

# Overview and Scrutiny Board

16th July 2009

## Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **Thursday 16th July 2009 at 2.00 p.m.**

### The agenda will be:

#### 1. General

- (1) Election of Chair
- (2) Apologies
- (3) Members' Disclosures of Personal and Prejudicial Interests
- (4) Election of Vice Chair

#### 2. Overview and Scrutiny Board Terms of Reference

Report of Strategic Director Customers, Workforce and Governance

This report outlines the Terms of Reference for the Overview and Scrutiny Board, the process for establishing the partnership element of the Board, proposed methods for the Overview and Scrutiny Board to fulfil its strategic role effectively and a draft work programme for Overview and Scrutiny Board for 2009/10.

**Recommendation** that the Overview and Scrutiny Board:

- i) note the Terms of Reference of the Board
- ii) agree the process of seeking partner representation outlined in paragraph 2,
- iii) agree the proposed methods for fulfilling the Board's strategic role outlined in paragraph 3

- iv) review and amend as appropriate the draft Overview and Scrutiny Board Work Programme contained in Appendix A.

For further information please contact Michelle McHugh Interim Overview and Scrutiny Manager Tel: 01926 412144 Email michellemchugh@warwickshire.gov.uk or Jane Pollard Overview and Scrutiny Manager Tel: 01926 412565 Email janepollard@warwickshire.gov.uk

### **3. Overview and Scrutiny Strategy Action Plan 2009/10**

Report of Strategic Director Customers, Workforce and Governance

This report asks the Overview and Scrutiny Board to consider whether the Overview and Scrutiny Strategy continues to provide appropriate strategic direction for Overview and Scrutiny, to identify actions for a 2009/10 Action Plan for the Strategy and provides an outlined of the progress made against the 2008/09 Action Plan

**Recommendation** that the Overview and Scrutiny Board

- i) Consider whether the Overview and Scrutiny Strategy continues to provide appropriate strategic direction for Overview and Scrutiny function and make amendments as appropriate
- ii) Agree Actions to be included in an action plan for 2009/10 to progress the Overview and Scrutiny Strategy 2008/13, taking into consideration any amendments made to the strategy in relation to (ii) above.

For further information please contact Michelle McHugh Interim Overview and Scrutiny Manager Tel: 01926 412144 Email michellemchugh@warwickshire.gov.uk

### **4. Minutes of the meeting of the Overview and Scrutiny Co-ordinating Group held on 8<sup>th</sup> April 2009**

### **5. Any Other Items**

Which the Chair decides are urgent.

### **6. Date of Next Meeting**

The next meeting is scheduled for 2<sup>nd</sup> September 2009 at 2.00 p.m.

Jim Graham  
Chief Executive  
Shire Hall  
Warwick

## Membership

The Overview and Scrutiny Committee Chairs are indicated by reference to their Committees in italics.

**Councillors:** John Appleton (*Corporate*) Les Cabourn (*Adults*) Richard Chattaway, Michael Doody (*Environment and Economy*) Jerry Roodhouse, John Ross (*Children*) and Dave Shilton (*Health*)

### **District / Borough Council**

North Warwickshire Borough Council:	To Be Confirmed
Nuneaton and Bedworth Borough Council:	To Be Confirmed
Rugby Borough Council	To Be Confirmed
Stratford-on-Avon District Council	To Be Confirmed
Warwick District Council:	To Be Confirmed

<b>Warwickshire Police Authority</b>	To Be Confirmed
<b>NHS Warwickshire</b>	To Be Confirmed

### **For further information please contact**

John Wright, Committee Manager,  
Customers, Workforce and Governance Directorate  
Tel. 01926 412320 or e-mail [johnwright@warwickshire.gov.uk](mailto:johnwright@warwickshire.gov.uk).

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 16th July 2009

**Report Title** Overview and Scrutiny Board Terms of Reference

**Summary** This report outlines the Terms of Reference for the Overview and Scrutiny Board, the process for establishing the partnership element of the Board, proposed methods for the O+S Board to fulfil its strategic role effectively and a draft work programme for O+S Board for 2009/10.

**For further information please contact:**

Michelle McHugh Overview and Scrutiny Officer Tel: 01926 412144 michellemchugh@warwickshire.gov.uk	Jane Pollard Overview and Scrutiny Manager Tel: 01926 412565 janepollard@warwickshire.gov.uk
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**Would the recommended decision be contrary to the Budget and Policy Framework?**  
No.

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  .....
- Other Elected Members  .....
- Cabinet Member  .....
- Chief Executive  .....
- Legal  .....
- Finance  .....
- Other Strategic Directors  David Carter, Strategic Director for Customers, Workforce and Governance
- District Councils  .....

Health Authority  .....

Police  .....

Other Bodies/Individuals  .....

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by  
this Committee  .....

To Council  .....

To Cabinet  .....

To an O & S Committee  .....

To an Area Committee  .....

Further Consultation  .....

