

OVERVIEW AND SCRUTINY UPDATE

7 December 2016

1 Introduction

This report summarises the activities of each Overview and Scrutiny Committee during July. Individual reports from the scrutiny chairs are referenced as follows:

Section 2	Cllr Brian Oosthuysen, Chair of the Overview and Scrutiny Management Committee
Section 3	Cllr Tim Harman, Chair of the Children and Families Overview and Scrutiny Committee
Section 4	Cllr Iain Dobie, Chair of the Health and Care Overview and Scrutiny Committee
Section 5	Cllr Robert Bird, Chair of the Environment and Communities Overview and Scrutiny Committee
Section 6	Cllr Joe Harris, Chair of Economic Growth Overview and Scrutiny Committee
Section 7	Cllr Roger Wilson, Gloucestershire Police and Crime Panel

2 Overview and Scrutiny Management Committee (25 November 2016) – Cllr Brian Oosthuysen

2.1 Legal Services

The Head of Legal Services provided members with an overview of the service area along with some examples of cases the team had been involved in and some of their achievements.

Members were provided with details of the increased demand in relation to child protection cases and the significant costs associated with this.

The committee viewed CIPFA benchmarking data for the service which presented the service positively in comparison with statistical neighbours.

The future challenges were outlined as being a need to achieve savings while also balancing the increase in advise requirement across the Council. The service had to be aligned with the advice needs of the Council.

2.2 Performance Reporting

Members considered the strategic performance management report for 2nd quarter 2016/17 as well as performance reports for Strategy and Challenge and Core Council. Members discussed the pressure around children in care and stability of placements, with the Deputy Head of Safeguarding and Care in attendance to answer questions.

The committee also requested a briefing in relation to the increase in the number of people killed or serious injured on our roads.

2.3 Finance Update

The committee received the current forecast position for 2016/17 where a balanced position was being reported. Members understood that key pressures were within the Adults and Children's Social Care Budgets.

2.4 Consultation Scrutiny Task Group

Cllr Barry Kirby presented the final report of the task group which had been established following a motion at Full Council. The group had aimed to look at the County Council's current consultation policies and practices and help shape the review of the consultation protocols.

The first meeting of the group had been with a representative from the Consultation Institute. Members understood that Gloucestershire was one of the first councils who were scrutinising what they wanted to achieve from consultation and commended members for this approach.

The group had been reassured by officers on the processes in place and that there had already been plans to review the protocol. Members had worked with officers to provide a positive impact and add value.

The recommendations were listed out within the report and included a focus on the importance of social media to help engage more people in the consultation. In addition the group had recommended that members be involved at an earlier stage so that they can help highlight consultation within their communities. It was important that there was cross party ownership of the protocol.

3 Children and Families Overview and Scrutiny Committee (18 November 2016) – Cllr Tim Harman

3.1 Children in Care – what are the factors driving the increase in numbers?

The committee received a detailed presentation from the Operations Director Children's Safeguarding and Care and engaged in a detailed discussion with the Director and the Director of Children's Service's on this matter. The presentation slides are available on the council website and members will find this information helpful.

The numbers of children coming into care has been rising over the last ten years. Of particular interest is that there was a significant increase in July this year. Numbers are now holding steady but it is impossible to say whether this position will be maintained; this is a demand led service. In order to try to understand the spike in July the Operations Director personally reviewed each case, but found that in every case bar one the child did need to be placed in care; and in that case it was borderline, and was understandable that the decision had been taken to place the child in care. Ordinarily the numbers coming in to care are to a degree balanced by those leaving care, but in July only 2 children left care. It is important to note that we are not out of kilter with our statistical neighbours, and remain below the England average.

The continued increase in demand has had a knock on effect with there now being a delay in cases reaching court; this also has much to do with the complexity of these cases. The committee was informed that the courts are also under pressure and were referring to there being a crisis.

A particular challenge in Gloucestershire is provision for teenagers. The committee was also informed that there is no secure accommodation in Gloucestershire so when this is required children and young people will be sent out of county. It was noted that the use of secure accommodation has reduced radically; but with a greater understanding of the risks associated with Child Sexual Exploitation (CSE) there are some young people who have been placed in secure accommodation for their own safety.

The presentation included the profile of placements in Gloucestershire in comparison with other authorities. This clearly showed that we use foster placements much more than other local authorities.

