



**STOCKPORT**  
METROPOLITAN BOROUGH COUNCIL

Chief Executive's Directorate  
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## Scrutiny Committee

# AGENDA

### SCRUTINY CO-ORDINATION COMMITTEE

Meeting Room 2  
Town Hall  
Stockport

Meeting: Tuesday, 15 June 2009  
Tea: 5.00 pm (Stopford House)  
Business 6.00 p.m.

#### Substitutes

Councillors who require a substitute to be appointed should inform Democratic Services using the pro-forma by 4.00 pm on Monday 14 June 2010. Councillors who wish to arrange their own substitute should inform Democratic Services of the name of their substitute prior to the commencement of the meeting.

#### 1. MINUTES

(Enclosed)

To approve as a correct record and sign the Minutes of the meeting held on 19 November, 2010.

#### 2. DECLARATIONS OF INTEREST

Councillors and officers to declare any interest which they may have in any of the items on the agenda for this meeting (including whipping declarations).

#### 3. CALL-IN

To prioritise if necessary any references from Scrutiny Committees to the Council Meeting.

#### 4. SCRUTINY REVIEW PROCESS

(Enclosed)

To consider a report of the Assistant Chief Executive (Strategy and Democracy)

To discuss the arrangements for identifying Scrutiny Reviews for the new municipal year.

**The Committee is requested to consider the report from the individual Scrutiny Committees and determine their response to the Exec**

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<p>যদি এই খবরগুলি সম্পর্কে আপনার কোন সাহায্য দরকার হয় তবে বিনা খরচে আপনার জন্য দোভাষীর ব্যবস্থা করা হতে পারে। মেহেরবানী করে স্টকপোর্ট ইন্টারপ্রিটিং ইউনিটে ফোন করুন টেলিফোন নম্বর, 0161 477 9000.</p>
<p>اگر آپ کو ان معلومات کے بارے میں مدد کی ضرورت ہے تو مفت ترجمانی کی سروس دستیاب ہے۔ براہ مہربانی انٹریپرٹینگ یونٹ کو 0161 477 9000 پر فون کریں۔</p>
<p>如你需要他人為你解釋這份資料的內容，我們可提供免費的傳譯服務，請致電 0161 477 9000 史托波特傳譯部。</p>
<p>تتوفر خدمة ترجمة شفوية مجانية إذا تطلبت مساعدة في فهم هذا المعلومات. نرجو الاتصال إنتربريتنج يونت على رقم الهاتف: 0161 477 9000</p>
<p>خدمات ترجمه رایگان این اطلاعات در صورت نیاز موجود میباشد. لطفاً با شماره تلفن 0161 477 9000 با واحد ترجمه (اینترپریٹینگ یونیت) ما تماس بگیرید.</p>

## **SCRUTINY CO-ORDINATION COMMITTEE**

Meeting: 19 November, 2009

At: 6.00 pm

### **PRESENT**

Councillors Jenny Humphreys (Chair) in the Chair; Ben Alexander, Chris Blackburn, Tom McGee and Wendy Meikle.

### **Also in Attendance**

Steve Houston - Corporate Director, Business Services  
Laureen Donnan - Assistant Chief Executive (Strategy & Democracy), Chief Executive's Directorate

### **1. MINUTES**

The minutes of the meeting held on 29 September 2009 were approved as a correct record and signed by the Chair.

### **2. DECLARATIONS OF INTEREST**

No declarations were made.

### **3. CALL-IN**

There were no items to consider.

### **4. PRIORITIES AND RESOURCES 2011/12 TO 2013/14 - SCRUTINY COMMITTEE CONSULTATION OUTCOME**

A representative of the Assistant Chief Executive (Strategy & Democracy) submitted a report (copies of which had been circulated) considering the outcome of the consultation undertaken with Scrutiny Committees on Council Plan Priorities and Outcomes and Scrutiny Committee views on the main priorities for protection/improvement and areas for efficiency savings and other cost reductions.

The report outlined the views and comments of the five Scrutiny Committees following individual presentations from relevant Corporate Directors at each meeting which focused on Council Plan Priorities and provided an overview of the financial landscape and prospects which were designed to encourage debate.

The Committee welcomed the opportunity for Scrutiny Committee consultation and consistent themes had emerged from each Committee. It was recognised that an overview was needed from the Scrutiny Committee Chairs on what was going to be achieved and therefore a concerted view was needed on broad themes, rather than specific proposals at this stage.

Members then considered the main comments/issues raised from each of the Scrutiny Committees which had been detailed in the report and made a number of additional comments which are reflected below.

#### Health Scrutiny Committee

Councillor Tom McGee commented that the main priorities had been preventative measures in order to promote protection and improvement. Representation at the meeting from NHS Stockport had proved useful. In addition, the Corporate Director, Business Services commented on the need for both a long term cross-organisation view and to identify possible future funding with AGMA for pilot areas in respect of invest to save with a model of returns.