## Agenda No 2

### Overview And Scrutiny Board - 16th July 2009.

#### Overview and Scrutiny Board Terms of Reference

#### Report of the Strategic Director for Customers, Workforce and Governance

##### Recommendation

Overview and Scrutiny Board is recommended to:

- i) note the Terms of Reference of the Board
- ii) agree the process of seeking partner representation outlined in paragraph 2,
- iii) agree the proposed methods for fulfilling the Board's strategic role outlined in paragraph 3
- iv) review and amend as appropriate the draft O+S Board Work Programme contained in Appendix A.

#### 1. Introduction

- 1.1 At the Annual Council meeting on 23<sup>rd</sup> June 2009, Warwickshire County Council considered the structure and membership of its Committees. To ensure the effectiveness of the Council's Overview and Scrutiny function a number of changes were made. This included the establishment of an Overview and Scrutiny Board, consisting of the 5 Overview and Scrutiny Chairs, 1 Liberal Democrat nominee, 1 Labour nominee and 1 Overview and Scrutiny member from each of the District / Borough Councils in the County, 1 independent member of the Warwickshire Police Authority and 1 non-executive member of the NHS Warwickshire.
- 1.2 The purpose of Overview and Scrutiny Board is to provide strategic direction for the County Council's Overview and Scrutiny function and joint scrutiny within Warwickshire, in order to maximise resources and avoid duplication at both an organisational and partnership level. The Terms of the Reference of the Board are outlined below:
  - (a) Coordinate the work of the County Council's Overview and Scrutiny Committees in line with the Council's priorities and cross-cutting themes identified in the Corporate Business Plan
  - (b) Identify the topics which should be subject to joint Scrutiny and nominate County Council representatives for this purpose.

- 1.3 In carrying out these roles the Board has power to:
- i. coordinate the overall work programme of the overview and scrutiny function
  - ii. monitor and review the overall performance of the overview and scrutiny function and to put in place such performance management arrangements as it sees fit.
  - iii. liaise with the overview and scrutiny committees over their respective work programmes, to ensure that there is efficient use of the committees' time, and that the potential for duplication of effort is minimised.
  - iv. decide where matters fall within the remit of more than one overview and scrutiny committee, which of them will assume responsibility for any particular issue.
  - v. provide a mechanism for discussion about the priority of referrals made by or to the Committees where the volume of such reports creates difficulty for the management of executive business or jeopardises the efficient running of the Council business.
  - vi. commission with partners the arrangements for the review and or scrutiny (including joint scrutiny) of the development, coordination and performance of partnership working in Warwickshire including the local area agreement, and other significant partnerships.

## **2. Partner Representation**

- 2.1 The proposed process of seeking partner representation for the Board is outlined below:
- An invitation letter and a copy of this report will be sent to each District / Council, Warwickshire Police Authority and Warwickshire NHS seeking nominations by Friday 14<sup>th</sup> August
  - An informal briefing involving all members of the Overview and Scrutiny Board regarding the role of the Board will take place on 2<sup>nd</sup> September, prior to formal meeting occurring.

## **3. Methods for fulfilling strategic the role of the O+S Board**

- 3.1 In order for the Board to effectively fulfil its strategic role, the following methods are proposed:

<b>Role</b>	<b>Methods</b>
<p>A) Coordinate the work of the County Council's Overview and Scrutiny Committees in line with the Council's priorities and cross-cutting themes identified in the Corporate Business Plan</p>	<ul style="list-style-type: none"> <li>i) O+S Board to develop a planned programme of in-depth scrutiny reviews based on the priority of issues (links to Corporate Priorities, associated risk, poor performance and timeliness) and availability of resources to undertake reviews. This planned programme of reviews to be regularly reviewed and re-prioritised as appropriate</li> <li>ii) O+S Board update and review the Action Plan to deliver the O+S Strategy</li> <li>iii) O+S Board receive 6 monthly performance information relating to the O+S function in line with the agreed Performance Management Framework for the function</li> </ul>
<p>B) Identify the topics which should be subject to joint Scrutiny and nominate County Council representatives for this purpose.</p>	<ul style="list-style-type: none"> <li>i) O+S Board to receive performance information relating to the LAA, identify areas requiring in-depth scrutiny and commission joint scrutiny exercises into these issues. On completion of such joint scrutiny, the O+S Board will make recommendations to the Public Service Board or the executive body of an individual partner where the issue solely relates to that partner</li> <li>ii) O+S Board to review any partnership self assessment undertaken to prepare for CAA and associated improvement plans, identifying issues for scrutiny and commissioning joint scrutiny exercises as outlined above</li> <li>iii) O+S Board to review the outcome of Comprehensive Area Assessment and associated improvement plans, commissioning joint scrutiny work as appropriate</li> <li>iv) O+S Board to consider suggestions for joint scrutiny, including local area scrutiny, and where deemed a priority, commission a joint Task and Finish Group to undertake this work</li> </ul>



#### **4. Work currently being undertaken**

4.1 There are a number of pieces of work currently being undertaken which support the Board undertaking its strategic role effectively. These are as follows:

- i) Each OSC will be using their July meeting to undertake a workshop to identify priority issues for the forthcoming year. The proposed reviews identified through this process will be reported to Board at its meeting in September, in order for the Board to co-ordinate and prioritise the reviews identified.
- ii) The Warwickshire Overview and Scrutiny Officers Network is currently developing protocols to co-ordinate the scrutiny of CDRP's as outlined in the Police and Justice Act 2006. A draft protocols will be presented to the Board at its September meeting.