In the longer term the focus would continue to be on early help and prevention, children in need planning and early intervention. Family Group Conferences will also be utilised – this is where social workers work with the (wider) family at the start of the process to identify what they can do to support each other as opposed to the

social worker telling them what to do, to create safety around the child/children. A business case was also being developed to establish an Intensive Support Hub. This would be a joint initiative with the NHS, and based on the North Yorkshire model 'No Wrong Door'. This would include short term residential placements, and access to intensive flexible support.

Clearly this is a significant area of risk for the council, and both Directors were clear that the system is stretched. There is also pressure on the budget, in particular the external agency placement budget; this budget area has been overspent for some years. It was interesting to note that information coming through from Ofsted is that they are not worried about the rise in numbers and see that this reflects good practice by local authorities.

3.2 Unaccompanied Asylum Seeking Children (UASC)

The committee was joined by the Director of Youth Support and a Head of Service (Youth Support) to engage with members on this matter. The presentation slides are available on the council's website for information.

There are currently 24 UASC in the care of Gloucestershire. 16 are at school in full time education and 8 are attending a local charity GARAS (Gloucestershire Action for Asylum Seekers and Refugees). 23 are living in foster care and one is in Supported Living arrangements. There are also 28 former UASC care leavers in Gloucestershire. 11 are at college, 8 are at university, 5 are NEET, 3 are at school and one is in full time employment.

The committee was informed that the national transfer scheme (NTS) was introduced in July 2016. This facilitated a fair process for the distribution of UASC across the country. Based on this scheme (level based on 0.07% of children's population) Gloucestershire could receive up to 87 UASC.

Under the vulnerable children resettlement scheme (often referred to as the Syrian families resettlement programme) 15 families have been re-settled in Gloucestershire, across all districts, apart from the Forest of Dean. 2 more families are expected by Christmas. The Forest of Dean District Council is happy to receive families but want to ensure that the placement location is appropriate.

It was explained that the council receives funding from the Home Office to support each child. It is anticipated that there will be a shortfall in this funding which the council will have to fill. The funding situation for those UASC who are over 18 is a significant pressure. This is also the subject of a national discussion, and the Association of Directors of Children's Services (ADCS) has recently published a report on safeguarding pressures. The Home Office has started to fund care leavers

but again it is anticipated that there will be a shortfall that would have to be picked up by the council.

Members were aware that there were some local authorities that have refused to participate in the resettlement scheme. It was acknowledged that there were a few. Whilst funding was an issue for these councils, the greater concern related to the challenges around placing these families, when they were already experiencing challenges in placing their 'own' children.

There is a working group looking at the implications of the numbers and the resources in place. This group included an Ambassador who was an UASC. A particular challenge had been the short notice given by the Home Office with regard to placements as this had meant that the council had not been able to undertake the necessary planning. Knowing that Gloucestershire could receive up to 87 UASC meant that planning could be undertaken.

The committee is concerned that supporting these children and families placed additional pressure on an already stretched system. However the majority of committee members agreed that supporting these people, who are in dire need, was something that we should be doing. The committee will receive an update on this position in 6 months.

3.3 Revenue Monitoring

The pressures on the external placement budget have already been mentioned; there is no simple solution to this position. The ongoing pressures on the system place the budget under stress, and going forward budget discussions on the Medium Term Financial Strategy will need to look at how to manage and fund this demand.

4 Health and Care Overview and Scrutiny Committee (15 November 2016) – Cllr Iain Dobie

4.1 Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) Financial Position

In September 2016 GHNHSFT announced a significant and unexpected deterioration in its reported financial position. The committee was pleased to welcome Deborah Lee, Chief Executive GHNHSFT, and Keith Norton, a newly appointed Non-Executive Director, to the meeting to discuss this matter with members.

Ms Lee acknowledged that this position did reflect that there had been a failure of financial governance; and had the Trust, the regulators and auditors acted differently the Trust would not be in this position today. The sudden nature of the announcement had given rise to the misconception that this situation had developed 'overnight', and she wanted to be clear that this position had developed over time.

The announcement had been preceded by an independent high level review, commissioned by the Trust Board, of the Trust's financial position and reporting arrangements.

This review had highlighted that there was an insufficient level of financial skills and expertise across the Trust's Non-Executive Directors (NEDs). It is important to note that an externally commissioned review of the Board's arrangements in 2015 did not raise this as an area of concern. Changes to the Trust Board have already been made; and the committee was assured that the person specification for NEDs reflected the need for financial expertise.

