

AGENDA MANAGEMENT SHEET

Name of Committee Overview And Scrutiny Coordinating Group

Date of Committee 30 April 2008

Report Title Overview and Scrutiny Performance Round up 2007-08

Summary To receive information about the performance of the overview and scrutiny function during 2007-08

For further information please contact: Jane Pollard
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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) N/A
- Other Elected Members Councillor Richard Grant
- Cabinet Member
- Chief Executive
- Legal Sarah Duxbury
- Finance
- Other Chief Officers
- 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

Overview And Scrutiny Coordinating Group - 30 April 2008.

Overview and Scrutiny Performance Round-up 2007-08

Report of the Strategic Director of Performance and Development

Recommendation

To consider and comment on the performance of the overview and scrutiny function.

To identify areas for improvement and issues to take forward

Implementing the outcomes of the scrutiny review

1. The Group agreed an action plan to implement the outcomes of the Review of Overview and Scrutiny in January 2007. A copy of the agreed Action Plan with updated information is attached as Appendix 2. Some of the highlights are
 - (a) The basis for developing a core work programme was agreed by the Group and a Core Work Programme for 2007/08 approved by Council in May 2007. Consultation has been carried out on a revised core work programme for 2008-09 with a view to submission to Council in May 2008.
 - (b) Criteria for the selection of topics by overview and scrutiny committees have been agreed and work programmes reviewed against those criteria.
 - (c) There have been some good examples of members improving their levels of engagement with overview and scrutiny, through visits to user groups, representative groups and various facilities. Cllrs Compton and Doody produced their own scrutiny report following a visit to Lower Furlong Care Home and Cllr Peter Barnes made a presentation to the Economic Development OSC on the Common Agricultural Policy and Cllrs Appleton and Whitehouse have worked with the Environment Agency and Severn Trent Water to further develop communication and service planning. A snapshot in March 2008 showed that there was some 22 scrutiny exercises underway-using small groups/panels or individual members.
 - (d) We have had good levels of engagement from partner agencies and other representative bodies with the various scrutiny exercises that have taken place. Between April 2007 and March 2008 some 269 people (471

attendances) from external agencies/organisations/public attended the main committees to contribute. This does not include those involved with the panels. On occasions we have had to work hard to engage partners. Where we have been successful in getting these agencies to the table the outcomes have been mutually beneficial.

- (e) New performance reporting arrangements have been agreed based on the new report card system with LAA targets being incorporated into O&S work programmes. Arrangements are now in place for regular quarterly performance reporting on both.
- (f) New locality arrangements have been agreed and these will form an essential part of the infrastructure for identifying and carrying out local area scrutiny in the future. This will be a development area in the coming year.
- (g) There are four local area scrutiny exercises being undertaken at the moment, three are joint reviews with the district/borough council. The first is due to report in June 08.
- (h) The Group agreed a framework and potential approach to partnership scrutiny in November 2007. Work is currently underway on mapping the key partnerships for each committee and more work will be undertaken in the coming year to develop joint scrutiny. Alan Johnson MP Secretary of State for Health commended the work of the Childhood Obesity Review as an excellent example of effective local partnership working.
- (i) The performance evaluation framework for the overview and scrutiny has been agreed and implemented.
- (j) New formats were agreed for overview and scrutiny review reports and annual reports to provide a more professional and identifiable 'brand' for the work of overview and scrutiny. Our review reports are published on the CfPS website and we have also produced in conjunction with CfPS an Acute Services OSC Review toolkit.
- (k) The overview and scrutiny web pages have been improved with an updated layout, specific pages for annual reports, a review library and direct links to the committee pages. We now have a section on the introduction page for latest news.
- (l) Leaflets for managers, partners and the public have been published. These are mainly produced in electronic format, which people can download. Where the leaflets have been printed this has been done in monotone to minimise costs and environmental impact. A short leaflet for members on the call-in procedure has been published on the members website.
- (m) Presentations have been given to all Directorate Managers Conferences about the new arrangements for overview and scrutiny. These have been well received and monthly 'scrutiny drop-in' sessions were held for officers from July 2007. These were open to all staff that wished to understand more about the role of the overview and scrutiny committees. District and

borough council colleagues have indicated an interest in attending a session. More work will be done this year on publicising the role of overview and scrutiny to partners.