#### **5. Draft Work Programme for O+S Board**

5.1 Taking into consideration the proposed methods for the O+S Board to fulfil its strategic role and the current work being undertaken, a draft work programme for the O+S Board for 2009/10 has been developed. This is attached as Appendix A. The Board is asked to review and amend this draft work programme as appropriate.

DAVID CARTER  
Strategic Director for  
Customers, Workforce and  
Governance

Shire Hall  
Warwick

06 July 2009

## Draft O+S Board Work Programme

DATE	Report and Objectives
2 <sup>nd</sup> Sept 2009	<p>a) <b>Proposed in-depth scrutiny reviews arising from OSC's work programme workshops</b> - <i>To co-ordinate and prioritise in-depth scrutiny across WCC's OSC's and develop short term, medium term and long term review work programmes</i></p> <p>b) <b>Draft protocols for the co-ordination of CDRP Scrutiny</b> - <i>to agree a co-ordinated approach to CDRP scrutiny in Warwickshire</i></p> <p>c) <b>LAA Q4 performance (2008/09) and Q1 performance (2009/10)</b> - <i>To review LAA performance information, identifying issues of concern and commissioning joint scrutiny exercises as appropriate</i></p> <p>d) <b>Sustainable Communities Strategy</b> - <i>To review Sustainable Communities Strategy, identifying issues for joint scrutiny as appropriate</i></p> <p>e) <b>Draft protocols for LINKS and OSC's</b> - <i>To agree protocols for the relationship between LiNKs and relevant OSC's</i></p> <p>f) <b>In-depth Scrutiny Review Programme</b> - <i>To review and re-prioritise as appropriate the in-depth scrutiny review programme</i></p> <p>g) <b>WCC Integrated Improvement Plan</b> - <i>To review progress made against the improvement plan, identifying issues of concern and commissioning scrutiny exercises as appropriate</i></p>
4 <sup>th</sup> Nov 2009	<p>a) <b>Six monthly performance information relating to O+S function</b> - <i>To review performance of O+S function</i></p> <p>b) <b>Six monthly progress report on the O+S Strategy Action Plan</b> - <i>To review progress made against the O+S Strategy Action Plan and make amendments as appropriate</i></p> <p>c) <b>LAA Q2 performance and analysis of first 18 months of LAA</b> - <i>To review LAA performance information, identifying issues of concern and commissioning joint scrutiny exercises as appropriate</i></p> <p>d) <b>In-depth Scrutiny Review Programme</b> - <i>To review and re-prioritise as appropriate the in-depth scrutiny review programme</i></p>
3 <sup>rd</sup> March 2010	<p>a) <b>LAA Q3 performance</b> - <i>To review LAA performance information, identifying issues of concern and commissioning joint scrutiny exercises as appropriate</i></p> <p>b) <b>Draft protocols for Locality Scrutiny</b> - <i>To agree draft protocols for locality scrutiny</i></p> <p>c) <b>WCC Improvement Reporting to OSC's</b> - <i>To review the effectiveness of WCC Improvement Reporting to OSC's and make amendments at appropriate</i></p> <p>d) <b>In-depth Scrutiny Review Programme</b> - <i>To review and re-prioritise as appropriate the in-depth scrutiny review programme</i></p>

DATE	Report and Objectives
June 2010 (Date to be set)	<p>a) <b>LAA Q4 performance</b> - <i>To review LAA performance information, identifying issues of concern and commissioning joint scrutiny exercises as appropriate</i></p> <p>b) <b>End of Year performance information relating to the O+S function</b> - <i>To review performance of O+S function</i></p> <p>c) <b>End of year progress report on the O+S Strategy</b> - <i>To review progress made against the O+S Strategy Action Plan and make amendments as appropriate</i></p> <p>d) <b>In-depth Scrutiny Review Programme</b> - <i>To review and re-prioritise as appropriate the in-depth scrutiny review programme</i></p>

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview And Scrutiny Board

**Date of Committee** 16th July 2009

**Report Title** Overview and Scrutiny Strategy Action Plan 2009/10

**Summary** This report asks the Overview and Scrutiny Board to consider whether the O+S Strategy continues to provide appropriate strategic direction for O+S, to identify actions for a 2009/10 Action Plan for the Strategy and provides an outlined of the progress made against the 2008/09 Action Plan

**For further information please contact:** Michelle McHugh  
Interim Overview and Scrutiny Manager  
Tel: 01926 412144  
michellemchugh@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  N/A
- Other Elected Members
- Cabinet Member
- Chief Executive  Jim Graham
- Legal  Jane Pollard, Corporate Legal Services Manager
- Finance  .....
- Other Strategic Directors  David Carter - Strategic Director for Customers, Workforce and Governance
- District Councils  .....
- Health Authority  .....
- Police  .....

Other Bodies/Individuals  .....

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:** Details to be specified

Further consideration by this Committee  .....

To Council  .....

To Cabinet  .....

To an O & S Committee  .....

To an Area Committee  .....

