

OVERVIEW AND SCRUTINY UPDATE

13 September 2017

1 Introduction

This report summarises the activities of each Overview and Scrutiny Committee during July 2017. Individual reports from the scrutiny chairs are referenced as follows:

Section 2	Cllr Patrick Molyneux, Chair of the Overview and Scrutiny Management Committee
Section 3	Cllr Brian Robinson, Chair of the Children and Families Overview and Scrutiny Committee
Section 4	Cllr Carole Allaway Martin, 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 Dave Norman, Chair of Economic Growth Overview and Scrutiny Committee
Section 7	Cllr Will Windsor Clive, Gloucestershire Police and Crime Panel

2 Overview and Scrutiny Management Committee (21 July 2017) – Cllr Patrick Molyneux

2.1 Effective Scrutiny

Simon Harper, Head of Democratic Services, gave a presentation on Good Scrutiny – the Gloucestershire Story. He outlined how scrutiny had developed over ten years following the Summer Emergency Scrutiny Inquiry in 2007 which had been chaired by the then Chair of OSMC Cllr Rob Garnham. This review had been held up nationally as a good way of bringing organisations and partners together. It had clear outcomes with Severn Trent investing £30m on infrastructure for Gloucestershire. This work had triggered a different approach to scrutiny which developed into Gloucestershire's key principles.

Over the past ten years scrutiny had carried out a number of time limited task groups looking at particular issues. An example of this was ambulance response times, where scrutiny work looked at specific activity on the ground. Another example was the badger cull where scrutiny members had considered the community impact of the cull and not attempted to take a position on the pros or

cons of the cull itself. Central Government had been interested in the outcome of the review with scrutiny members meeting with the minister to present the recommendations and discuss the issues.

The scrutiny structure had developed over the years with OSMC, Children and Families and Health and Care Scrutiny long established. Over time there was the introduction of the Environment and Communities Scrutiny Committee and Economic Growth Scrutiny. There had been the addition of a statutory required Police and Crime Panel. While the structure was much larger than most other Councils, it worked in Gloucestershire due to the enthusiasm and engagement of non executive members.

The Committee considered whether they felt there was a need to progress with a further review of scrutiny. They noted the comments made at the previous meeting and the action to review scrutiny and consider what an external review might look like. The Chairman stated that the presentation and feedback from members suggested that the council was 'getting it right' and that scrutiny at Gloucestershire was being taken seriously. He acknowledged the concerns within Children's Services that had brought forward the comments at the last meeting. A Peer Review would be undertaken as detailed in the Council Motion and Children and Families Scrutiny Committee would be carrying out their own work. The Committee agreed that no further action was required.

2.2 Gloucestershire Context

Rob Ayliffe, Head of Planning, Performance and Change, provided members with a presentation which outlined the socio-economic challenges that Cabinet should be taking account of ahead of preparing the 2018/19 draft budget. He also outlined the Council's priorities and overview of performance.

2.3 Finance Update

Paul Blacker, Head of Finance, introduced the latest financial monitoring report. A very slight overspend was forecast for the year end revenue position, but this overall balanced position included two withdraws from reserves totalling £4m – Adults budget (£1m) and Children budget (£3m). This included the social care levy specifically targeted to fund the demand pressures in adults. In the Children's budget, there were significant financial pressures, with a £6.7m overspend driven by the increase in children in care numbers which reflected the national trend. An extra £3m had been put into the budget for social workers in order to improve the assessments as well as investment in early intervention services. The Improvement Plan following the OFSTED inspection would also

have financial implications. This would be discussed as part of the budget setting process.

3 Children and Families Overview and Scrutiny Committee (13 July 2017– Cllr Brian Robinson

3.1 Gloucestershire Safeguarding Children Board (GSCB) Annual Report 2016/17

The committee was pleased to welcome Mr Dave McCallum to the meeting to respond to members' questions. It is important to note that this is Mr McCallum's report as Independent Chair and its purpose is to reflect the work of the GSCB over the previous 12 months and also challenge the wider GSCB partnership. It is not signed off by the GSCB.

Mr McCallum acknowledged the findings of the Ofsted Inspection and that this reflected a failing of the function of the GSCB and himself. He informed members that the GSCB respected what this inspection and the HMIC Child Protection Inspection of Gloucestershire Constabulary were saying, and that there was a determination across all organisations to implement all recommendations.