- (n) We have continued to promote the development of the county scrutiny officers' network. Engagement by district and borough councils as well as Coventry City Council has been positive.
- (o) Refresher training sessions for members of overview and scrutiny committees and committee chairs took place in January 2007, these were followed by individual assessments of member training needs and the development of individual training plans by June 2007.

Performance Management Framework

2. The Group agreed a performance management framework in April 2007. Appendix 1 contains information about performance against the agreed general indicators. Trend data is given where available.
3. The percentage of recommendations accepted in year can be affected by the timing of the reviews and the figures for 2007-08 includes recommendations considered by Cabinet on 3 April 2008. The acceptance of the recommendations made by the Reviews of School Meals and Alcohol and Young People were made subject to whether there was appropriate budgetary provision. The relevant committees are still following up on progress in relation to these review recommendations.
4. The percentage of recommendations implemented in year is impacted by two major factors (a) the timing of the review and (b) the scale of the task to be undertaken. There were a significant number of recommendations this year that relate to service reconfiguration and these changes cannot be achieved overnight. A number of the reviews reported in the latter part of the year and therefore there has been little time for implementation e.g.
 - Dementia Care Services
 - Independence through Outcomes (Home Care)
 - Childhood Obesity
 - Bullying
 - Child Poverty
5. We need to look again at how we are tracking recommendations to other bodies to be clearer about the percentage being accepted and how we calculate this. Generally other bodies have welcomed the recommendations of reviews.
6. We have only started tracking this year in any formal sense external engagement with overview and scrutiny so trend data is not available.
7. The number of visits to the Council's overview and scrutiny web pages for the financial year 2007-08 were 3468.

Impact of Reviews

8. The impact of reviews is perhaps the most important factor, because it is this that really shows the value of Overview and Scrutiny. In general terms this is not amenable to annual performance statistics, as assessing impact will generally happen over a much longer period of time and will depend on the scale and nature of the task to be undertaken. We have carried out a number of reviews and some of the outcomes/impacts as far as they are known at the present time are set out below

a. Air Quality and Health Review

- Air Quality Strategy included as part of the Local Transport Plan

b. Acute Services Review

- Rethink in the proposals for the reconfiguration of acute services in Warwickshire
- Transport issues that affect access to health services have to be taken into account when reconfiguring services

c. Home to School Transport

- Change to council policy

d. Transport to Denominational Schools

- Change to council policy

e. Mental Health –Phase II

- Additional funding found to support young carers project in North Warwickshire

f. Fairer Charging

- Changes in the way the Council charges for adult social care services, increase in the charges potentially raising an additional £1M+ to support services
- Longer term strategy for charging now out to consultation

g. Older People's Safety

- Home Safety packs developed for distribution by carers
- Nominate a neighbour scheme rolled out countywide
- Introduction of a Junior Fire Safety Scheme for yr 6 children starting academic year 2008/09 - to encourage children to raise awareness of fire safety in their family
- Increased activity promoting service available to older people

h. Older People and Residential Care

- New community pharmacy support scheme to help residential homes comply with medication standards
- Improved compliance with medication standards
- New initiatives in care homes to improve meals and mealtimes e.g. focus on mealtimes project

- New training programme and approach to medicines management developed for in-house services
- Social care road shows and Care Ambassador Scheme to promote careers in social care
- Funding for Volunteers recruitment coordinator.

i. Dementia Care Services

- Improved awareness of issues in Warwickshire
- Conference held by Coventry and Warwickshire NHS Partnership Trust
- New pilot dementia home care service in Stratford District
- Alzheimer’s Society looking to develop branch/new services in Northern part of the county
- Improved confidence from carer groups that things will change
- Expanded training programme for dementia care offered via Warwickshire Quality Partnership

j. Childhood Obesity

- Obesity pathway for children has been drafted and is out for consultation with partners

k. Adult Mental Health Services in Rugby

- Commitment to look at how public transport impacts on access to services
- Purchase of a crisis house for Rugby

l. Independence through Outcomes – Home Care

- Feasibility studies underway to look at reconfiguring in house home care service to reablement service and development of fast track equipment adaptations service
- Commissioning Strategy and contract specifications being reconfigured to meet personalisation agenda
- New market management strategy

