

TELFORD & WREKIN COUNCIL

**COMMUNITY FOCUSED EFFICIENT COUNCIL SCRUTINY COMMITTEE –
9TH SEPTEMBER, 2010**

BACKGROUND PAPER ON SERVICE REVIEWS

**REPORT OF CORPORATE DIRECTOR ENVIRONMENT AND RURAL
AREA/HOUSING, REGENERATION AND PROSPERITY**

1.0 PURPOSE

- 1.1 To inform Members of the service reviews taking place within the Council in line with the One Council Vision.

2.0 RECOMMENDATION

- 2.1 **Members note the briefing and take account of the service reviews when planning the committee's work programme.**

3.0 PREVIOUS MINUTES

- 3.1 N/A

4.0 UPDATE ON SERVICE REVIEWS

- 4.1 A programme of service reviews is currently being undertaken across all service delivery units within the Council. The reviews will look at how services are managed and operated to identify ways in which services can be delivered to the community more efficiently and effectively, within the resources available. The reviews need to produce operational (non-staff) savings of 20% and are likely to lead to restructuring.
- 4.2 A Service Review Steering Group has been set up to oversee the programme and to monitor the progress of each service delivery unit, including information on changes in activity and savings. The lead Corporate Director for this work is Meredith Evans.
- 4.3 Table 1 below provides information on the timetable for service reviews taking place across the Council.

Table 1: Timetable for service Reviews and restructures

Service Delivery Unit	Service Review Position
Adult Social Care (Delivery)	3 service review underway for: <ul style="list-style-type: none"> • Children and Adult Social Care –led by Paul Clifford • Team around the family – led by Richard Partington • Education service and supports to schools – led by Richard Partington Outcomes of review to be reported to the Steering Group in Dec 2010
Adult Social Care (Commissioning)	
Safeguarding & Corporate Parenting	
Early Intervention Children & Young People	
Learning & Achievement	
Environmental Services	External review completed for Transport and Environmental Maintenance. Internal review continues to be reported to the Steering Group by end October 2010.
Property & Design	External review completed for Catering and Cleaning. Internal review continues to be reported to the Steering Group by end October 2010.
Planning	External review completed for Planning. Internal review continues to be reported to the Steering Group by end October 2010.
Economic Development	External review completed for Lifelong Learning. Internal review continues to be reported to the Steering Group by end October 2010.
ICT & Procurement	Internal reviews underway to be reported to the Steering Group by end October 2010.
Assistant Chief Executive – Organisational Improvement	
Community Protection	
Governance	
Customer & Leisure Services	
Finance	

4.4 The Steering Group ensures a consistent approach across the Council applying the following project objectives:

- Put in place Governance arrangements to take decisions, review progress and provide advice
- Put in place supportive and co-ordinated framework for HoS
- Ensure the release of cash savings and the timetable for

- managing this
- Make the link to restructuring, new ways of working (accommodation) and ensure appropriate level of engagement and consultation
- Ensure that council resource is used effectively and appropriately to carry out service reviews

4.5 Reviews should produce cashable efficiency savings aligned to our budget position and corporate priorities. Regardless of whether restructuring is planned **all** service areas will be expected to identify savings in line with corporate targets.

4.6 All reviews will be expected to demonstrate how they have taken into account issues/suggestions arising from the engagement session carried out in their area.

Briefing prepared by Debbie Germany, Organisational Improvement Manager, 01952 384065

TELFORD & WREKIN COUNCIL

**COMMUNITY FOCUSED EFFICIENT COUNCIL SCRUTINY COMMITTEE–
9TH SEPTEMBER, 2010**

2010/11 WORK PROGRAMME

REPORT OF SCRUTINY MANAGER

1.0 PURPOSE

- 1.1 To enable Members to plan the work programme for the Community Focused Efficient Council Scrutiny Committee

2.0 RECOMMENDATION

- 2.1 Members agree the issues the Community Focused Efficient Council Scrutiny Committee will scrutinise during 2010/11 and the method of Scrutiny that will be used.**

3.0 PREVIOUS MINUTES

- 3.1 N/A

4.0 BACKGROUND

- 4.1 The Scrutiny arrangements established in June 2010 enable each Scrutiny Committee to determine its own work programme within the resources available. To ensure that the Scrutiny work programme is a Member led process and the work is balanced between Scrutiny Reviews and the Scrutiny Committees, the work programme is planned through 3 stages:

- 4.2 Stage 1 - Potential issues for Scrutiny were identified either by:
- The outstanding work of the Scrutiny Leadership Board and its Sub-Groups
 - The Scrutiny Assembly at the meeting on the 29th July 2010

- 4.3 Stage 2 - The Scrutiny Chairmans' Forum agreed
- The topics for indepth reviews:
 - Budget formulation - suggestions about how to save money
 - Working with community groups to help improve the local environment
 - Affordable, available and flexible childcare

- Each committee would scrutinise the relevant aspect of the budget proposals for 2011/12 during the budget consultation process. The comments from each committee will be reported to the Community Focused Efficient Council Scrutiny Committee which will respond to the Budget proposals.
- The allocation of supported Scrutiny meetings across the 7 Scrutiny Committees

4.4 Stage 3

Each Scrutiny Committee agrees its own work programme within the resources available.

