
	Service & Financial Planning Strategy 2013/14 – 2014/15 (budget proposals)	Complete	Green
	Capital receipts	Complete (Audit Committee)	Green
	Issues added in-year: <ul style="list-style-type: none"> <li>Savings proposals agreed September 2012</li> <li>New Funding Formula for Schools</li> <li>Welfare Benefit Reforms</li> </ul>	Complete Complete Complete (with Co-operative & Communities)	Green
	Items agreed to date for 2013/14: <ul style="list-style-type: none"> <li>Budget proposals</li> <li>Safeguarding and Early Intervention Cost Improvement Plan</li> <li>2012/13 Outturn report</li> <li>Approach to shared services and outsourcing</li> <li>Approach to financial planning and setting priorities for 2014/15 and beyond</li> <li>Opportunities for commercial income</li> <li>Single Status</li> </ul>	All items scheduled for 2013/14	Red
<b>Children &amp; Young People Scrutiny Committee</b>	Children in Care Placement Strategy	Complete (Report to Cabinet June 2013)	Green
	Provision of Primary School Places	Underway (April-June)	Yellow
	Youth Services and Youth Offending Service	Scheduled Sept-Nov 2013	Red
	Early Intervention programmes	Scheduled Jan-March 2014	Red
	Issues added in-year: <ul style="list-style-type: none"> <li>Ofsted action plan (Safeguarding and Looked After Children)</li> </ul>	Complete, with regular monitoring (August 2014)	Green

<b>Committee</b>	<b>Topic agreed</b>	<b>Status</b>	<b>RAG</b>
	<ul style="list-style-type: none"> <li>Ofsted action plan (Fostering)</li> </ul>	Complete	Green
	Standing items: <ul style="list-style-type: none"> <li>LSCB briefing</li> <li>Children in Care Performance monitoring Dashboard</li> <li>Education attainment</li> </ul>	Complete (next Jan 2014) On-going On-going	Green
<b>Co-operative &amp; Communities Scrutiny Committee</b>	Co-operative Council updates	Complete (with future monitoring)	Green
	Welfare Benefit Reforms: Council Tax Support Scheme and Transitional Grant	Complete (Monitor September 2013 with Budget & Finance)	Green
	Welfare Benefit Reforms: Discretionary Housing Payment and council Tax Support Hardship Policy	Complete (Monitor September 2013 with Budget & Finance)	Green
	Welfare Benefit Reforms: Local Crisis Assistance & Local Resettlement Assistance Policy	Complete (Monitor September 2013 with Budget & Finance)	Green
	Welfare Benefit Reforms: How the Council and partners are supporting people through changes	Partially complete	Yellow
	First Point for Business update	Complete (Will continue to monitor)	Green
	Impact of changes to leisure concessions policy	Complete	Green
	Review of Co-operative Values and Employee Commission	Partially complete	Yellow
<b>Health &amp; Adult Care Scrutiny Committee</b>	Continuing Healthcare	Complete (Recommendations will be made to CCG)	Green
	Meals on Wheels	Scoped	Yellow
	Children and Adolescent Mental Health Services (CAMHS)	To be included in work on Mental Health services 2013/14	Red
	Public Health Transition	Further updates to be requested	Yellow
	Alcohol Strategy	2013/14 Work Programme	Red
	Vulnerable Adult Safeguarding Board Annual Report	2013/14 Work Programme	Red
	Standing item: Health and Social Care Policy Developments (including changes to	On-going	Green

Committee	Topic agreed	Status	RAG
	Health Scrutiny)		Green
	<b>Telford &amp; Wrekin and Shropshire Joint Health Overview &amp; Scrutiny Committee</b> (Sub-group of the Health & Adult Care Scrutiny Committee)		
	Travel and Transport Plan	On going	Yellow
	Stroke Review	On going	Yellow
	West Midlands Ambulance Service and Make Ready	On going	Yellow
	Reconfiguration of Hospital Services	On going	Yellow
	111 Service	On going	Yellow
	Ophthalmology	Completed	Green
	SaTH Foundation Trust Application	On going	Yellow
	Relocation of Head and Neck Surgery	Completed	Green
	Children's Surgery	On going	Yellow
	Emergency Department Review	On going	Yellow
	End of Life Care		Red
	<b>Housing, Economy &amp; Infrastructure Scrutiny Committee</b>	Waste Procurement and evaluation of Council owned and run Transfer Station	Partially complete
Housing		Topic identified – work being scoped	Yellow
Community Infrastructure Levy		Deferred until 2014/15	Red
Business Improvement Districts and attracting jobs to Telford & Wrekin		Scheduled 2013/14	Red
Other issues: Questions to Cabinet member for holding to account session		Complete	Green

-  Item completed or where the item has been to scrutiny and further monitoring or other work was identified.
-  Item under way and partially completed.
-  Item not looked at during the first year of the two year work programme.

