

Overview and Scrutiny Update



October - December 2017

Our Work Programme 2017-18

Overview and Scrutiny Management Board

- ◆ Budget and Medium Term Financial Strategy
- ◆ Use of Agency and Interim Employees
- ◆ Commissioning
- ◆ Shared Services
- ◆ Approach to Commercialisation
- ◆ Revenue Budget Monitoring
- ◆ Energy
- ◆ Prevent Strategy
- ◆ Children's Commissioner's Takeover Challenge
- ◆ Pre-decision Scrutiny

Health

- ◆ Adult Care Performance Management
- ◆ Learning Disability
- ◆ Public Health
- ◆ Health & Social Care Integration - Rotherham Place Plan
- ◆ Locality Working
- ◆ Mental Health - all ages
- ◆ Urgent and Emergency Care Centre
- ◆ Carers Strategy (*with ILSC*)
- ◆ Accountable Care System and Commissioners Working Together Programme
- ◆ NHS Trust Quality Accounts

Improving Lives

- ◆ Child Sexual Exploitation - Preventative and Post Abuse Services
- ◆ Domestic Abuse
- ◆ Special Educational Needs and Disability (SEND) Sufficiency Strategy
- ◆ Safeguarding - Children and Adults
- ◆ Looked After Children
 - Sufficiency Strategy and Budget Update
 - Apprenticeships
 - Fostering Outcomes and Stability of Placements
- ◆ Children Missing from Home/Education, Exclusions and Home Education
- ◆ Progress on Early Help Service

Improving Places

- ◆ Regeneration and Environment Performance
- ◆ Enforcement Activity and Joint Contract with Doncaster
- ◆ Dignity - Bereavement Services
- ◆ Housing - Strategy and Allocations/Adaptations
- ◆ Tenant Involvement
- ◆ Implementation of Neighbourhood Working
- ◆ Housing Revenue Account - 30 year Business Plan
- ◆ Cultural Strategy
- ◆ Financial Inclusion Plan - Council Tenants
- ◆ Asset Management

C h e c k , C h a l l e n g e , C h a n g e

Introduction

Welcome to the second Overview and Scrutiny update for 2017-18

The purpose of this report is to provide a summary of the work carried out by the Overview and Scrutiny Management Board and the three Select Commissions - Health (HSC), Improving Lives (ILSC) and Improving Places (IPSC) during the last few months, which has been a busy period. Page 2 provides a reminder of the broad work programme for 2017-18.

The final reports from in-depth scrutiny reviews into Emergency Planning and Alternative Management Arrangements for Children's Service in Rotherham were recently presented at Council. We await the formal response from Cabinet and Commissioners to their recommendations but welcome the progress already made in incorporating the recommendations in the refreshed Major Incident Plan.

It is pleasing to see that Scrutiny Members have been out and about undertaking visits. HSC Members visited child and adolescent mental health services at Kimberworth Place and this has really increased their understanding of the services provided and care pathways, which will in turn facilitate effective scrutiny.

One really positive piece of work over the last 18 months has been the pilot whole school approach to mental health, which several Members were involved in. At the end of the pilot Cllrs J Elliot and Marriott represented ILSC and HSC respectively on a visit to Wales High School in October, when the six schools involved showcased their work and achievements.

The first section of this report covers pre-decision scrutiny, whether by OSMB or any of the Select Commissions, followed by a section for each committee. Where relevant for this period the update will include details of:-

- Progress monitoring of strategies and plans following past scrutiny
- Recommendations made by the committees
- Outcomes resulting from scrutiny
- Reviews - underway or due to commence
- Sub-group/Task and Finish Group activity
- Member visits
- Public involvement in scrutiny
- Key future items
- Other activity undertaken by the Scrutiny Members

I hope this will be a useful and informative update of the overview and scrutiny work undertaken since my previous report in October.

Cllr Brian Steele,
Chair of Overview and Scrutiny Management Board

C h e c k , C h a l l e n g e , C h a n g e

Pre-Decision Scrutiny

Recommendations made in all the pre-decision reports considered by OSMB were supported by the Board. Details of any additional recommendations made by Scrutiny, plus requests for specific information and intentions for future monitoring, are outlined below.

