



Scrutiny Annual Report 2011/12

Scrutiny provides Councillors, not part of Stockton Council's decision-making Cabinet, the opportunity to review decisions, policies and performance that affect the Borough. Scrutiny is a Councillor-led process which helps to ensure that the Council's services and policies meet the needs of local people according to the Council's own aims and standards.

Environment Select Committee

Efficiency, Improvement and Transformation (EIT) Review of Care for Your Area



December 2011

Corporate and Social Inclusion Select Committee

EIT Review of Commissioned Carers and Independent Living Services



May 2012

Housing and Community Safety Select Committee

EIT Review of Community Safety and Security Services



February 2012
Housing and Community Safety Select Committee, Stockton-on-Tees Borough Council, Municipal Buildings, Church Road, Stockton-on-Tees TS16 1LD

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The scrutiny process not only provides a means of reviewing the Council's own achievements against its planned targets but can also examine services provided by other public organisations on issues causing public concern. It provides the opportunity for Councillors to champion the issues of local concern to residents and participate in the development of new policies. At Stockton, the Council's scrutiny committees are called Select Committees and they make recommendations to the Council and other organisations following in-depth investigations.

Work during 2011/12

During the past year, the Scrutiny Work Programme has focused on supporting Year 3 of the Council's **Efficiency, Improvement and Transformation (EIT) Programme**. This is a comprehensive review of all the Council's services over a three year period to ensure that they are being provided in the most efficient way and delivering excellent value for money services for the future. Year 3 EIT reviews have identified approximately £7.5 million of potential savings as well as suggestions for service improvements..

In addition to their review work programme, all Select Committees take the opportunity to review the impact of previous reviews and recommendations. Some key achievements and outcomes highlighted from the monitoring of past reviews include:

- Memorial schemes, including installing memorial walls, completed in Thornaby and Durham Road Cemeteries;
- New Stockton Information Service Directory for adults and families went live at www.stockton.gov.uk/directory ;
- A new process for the provision of aids and adaptations has been developed, with preventative services being co-ordinated by the Stockton Independent Living Centre.

This report presents a summary of the work of the Council's Select Committees during 2011/12. Details about the membership of the Select Committees and further information about all of the scrutiny investigations and reports and recommendations can be found at www.stockton.gov.uk/scrutiny.

Our **Executive Scrutiny Committee** co-ordinates the Scrutiny Work Programme providing a strategic steer for the work of the Select Committees. The Committee:

- set the **Scrutiny Work Programmes** and allocates work to each Select Committee;
- received quarterly **Performance Management** information identifying potential areas for further scrutiny and reports on the Council's **Medium Term Financial Plan**;
- received the **Forward Plan** of decisions to be made by Cabinet so that Members can request further information about forthcoming issues and reports;
- received **Chair's Updates** from each of the seven themed Select Committees in order to share best practice and ideas on topics under investigation;
- has provided **Challenge** to the officer led EIT review of Legal Services prior to recommendations being presented to Cabinet.

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Our **Housing and Community Safety Select Committee** reviewed areas within the Council's **Community Safety and Security Services**. The overall aim of the review was to identify options for future strategy, policy and service provision to deliver efficiency savings while sustaining/improving high quality outcomes for SBC residents. The scope also included the Cleveland Emergency Planning Unit (CEPU).

The Committee was reluctant to accept budget cuts in this area especially in light of the 2010 Comprehensive Spending Review (CSR) which announced a 20% cut in the central government police funding grant as this may have a further detrimental impact on crime levels across the Borough.

By deleting already vacant posts the service could deliver savings whilst maintaining the high level of service delivery already enjoyed by Stockton Borough residents. Stockton Borough enjoyed the lowest crime rate of the five Tees Valley authorities.

A 10% reduction in contributions from local authorities to CEPU also meant that efficiencies would be found in an agreed reduction in hours of certain CEPU staff.

This has delivered £153,000 savings from April 2012

Our **Arts, Leisure and Culture Select Committee** oversaw two officer-led gateway reviews that were part of the EIT review programme.

The **Review of the Registration and Bereavement Service** will deliver efficiencies through improved working practices providing a dignified, efficient and professional service.

Key Outcomes / Impact

- Meet the changing needs of customers through extending choice
- Improving performance and customer satisfaction levels
- Adoption of the 'Tell Us Once' service
- Preparations for forthcoming legislative changes
- Continued professional relationship with the General Register Office (GRO)

This has delivered £33,000 savings plus £13,000 non-cashable savings.