## 2. Scrutiny meetings

The Scrutiny Management Board agreed a benchmark of 6 meetings per Committee per year. The table below illustrates the number of meetings held per Committee by type of meeting and the total number of meetings held.

Joint meetings have been accredited to the lead Scrutiny Committee to avoid duplication of counting, but the joint meetings are indicated on the table.

Committee	Benchmark	Formal meetings	Informal meetings	Total
Scrutiny Management Board	6	6		6
Budget & Finance	6	7	1	8
Children & Young People	6	6 <sup>1</sup>	4	10
Co-operative & Communities	6	4 <sup>2</sup>	4 <sup>3</sup>	8
Health & Adult Care and Joint HOSC	6	8 <sup>4</sup>	11 <sup>4</sup>	19
Housing, Economy & Infrastructure	6	1	5	6
Total	36	32	25	57

<sup>1</sup> Two meetings were joint with the Budget & Finance Scrutiny Committee

<sup>2</sup> Two meetings were joint with the Budget & Finance Scrutiny Committee

<sup>3</sup> One meeting was joint with the Budget & Finance Scrutiny Committee

<sup>4</sup> Health & Adult Care Scrutiny Committee: 4 formal committee meetings and 7 informal meetings; Joint HOSC 4 formal committee meetings and 4 informal meetings.

The Scrutiny Committees aim to hold as many meetings as possible in public session in the interests of transparency and public involvement. However, members may hold informal meetings where evidence being gathered is confidential or relates to individuals or where members decide an informal meeting is the best format for effective scrutiny

**Not reported** in the table are:

- Meetings carried out by individual or groups of members to gather evidence as part of a review (e.g. visits to children in residential care by members of the Children & Young People Scrutiny Committee)
- Other (non-scrutiny) meetings attended by scrutiny members relevant to a review (e.g. Employee and Co-operative Commissions, Welfare Benefit Training Sessions, Community Trust).
- Chair's briefings with officers from partner organisations or Council officers
- Scrutiny Chair "Keep in Touch" meetings with Cabinet Members and senior officers
- Scrutiny member attendance at regional or national scrutiny meetings.

### 3. Outcomes from Scrutiny Reviews

The tables in sections 1 and 2 are quantitative measures of activity. The table below shows the topics that have been scrutinised and attempts to assess the qualitative outcomes from each piece of work. It does not include reviews which are on-going.

Topic	Recommendations to Cabinet	Recommendations to other organisation	Contributed to policy development	Executive held to account	Performance monitoring	Report noted	Involvement of partners	Involvement of service users or public	Other
Changing the Council & Local Communities Together- the Co-operative Way				Y		Y			
Holding the Executive to Account sessions				Y					
Update on the Police & Crime Commissioner and Police & Crime Panel					Y				Letter sent to PCC supporting Leader's views on proposed closure of police stations. Further work on protocol with scrutiny identified.
Appointment of Town & Parish Council co-optees							Y		
Changes to the Constitution and Scrutiny Handbook			Y						Delegations agreed
Service & Financial Planning Report – 2011/12 Outturn					Y				
Local Government Finance: changes to funding mechanisms (BRRS, NHBS etc.)						Y			
Service & Financial Planning Strategy 2013/14 – 2014/15 (budget proposals)	Y*			Y					* Committee's response presented to Cabinet
Capital receipts						Y			Joint with Audit Committee
New Funding Formula for Schools						Y			
Children in Care Placement Strategy	Y				Y		Y	Y	Development of relationship with Chair of LCSB. New model of working. Joint working between Committees.