#### Environmental & Economy Scrutiny Committee

Councillor Wendy Meikle commented (i) on the need for more interaction with the Scrutiny Chairs and (ii) that suggestions from Executive Members and the earlier circulation of the information would have enhanced the process and promoted a more detailed response from the Committee. The Corporate Director, Business Services indicated that the benefits of providing information about challenges facing individual directorates and possible priorities/areas for efficiencies, had become apparent early in the process and had been made available to Scrutiny Committees meeting later in the cycle. He further commented that at this stage, rather than gain specific proposals, the Executive was trying to obtain an initial feel for the attitudes and priorities of the five Scrutiny Committees and that a process of elimination could be used as the exercise progressed. In addition, Members commented on the key role of parks and recreation in respect of health and wellbeing within the borough, particularly within those areas which didn't have a leisure centre. The need to protect parks was paramount and suggestions were needed for other areas.

#### Children and Young People Scrutiny Committee

Councillor Jenny Humphreys commented that the Committee had highlighted key issues such as provision and retention of preventative services and strategies to reduce inequality. The Committee had also highlighted the importance of prevention with particular regard to young carers.

#### Corporate, Resource Management and Governance Scrutiny Committee

Councillor Ben Alexander reported that the Committee was keen to promote the corporate efficiency message, including procurement and the reduction of waste. He also commented on the ICT budget and the need to renegotiate software licence costs.

#### Adults and Communities Scrutiny Committee

In recognising that a degree of caution was needed in respect of the provision of statutory services, Councillor Chris Blackburn reported that in order for the Committee to be discerning, detailed financial breakdowns would be necessary in order to identify prospective savings. He also commented on specific areas such as the need to increase social worker contact time with clients.

In response to Member's questions, the Committee was informed that services provided by contemporary local authorities were constantly benchmarked in order to provide comparisons which would help identify further efficiencies and savings for Stockport. In addition, there was a process of dialogue between Stockport and neighbouring authorities in order to share the debate in respect of the various problems facing local government in general.

In addition, it was emphasised that the various Scrutiny Committees had a key role to play in the process and that Members would welcome the opportunity for pre-decision scrutiny in order to promote a broader and more concerted view. It was also recognised that there would be a need for the public to understand that it was inevitable that the Council would have to make cuts to its future services and that difficult decisions would have to be made in respect of the levels and quality of future provision.

In addition, it was recognised that each directorate had a key role to play in improving financial management and that service managers needed to understand their costs and improve their efficiencies.

The next step of the process would have to be more deliberate through consideration of general options and the Committee commented on an enhanced role for Executive Members within the process and the need for further consultation and coordination of the various Scrutiny Committees in order to achieve a concerted approach.

RESOLVED – (1) That the report be noted.

(2) That this report, together with a separate covering report setting out the views of this Committee be submitted to the Executive;

(3) That the Executive be requested to provide a formal response to Scrutiny Committees on the issues raised.

## **5. CIRCULATION OF AGENDAS FOR STOCKPORT PARTNERSHIPS**

(NOTE: The Chair was of the opinion that this item although not included on the agenda should be considered as a matter of urgency in accordance with section 100 B(4)(b) of the Local Government Act 1972 to avoid unnecessary delay in the consideration of the item).

In response to questions with regard to the distribution of agendas for meetings of the various Stockport Partnerships to the relevant Scrutiny Committees, in order to inform debate, the Committee was informed that work was in hand to develop an understanding of accessibility. Formal agreements were being considered with a view to the future advance circulation of agendas to relevant Scrutiny Committee members.

RESOLVED - That the current position be noted.

The meeting closed at 7.10 pm



**COMMITTEE:** SCRUTINY CO-ORDINATION COMMITTEE  
**DATE:** 15<sup>TH</sup> JUNE 2010  
**REPORT OF:** ASSISTANT CHIEF EXECUTIVE (STRATEGY, AND  
 DEMOCRACY)  
**REPORT TITLE:** SCRUTINY REVIEW SELECTION PROCESS

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## 1.0 Purpose

- 1.1 To consider the relationship between the BITE strategy and the scrutiny review process in the current municipal year alongside the arrangements for scoping of reviews identified under the BITE Strategy.