The Gloucestershire Clinical Commissioning Group commissioned the services provided by the Trust and therefore there would be a continuation of services to the public. The challenge was to do things better and more efficiently.

An independent review of the circumstances that led to the financial deterioration has been jointly commissioned by the Trust and the regulator NHS Improvement. An extraordinary meeting of the committee has been set for 30 January 2017 to receive the outcome of this review.

4.2 Sustainability and Transformation Plan (STP)

The committee was pleased to be able to discuss this plan with the commissioners and providers of health and social care services in Gloucestershire. The plan's vision is *'to improve health and wellbeing, we believe that by all working better together – in a more joined up way – and using the strengths of individuals, carers and local communities, we will transform the quality of care and support we provide to all local people'*.

There was agreement across the committee that this was an exciting plan building on and developing work already in place and planned. This plan is challenging for all partners, not least in its drive to deliver a consistent approach to services across all organisations; this alone means a significant challenge in terms of workplace culture, and a shared language. A very positive element is that prevention (Public Health) is embedded within the plan.

We are all aware that demand has increased dramatically over the last few years. We live in an online culture where people have access 24/7 to social and business media and can shop and receive goods within a 24 hour period; and there is growing expectation that access to health and social care should be the same. Managing expectations, and effectively communicating with members of the public, are key challenges.

The underlying detail on possible service changes will come forward later in 2017. At present the Gloucestershire Clinical Commissioning Group (GCCG) is leading on an engagement exercise to inform and engage with the public. The plan is available at www.gloucestershireccg.nhs.uk/gloucestershire-stp. This link gives access to the full plan and a short guide. It also links to a survey and I recommend that all members respond to this survey and encourage their local communities to do so as well to ensure that the GCCG get a broad range of responses.

The committee was clear that it intends to follow the progress and implementation of this plan and will be part of any consultation on service change proposals. Urgent Care will be part of the committee's debate on the council motion relating to A and E waiting times on 15 December 2017. It is anticipated that consultation on the urgent care system model will begin in Summer 2017.

4.3 Adult Social Care and Public Health Performance Quarter 1

Members welcomed the continued good work to support adults with learning disabilities into employment and congratulated Forwards Employment Services (commissioned by the council) on winning the Empowerment Award at the Gloucestershire Health and Social Care Awards on 8 November 2016.

It was of concern to note that performance against reassessment targets continues to underperform, apart from those service users supported by the 2Gether NHS Foundation Trust (2G). It was also of concern to hear that the demand for paid carers is outstripping supply; it was thought that this was related to some domiciliary care organisations going out of business. The committee will need to monitor this issue.

Performance against Health Checks targets continues to struggle. All GP practices in the county, apart from two, have signed up to deliver these checks, and for the two practices that have not alternative arrangements have been made for these patients. Advertising these checks and communicating with patients rests with the GP practice. A particular factor here is that no matter how the benefits of these checks are communicated we cannot make people take them up.

4.4 Gloucestershire Clinical Commissioning Group (GCCG) Performance Report

Following a request from the committee this report now regularly includes information on mental health indicators. Mental Health will also be the main item at the committee's meeting on 10 January 2017.

As previously reported cancer targets continue to be a challenge; and whilst there is some improvement in the 6 week diagnostic target more needs to be done to bring this performance online. Recovery plans are in place.

There have been concerns with regard to Improving Access to Psychological Therapies (IAPT). 2G have benefited from support from a member of the national IAPT team, and received a visit from the NHS England Intensive Support Team. 2G have developed an improvement plan for access and recovery which has been shared with the GCCG. 2G informed the committee that it was confident that it was now on the right track.

4.5 Healthwatch Gloucestershire (HWG) Quarter 1 Patient and Public Feedback

The Chair of HWG informed the committee that HWG would be working with the CQC on the forthcoming inspection of GHNHSFT. It was also undertaking a follow up to its report on the Hospital Discharge process and expected to share this with the committee in the New Year.

5 Environment and Communities Overview and Scrutiny Committee (22 November 2016) - Cllr Rob Bird

5.1 Cotswold Flood Action Group

At the September committee meeting, members considered feedback on the work of the Cotswold Flood Action Group with representations from the GCC Flood Team, Cotswold District Councillors, Thames Water and the Environment Agency. The committee also received a statement from Cabinet Member: Highways and Flood, Cllr Vernon Smith.