As in previous years the committee was disappointed with the level of attendance by some organisations at GSCB meetings. Members felt that the unwieldy structure of the GSCB did not, in reality, facilitate the GSCB's work. Mr McCallum acknowledged this and explained that recent legislation (Children and Social Work Act 2017) would enable the GSCB to take a more permissive approach to the membership and structure; in the shorter term the GSCB was reviewing its structure.

Mr McCallum informed members that a particular learning point from the Ofsted inspection related to the quality audits, in that the GSCB did not undertake audits that took in the whole journey of the child. He felt that this would have given the GSCB a better view of all the things (poor practice) that could disadvantage children and young people. Mr McCallum was also unsure as to whether all organisations had been undertaking a sufficient level of quality audit, and he will be following this through.

Members questioned whether the voice of the child is sufficiently recognised across the GSCB. Mr McCallum agreed that this is a priority and whilst the GSCB did already work with the Ambassadors this was a priority going forward. The committee was pleased to note that the GSCB would be represented on the Improvement Board.

The committee acknowledged that Mr McCallum did report to the committee in 2016 on his concerns around the significant pressures on the front door, and the level of newly qualified social workers and the impact that this could have on the system.

This was a robust debate and the minutes will give a fuller picture of the discussion and challenge.

3.2 Ofsted Inspection of Services for children in need of help and protection, children looked after and care leavers

The committee was pleased to welcome Claire Burgess, LGA Children's Improvement Adviser, to the meeting to inform and advise the committee on how it might wish to frame its focus on the Ofsted Improvement Plan; and what support the LGA can offer the committee.

It was particularly helpful to members to see the learning from the work of the LGA and the ISOS Partnership 'Action research into improvement in local children's services: Practical implications for lead members and senior leaders' (2016). This clearly laid out the three key steps when embarking on an improvement journey, the defining characteristics at each stage of the improvement journey, and the key questions that elected members will need to consider. This research also made clear that we are looking at at least a two year journey of improvement. (The presentation slides with a link to this report are on the GCC website.)

A significant issue for many members is the number of emails they are receiving from members of the public who feel that the inspection findings call into question the outcome of their complaints. The Interim Director of Children's Services indicated that she was also receiving a high volume of emails in this regard, and had asked the corporate Complaints team to contact other local authorities who have been in a similar position for advice. The outcome of this work would be shared with committee members.

In discussing its role in the improvement process the committee was clear that it needed to be rigorous and constructive. The committee also agreed that although the council had agreed to invite the LGA in to undertake a review that it was also important that the committee understood how the council had got to this position. The committee would therefore invite the relevant parties to a future meeting to discuss this matter.

The committee also agreed that it needed to ensure that it had a clear sightline down to the front line and would be exploring different approaches to achieve

this; and would also hold monthly committee meetings to ensure that sufficient scrutiny is given to the improvement plan.

4 Health and Care Overview and Scrutiny Committee (11 July 2017) – Cllr Carole Allaway Martin

4.1 STP Engagement Report

The committee received a presentation demonstrating the outcomes of the 12 week engagement exercise (November 2016 to February 2017), this included both quantitative and qualitative information. (The presentation slides are available on the council website.)

Feedback from the general public included approval of a focus on prevention and self-care, difficulties in navigating a complex system, importance of treating the whole person, and better use of technology. The Gloucestershire Clinical Commissioning Group (GCCG) was now developing service change proposals for consultation with partners. These were required to go through the NHS England (NHSE) assurance process, and would be received by the committee in due course.

There was a view that the number of responses (638 completed surveys) was relatively small, and it was suggested that this related to the lack of detail in the STP. It was acknowledged that it was expected that there would be a significant increases in responses once the proposals for change were put out to consultation. It was hoped that the consultation process would begin later this year. It was further acknowledged that in a rural county it was always a challenge to ensure that a wide range of stakeholders were engaged, but the GCCG were of the view that the engagement activity did cut across all parts of the county.

Committee members remain frustrated by the lack of detail in the STP, and the time taken to bring forward the proposals relating to Urgent Care Centres and the Forest of Dean.

4.2 Cleeve Link – The Lessons Learnt

The committee engaged in a detailed debate on this matter with the Director of Adult Social Services (DASS). Members agreed that the way in which members of staff and Cleeve Link carers had responded to this situation was to be commended, particularly the carers who had gone into work despite no longer being employed by the organisation.

The report describes in detail the lessons learnt and we recommend the report to all members of council; despite this detail there remained a shared view and concern that signs were missed. Members were assured that the Commercial Services team did have the necessary level of expertise in procurement and contract management, that the finance teams also had the necessary skill base, and that if the situation required it additional expertise would be brought in.