Further Consultation  .....

**Overview And Scrutiny Board - 16<sup>th</sup> July 2009.**

**Overview and Scrutiny Strategy Action Plan - 12 month update**

**Report of the Strategic Director for Customers, Workforce and Governance**

**Recommendation**

That the Overview and Scrutiny Board:

- i) Consider whether the O+S Strategy continues to provide appropriate strategic direction for O+S function and make amendments as appropriate
- ii) Agree Actions to be included in an action plan for 2009/10 to progress the Overview and Scrutiny Strategy 2008/13, taking into consideration any amendments made to the strategy in relation to (i) above.

**1. Action Plan 2009/10**

- 1.1 At its meeting on 30<sup>th</sup> January 2008 the Overview and Scrutiny Co-Ordinating Group (OSCG), predecessor for the O+S Board, agreed the Overview and Scrutiny Strategy for 2008-2013.
- 1.2 Following this OSCG agreed an action plan to take forward the Strategy at its meeting on 30<sup>th</sup> April 2008. A copy of the Overview and Scrutiny Strategy 2008/13 is attached as Appendix B.
- 1.3 Section 2 below illustrates that the majority of the actions contained in the 2008/09 Action Plan have been completed.
- 1.4 Given the recent changes to O+S, the Board is asked to consider whether the Overview and Scrutiny Strategy 2008/13 continues to provide appropriate strategic direction for the O+S function and make amendments as appropriate.
- 1.5 The Board is asked to give consideration to what actions should be included in the 2009/10 Action Plan for the Overview and Scrutiny Strategy 2008-13, taking into account any amendments made to the strategy. Suggested actions for the 2009/10 Action Plan are included at Appendix A.

## **2. Summary of progress in 2008/09**

### Core Work Programme

- 2.1. OSCG agreed a Core Work Programme for 2008/09 at its meeting on 30<sup>th</sup> April 2008. Further to this, the Core Work Programme was endorsed by Council at its meeting on 24<sup>th</sup> June 2008. With the exception of two issues relating to Adults and Community Services OSC, the Core Work Programme for 2008/09 has been achieved.
- 2.2. The O+S Board now has an enhanced role of co-ordinating in-depth reviews undertaken by OSC's, in order to provide a strategic approach to the prioritisation of O+S work. Currently, all OSC's are undertaking work programme workshops to identify priority issues, including in-depth scrutiny reviews. It is proposed that at its meeting on 2nd September the Board reviews the proposals developed by OSC's and agrees a work programme for these reviews.

### Mapping of key partnerships relating to each OSC

- 2.3 The O+S Team have undertaken a mapping exercise of the high level partnerships in Warwickshire and aligned these partnerships to relevant OSC's. With new O+S structures now in place this information will be circulated to Chair and Partyspokes of each OSC.

### Developing effective arrangements for joint/partnership scrutiny

- 2.4 The establishment of the partnership O+S Board will provide a mechanism for joint scrutiny to be co-ordinated and managed effectively, with Task and Finish Groups being commissioned as appropriate.

### Develop protocols between the County and Districts for the Scrutiny of CDRP's

- 2.5 The Home Office delayed the implementation of the measures relating to CDRP scrutiny contained within the Police and Justice Act 2006, to await the outcome of a number of policing reviews. This has inevitably led to a delay in developing local protocols to undertake CDRP scrutiny. The provisions in the Act came into force on 30<sup>th</sup> April 2009, with guidance published in May 2009. The guidance expresses strong support for a co-ordinated approach in two-tier areas. A co-ordinated approach would reduce duplication and over burdening responsible authorities from responding to multiple crime and disorder committees.
- 2.6 The Warwickshire O+S Officers Network is currently developing protocols for co-ordinating CDRP scrutiny. It is proposed that these protocols be considered by the O+S Board at a future meeting.

### Review of Scrutiny Toolkit

- 2.7. The Review of the Scrutiny Toolkit has been an on-going piece of work for the O+S Team. The Team plan to develop a revised member, officer and member of public toolkit on the intranet and internet. This work was postponed at the beginning of 2009 in order to take into consideration potential changes to the O+S structure. With new structures now in place, this work is now resuming and a revised toolkit will be launched by the end of July 2009.

### Develop a programme of visits to identify best practice

- 2.8 Best practice visits have been regularly undertaken as part of scrutiny reviews.

### Develop Protocols for the new Councillor Call for Action

- 2.9 Following the Council meeting in September 2008, a New Constitutional Working Group was established to look at required constitutional changes arising from the Local Government and Public Involvement in Health Act 2007. The Council agreed the protocol for the new Councillor Call for Action in December 2008.

### Developing the skills of members to be effective participants though the member development programme

- 2.10 A member induction and development programme for 2009/10 has been agreed and is currently being implemented. The programme provides opportunities for members to develop their knowledge and skills, for example, in developing priorities, setting targets, monitoring performance and developing effective partnerships. Opportunities for members to develop key skills such as chairing meetings, speed reading and ICT will also be provided.

### Development of role descriptions/ job descriptions for OSC Chairs

- 2.11 Member Role Profiles have been revised and agreed by the Member Development Steering Group. Member role profiles were agreed by Council on 23<sup>rd</sup> June 2009.