Other Activities

9. Not all successful scrutiny activity is carried out through specific reviews. Improved regular monitoring by committees can also provide benefits for example

Absence Management

| Year | 2006/07 | 2006/07 | June 2007 | September 2007 |
|---------------------|---------|---------|-----------|----------------|
| Average days absent | 10.57 | 9.55 | 9.30 | 8.65 |

Adult, Health and Community Services Directorate was the major source of concern but between 2006/07 and September 2007 absence was reduced from an average 18.77 days absence to 13.06 days. This is still well above the rest of the authority but is a move in the right direction.

Debt Recovery

The last major report to the committee was that to September 2007 outstanding debts had been reduced by 10% to £9m.

Supporting people

Improved star rating - receiving one star with fair and promising prospects for the future.

Adult Social Care

Improved star rating - receiving a CSCI rating of two stars and promising prospects for the future

10. In addition overview and scrutiny committees can exercise influence by getting partners together around a table to discuss issues of common concern and start to build the basis for better working relationships. An example of this was the Climate Change single-issue meeting looking at water resources and engaging with both the Environment Agency and Severn Trent Water Authority. This has led to follow up work to further develop communication and service planning. It can also challenge and influence the assumptions made in setting service targets and a good example of this was the role undertaken by the Environment OSC in relation to waste reduction targets leading to an acceptance that the Council could achieve even better results than its original target assumed.

What the Members Say

11. Members have been surveyed twice this year on their levels of satisfaction with the impact of the overview and scrutiny function. The results of the feedback are set out in the table below

| | | Poor | OK | Good | Very Good |
|----------------|-----------------------------|-------------|-----------|-------------|------------------|
| September 2007 | Corporate Governance Survey | 15% | 66% | 19% | 0% |
| January 2008 | Member Survey | 0% | 58.3% | 33.3% | 8.3% |

12. Specific feedback given by members in the corporate governance survey on what could be done to improve the overview & scrutiny function and the outcomes indicate an appetite for a more ambitious and proactive function i.e.
- Give OSC more power
 - Clarify role of OSC
 - Improve ambition/challenge of OSC
 - Focus on key issues, more focused debates, i.e. Adult OSC re Dementia and Residential Care
 - Don't be reactionary, i.e., to officer's requests
 - Don't be a 'talking shop'
 - Regularly monitor policies for direction
 - Less emphasis on performance management

- More officer time and support
- Monitor impact of OSC on decision-making process
- Provide more training

13. This also indicates that there is more to be done in both informing and improving the skills of members in their roles as members of overview and scrutiny committees and the Group might wish to consider if there are particular issues they would like to see provided or addressed through further training.

DAVID CARTER
Strategic Director of
Performance and
Development

Shire Hall
Warwick

07 April 2008

General Indicators

Appendix 1

| Indicator | Action | Objective | Performance Activity 2007/08 |
|--|--|--|--|
| 1. Percentage of recommendations made by O&S approved by Cabinet | To record and monitor the recommendations arising from the work of the Overview and Scrutiny Committees that are accepted by Cabinet. | To ensure that recommendations from the Overview and Scrutiny Committees are relevant, researched and evidence based so as to help improve the performance and quality of our services. | <p>2007-08 219 recommendations 73.5% accepted</p> <p>Note: Further 41 (92.2%) recommendations accepted subject to budget considerations</p> <p>2006-07 85 recommendations 95% accepted</p> <p>2005-06 112 recommendations 83.5%</p> |
| 2 Percentage of recommendations accepted by external partners | To record and monitor the recommendations arising from the work of the Overview and Scrutiny Committees that are accepted by our external partners | To ensure that recommendations from the Overview and Scrutiny Committees accord to the aspirations of our partners | <p>2007-08 42 recommendations accepted</p> <p>Note this needs more work, as it is more difficult to track in terms of percentage.</p> |
| 3. Percentage of recommendations made by O&S that have been successfully implemented | Record and monitor implementation of recommendations of O&S | To ensure that the work and the recommendation of O&S are being implemented | <p>2007-08 22.3% implemented</p> <p>2006-07 37% implemented</p> <p>2005-06 67% implemented</p> |
| 4. Number of citizens and community groups involved in scrutiny in the year | To monitor the number of citizens or representatives for community groups who actively participate in the scrutiny process | To identify and use a variety of techniques such as publicity, use of consultation information, linkages with other consultation processes and actively taking scrutiny out into the community so as to increase public participation. | <p>2007-08 11 community groups.</p> <p>540 people responding to consultation exercises</p> <p>31 site visits</p> <p>10 public questions</p> |
| 5. Number of external witnesses contributing to the O&S process. | Monitor and record the number of who contribute to O&S work. | To ensure that the O&S function is making the best use of the knowledge and experience of experts | 269 people attending the committees (471 attendances) and 109 external witnesses contributing to the work of panels. |