Members agreed that they would explore the issues relating to CQC registration with the CQC at the planned CQC workshop. The committee suggested that an LGA peer into this area of work review may be beneficial; a peer review was planned for 2018 and this view would be taken forward when deciding the area to be covered by the review.

There was deep concern that the council was not aware of how unmanageable staff rotas were until the collapse of the company. This is a significant learning point for the council, and how to take this aspect forward in future contracts is important.

New performance boards have been established to facilitate greater understanding and challenge on performance in this area, and a senior officer is overseeing this work. The committee will be holding a performance workshop in the Autumn (once the new datasets are in place for adult social care) and will follow through on this matter at that time. The committee has already indicated that it wishes to receive a full report on progress against the learning points identified later this year.

4.3 Gloucestershire Clinical Commissioning Group (GCCG) Chair/Accountable Officer Report

The CQC (follow up) Inspection of Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) has taken place and the Trust remains rated as requires improvement. The committee will consider this inspection report in its CQC workshop.

Members remain concerned with regard to the situation with the Minor Injury and Illness Units in the Stroud area. A briefing on this matter has been shared with committee members, and a significant issue is workforce resilience. It is important that the committee continues to monitor this issue, particularly as the proposals relating to urgent care centres are unknown at present. It will also need to consider the workforce stream of the STP to test out the principles supporting the work.

5 Environment and Communities Overview and Scrutiny Committee (12 July 2017) - Cllr Rob Bird

5.1 Air Quality Monitoring Schools Project

Philip Williams, Lead Commissioner: Community Infrastructure, introduced the report detailing the results of the Air Quality Schools Pilot Project. The project had been commissioned following an amendment to the County Council budget for 2016/17 to include £50,000 to carry out an independent study of air quality outside schools. The study involved a mobile air quality monitoring van measuring air pollutants outside 5 project schools and 2 additional schools in Cheltenham, and engagement with the 5 project schools in relation to air quality awareness, active travel promotion, and healthy lifestyles.

The results of the snapshot study, which took place in February and March 2017, indicated that air pollution levels were higher outside schools at school drop-off times during term time, however, during half term, pollution levels were higher in the middle of the day.

Members were informed that, moving forward, engagement with schools to promote awareness of air pollution should continue, opportunities to coordinate investment could be explored, and the national picture needed to be considered. The Committee noted that DEFRA will be reporting back on its air pollution consultation later this year.

Following a comprehensive discussion, it was proposed that a scrutiny task group be established to consider issues relating to air pollution. The one page strategy for the task group will be scoped outside of the Committee by Cllr Rob Bird and Cllr Jeremy Hilton.

5.2 Policing and Crime Act 2017: Emergency Services Collaboration

Stewart Edgar, Chief Fire Officer, provided the Committee with an update on the Policing and Crime Act 2017 and its implications for future fire and rescue service governance. Attention was drawn to the independent report commissioned by Gloucestershire County Council exploring the benefits of Gloucestershire Fire and Rescue Service remaining part of the County Council.

The Committee noted that an initial options appraisal to inform any business case for a change of governance has been completed for the Police and Crime Commissioner in Gloucestershire by consultants, who have since been re-commissioned to make progress to outline business case.

5.3 Commissioning Director's Report

Nigel Riglar, Commissioning Director: Communities and Infrastructure updated the Committee on current issues. Please refer to the following link to view the report:

<http://glostext.gloucestershire.gov.uk/documents/s39537/20170712%20ECSC%20Commissioning%20Directors%20Report%20APPROVED.pdf>

5.4 Chief Fire Officer Report

The Committee received a report from Stewart Edgar, Chief Fire Officer, detailing information on the portfolio of services provided by the Gloucestershire Fire and Rescue Service on behalf of Gloucestershire County Council. Please refer to the following link to view the report:

<http://glostext.gloucestershire.gov.uk/documents/s39556/Scrutiny%20paper%20agenda%20item%207%2012th%20July%202017.pdf>

The Committee noted that, following the tragic Grenfell Tower fire in London on Wednesday 14 June 2017, all high and medium-rise premises in Gloucestershire had received a door to door reassurance visit and fire risk inspection.

5.5 Work Plan

In addition to agreeing the proposal for a scrutiny task group on air pollution, the Committee requested to receive an update on Motion 772: Highways Customer Satisfaction Survey at the meeting on 20 September 2017, and a briefing on the Minerals Local Plan on 22 November 2017.