### Develop protocols between the new LINKs (Local Involvement Networks) and the relevant OSC's to support their new role / relationships

- 2.12. The development of protocols between the new LINKs and the relevant OSC's to support their new role / relationships has been dependent on the LINKs agreeing their governance arrangements, this has been a lengthy process. Governance arrangements have now been agreed and it is anticipated that draft protocols outlining the relationship between LINKs and OSC's will be presented at a future meeting of the Board.



### Develop protocols for local area scrutiny based on new locality arrangements

- 2.13 Protocols for developing local area scrutiny based on new locality arrangements are an outstanding piece of work for the O+S Team and will be rolled over to next years action plan. However, it's worth highlighting that local area scrutiny exercises are still being undertaken when appropriate issues arise.

### Develop media plans to publicise the work of each OSC

- 2.14 The work of O+S is now regularly covered by local media. However, some OSC's have developed more effective relationships with the Council's Communication Team than others. This will piece of work will require continual effort and will be rolled over into next year's action plan.

### Quarterly monitoring of Council and LAA performance

- 2.15. During 2008/09 OSC's received quarterly LAA performance reports, and all OSC's with the exception of Health OSC, receive quarterly report cards outlining Council performance. The Council's Performance Management Framework has recently been improved and this will provide a more meaningful role for OSC's to scrutinise improvement plans produced to address poor performance. LAA quarterly performance will be reported to the O+S Board.

### Review the arrangements for tracking outcomes of review recommendations

- 2.16 Arrangements for tracking outcomes of review recommendations have been reviewed and improvements to the process have been made. More emphasis needs to be placed on promoting effective outcomes from scrutiny reviews (see below).

### Sharing best practice from O+S Reviews with relevant services

- 2.17 This is routinely undertaken.

### Implementation of O+S Performance Management Framework

- 2.18 OSCG agreed a Performance Management Framework (PMF) for Overview and Scrutiny in April 2007. The PMF includes a self-evaluation tool for members to evaluate O+S function as a whole and the performance of individual OSC's. It also includes a range of indicators that measure the performance of the O+S function.
- 2.19 The PMF has been implemented in the following ways:
- O+S Team reporting against performance indicators within the Directorate and presenting regular reports to OSCG
  - OSC's using self-evaluation framework to assess work undertaken and identify areas for improvement.

- 2.20 In recognition of the lessons learnt through the implementation of the PMF, the O+S Team presented a revised PMF to OSCG at its meeting in January 2009. The main changes to the PMF included:
- Altering the layout of the self-evaluation element of the PMF to make it more user friendly, and expanding the possible audiences to include officers who contribute to O+S
  - Introducing a number of new performance indicators to capture the level of quality recommendations made by O+S, the number of external partners / partnerships subject to scrutiny and the percentage of O+S work that is linked to the achievement of Corporate Priorities and LAA targets.
- 2.21 OSCG agreed the revised version of the PMF and implementation began from April 2009.

Develop proposals for “Outcomes” reports

- 2.22 OSCG agreed the style and format for O+S outcomes leaflets at the meeting in November 2008. The leaflets will be used to promote the outcomes achieved by O+S Reviews as appropriate.

Develop a refresher programme for officers / partners about O+S

- 2.23 The O+S Team decided to delay delivering presentations to partners until after Council made decisions regarding the structure of O+S, in order for such changes to be taken into consideration. This work will now be progressed.
- 2.24 In terms of a developing training programme for Officers, the O+S Team are discussing options for developing an O+S training module for Officers. This piece of work will be progressed in 2009/10.

DAVID CARTER  
Strategic Director for  
Customers, Workforce and  
Governance

Shire Hall  
Warwick

22<sup>nd</sup> June 2009

## Overview and Scrutiny Action Plan 2009/10 – Suggested Components

Topic	Comment
<b>Developing and supporting the work programme</b>	
Deliver workshops to develop OSC's work programmes	
Develop a short term, medium term and long term in-depth review work programme	As 08/09 Action Plan
Work programme for committees reflects the agreed criteria for the selection of topics	As 08/09 Action Plan but more robust process to be introduced post June 09 election
O+S Board to commission joint scrutiny exercises as appropriate	Implementation following earlier development of arrangements (Also see CPA/JAR below)
Develop protocols between the County and Districts for the Scrutiny of CDRP's	Warwickshire O+S Officers Network currently developing protocols to co-ordinate CDRP scrutiny across Warwickshire. Draft protocols to be presented to O+S Board at a future meeting
Review of the scrutiny toolkit	Ongoing with view to completion ahead of June 09 election
Undertake public consultation, including consulting community forums, to feed into work programme development for 2010/11.	
<b>Critical Friend Challenge to policy makers and decision-makers</b>	
Develop a programme of visits/video-conferences etc with other authorities to identify best practice	Ongoing
Implement new councillor call for action	Protocols agreed by Council. Legislation comes into force 1/4/09
Developing the skills of Members to be effective participants through the member development programme	CPA/JAR Improvement Plan 2008/09 makes training mandatory
Develop protocols for locality scrutiny	
<b>CPA/JAR Improvement Plan 2008/09 - Actions</b>	
Review WCC Scrutiny approach to compare with best practice across the public sector	Implement recommendations contained in review of scrutiny
Incorporate partnership scrutiny programme within the Partnership Performance Management Framework agreed with the PSB	