Scrutiny Review – Outcomes – Implementation Plan

| Issue | Progress Report April 2008 |
|---------------------------------------|---|
| Developing the work programme | |
| Core programme | Core Work programme agreed by Council 15 th May 2007 Core issues scheduled into appropriate OSC committee work programmes Revised core work programme being consulted on |
| Criteria for choosing reviews | Criteria agreed and work programmes reviewed Agreed criteria implemented |
| LAA Governance | Arrangements agreed and implemented e.g. Public Service board and theme groups etc. |
| LAA Joint OSC bodies | Membership of bodies- arrangements to be discussed as part of review of LAA in 2008) Quarterly performance monitoring reports to OSCs agreed and implemented |
| LAA outcomes/targets | Incorporation of targets outcomes into WCC OSC work programmes Implementation of agreed monitoring arrangements. (First 12 months PSB to identify any areas for joint scrutiny) |
| Joint scrutiny topics | Agreeing arrangements for consultation –these related to local area scrutiny topics – consultation carried out as agreed. Partnership scrutiny framework agreed and preferred approach. |
| Joint Scrutiny reviews | Each OSC to identify appropriate topics as part of their ongoing review of their work programmes – e.g. joint review with Coventry City Council underway – joint review with Rugby Borough Council has taken place on adult mental health services |
| Developing Local Area Scrutiny | |
| Defining localities | Arrangements for new localities have been agreed. |
| Local Area Scrutiny Reviews | Consultation on topics as agreed. Four reviews currently in progress, three of which are joint panels with the district/borough councils. Next steps will be to develop the arrangements in the light of the new locality arrangements and evaluate the current reviews once they have reported for lessons learnt. |
| Role of Area Committees and Scrutiny | Requires further discussion with members, taking account of the new locality arrangements and the impact of the Local Government and Public Involvement in Health Act 2007 |

Scrutiny Review – Outcomes – Implementation Plan

| Issue | Progress Report April 2008 |
|--|--|
| Performance Monitoring | |
| Performance Management System | New performance management system accessible to members on the intranet. Training has been provided as required/requested |
| Standard Performance Reporting | New formats for standard performance management reports agreed together with quarterly reporting to OSCs to be fully implemented 2007-08 |
| Development of performance management system for overview and scrutiny | Performance Management Framework for O&S function agreed. Tracking systems developed and implemented. Will need to be reviewed during 2007-08 for effectiveness and securing improvements. |
| Member Development | |
| Analysis of individual needs | Member interviews carried out |
| Developing the programme | Individual development programmes put in place for 97% of members |
| Raising the profile | |
| Annual reports to Council –schedule and reformatting | New standard report format agreed. Rolling programme of reports to Council from the individual committees agreed |
| Standard formats for overview and scrutiny reviews -agreed | Standard formats for review reports agreed and implemented |
| Leaflets for Managers, Members, Partners and Public. | Leaflets Produced and printed/available electronically |
| Training for Officers | Presentations made to all managers conferences. Scrutiny drop-in sessions held from July 2007 for any members of staff interested in the role of the committees. There was good take-up by officers. |
| Submissions of completed reviews to CfPS | Ongoing implementation |
| Improvements to Website | Web pages for committees updated and re-formatted. Creation of annual reports page and review library. Links to committee pages for agendas and papers and dates for future meetings. Latest news section on introduction page. Also link to web pages about local involvement networks. |
| Articles in Council publications | Ongoing implementation |