The consensus of opinion at the meeting was that the work of the Flood Action Group had been a huge success. Representatives expressed particular satisfaction with the improved communication between key stakeholders, town and parish councils and local residents. The discussion also reflected on the considerable progress that had been made in addressing flooding issues in the Cotswold District since 2014.

Expressing firm resolve that the current arrangement continue, it was agreed that the scrutiny function of the Environment and Communities Scrutiny Committee was now complete. It was also agreed that a statement be sent on behalf of the committee to Cotswold District Council, proposing transfer of responsibility to the local authority, (under delegated authority from the County Council as lead local flood authority). The committee has since agreed a letter to be sent to Cotswold District Council.

5.2 Update on the A40 Over Roundabout Project

Chris Riley (Local Highways Manager) gave an update on the A40 Over Roundabout Project.

The update included feedback from recent public information events and the latest graphic designs, (including 3D model images).

5.3 Motion 722: Results of the Highway Customer Satisfaction Level Survey

Following a motion to Full Council on 29 June 2016, (**Appendix 1**) members considered the:

1. Revised Town and Parish Council Highway Customer Satisfaction Survey;
2. Revised Member Highway Customer Satisfaction Survey
3. Customer Service Improvement Action Plan

The committee noted the report and endorsed that Gloucestershire County Council continue to participate in the National Highways and Transport Survey. In endorsing the revised Customer Satisfaction Surveys, the committee also expressed a strong viewpoint that additional work be undertaken to produce a non-parish 'District' version of the survey, plus a separate version, adapted to include questions specifically relating to urban areas.

Lead officers were instructed to produce the additional versions of the survey as a matter of urgency, followed by an update to the Environment and Communities Overview and Scrutiny Committee and to Full Council at a later date.

5.4 Motion from Full Council (Motion 766 – Improving Highway Tree Maintenance)

Following a motion to Full Council on 23 March 2016, members considered the response of the Cabinet Member: Highways and Flood to the Highways Advisory Group's proposals for improvements to the County Council's Tree Maintenance Programme. (**Appendix 2**)

In noting the response, the committee agreed to defer consideration of the proposals until the scrutiny committee meeting in March to enable the Highways Advisory Group to consider the Cabinet Member's response in full. An update to be presented to Full Council in March 2017.

5.5 Work Plan

11 January 2017 - Joint Waste Committee

At the committee meeting on 13 July 2016, members requested an update on the role and work of the Joint Waste Committee. The Head of Service and Chairman of the Joint Waste Committee to present an overview of the role of the committee and to respond to questions at the scrutiny committee meeting on 11 January 2017. The

item to take into account the 'waste' motion considered at the full council meeting on 14 September 2016.

8 March 2017 - Task Group Review

The committee to receive updates on the following task group reviews at the March Scrutiny Committee meeting:

- 1) Climate Change
- 2) Access to and from the Forest of Dean
- 3) A429 Fosse Way

Members will be invited to suggest items for the incoming committee to consider post County Council elections in May 2017

6 Gloucestershire Economic Growth Scrutiny Committee (30 November 2016) – Cllr Joe Harris

The Economic Growth Scrutiny Committee meeting was held on 30 November 2016, following publication of the agenda for the Full Council meeting on 7 December 2016.

The following items were considered at the meeting: -

6.1 Promoting Gloucestershire – request for a task group review

At the Economic Growth Scrutiny Committee meeting on 7 September 2016, a member proposed that a scrutiny task group be established to consider the impact of tourism in terms of creating opportunities for residents and new and existing businesses across the county and to investigate how tourism might benefit from a co-ordinated Gloucestershire approach. The majority of members supported the proposal, with a proviso that the review encompass a wide range of other factors, (including tourism), which might attract people and businesses to live and work in Gloucestershire.

Following consideration at the Overview and Scrutiny Committee meeting on 30 September 2016, the committee requested that a meeting be held between the members of the Economic Growth Scrutiny Committee and the Chief Executive of the Gloucestershire Local Enterprise Partnership (LEP) to consider whether the proposal for a task group review would duplicate or add value to the economic development of Gloucestershire.

If considered a viable option, the original one page strategy to be resubmitted to the Overview and Scrutiny Management Committee for final approval. If approved, the

review to commence in the next council. (Post County Council Elections in May 2017).

6.2 Fastershire Broadband

Matt Smith, Operations Manager for the Fastershire Broadband Project, to update the committee on progress and current issues.