5.0 **SCRUTINY COMMITTEE MEETINGS**

5.1 The Scrutiny Handbook sets out that there will be a total of approximately 80 Scrutiny meetings during the year and the Constitution states that each Scrutiny Committee will have a minimum of 2 formal meetings per year. In recognition of the fact that some committees (Active Lifestyles: Leisure and Culture, Children & Young People and Community Focused Efficient Council) have statutory roles and additional work, the Scrutiny Chairmen allocated these committees 3 additional meetings. The additional work of the Community Focused Efficient Council Scrutiny Committee includes the remit of the previous Value for Money Scrutiny Monitoring Group as the main mechanism by which Cabinet will consult scrutiny on the budget proposals, and to monitor the finance and service performance of the Council.

5.2 Each Committee will also hold a meeting to scrutinise the budget proposals as they relate to their priority area. The remaining meetings were allocated between the committees; 2 meetings were allocated to committees that did not have an in-depth Scrutiny Review and 1 meeting was allocated to the Committees with an in-depth Scrutiny Review. The in-depth review of Budget Formulation will be lead by the Chairman of the Community Focused Efficient Council Scrutiny Committee, and the final report will be signed-off by members of the committee. The number of meetings per Committee is shown in the Table 1 below.

Table 1: Number of Meetings per Scrutiny Committee

Scrutiny Committee	Core	Budget	Additional	Other	Total	Free Meetings
ALLC	2	1	3 (health)	2	8	3
ACS	2	1		2	5	3
CYP*	2	1	3 (corporate parenting)	1	7	2
CPC	2	1		2	5	3

CFEC*	2	1	3 (budget)	1	7	2
E&RA*	2	1		1	4	2
HR&P	2	1		2	5	3

* Scrutiny Committees with a Review during 2010/11

5.3 The final column 'Free Meetings' indicates the number of meetings the Scrutiny Team can support for each committee (this does not include the September Committee Meetings). The Community Focused Efficient Council Scrutiny Committee has 2 free meetings to scrutinise any issues agreed by the committee during 2010/11.

5.4 The Scrutiny Handbook sets out a range of methods that Members may wish to use to undertake the work of the Committee:

- Formal Committee Meeting
The Members of the Committee receive reports on several issues as agenda items at a Committee meeting.
- Special Interest Meeting
One meeting to consider one issue in more depth. It is important that the focus of this meeting is scoped carefully to ensure it can be covered in a single meeting.
- Spot Light Review
This process for a spot light review is the same as an in-depth review but the evidence gathering takes place in one meetings. The review should require 3 meetings in total.

5.5 Where 2 Scrutiny Committees have an interest in an issue Members may decide to hold a joint meeting between two or more Committees.

6.0 ISSUES FOR SCRUTINY

6.1 The issues that have been identified as potential areas for scrutiny by the Community Focused Efficient Council Scrutiny Committee are set out in Annexes A and B.

6.2 Members will have received a copy of the Forward Plan for September to December 2010 and may wish to refer to this to cross reference any issues. The Standard Items that relates to the Scrutiny Committee's priority area are:

- Budget Strategy / Service and Financial Planning Process
- Community Strategy / Local Area Agreements (LAA) Priority Plans
- Comprehensive Performance Assessment (CPA) and External Inspection
- Consultation Strategy and Activities
- Customer Strategy and e-government
- Financial Monitoring and Financial Updates

- Improved Customer Service – Transforming the Business to Deliver the Vision
- Overview of Service and Financial Outcomes
- Performance Management, Value for Money and Best Value (including the Council Plan)
- Property Investment Portfolio

There are no reports in the Plan under these standing items.

The link to the Forward Plan on the Council's website is: http://www.telford.gov.uk/site/scripts/download_info.aspx?fileID=1238&categoryID=354

7.0 EQUALITY & DIVERSITY

- 7.1 Members will consider the equal opportunities implications of the issues identified for further scrutiny.

8.0 ENVIRONMENTAL IMPACT

- 8.1 There are no environmental impacts directly arising as a result of this report.