# Overview and Scrutiny Strategy 2008 - 2013

# Introduction

Overview and scrutiny is part of the process of checks and balances that seeks to ensure that the Council and public services in Warwickshire are delivering on its promises. It is member-led and key roles for overview and scrutiny committees are

- holding the Cabinet and other decision-makers to account
- using the call-in process to challenge executive decisions before they are implemented
- policy review and development
- engaging with the community
- ensuring that public services are effective, efficient and responsive to the needs of the community

The Local Government and Public Involvement in Health Act 2007 sets an ambitious agenda to empower individual councillors and overview and scrutiny committees to hold public service providers in their area to account and to ensure the concerns of communities are considered in local decision-making. Enhanced powers are given to individual councillors through the 'Councillor Call for Action' to refer matters of public concern to overview and scrutiny committees for consideration. Overview and Scrutiny Committees are given new powers to require information and have their reports and recommendations taken into account by public service partners in relation to matters falling within the scope of the Local Area Agreement.

The development of the new Local Involvement Networks (LINKs) provides another avenue for the public to express their views and concerns about health and social care services in their area and provides an opportunity to further strengthen the ability of overview and scrutiny committees to reflect public opinion.

Whilst it is hoped that by demonstrating the value of its work overview and scrutiny can gain the co-operation of partners voluntarily these new powers do provide a framework for enhancing both the democratic accountability of public services at a local level and the crucial leadership role for councillors as champions of their communities.

## Our Vision For The Future

How would we like to see the overview and scrutiny function in Warwickshire develop over the next five years? Our aspirations are for an overview and scrutiny function that

- is a key driver of the local public service improvement agenda
- is viewed as an essential part of the decision-making process on important public service issues
- makes a positive difference to the lives of people living and working in Warwickshire
- encourages proactive engagement by the public, partners and communities
- enhances the community leadership role of councillors
- is valued by the council, public and partners
- is relevant to local people
- is recognised locally and nationally for the work it carries out

## Good Overview & Scrutiny

- Provides 'critical friend' challenge to policy makers and decision-makers
- Provides an opportunity to debate the principles and values which lie at the heart of policy development
- Enables the voice and concerns of the public to be heard
- Is carried out by 'independent' minded people who lead and own the scrutiny role
- Drives improvement in public services
- Adds value and is able to demonstrate its effectiveness

**Overview and Scrutiny is about increasing accountability, improving performance and engaging local people**

# Our Strategy

## Engaging Members

- Actively engaging members in the development of the work programme.
- Providing all members with the requisite skills to be effective participants through the member development programme.
- Implementing effective arrangements for dealing with any councillor call for action under the Local Government and Public Involvement in Health Act 2007
- Ensuring all members are aware of how the procedures for call-in of executive decisions operate
- Demonstrating the benefits of what good overview and scrutiny can achieve
- Providing members with the opportunities to go on best practice visits
- Providing members with the opportunity to engage directly with service providers and service users
- Chairs and spokespersons of Overview and Scrutiny Committees acting as scrutiny champions within and outside the Council
- Publication of annual reports to Council and the outcomes of reviews in relevant council publications.

## Critical friend challenge to policy makers and decision-makers

- Carrying out evidence based reviews
- Ensuring recommendations are achievable and practicable and draw on best practice
- Building relationships of trust with members and officers of the Council and relevant partners
- Engaging policy makers and decision-makers in the work of overview and scrutiny to ensure their issues and concerns are understood
- Ensuring the voice and concerns of the public are heard
- Using the call-in process in appropriate circumstances to challenge executive decisions before they are implemented

## Engaging with the Community

- Providing all members with the opportunity to represent the views and concerns of their communities
- Inviting relevant partners and other organisations to participate in reviews and meetings
- Promoting the work of overview and scrutiny through the press and media
- Promoting the work of overview and scrutiny through the website and publication of leaflets
- Proactive publicity and consultation in relation to appropriate reviews
- Publishing the outcomes of reviews to the community and relevant partners
- Using the new locality arrangements and the new Local Involvement Network (LINK) to identify issues of local concern and to feedback the outcomes of reviews
- Responding promptly to issues of concern raised by the LINK

## Driving improvement in public services

- Ensuring the work programme is focussed on issues where the overview and scrutiny function can add value/make a difference
- Implementing the agreed criteria for the selection of topics to ensure the work programme remains relevant to local people
- Developing and implementing a core work programme to ensure that priorities are dealt with
- Monitoring the performance of the Council to identify areas for improvement
- Implementing effective arrangements to monitor the performance of the local area agreement
- Through reviews or other activities providing a forum for the exchange of views on particular issues from stakeholders
- Ensuring the voice and concerns of the public on specific issues are heard
- Learning from best practice



# Adding Value and demonstrating effectiveness

- Implementing the agreed performance management framework for overview and scrutiny
- Monitoring the response to review recommendations.
- Monitoring the impact of recommendations on the delivery of public services
- Publicising the outcomes and impacts of reviews through appropriate press and media
- Publication of annual reports

## Key Skills for Overview and Scrutiny

Scrutiny requires members to assess, probe, analyse and adopt a number of different, often innovative techniques in order to achieve their objectives, requiring the application of a variety of skills.