6.3 Community Pub Task Group

In response to a motion to Gloucestershire County Council in November 2014, the Gloucestershire Economic Growth Scrutiny Committee considered an economic analysis of the local pub and restaurant sector, including the contributions pubs and restaurants make to the Gloucestershire economy. A cross party task group was established in July 2015.

Following discussions with non-profit charity organisation, 'Pub is the Hub', representatives from the organisation met with committee members to discuss how they could support the review, including offering to undertake strategic mapping of Gloucestershire to identify priority areas. The organisation has worked for several other local authorities in the past 15 years, attempting to support and encourage local pubs to diversify and better serve local communities. The organisation also provides workshops and assistance to local communities to apply for grants.

At the committee meeting on 7 September 2016, it was agreed to note the findings of the Pub is the Hub 'Mapping Analysis' of Gloucestershire and for lead members to;

- a) Identify possible locations to suggest as priority areas for the 'Pub is the Hub' to work with local councils and other stakeholders in targeting future rural regeneration programmes and support;
- b) Establish a realistic implementation plan and timeline from which to identify priority areas and engage with district and parish councils and other key stakeholders;
- c) Host a 'Pub is the Hub' countywide workshop for District and Parish Councils and other stakeholders to gain an understanding of what options might be available to assist rural communities in preserving and delivering local services;
- d) Consider nominating elected (district) member and officer (district) representatives to 'champion' and take the proposed schemes forward;

- e) Monitor progress with regular updates and periodical reports. The reports to be presented to the committee by the relevant district representatives.

The committee confirmed that the work of the task group was now complete. Lead members are currently working with the 'Pub is the Hub' organisation to provide support via District and Parish Councils in helping local community groups consider ways of developing local pubs as assets of community value. A workshop event for District and Parish Councils to be held at Shire Hall in the March 2017, where it was suggested representatives from the Rural Community Council be invited to attend the event.

7. Gloucestershire Police and Crime Panel (7 November 2016) – Cllr Roger Wilson

7.1 Update on the New Operating Model

Members received a presentation from senior officers of the constabulary detailing the progress made with the new operating model. The New Operating Model was introduced in July 2015 to meet the financial demands for the future and to reflect the changing nature of policing. It was designed to:

- Put the public at the heart of all we do
- Police the county as one
- Foster doing things once
- Enable efficient and transparent decision-making
- Enable capable, motivated and professional people to add value
- Create sustainable resilience through leveraging the right tech, estates and equipment
- Be affordable and financially sustainable in the mid/long term

Members were told that Gloucestershire has the fourth lowest crime rate per 1000 people in England and Wales and that it was one of only four forces to have shown a reduction in crime in the year to July 2016 (Office of National Statistics).

Significant improvements have also been made in user satisfaction and public confidence in the constabulary.

The panel congratulated the constabulary on the progress that has been made, however they recognised that there is still much work to be done from both the Commissioner and the Constabulary in terms of improving the service. The latest progress represented a strong foundation from which to build on.

7.2 Police and Crime Plan

At previous meetings the Panel had considered the draft Police and Crime Plan, this was a further opportunity to see the final draft and to understand how it would work and be delivered.

A Delivery plan is being developed that will be received by the Panel at the next meeting. The Panel will continue to receive the highlight report which reports on each of the six priorities within the plan. Priority leads will attend Panel meetings to give presentations on the work being undertaken and to answer questions.

One member expressed concerns regarding the pages in the plan from the Commissioner on 'My Approach' where he felt the narrative was open to misinterpretation. Aside from this concern, the Panel formally supported the plan.

The plan can be viewed at: <https://www.gloucestershire-pcc.gov.uk/your-pcc/what-is-the-police-and-crime-plan/>

7.3 Chief Executive's Report

The report included information on 101 calls as concerns had been raised by members about the timeliness of responses. The Commissioner had questioned the superintendent in charge of the control room and it was explained that there had been an increase in demand for the service.

The Panel expressed concern that the data provided in the report in some cases only ran until March 2015 as the latest data had not been audited. The Commissioner explained that his Governance Board would be taking a more detailed look at 101 calls and that an update would be provided in each Chief Executive report.

The Chief Executive report outlined that HMIC had returned to the Constabulary in October to carry out a PEEL inspection into effectiveness. Final reports from HMIC following their efficiency inspection had been published with the force rated as good overall. Inspections on, legitimacy and leadership were expected to report in December.