9.0 LEGAL COMMENT

- 9.1 The Scrutiny process has been established by the Local Government Act 2000 (as amended) and supplemented by associated legislation and guidance. The committee must ensure that when undertaking the scrutiny function, in this instance in relation to deciding upon the issues to be scrutinised and the method to do so, it is compliant with the statutory requirements.

10.0 LINKS WITH CORPORATE PRIORITIES

- 10.1 The work programme of this Scrutiny Committee relates to the relevant Council priority area. When identifying issues for Scrutiny, Members of the Scrutiny Assembly received the Priority Plans and performance update information.

11.0 FINANCIAL IMPLICATIONS

- 11.1 There are no financial implications for the Council arising directly from this report.

12.0 OPPORTUNITIES AND RISKS

- 12.1 The work of the Scrutiny Committees is a major opportunity for Members and Co-optees to influence the work and policy of the Council and partner organisations. In order to manage the Scrutiny work load effectively Member should identify the issues where Scrutiny can add the most value. Identifying too many issues for the Committee

work programme will mean some issues will not be completed with the agreed timescales.

13.0 WARD IMPLICATIONS

13.1 Borough Wide

Report prepared by Fiona Bottrill, Scrutiny Manager 01905 383113

**Community-Focused, Efficient Council Scrutiny Committee
Suggestions from Scrutiny Assembly Workshop**

Suggestions received from members of the public are not edited or changed in any way by the Scrutiny Team or other officers of the Council, and cannot be deemed to represent the views of any elected Members, or officers of Telford & Wrekin Council, or of the Scrutiny Team.

Priority	What would you like scrutiny to look at?	Why should scrutiny look at this issue?	Votes
A	Scrutiny getting involved in <u>developing</u> the budget (this would not take place of the Cabinet's role in policy making) *need to define what areas are – must be carefully scoped; timing is crucial – budget process and comprehensive spending review	Scrutiny can make innovative suggestions about how to save money and look at best practice in other authorities	6
A	Scrutiny of budget	Holding decision makers to account	0
A	Expenditure on taxi services in CYP	The current use is inefficient and need to be restructured	1
A	T&W public relations work - Raising profile of Council and working with partner organisations and Town and Parish Councils	<ul style="list-style-type: none"> • What is the relationship between PR and the media? • Communication between Councillors and public, and community engagement • Using electronic communication • Ensuring information is accessible to people with disabilities 	1
B	Scrutinising efficiencies from back office functions e.g. postal services, payments *specific issue to be determined by Committee in September. One potential issue identified is the cost of ICT provision to remote offices	Scrutiny could contribute to existing service reviews as part of the restructuring to find efficiencies The current provision of ICT services to remote offices is very expensive and does not provide	4

<p>C</p>	<p>Service provision by public bodies such as NHS, Local Authority Social Services, Police, and funding through CVS as an umbrella body appears to suggest a racist policy adapted by Local Strategic Partnership and most of its members.</p> <p>Visible Minorities Development Council being an organisation focused on matters of race equality, elimination of unlawful race discrimination and promoting racial harmony expresses serious concern over the number of complaints and evidence presented by vulnerable adults and their families from Telford & Wrekin Areas. These complaints relate to serious failings from public bodies to respect and recognise the differences the “Ethnic Minority,” communities bring with them.</p> <p>The practice of providing generic services mostly by white staff and those ethnic minorities that are westernised deprives the ethnic minorities from meeting their needs particularly in a ethnically sensitive way as acknowledged by Race Relations Act Section 5 (2) (d) “the holder of the job provides persons of that racial group with personal services Promoting their welfare, and those services can most effectively be provided by a person of that racial group.”</p> <p>*Letter to be sent from Cabinet Member and Veronica Fletcher to James Kurian providing the information</p>	<p>value for money.</p> <p>Evidence suggests that public bodies are employing only generic staff who are mostly white British. The others are mostly from westernised ethnic minority communities who also do not share the ethnic characteristics of service users, carers, families and communities. There is clear concern that public bodies are failing to provide equality of access to ethnic minorities. The services fail to promote equal opportunities and equality of access to ethnic minorities locally. This is causing undue distress to vulnerable service users and their significant others including their communities. Although data is collected recognising ethnic categories as described in 2001 Census and by CRE, there appears to be clear failings from public bodies locally to respect the differences and provide services accordingly.</p> <p>Request scrutiny of policies of NHS, Local Authority Social Services, Police, and private and Voluntary Organisations from whom services are procured.</p> <p>1. Request examination of appointment of staff from different communities to ensure that they are employed to provide personal services to their own communities. These jobs may include professional and other jobs such as in housing</p>	<p>0</p>
-----------------	---	--	----------