OSMB

- ◆ [Advice Services Review](#) - The Board made additional recommendations, which were approved, that the annual review of the arrangements should consider the impact of the proposals on waiting times and level of demand, and that the annual review should also be submitted to OSMB for consideration.
- ◆ [Rotherham Side by Side Housing Related Support Review](#) - Members requested a post-implementation review, subject to further discussion with officers on timescales.
- ◆ [Waste Options Appraisal Consultation](#) - OSMB recommended that further consideration should be given to how newly arrived communities and those who did not have English as a first language are consulted on the Waste Option Appraisal. They also asked for the consultation outcomes and final proposals to go back to OSMB prior to the final decision. These recommendations were approved by Cabinet.
- ◆ [Voluntary and Community Sector Infrastructure Services Review](#) - The Board highlighted the need for greater clarity on the outcomes arising from the activity outlined to ensure value for money is achieved on the Council's investment and this additional recommendation was agreed by Cabinet.
- ◆ [Review of Council Tax Support Scheme](#) - OSMB recommended having greater clarity on how consultation responses were used to inform proposals and that if the proposals differed from a majority consultation response, having a clear rationale about how the proposals had been arrived at. A further report was requested for October 2018 on the take up of the Council Tax Support Scheme and the impact of the roll-out of Universal Credit across the borough. Both additional recommendations were agreed.
- ◆ [Presentation on Shaping Rotherham's Strategy](#) - This set the scene for OSMB to inform their future scrutiny by outlining the current position - national context, how the Council is funded and where the money is spent, challenges and savings. It articulated "The future we are working to build" and how this would be achieved, including important future milestones.
- ◆ [The 'Time for Action' Initiative](#) - See details under IPSC.

For the reports listed below no additional recommendations were made or further work requested by OSMB.

- ◆ [Transport for the North](#)
- ◆ [Member Development Strategy](#)
- ◆ [District Heating Scheme Charges Review](#)
- ◆ [October Financial Monitoring Report 2017-18 and Update of the Medium Term Financial Strategy 2019-20](#)
- ◆ [Rotherham Local Plan: Main Modifications to the Local Plan Sites and Policies Document](#)

C h e c k , C h a l l e n g e , C h a n g e

Overview and Scrutiny Management Board

Items/Issues considered

- ◆ [Day Care and Transport Charges; Regeneration and Environment Directorate Fees and Charges - Progress in Respect of Full Cost Recovery; Rotherham Construction Partnership Framework](#) - The additional information provided in these follow up reports, requested after previous scrutiny by OSMB, was noted.
- ◆ [July 2017/18 Financial Monitoring Report](#) - The forecast overspend was noted together with the actions taken to address areas of overspend and to identify alternative and additional savings to mitigate shortfalls in achieving planned savings in 2017/18.
- ◆ [Adult Social Care - Budget Update](#) - Following scrutiny in September of the latest financial forecast for 2017/18, discussion took place between Members and officers to identify areas to scrutinise in depth for future reporting on the budget.
- ◆ [Residential and Nursing Care Provision in Rotherham](#) - This report resulted from the above discussion on the ASC budget and provided an overview of the current and projected position for all client groups. OSMB will continue to monitor the ASC budget every two months.
- ◆ [Scrutiny reviews: Alternative Management Arrangements for Children's Service and Emergency Planning](#) - OSMB approved these to go forward to Council and Cabinet.
- ◆ [Alignment of the Asset Management Policy & Strategy to the Medium Term Financial Strategy \(MTFS\)](#) - The Board scrutinised a report detailing key elements and objectives of the policy and strategies, how they align in delivering the Council's corporate objectives and transformation plans and also support effective budget management. Links with neighbourhood working and assets in individual wards were explored, resulting in recommendations for a list of assets within each ward to be provided for the relevant ward members by the end of February and for ward members to be apprised of any asset disposals. OSMB requested a copy of the Asset Management Plan when published and agreed to monitor capital receipts to ensure the requirements of the MTFS are met. They also asked that links between asset management and neighbourhood working be reflected in the future refresh.
- ◆ [Budget 2018/19 and Medium Term Financial Strategy Progress Update](#) - Over two sessions budget options for income generation and savings proposals for directorates were scrutinised in depth. The majority of the proposals were supported, but for a number Members requested either further information or to see the equality impact assessment, for consideration at the meeting in January:
 - Markets – future plans for 2019-20 and clarification on the split between reduced cost and increased income.
 - Transport Review Stage 2 – equality impact assessment.
 - Cenotaphs – which would be affected and which parish councils undertook their own cenotaph maintenance and cleaning.
 - School Improvement – where the saving would come from and the impact on the service, including a description of the minimum service requirement.
 - Withdrawal of £25k funding from homelessness service – impact of the reduction on the delivery of the homelessness strategy.