The **Review of Children's Social Care** reviewed the existing children's social care service to ensure that it provides the best possible outcomes for children and families within the available resources. Whilst there was no case for fundamental restructuring of the service, a number of changes were required.

Key Outcomes / Impact

- Making a more responsive and flexible service, reducing the number of unnecessary changes of social worker and team required for any children and families.
- To cope with increasing workload pressures by sharing the workload more evenly across social work teams and enhancing the professional development of staff.
- To enable the service to be provided in the most efficient and cost effective manner by reducing the current reliance on temporary arrangements and costly agency staff.

This will deliver non-cashable savings of approximately £250,000.

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Our **Corporate and Social Inclusion Select Committee** reviewed the sensitive subject of **carers services and independent living services**. The majority of services within the scope of this review were commissioned from ring fenced grants that came to an end on 31.3.11. 99 contracts fell within the scope of the review and were subject to analysis in relation to strategic intent, cost comparison and quality of service provision.

Four strands of work were undertaken to test the commissioning arrangements for services for carers and young carers and for services that are intended to encourage independence and prevent people, whose circumstances make them vulnerable, declining in health and well-being and therefore requiring more intensive services

- Strand 1: strategic relevance
- Strand 2: Service visits / presentations
- Strand 3: A comparison of cost.
- Strand 4: A quality assessment.

Key Outcomes / Impact

That separate commissioning plans will be developed incorporating:

- Clarity about the range of services to be delivered in line with strategic objectives.
- 3 year commissions where possible.
- A streamlined procurement process.
- Outcome measures and payment in line with purposeful activity levels or other related measures.
- Benchmarking to ensure that the unit cost for service delivery is competitive.
- Alternative commissioning models are considered where appropriate.

Where there are a limited number of service providers commissioners explore ways in which to encourage the market.

That where appropriate, work is undertaken with Providers to identify alternative funding streams, including payment from service users, and that providers are supported to develop self-sustaining service models.

That where current services are clearly aligned with health outcomes that they cease to be funded by the Council; these services will be reviewed and considered within the new NHS commissioning arrangements.

It is estimated that all the recommendations will generate annual savings to the Council of £412,000, rising to £472,000 by 2014/15

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Our **Children and Young People Select Committee** began the year overseeing the **EIT Review of Early Intervention Grants (EIG)**, an officer led review that identified:

- Reshaping front line Integrated Youth Support Services, targeting the engagement of young people in positive activities to prevent antisocial and risk taking behaviour
- Moving to a new targeted and partnership approach for delivering Early Years Services/Children Centres in the Borough to allow services to be focussed in areas of greatest need

These changes are expected to deliver savings of £4.5 million.

Members then undertook an **EIT Review of School Effectiveness** which resulted in building on the success of the CAMPUS Stockton model supporting the need to strengthen business modelling to enable services to compete in the market place. The Committee also wanted to further develop the CAMPUS Stockton ethos of schools working in collaboration to support each other believing that this model is consistent with Government policy and the emerging Local Authority role in relation to school improvement.

With the earlier **EIT Review of the Early Years strand of the Early Intervention Grant** and previous service reviews already achieving the savings targets required this review identified:

Key Outcomes / Impact

The Committee's recommendations reflected a desire to:

- Develop improved, fit for purpose structures, making them more efficient, effective and school focused
- Fully utilise the Workforce Development staff resource and strengthen the focus on Governor Development
- Grow the costed and brokered capacity of the service, building on the success of the Campus Stockton model
- Strengthen business modelling to enable services to compete in the market place through cost effective business planning and commissioning
- Meet the needs of schools and address any gaps in strategic priorities, for example, support for safeguarding in schools, which has consistently been highlighted by head teachers
- Help schools to support each other in a structured partnership model that is designed with openness to cost recovery and is in line with emerging Government policy

In addition to the already identified savings a further one-off saving of £500,000 from the School Improvement reserve was found. The budgetary provision can also be reduced by £200,000 per annum reflecting decreasing payments to the pension fund and a lower call on the use of funds from schools.

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Our **Environment Select Committee** dealt with the **EIT Review of Care for Your Area (CFYA)**

Scope and Findings

Care for Your Area ensure that the borough is clean, safe and well maintained and delivers several services including refuse collection, kerbside recycling, street cleansing, and urban parks. The review sought to identify efficiency options for the services delivered.