### Chairing Skills

Chairing Skills are key to an effective meeting. An effective chair manages the use of time by:

- ❑ Helping to interpret, clarify and summarise
- ❑ Helping move the discussion on
- ❑ Remains focussed on outcomes
- ❑ Gets a result which is then accepted as the collective will
- ❑ Shows a commitment to achieving objectives
- ❑ Holding respect through impartiality
- ❑ Managing and taking ownership of the work programme
- ❑ Ensuring balance
- ❑ Encouraging appropriate participation
- ❑ Using officers appropriately
- ❑ Communicating effectively, including through the media

### Project Planning Skills

The ability to plan events to a conclusion taking into account resources and timescales. This includes planning scrutiny reviews and also planning work programmes for the Committees and identifying desired outcomes.

### Team Working

Getting members of an Overview and Scrutiny Committee or panel working effectively together towards a common goal

### Questioning Skills

The ability to probe and prod for information, managing to question and challenge officers without interrogating

### Listening

Genuinely listening to others whose views and opinions may differ from your own.

### Analytical Skills

The ability to review and interpret data and reach well reasoned conclusions and recommendations. Developing SMART recommendations

### Report writing

The ability to write clear and concise accounts with recommendations for action

### Negotiating

The ability to negotiate to reach a consensus

### Developing relationships

Promoting scrutiny by developing relationships with the Cabinet, Officers, Partners, Key Stakeholders, members of the public, other Committees (Other Overview and Scrutiny Committees and Area Committees) and the media.

# Selecting Topics for Overview and Scrutiny

1. Whether or not any particular issue will be addressed is determined by members using the following criteria.
  - Does this issue have a potential impact for significant section(s) of the population?
  - Is it a matter of general public concern?
  - Is the issue to be reviewed a key deliverable of a strategic and/or partnership plan?
  - Is it a key performance area where the Council needs to improve?
  - Is there a legislative requirement to undertake the review?
2. Secondly to ensure that reviews add value/ make a difference consideration will be given to whether it is practicable to undertake the review by asking the following questions-
  - Are there adequate resources available to do the activity well?
  - Is the overview and scrutiny activity timely?
  - Is there a clear objective for scrutinising this topic?
  - Is there evidence to support the need for overview and scrutiny?
  - What are the likely benefits to the council and its customers?
  - Are we likely to achieve a desired outcome?
  - What are the potential risks?

## Reasons to Reject Items for Overview and Scrutiny

3. There will sometimes be very compelling reasons why an item should not be subject to overview and scrutiny. Most commonly this arises where
  - An issue is being examined elsewhere - e.g. by the cabinet, working group, officer group, other body
  - An issue was dealt with less than 2 years ago
  - New legislation or guidance is expected within the next year
  - There is no scope for overview and scrutiny to add value/ make a difference

# MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY COORDINATING GROUP HELD ON 8<sup>th</sup> April 2009

Present:

Members of the Group:

Councillors: David Booth,  
Ken Browne  
Alan Cockburn  
Richard Grant (Chair)  
Mick Jones  
Jerry Roodhouse  
Bob Stevens

Officers: David Carter, Strategic Director Customers, Workforce and Governance  
Monica Fogarty, Assistant Chief Executive  
Michelle McHugh, Interim Overview and Scrutiny Manager  
John Wright, Committee Manager

## 1. General

### (1) Apologies

No apologies for absence were received.

### (2) Members' Disclosures of Personal and Prejudicial Interests

None

### (3) Minutes of the meeting held on 28th January 2009

The minutes of the 28th January 2009 meeting were agreed as a correct record and signed by the Chair.

### (4) Matters arising

There were no matters arising

## 2. Full Year Performance Report

The Group considered a report on the performance of the Overview and Scrutiny function during 2008/09. During 2008/09 95.8% of scrutiny recommendations had been accepted by the Cabinet which was an increase of 22.3% on the previous year. The percentage of recommendations which were implemented had also continued to increase.

The Group was informed that the review of flooding in Nuneaton had been nominated for the Centre for Public Scrutiny "Good Scrutiny Awards" and the shortlist would be announced in June.

Members expressed concern that the numbers of recommendations relating to external organisations, especially health, were not included in the performance figures. Most of those recommendations had been adopted by the relevant organisations and this was good news for the council as it reflected the positive nature of partnership working.

Members requested that a breakdown, by overview and scrutiny committee, of the numbers of recommendations that had been accepted by the Cabinet be provided to all Cabinet member and Overview and Scrutiny Committee Chairs

**Resolved** that the report be noted

### **3. Overview and Scrutiny Strategy Action Plan - 12 month update**

The Group considered a report on an update on the progress made against the Overview and Scrutiny Strategy Action Plan. The Group noted that the majority of the actions contained in the action plan had been achieved.