## 2.0 Current position

- 2.1 The BITE strategy was developed in order to ensure the viability of the Medium Term Financial Plan. The purpose of the BITE strategy is to ensure the delivery of improvement efficiency savings in the next financial year and thereafter for the next 2/3 years. The intention is to achieve this through a mix of actions stemming from the Corporate Efficiency Plan, BITE interventions and the “normal” requirement for annual efficiency savings.
- 2.2 In pursuance of this, and following a value for money/benchmarking exercise across the whole of the Council’s operations, some 25 services have been put forward for a more in-depth exploration using the BITE approach (see Appendix 1) to assess the scope for efficiencies and improvement within these targeted areas. This is essentially step 3 of a BITE intervention. It should be noted that apart from this major programme of BITE scoping exercises, it is expected that all other services will continue to contribute to efficiency savings in the normal way.
- 2.3 The services which are included in this initial scoping exercise and the reason for their inclusion are as follows:

### Adult Social Care Directorate

#### **Assessment and Care Management** (Adults & Communities SC)

What’s in scope – To understand the current end to end processes and the impact of the personalisation agenda within adult social care.

#### **Commissioning of Home Care Support** (Adults & Communities SC)

What’s in scope – To review the current business model for the provision of home care support to achieve better value for money and improved outcomes for services users.

#### **Learning Disabilities** (Adults & Communities SC)

What’s in scope –To review the current arrangements in relation to council run tenancies for people with learning disabilities to achieve better value for money and improved outcomes for services users.

**Section 75 Partnership (Adults & Communities SC)**

What's in scope – To review the operation of the current agreement in the light experience to ensure that progress is being made to secure the anticipated efficiencies and improved outcomes for service users.

Business Services Directorate**Insurance (CRMG Scrutiny Committee)**

What's in scope – To better understand claims made against the council's insurance provision with a view to reducing claims, and to review the management of the claims to ensure that that council is achieving value for money.

**Legal Services (CRMG Scrutiny Committee)**

What's in scope – To better understand the scope of the legal services function to establish the impact of the council's current policy and practice upon outcomes and value for money.

**Print, Scan, Mail (CRMG Scrutiny Committee)**

What's in scope – There are two distinct aspects to this exercise. The first is to review the current arrangements for print services across the council. The second is to understand the opportunities for efficiencies that might be gained from aligning the Print Service with the scanning and mail functions within the Business Services Directorate.

**Social Care Finance (Adults & Communities SC)**

What's in scope – To review the current operation of the function to achieve better value for money and improved outcomes for services users. This exercise will link with the other scoping exercises within Adult Social Care.

Chief Executive's Directorate**Democratic Governance (CRMG Scrutiny Committee or Adults & Communities SC)**

What's in scope – To review the functions of area governance, committee services, civic and mayoralty, scrutiny, and elections to ensure that they will meet the future needs of the council.

**Consultation and Engagement:** See below\* (CRMG Scrutiny Committee)

**Marketing and Communications:** See below\* (CRMG Scrutiny Committee)

**Policy:** See below\* (CRMG Scrutiny Committee)

**Performance:** See below\* (CRMG Scrutiny Committee)

\*What's in scope – the above four functions are seen as cross cutting activities and so are being scoped on an organisation wide basis to explore possible options for undertaking them in more effective and efficient ways.

**Grounds Maintenance** (Environment & Economy SC)

What's in scope – To review the current policy and practices underpinning the management of green space across the borough with a view to improving value for money.

**Libraries** (Adults & Communities SC)

What's in scope – To review the libraries and information service to better understand the viability of continuing to meet present and future needs of the wider community, and options for making efficiencies.

**Parks** (Environment & Economy SC)

What's in scope – To review the parks service to better understand the viability of continuing to meet present and future need within the borough, and options for making efficiencies.

**Planning** (Environment & Economy SC)

What's in scope – To review the current policies and practices underpinning the management of the planning function, and its relationship to other relevant council functions, policies and practices.

**Supporting People** (Adults & Communities SC)

What's in scope – To review the current operation of the function and its relationship to other relevant council functions, policies and practices to achieve better value for money and improved outcomes for services users.

**Waste Collection** (Environment & Economy SC)

What's in scope – To review the current policy and practices underpinning the management of waste collection across the borough with a view to identifying opportunities for making efficiencies.

Children and Young People's Directorate

**Connexions** (Children & Young People SC)

What's in scope – To review the current policies and practices underpinning the delivery of Connexions, and its relationship to other relevant council functions, policies and practices with a view to identifying service efficiencies

**Disability Provision** (Children & Young People SC)

What's in scope – To review the policy and practice in relation to the provision of respite support for children, young people and their parents and carers.

**Looked After Children** (Children & Young People SC)

What's in scope – To review the current policy and practice in relation to external placements for looked after children.

**Special Education Needs** (Children & Young People SC)

What's in scope – currently under discussion, but understood to concern a review of the processes for accessing SEN support.

### **School Improvement (Children & Young People SC)**

What's in scope – currently under discussion, but understood to concern a review of service provision in light of expected government cuts in grant funding and options for ensuring the viability of continued service provision.

### **Youth Service (Children & Young People SC)**

What's in scope – currently under discussion, but understood to concern a review of service provision in light of expected government cuts in grant funding and options for ensuring the viability of continued service provision.