With regard to the proposal for the reorganisation of the communications function, Members requested an update on the communications strategy in April 2018 from the new lead officer.

C h e c k , C h a l l e n g e , C h a n g e

Overview and Scrutiny Management Board

Items/Issues considered

- ◆ [Council Plan 2017/18 Quarter 1 Performance Report](#) - The overall position and direction of travel was discussed at length and a further report regarding on-line transactions requested.
- ◆ [Annual Report - Compliments and Complaints 2016-17](#) - OSMB noted the content and key messages in the report, including the proposed improvement actions for 2017/18. Members recommended that the review of the complaints procedure and policy should be submitted to the Board prior to any final decision to amend the policy. They also recommended that the relevant complaints procedure should be made available at the first point of contact with a complainant. In order to observe how issues were dealt with on the frontline the Board asked to shadow both the complaints team and frontline customer services staff. Finally, in a separate piece of work, it was agreed that ILSC would examine the Children's Social Care complaints procedure.
- ◆ [Sustainability Strategy for Children's Services 2016 to 2021](#) - All live projects were on target to deliver or exceed original expectations, although the impact had to be seen in the light of unprecedented demand over and above the original growth and demand estimates. Members requested a further progress update in March 2018 and a Member Seminar on the impact of Universal Credit implementation. It was agreed that the work referred to on the Yorkshire and Humber Regional Agency Review would feed into the scrutiny review of agency staffing.
- ◆ [The Implementation of the Revised Foster Carers Payments Scheme](#) - Members sought to understand the lessons learned from implementation and whether examples had been reviewed from other authorities. Following discussion on training for the members of the Fostering Panel, OSMB recommended that consideration be given to reviewing the panel's training programme.

Other activity

- ◆ [Petition](#) - OSMB considered the "Save Cedar House Crisis Centre" petition (mental health crisis care setting) referred from Council. The petition included a call for action which was to stop the Council from selling Cedar House. Members heard from the lead petitioner and Rethink followed by the response from the Cabinet Member outlining the alternative provision in place to provide support. Although sympathetic to the points made by the lead petitioner, OSMB supported the original budget decision made in March 2017.

In the light of the questions and discussion OSMB did make a wider recommendation to Cabinet to ensure future budget proposals are clear and have been subject to full public consultation, with an equality impact analysis provided so Members are clear regarding the implementation and requirements of any savings. HSC were asked to continue monitoring the impact of budget savings and reconfiguration on mental health services. The final recommendation was for the ongoing issues surrounding the building to be concluded swiftly so everyone was clear regarding future service provision.

- ◆ [Call-ins](#) - There were none in this period.

Coming up

- [CYPS Budget Update - High Needs Block](#)
- [Access to On-line Services](#)
- [Meeting with Rotherham Youth Cabinet to plan Children's Commissioner's Takeover Challenge](#)