	<ul style="list-style-type: none"> • The Council is unlikely to be recruiting many staff in the next 12 months. • Should this include other groups e.g. disabled? • BME 4% of workforce, 5.5% population • 32 care workers 	<p>where staff are to deal with “personal services”. Request examination of staffing to ensure that they have language, cultural and religious affinity with ethnic communities that they serve with proper ability to communicate effectively.</p> <p>2. Request examination of data collected by all Public bodies and from those organisations from which services are procured.</p> <p>3. Request examination of all data collected as required by Race Relations Act Statutory Duties – Order 2006.</p>	
C	<p>The amount spent by each department in T&W for services provided by consultants</p> <p>*The Council will be required to publish expenditure over £500</p>	<p>At a time of looking at value for money, it is clear that the Environment and Planning Dept., the Economic Dept. etc., rely on consultants for a number of specialist reports. The question is are these tasks that in-house staff could undertake in a more cost effective manner, are internal resources being properly and fully used etc.</p>	0

**Outstanding Items from Forward Plans
Community Focused Efficient Council**

Referred from	Topic	Suggested review date	Suggested method of Scrutiny – to be decided by Scrutiny Committees
Scrutiny Leadership Board (requested by the Scrutiny Review Group for Locality Management).	Report on the implementation of the Locality Working Arrangements	Due July 2010	Agenda item at Committee meeting from Cabinet Member (Cllr. Sean Kelly). Invite members of the Locality Management scrutiny review group.
Equalities Impact Assessment Scrutiny Monitoring Group	Monitoring of Equalities Impact Assessment	Quarterly	Sub-group meeting?
VFM Scrutiny Monitoring Group	Financial and Performance Monitoring at 3 months	Due July 2010	Agenda item at Committee Meeting. Report by Head of Finance (Ken Clarke)/Delivery & Planning Manager (Jon Power) to Committee meeting.
VFM Scrutiny Monitoring Group	Youth & Community VFM Self Assessment Action Plan Update	September 2010	Report for information to Committee from Principal Youth Strategy & Development Manager (Alistair James)
VFM Scrutiny Monitoring Group	VFM service reviews - savings proposals for each service area to meet 2010/11 targets. (VFM members recommended this is done as a matter of urgency so plans can be scrutinised and progress against efficiency targets can be monitored.)	September 2010	Agenda item at Committee meeting. Report by Head of Finance/Corporate Support Services.
VFM Scrutiny Monitoring Group	Review of spend on safeguarding and progress against savings targets. (This is an area of overspend and VFM members recommended this should be done as a	September 2010	Agenda item at Committee meeting. Report by Cabinet Member (Stephen Burrell)/Head of Safeguarding (Laura Johnston).

	matter of urgency.)		
VFM Scrutiny Monitoring Group	Detailed review of Capital Programme and the financial implications of reduced capital receipts against assumed sale prices and the financial viability of developer creditors.	September 2010	Agenda item at Committee meeting. Report by Cabinet Member (Cllr. Sean Kelly)/Head of Property & Design (Dave Sidaway)
VFM Scrutiny Monitoring Group	Financial and Performance Monitoring at 5 months	October 2010	Agenda item at Committee meeting. Report by Head of Finance (Ken Clarke) and Delivery & Planning Manager (Jon Power).
VFM Scrutiny Monitoring Group	2011/12 Budget – presentation of budget consultation proposals	December 2010	Agenda item at Committee meeting. Report by Cabinet Member (Cllr. Kelly) and Head of Finance (Ken Clarke).
VFM Scrutiny Monitoring Group	2011/12 Budget – evidence gathering	January 2011	Agenda items at Committee meeting. To be determined by members at previous meeting. Need to consider alternative budget proposals.
VFM Scrutiny Monitoring Group	2011/12 Budget – conclusions and recommendations	January 2011	Agenda item at Committee meeting. Report by Cabinet Member (Cllr. Kelly) and Head of Finance (Ken Clarke).
VFM Scrutiny Monitoring Group	Financial and Performance Monitoring (8 Months)	February 2011	Agenda item at Committee meeting. Report by Head of Finance (Ken Clarke) and Delivery & Planning Manager (Jon Power) to Committee meeting.
VFM Scrutiny Monitoring Group	Other reports requested: <ul style="list-style-type: none"> • How the overspend on SEN is being addressed. • Employee Suggestion Scheme / Value for 		Reports for information. Members can determine whether they have sufficient concerns to make them agenda items.

	<p>Money Strategy (Fliss Mercer/Debbie Byle)</p> <ul style="list-style-type: none">• Progress made on reducing use of B&B and the associated subsidy costs to the Council• Update on Economic Development Savings/One Telford		
--	--	--	--