6 Gloucestershire Economic Growth Scrutiny Committee (21 June 2017) – Cllr Dave Norman

6.1 Cllr Dave Norman provided a verbal update to Overview and Scrutiny Management Committee on the last meeting of the Economic Growth Scrutiny Committee. He explained that it had been agreed to review the terms of reference and submit a report to the Constitution Committee to consider the following amendments:

- a) Amend to read 'scrutinise the work of the Gloucestershire Economic Growth Joint Committee'replacing 'scrutinise the decisions of the Gloucestershire Economic Growth Joint Committee'.

- b) To include policy development for economic growth
- c) The Chairman/Vice Chairman to be invited to comment on the views/work of the scrutiny committee at Joint Committee meetings.

- 6.2 The Committee had agreed to invite Pete Carr, Lead Commissioner Skills and Employment to present to the committee at its September meeting on Skills and Employment.
- 6.3 The Committee had been reviewing its work plan with suggested items around, Housing, Education/ Skills, Investment in Infrastructure and Vision 2050

7. Gloucestershire Police and Crime Panel – Cllr Will Windsor Clive

7.1 Election of Chairman

Cllr Will Windsor Clive was elected as Chairman and Cllr Colin Hay was elected as Vice Chairman.

7.2 Role of the Panel

The Panel is required to be politically balanced across the force area which had meant that a number of top up members had been appointed. The total membership was 16 councillors and 2 independent non-elected members. Currently one of the non-elected member spaces was vacant so a recruitment process would be undertaken in due course.

Members were provided with the Terms of Reference and Rules of Procedure for the Panel as well as the Police and Crime Commissioner's plan and the budget agreed in February.

The Panel noted its role of scrutinising the Police and Crime Commissioner's plan and its specific powers around the budget and appointment of senior officers including the Chief Constable.

The Panel will be holding a work planning session in due course to look at how to carry out its role effectively.

7.3 Chief Executive's Report

The Panel receives a report at each meeting outlining the decisions made and actions taken by the Commissioner. This includes the number of complaints, publication of inspection reports and emerging issues.

Members have asked to see the draft report developed by consultants on behalf of the Police and Crime Commissioner on the emergency services collaboration.

Noting recent HMIC Peel inspections, the Panel has requested that they receive the action plan report which was being monitored by the Commissioner's Governance Board.

7.4 HMIC National Child Protection Inspection – Gloucestershire

The Panel received the report which set out the findings from HMIC's 2017 inspection of child protection services in Gloucestershire Constabulary which took place in February 2017. The inspection was part of a rolling programme of child protection inspections.

The Panel's role was to understand what action the Police and Crime Commissioner would be taking to hold the Force to account following the report. Members sought assurances that the Commissioner was meeting with the Chief Constable and that the Constabulary were reacting quickly to the recommendations. The Commissioner confirmed that recommendations which has been stated as needing immediate attention had been addressed in the first week and that the other recommendations within 3 months.

HMIC would be returning in September and the Commissioner assured the Panel that the report would be more positive showing progress being made.

The Panel was informed that there had been a number of changes in the senior leadership of the Constabulary and were all committed to driving this improvement.

The Commissioner commented that the report should be read in conjunction with the Ofsted inspection report of the County Council and he expressed concern regarding the services provided to protect young people. He explained that he was organising a 'summit' meeting with partners to consider how best to move forward.

One member suggested that the Commissioner refresh his plan in order to refocus priorities on protecting vulnerable children in light of the recommendations made. The Commissioner explained that the priorities allowed for more detailed plans to sit below them and that he did not feel there needed to be a change. There were plans in place which sat under the priorities with a real focus on vulnerable children.

7.5 Commissioner's Fund

Members received a presentation outlining the Commissioner's Fund and how applications were made. Since the Commissioner's Fund had been established in 2012 over 350 community based projects had been funded.

7.6 Police and Crime Plan priorities highlight report

The purpose of the Police and Crime Plan Priorities Quarterly Highlight Report is to provide all stakeholders with an update that monitors progress in respect of each of the Priorities, to include:

- activities achieved during the current quarter;
- activities expected during the next quarter;
- any risks or issues identified will be managed through the risk and issue registers;
- overview of budget.

There was some discussion around the 'Mounted Policing Trial' with one member wanting a detailed breakdown of the costs. This would be provided for the Panel.