- 2.4 The scoping exercise during June and July will involve leaders of the relevant services, supported by trained members of the Business Improvement Team, gaining a more detailed understanding of how their 'system' is currently operating. The exercise will provide benefits for both the team and the organisation.
- 2.5 The scoping exercise will provide the teams with:
- a greater understanding of current performance from a service user perspective
  - an understanding of the scope for improvement
  - an appreciation of the costs associated with delivering the current system and the scope for reducing them
  - an informed choice about what the next course of action should be.
- 2.6 The whole scoping exercise will provide the council with:
- much greater clarity about where the any efficiencies and savings will come from
  - which service areas should progress down the BITE systems intervention/systems thinking route
  - A programme re delivery of projects in year 1
  - A replicable approach for years 2 and 3
- 2.7 The outcomes of the scoping exercise – the anticipated efficiencies and how these might best be realised – will subsequently be reported to the Corporate Leadership Team to determine the programme of action and priorities for levering out efficiency savings. It is expected that some of these efficiency savings will require a policy decision on the part of the Council and therefore elected members will be kept closely informed of the progress.

## **3.0 Scrutiny Review Process**

- 3.1 At the start of the municipal year, Scrutiny Committees identify suitable topics for scrutiny reviews during the course of the year, and other issues that they wish to include within their respective work programmes. The Committees have access to a range of information, including:
- Performance information
  - Issues identified by Area Committees
  - An overview of key issues affecting directorates over the next 12/18 months supplied by Corporate Directors.
- 3.2 Last year there was agreement to engage scrutiny committees in a process to consider both the priorities of the Council for the next financial year and the

medium term financial strategy. To help start planning for the significant challenges that face the Council the Executive requested Scrutiny Committees' views on what they considered should be priorities from 2011/12 onwards given the financial prospects, and also areas where efficiency savings and other cost reductions could be achieved. This took place in the autumn committee cycle. It was a process driven by scrutiny chairs and a final report was prepared that was then considered by the Executive. There were benefits from this process as well as some lessons learnt. The benefits largely focussed on an opportunity to engage members from all parties at an early stage in the financial planning and decision making re priority service areas. Any lessons regarding making sure robust business cases were prepared for members consideration can be incorporated into any further engagement with scrutiny committees in the same way.

- 3.3 This year, Scrutiny Committees also need to have regard to the Coalition Agreement published by the new government and issues within it relating to local government when seeking to identify review topics. Whilst little detail has emerged to date about how the financial savings required by local government are to be distributed across service areas, scrutiny committees will need to take account of the information announced to date to help inform their review selection. It will be important to ensure that scrutiny committees are kept up to date with the emerging picture for Local Government.
- 3.4 The BITE Strategy is a commitment of significant resources to deliver business improvement and efficiency across the council and to deal with the council's medium term financial strategy. Scrutiny reviews also absorb significant resources from the Policy & Performance team within the Chief Executive's Directorate, as well as within the service areas that are engaged with each scrutiny review.
- 3.5 In order to ensure the most efficient use of resources, it is important that any scrutiny reviews undertaken this year do not duplicate/cut across services that are undergoing systems thinking interventions. It is also possible that the scoping exercises that are to be undertaken shortly may identify issues that would merit scrutiny involvement in subsequent stages of the systems thinking route and the opportunity exists to engage scrutiny committees in the BITE Strategy work.
- 3.6 Scrutiny Committees have, during their first cycle of meetings held off identifying scrutiny review topics. The Co-ordination Committee is requested to consider the process it wishes to follow this year to identify scrutiny review topics that has regard to the outcome of the current scoping exercise that will be completed by early August. Once the outcome of this scoping work is known it can help inform scrutiny committees identify scrutiny reviews that will add value to improving service delivery across the council. A further meeting of the Co-ordination Committee would manage this process.
- 3.7 In relation to wider consultation with scrutiny committees on the priorities and medium term financial strategy, it is suggested that there is a further process for the committees during the autumn cycle to consider any outcomes of the BITE programme including any further consideration of priorities. By this stage the Council should be operating in a climate of more information on the financial picture and this will no doubt require further consideration of our

medium term financial strategy for 2011 onwards. Scrutiny Co-ordination again could drive this process and collectively report back to the Executive.

#### **4.0 Recommendation**

- 4.1 Members are requested to consider the process to be followed for identifying scrutiny review topics for the current municipal year and how scrutiny activity can be aligned with any of the BITE service reviews at this stage.
- 4.2 Members are also asked for their views on how scrutiny committees should be engaged in an autumn process around future priorities and the medium term financial strategy.

#### **Further information**

To discuss this report or for further information please contact Steve Callender telephone number 0161 474 3184 or e-mail [steve.callender@stockport.gov.uk](mailto:steve.callender@stockport.gov.uk)