It was recognised that these are high performing frontline services with high levels of customer satisfaction. The performance of the services impacts on the health and well-being of residents and on economic regeneration.

The Committee was therefore mindful that the outcomes of the review would not affect the services that are being delivered to resident. It was found that by reviewing operational structures, efficiency savings could be achieved whilst minimising the impact on frontline delivery - thereby ensuring both service performance and customer satisfaction levels remain high.

Key Outcomes/Impact

- Undertake a review of management and supervision structures where recent staffing changes have taken place, e.g. Countryside Parks, Markets
- Reconfigure refuse and recycling rounds where known efficiencies can be made without disruption to collection day
- Reduce Parks Improvement Fund budgets
- Reduce supplies and services budgets
- As part of ongoing discussions with trade union partners, service condition changes to be agreed and implemented for Street Cleansing and Grounds Maintenance staff.
- Increase income targets from the sale of recycling materials

In addition, the Committee requested that officers explore:

- The feasibility of acquiring land or use of existing Council owned land to house the entire service from one depot, rather than two locations as currently used.
- The feasibility of partnership working, or alternative delivery models, to deliver a 24/7 workshop support service for a range of internal and external customers.
- The details of the Weekly Collections Support Scheme, when announced, to identify whether Stockton would be eligible for any funding.

The recommendations are predicted to make savings of £830,000.

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Our **Regeneration and Transport Select Committee** concentrated on its **EIT Review of the Council's Regeneration and Economic Development Service**. This provides a number of functions on behalf of the Council including business engagement, improvements to town centres, major physical regeneration projects, employability, Tees Achieve (lifelong learning), and is the Council's main link with the Local Enterprise Partnership, Tees Valley Unlimited (TVU).

Overall the review sought to streamline and re-focus the work of the service, and ensure that it concentrated on priority areas and provided strategic leadership to support the economic growth of the Borough.

Key outcomes/impact

- Recognition that the future aim of the service should be to provide strategic leadership to support the growth of the Borough, by developing a strategic intelligence unit in order to provide an evidence base for prioritisation of the Council's activities;
- A reduction in the major projects team to reflect the number of known developments, and Stockton's input into the Stockton/Middlesbrough Initiative be reduced in line with the deliverability of schemes;
- Transfer of some of the operational delivery of markets, festivals, events and buildings from Regeneration to more appropriate service areas in the Council, with the Regeneration Service concentrating on identifying economically beneficial activities;
- The service will continue to promote an enterprise culture in the Borough and will 'mainstream' the work done with children and young people and deliver it as part of the core service, with targeted enterprise coaching for other specific groups;
- The service will work closely with TVU to ensure it delivers its Business Plan, and also to provide leadership on the employability and skills agenda, including using the resources of Tees Achieve to meet local needs;
- The business engagement team will increase its capacity to focus on new and existing businesses in growth sectors, the tourism agenda will be incorporated as a specialism and a business loans scheme will be developed to replace the existing grants scheme;
- And the tourism agenda will be incorporated as a specialism in the Engagement Team.

This will deliver savings of £210,000.

The Committee also examined the officer-led **EIT Review of Highway Services**. Reduced revenue funding available to the Council meant a number of reductions to highway budgets were identified. The Council will explore invest to save opportunities to offset the need for continued revenue investment in the condition of the highways.

This will deliver savings of £500,000

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Our **Adult Services and Health Select Committee** has concentrated on the **EIT Review of Learning Disability Adult Social Care Services** examining the commissioning and provision of a range of services including day-time services and activities, respite care, residential care and supported living, and specialised autism provision.

Members considered a wealth of information including service user and carer feedback, financial data and comparisons, good practice from other areas, and the views of staff when developing a range of proposals for change to services for public consultation. The results will shape the recommendations for future services .

NHS Consultations

The NHS has a duty to consult the Committee on any service re-configurations that are felt to be substantial, alongside its general duties to involve the patients and public in the planning of local health services. In spring 2012 the Committee considered the formal consultation led by Tees, Esk and Wear Valleys NHS Foundation Trust and the PCT which proposed permanently moving older people services from Lustrum Vale Older Peoples Mental Health Unit, Stockton to Roseberry Park in Middlesbrough.