<b>Topic</b>	<b>Recommendations to Cabinet</b>	<b>Recommendations to other organisation</b>	<b>Contributed to policy development</b>	<b>Executive held to account</b>	<b>Performance monitoring</b>	<b>Report noted</b>	<b>Involvement of partners</b>	<b>Involvement of service users or public</b>	<b>Other</b>
Ofsted action plan (Safeguarding and Looked After Children)					Y				
Ofsted action plan (Fostering)					Y				
LSCB briefing						Y			Development of relationship with Chair of LCSB.
Education attainment					Y				
Children in Care Performance monitoring Dashboard	Y*				Y				*Recommendation to Cabinet as part of report on CiC placements.
Co-operative Council updates					Y				
Council Tax Support Scheme and Transitional Grant			Y						Joint working between Committees
Discretionary Housing Payment and Council Tax Support Hardship Policy			Y						Joint working between Committees. Member only meeting.
Local Crisis Assistance & Local Resettlement Assistance Policy			Y						Joint working between Committees
Progress on First Point for Business						Y			
Impact of changes to leisure concessions policy						Y			
Continuing Healthcare		Y					Y	Y	Establishing relationship with CCG and HWB
Public Health transition					Y				
Health and Social Care Policy Developments (including changes to Health Scrutiny)			Y				Y		
Joint HOSC (with Shropshire)		Y	Y				Y		
Waste Management					Y	Y			Fed into service

Topic	Recommendations to Cabinet	Recommendations to other organisation	Contributed to policy development	Executive held to account	Performance monitoring	Report noted	Involvement of partners	Involvement of service users or public	Other
Services Procurement Process									specification for bidders. Checked evaluation of Council owned WTS as recommended by Scrutiny Management Board at Call-in.

#### 4. Regional and National Scrutiny Work

Telford & Wrekin is a member of two regional scrutiny networks:

##### a) West Midlands Overview & Scrutiny Network

The network meets quarterly and is going into its third year of operation. Its purpose is to provide a forum for members and officers to consider, discuss and exchange views and information on national and regional issues affecting local authorities in the West Midlands and to voice those views as appropriate. The network has no formal standing as a joint scrutiny committee and meets on an informal basis.

Past meetings have been attended by relevant Scrutiny Chairs or Committee members. The aim is to bring knowledge and ideas back into Telford & Wrekin (this worked successfully following a network meeting on housing) although it is the view of the Scrutiny team that reporting lines back to the Scrutiny Management Board could be strengthened. This will happen by default for the next year - the Scrutiny Management Board is aware that Cllr. Derek White has been appointed as Chair of the network for 2013/14 and that the July meeting is being hosted by Telford & Wrekin. One of his key aims is to strengthen the voice of the network at national level and he is exploring innovative ways of achieving this in addition to representing the network at the National Overview & Scrutiny Forum which meets in London.

##### b) Regional Health Scrutiny Chairs and Officers Group

This is a mature network which has been operating for a number of years and meets quarterly. Its purpose is to act as a vehicle for regional and national health bodies and policy makers to inform scrutiny about proposals and consultations affecting health services in the West Midlands. It is also a forum for discussing and exchanging views between

member authorities. The network does not have formal standing as a joint committee and discussions about this in the past have faltered on the requirement for political balance or unanimous agreement by member authorities to waive political balance.

Cllr. Derek White attended all of the meetings in 2012/13. Telford & Wrekin hosted the January 2013 meeting and the Chair reported back to the Board on this in March.

## 5. New Ways of Working

Scrutiny outcomes can relate to direct outcomes from scrutiny work or to improvements in the way that scrutiny is carried out. This section highlights some examples of new ways of working which worked effectively during 2012/13.

Model	Examples
Sub-group model	<p>The Children &amp; Young People Scrutiny Sub-Group.</p> <p>A sub-group of 5 members (cross-group and a co-optee) was set up for the review of the care placement strategy. The group met between main meetings to critique and plan work. The Chair reported the sub-group's work back to the Committee.</p> <p>The model enhanced the process by bringing added rigour to scrutinising evidence, added depth by harnessing the diverse knowledge and skills of a cross-party/co-optee group, improved engagement of members throughout the process.</p>
Working in parallel with Executive and officers (policy development)	<p>The Co-operative &amp; Communities and Budget &amp; Finance Scrutiny Committees worked in parallel with the benefits team on the development of the new welfare benefit policies.</p> <p>Early concepts were presented to members allowing scrutiny to shape thinking by challenging assumptions, identifying gaps and eliminating shortfalls. For each piece of work, scrutiny's feedback was input into the final policies which went through to Cabinet and Council.</p> <p>Members developed an excellent relationship with officers so that scrutiny was proactively involved and member and officer resources were used to maximum effect.</p>
Member only meetings	<p>Members of the Co-operative &amp; Communities Scrutiny Committee met unsupported by officers to scrutinise the Discretionary Housing Payment Policy. The work was entirely member-led and did not require additional resource from the over-stretched benefits team.</p> <p>Members of the Co-operative &amp; Communities Scrutiny</p>