It was noted that guidance on scrutiny of Crime and Disorder Reduction Partnerships was expected to be received from the Home Office in the next few weeks. There would need to develop a county wide agreement on how this would be approached and implemented and therefore this matter would be raised at a future meeting of Coventry, Solihull and Warwickshire Chief Executives.

Members expressed concern at the current method of reporting performance information to overview and scrutiny committees. The quarterly performance reports were felt to be an old fashioned means of bringing the information to members attention as, the information was often out of date and frequently combined with information that was outside the purview of the committee. It was often not clear how and why individual targets had been set and by whom. The Group was informed that the performance reports were being reviewed and in future would be more purposeful, focusing on performance improvement. It was also felt that there needed to be greater clarity of the roles of Portfolio Holders, Scrutiny Chairs and Strategic Directors in signing off performance monitoring reports and it was suggested that greater ownership of performance and resultant improvement plans could be achieved by both Portfolio Holders and Strategic Directors signing off performance and improvement plans.

The Group was informed that options for changing the Overview and Scrutiny Committee structure will be presented to the Council at its meeting on 23<sup>rd</sup> June 2009.

The Group requested that the report be re-submitted to OSCG after the June elections to allow the "new" OSCG to give direction as to what should be included in the 2009/10 action plan for the Overview and Scrutiny Strategy.

**Resolved** that

- 1) The report be noted
- 2) The report be re-submitted to OSCG after the June elections to allow the "new" OSCG to give direction as to what should be included in the 2009/10 action plan for the Overview and Scrutiny Strategy.

#### **4. Warwickshire County Council Integrated Improvement Plan**

The Group considered a report on the CPA Corporate Assessment, Joint Area Review and Joint Inspection of Warwickshire Youth Offending Service Integrated Improvement Plan and the findings contained in the plan which could have implications for the development of overview and scrutiny committee work plans. Members felt that because of the changes in memberships of the committees which were likely following the elections, consideration of this report should be deferred until the first meeting of the group following the election.

**Resolved** that

- 1) The report be noted; and
- 2) Consideration of the details of the report be deferred until the first meeting of the Overview and Scrutiny Steering Group following the election.

#### **5. Overview and Scrutiny Core Work Programme**

The Group considered a report on the progress made against the 2008/09 Overview and Scrutiny Core Work Programme and asked the Group for its views on the issues that should be included in a three year Overview and Scrutiny Core Work Programme for 2009/12. Members were informed that all the majority the current years work programme had been completed. There were two outstanding items relating to Adult and Community Service Overview and Scrutiny Committee, one which would be picked up the Committee in September 2009 and the other had already been addressed by Cabinet and therefore it was agreed this issue was no longer a priority for the Committee.

Members felt that because of the changes in memberships of the committees which were likely following the elections, consideration of the aspects of the report which related to the future work programme should be deferred until the first meeting of the group following the election.

Members suggested that the following matters could be included in the core work programme

- A joint review, including all public services in Warwickshire, of back office support and the possibilities of sharing services to reduce costs
- A review of the role and effectiveness of the new post of Assistant Chief Executive and the work of the Performance and Partnership Unit to establish whether objectives had been achieved
- A review of grants allocated to Community and Voluntary Sector and outcomes achieved.

**Resolved** that consideration of the aspects of the report which related to the future work programme, together with the addition of the items listed above, be deferred until the first meeting of the Overview and Scrutiny Co-ordinating Group following the election and the three .

## **6. Comprehensive Area Assessment (CAA) and the role of Overview and Scrutiny**

The Group considered a report on an outline of potential roles for Overview and Scrutiny in the Comprehensive Area Assessment regime. Three roles had been identified

- Overview and scrutiny reviews as a source of evidence in the CAA process
- The CAA assessment informing overview and scrutiny work programmes
- Scrutiny of Warwickshire's self evaluation

Members were reminded that the self evaluation was due to be submitted by the end of June. This would raise difficulty in having the evaluation considered by scrutiny due to the elections being held in early June. The Group felt that the self evaluation should be considered by the Leaders Liaison Group and Cabinet.

### **Resolved that**

- 1) The report be noted; and
- 2) The report be re-submitted to OSCG after the June elections to allow the "new" OSCG to give direction on the potential roles for Overview and Scrutiny in the Comprehensive Area Assessment regime

## **7. Reducing Overview and Scrutiny Printing Costs**

The Group considered a report on proposed changes to producing Overview and Scrutiny Review Reports and OSC's Annual Reports.

Members were informed of the need to reduce the cost of producing overview and scrutiny reports whilst still providing a professional looking documents. Members were shown examples of standard report wallets which could be used with individual reports inserted in to them.

The Group also considered the potential benefits of producing a single annual overview and scrutiny report rather than reports from individual committees. Members felt this would be appropriate.

### **Resolved that.**

- 1) The use of generic scrutiny wallets for scrutiny review reports be approved; and
- 2) A single Overview and Scrutiny Annual report to be produced at the end of each municipal year

## **8. Any Other Business**

None

**9. Date of Next Meeting**

The Group noted that their next meeting would be held on 1<sup>st</sup> July 2008 at 2.00 p.m.

.....  
Chair

The Group rose at 3.15p.m.