C h e c k , C h a l l e n g e , C h a n g e

Health Select Commission

Items/Issues considered

- ◆ **Scrutiny review of Child and Adolescent Mental Health Services (CAMHS) - progress update** - As part of its continuing scrutiny of mental health transformation HSC scrutinised six key areas they had identified previously. These were: developing a single point of access; locality working; waiting times; training; transition; and performance. Members noted progress made since the last update and requested a further report in 2018-19.
- ◆ **Evaluation of the whole school pilot and next steps** - HSC recognised the good work undertaken in the pilot schools, their plans to maintain progress and willingness to share resources with other schools. In terms of wider work, the pilot fits in with the Social, Emotional and Mental Health (SEMH) agenda and a new strategy is under development that HSC requested to come back in 2018. Consideration should be given as to how all Elected Members who are school governors, can help to support SEMH as a priority in their schools.
- ◆ **Drug and Alcohol Service Spotlight Review** - The scope of the review is ensure the drug and alcohol service, which is operating within a reduced budget, will continue to provide a quality, safe service under the new contract from April 2018. The first evidence gathering session has taken place and a further session and visit will be scheduled.
- ◆ **Quality Account Sub-groups for The Rotherham Foundation Trust and Rotherham Doncaster and South Humber Foundation Trust (RDaSH))** - The sub groups each discussed a detailed half year update on progress on the two Trusts' quality improvement priorities for 2017-18 .
- ◆ **RDaSH Rotherham Care Group Transformation** - Following a broad overview of the new RDaSH structure in September HSC had requested a more detailed update on the new pathway framework for November. Progress with phase two of the transformation was noted.
- ◆ **Progress on Implementation of the Carers' Strategy** - Members recognised that some good work is taking place but agreed the delivery plan should be updated to become "SMART" with a further detailed progress report to come back in March 2018. They recommended having a clear focus on ensuring the voice of young carers is captured and that work with schools and GPs should continue to identify and support young carers. (This was joint scrutiny with ILSC.)
- ◆ **Refresh of Health and Wellbeing Strategy and Integrated Health and Social Care Place Plan** - The Commission heard a presentation on the aims and priorities of the refreshed strategy and how both documents were aligned. Their feedback focused on addressing loneliness; becoming an all age friendly borough; and having more explicit links to the carers strategy. This has resulted in a new priority regarding carers being added to the refreshed strategy.
- ◆ **Rotherham Clinical Commissioning Group Commissioning Plan 2018-19** - Members noted the six priority areas and will provide feedback on the draft plan in February 2018.
- ◆ **NHS Commissioners Working Together Joint Health Overview and Scrutiny Committee (JHOSC)** - HSC received regular updates regarding progress on the proposals for service reconfiguration for hyper acute stroke and for children's surgery and anaesthesia services. Initial information about the Hospital Services Review was also circulated.

Other activity

- Visits to Wales School (presentations from schools in mental health pilot) and to RDaSH CAMHS
- Questions to Police and Crime Commissioner on SYP response to new mental health regulations

Coming up

Carers Strategy implementation; Update on GP strategy and Urgent and Emergency Care Centre

C h e c k , C h a l l e n g e , C h a n g e

Improving Lives Select Commission

Items/Issues considered

- ◆ [Outcomes of Pause Rotherham Scoping Exercise](#) - ILSC held a dedicated session to learn about the work, aims and impact of the Pause Project and to comment on the outcomes of the scoping exercise for Rotherham commissioned by Cabinet. Pause is a voluntary programme working with women who have had, or are at risk of, repeated pregnancies that result in children needing to be removed from their care. Members were supportive of initiating the Pause Project in Rotherham, subject to budget requirements being met. If approved, ILSC recommended that partnership contributions could be explored given potential wider savings for the public purse; partner input sought on identifying the priority cohort; and proposals to include details of support for women who meet the criteria but are not part of the cohort.
- ◆ [Rotherham Safeguarding Adults Board Annual Report](#) - Members explored themes including capturing the customer voice, deprivation of liberty safeguards, learning from reviews, holding partners to account and communication with people whose first language is not English. It was recommended that the 2017-18 report shows how the customer voice is heard and includes data on repeat Section 42 referrals and how these are addressed. The 2018-19 work programme will include establishing how the two safeguarding boards work with the Safer Rotherham Partnership to prevent repeat victimisation.
- ◆ [Rotherham Local Safeguarding Children Board Annual Report](#) - The Commission received the report and discussed it in detail asking questions regarding bullying, CSE, domestic abuse, looked after children, and early help. Their main focus was on partner responses to feedback from inspections/reviews; quality and improving practice. A further update on the impact of the work of the CSE and Missing Sub-group was requested in 2018. (See also above.)
- ◆ [Domestic Abuse Update](#) - Following earlier scrutiny in 2017, ILSC explored progress made now the Domestic Abuse Strategy and delivery plan were in place. Clarification was sought on the perpetrator programme, opportunities to make every contact count, the redesigned pathway and work in schools. Members requested an update in 2018 with detail of how the voice of the victim is captured in the strategy and its implementation. They also agreed to contribute to the Peer Review, if required by the Assessment Team.
- ◆ [Virtual School Headteacher Report](#) - This highlighted factors that impact on educational attainment and progress for looked after children and showed key actions taking place to tackle these challenges, which were endorsed by ILSC. Members requested details on take up of training by maintained schools and schools in multi-academy trusts and an update on implications of the Children and Social Work Act 2017 once statutory guidance was issued. It was recommended that the role of the Designated Looked After School Governor is raised with the Virtual School Governing Body and the response reported back.
- ◆ [Scrutiny Review : Alternative Management Arrangements for Children's Service in Rotherham](#) - The formal response to the review from Cabinet and Commissioners is due in February. The review group also met again to consider the additional learning points from the review and a report will be presented for consideration in due course.
- ◆ [Regional Adoption Agency](#) - Verbal update noted with a further report to follow.