	<p>Committee have been interviewing staff from across the Council as part of a review. Members have set up their own meetings, carried out the interviews and taken notes without officer support.</p>
<p>Eliminating duplication of work</p>	<p>There has been joint working between Scrutiny Committees (Co-operative &amp; Communities, Budget &amp; Finance and Children &amp; Young People), and between Scrutiny Committees and other Council forums (Audit Committee, Employee and Co-operative Commission, Welfare Benefits Training Sessions).</p> <p>The Scrutiny Management Board responded to a Cabinet member's concern about duplication and agreed arrangements to minimise the risk of Members and officers reporting the same information to more than one committee.</p>
<p>Speed of response</p>	<p>Scrutiny of the welfare benefit policies showed how scrutiny can respond quickly to changing circumstances. The Committees often had to meet at short notice to enable scrutiny to feed in at the right time.</p>
<p>Effective use of meeting time</p>	<p>The Children &amp; Young People Scrutiny Committee has made good use of e-mail to streamline processes. An example is that draft Terms of Reference and lines of enquiry for reviews are circulated by e-mail for comment so formal endorsement can happen quickly at meetings. This has meant more committee time is spent on actual scrutiny and less on discussing "process" issues which can be done electronically.</p>
<p>Overall assessment of Scrutiny Team</p>	<p>The Scrutiny Team reflects on each piece of work to assess what worked well and what could be improved so that good practice is shared across scrutiny committees and lessons are applied to future work.</p> <p>As resources have become scarcer, scrutiny processes have become more streamlined to make best use of member and officer time. The Committees work flexibly and use the method of scrutiny proportionate to the issue and level of concerns. There has been a move away from the more formulaic scrutiny arrangements (In-depth, Spotlight and Special Interest) which has reduced unnecessary bureaucracy and changes to the Scrutiny Handbook have been drafted to reflect the changes.</p>

## **6. Call-in and Key Decisions**

### **Call-in**

Two Call-in requests were made during the 2012/13 municipal year:

- a) Cabinet decision of 31<sup>st</sup> May 2012 relating to the Waste Management Services Procurement. This was reported in the 2011/12 Scrutiny Annual Report.
- b) Cabinet decision of 26<sup>th</sup> July 2012 relating to the appropriation of land on Station Road, Newport. The Chair of the Scrutiny Management Board did not agree this was a valid Call-in and the request was rejected with the reasons given for the decision.

### **Key Decisions**

As reported previously to the Board, changes in the Localism Act, require that:

- Where a Key Decision is not published with 28 clear working days notice, the relevant Scrutiny Chair must be notified of the decision to be taken, or
- Where a Key Decision is not published with 5 clear working days notice, consent must be sought from the relevant Scrutiny Chair for the decision to be taken, or
- Where a Key Decision has been published with 28 clear working days notice but contains information exempt under legislation and has not been published as a private report, consent must be sought from the relevant Scrutiny Chair for the report to be exempted.

Three such requests were made to Scrutiny Chairs during 2012/13:

- a) Request for exemption of Cabinet report 28<sup>th</sup> February, Retention and Refurbishment of the Business Development Centre, Telford.
- b) Request for exemption of Cabinet report 28<sup>th</sup> March, Hadley Redevelopment Phase 2 – Waiver of normal procurement procedures.
- c) Request for the report on the Regeneration of Brookside to be added to the 25<sup>th</sup> April Cabinet agenda.

Cllr. Turley as Chair of the relevant Scrutiny Committee (Housing, Economy & Infrastructure) consented to each request. Advice was sought from the Scrutiny Team and relevant officers from service areas or legal. In each case, the urgency of the request was taken into consideration.

### **Report prepared by:**

**Stephanie Jones, Scrutiny Group Specialist: 01952 383114**

**Fiona Bottrill, Scrutiny Group Specialist: 01952 383113**