Coming up

Lifestyle Survey; Children Missing from Home, Education and Care; and an Update on the Looked After Children Sufficiency Strategy plus visits to Barnardo's and Multi Agency Safeguarding Hub

C h e c k , C h a l l e n g e , C h a n g e

Improving Places Select Commission

Items/Issues considered

- ◆ **Review of Neighbourhood Working Update** – IPSC discussed and noted a report providing an overview of the work undertaken by the Neighbourhood Working Group in phase one of the review from May to October 2017. Ward Plans/Profiles have been completed for all wards in the Borough and ward walks led by officers from the LGA are underway, with reports to follow. The Commission also agreed to receive a future update on phase two and recommended holding an information, learning and sharing best practice day for all Members in 2018.
 - ◆ **Young Tenants Scrutiny Review Action Plan** - Following the review by RotherFed Tenant Scrutiny Working Group last year, IPSC noted progress against the resulting action plan. A further progress report was requested in six months and it was suggested that young tenants could be invited to attend. Information from the tenancy workshops was also requested.
 - ◆ **Emergency Planning Scrutiny Review Recommendations** - The review had identified several issues with current arrangements and formulated recommendations covering both strategic and operational issues. Members noted the progress on implementing the recommendations, including delivery of Member awareness raising sessions, work to encourage more volunteers and revisions to Business Continuity arrangements. It was agreed to schedule regular reviews of the refreshed Major Incident Plan in IPSC's future work programmes.
 - ◆ **Proposed Rother Valley Country Park Caravan Site** - Officer recommendations to include the project in the Capital Programme as an invest to save initiative and to bring a further report to IPSC once the preferred contractor had been selected after the tender process were noted.
 - ◆ **Evaluation of the "Time for Action" enhanced enforcement pilot** - Following the decision to strengthen enforcement activity on environmental crime and parking, a pilot has been underway since April 2017. The purpose was to test the effectiveness of potential contractual arrangements for a future service. IPSC scrutinised the evaluation report and proposals for a shared service with Doncaster at length, making recommendations that were all endorsed by OSMB in their pre-decision scrutiny. These are summarised below:
 - Extending the service to include issuing parking fines
 - Communication plan to promote the initiative borough wide
 - Clearly identifiable branding included as part of the communications plan
 - Members notified when Enforcement Officers are working in their wards
 - Service provision distributed equally across outlying areas and wards
 - Exploring extension of service provision to private sector areas
 - Contractors undertaking enforcement activity and issuing penalties on behalf of the Council work to RMBC's code of practice
 - When fines are issued, clear and consistent information is provided on the process and what happens next
 - Details of the contract covering shared service arrangements should be presented to IPSC
 - Six monthly monitoring and evaluation reports to IPSC including demographic information
- The subsequent recommendation from OSMB to Cabinet that these points should be used to inform negotiations was approved.

Coming up

- Housing session 17 January 2018
- Cultural Strategy

C h e c k , C h a l l e n g e , C h a n g e