The Committee carefully considered the issues and supported the move that would see more tailored care provided for those with functional (e.g. depression) or organic (e.g. dementia) conditions and that still require in-patient care, subject to an appropriate use being used for the relatively new Lustrum Vale unit, and further consideration being given to the transport arrangements of those who need to travel to Roseberry Park. The Committee was also pleased to learn of the investment in better liaison services within the acute services provided by North Tees and Hartlepool NHS Foundation Trust, as this should see better care for the large numbers of people with dementia in acute settings.

Other work

Following its response to the NHS White Paper consultation in 2010, the Committee has maintained an interest in overviewing the NHS reform proposals and their impact upon Stockton and the Council. The Committee has received regular updates from the shadow GP-led Clinical Commissioning Group for Stockton, and is also taking a keen interest in the development of the Local HealthWatch organisation. The Committee and Council as a whole will need to work closely with the new Local HealthWatch understand the community's needs and concerns regarding health and adult care, as these will replace Local Involvement Networks (LINKs) from April 2013.

Members have also continued to monitor the local implementation of the regional review of the health needs of the ex-service community. A number of actions have been identified, and these also provided the basis of the local Armed Forces Community Covenant that was signed by the Council, partners, and representatives of the Armed Forces at a ceremony in March.

Members of Stockton's Health Scrutiny Committee also continued to be involved in the work of the Tees Valley, and Regional, Health Scrutiny Committees. During 2011-12, these have looked at changes to ambulance services across the region, the regional approach to reform of the NHS and public health, and the sub-regional approach to the setting up of Health and Wellbeing Boards.

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How can I get involved?

All select committee meetings are open to the public and information on the current work of a committee is displayed on our website (www.stockton.gov.uk/scrutiny). If you have experience of, or an interest in, any of the topics under review, you can get involved by contacting a member of the scrutiny team.

You may also have an issue that you feel a select committee should look at as part of its work. All requests will be considered and a decision will be made on the most appropriate way forward.

Please note that scrutiny is not the correct forum for dealing with individual complaints about Council services. There is no guarantee that all requests will be investigated by a select committee although you will always receive an explanation of what action has been taken.

If you have any suggestions please use the response slip below and send it to the following address:

Scrutiny Team
Democratic Services
Stockton-on-Tees Borough Council
PO Box 11
Municipal Buildings
Church Road
STOCKTON-ON-TEES
TS18 1LD



Name:

Address:

Telephone:

Email:

Suggested topic for scrutiny review:

Alternatively please email your suggestions to: scrutiny@stockton.gov.uk

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If you would like this information in any other language or format for example **large print** or audio please contact 'Scrutiny Team' on 01642 528957.

إذا كنت ترغب الحصول على هذه المعلومات بلغات أو بأشكال أخرى على سبيل المثال بالطبعة الكبيرة أو بالشريط المسجل فالرجاء الإتصال 'بدايفرستي تيم' [Scrutiny Team] على هاتف رقم 01642 528957

ARABIC

欲要這份資訊的其它語言版或其它版式例如大字體印刷/錄音帶，請致電 **01642 528957** 接洽 '多元化隊' (Scrutiny Team)

MANDARIN

اگر شما این اطلاعات را به زبان یا شکل دیگری مثلا چاپ بزرگ یا بصورت صدا میخواهید لطفا با تيم دایورسیتی (گوندگونی) [Scrutiny Team] با شماره 01642 528957 به تماس شوید

FARSI

Si vous souhaitez obtenir ces informations dans d'autres langues ou sous un autre format, par exemple, en gros caractères / version audio, veuillez contacter l'équipe "Scrutiny" au n° 01642 528957

FRENCH

ئەگەر حەرت لێ بە ئەم زانیاریە بە دەستت نەگەوت بە زمانەکانی تر یان بە شێوەیەکی تر بۆ نمونە جایی گەورە/یان بەتێبێ ئۆمارکراو نکایە بەیوەندی بگە بە 'تیمی دایفرستی' [Scrutiny Team] لە سەر زمارەکی ئەلەفۆن 01642 528957

KURDISH

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਬਣਤਰ ਜਾਂ ਥੱਲੀ ਵਿੱਚ, ਵੱਡੀ ਛਪਾਈ ਵਿੱਚ ਜਾਂ ਟੇਪ/ਸੀ ਡੀ 'ਤੇ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 'Scrutiny Team' ਨੂੰ 01642 528957 ਨੰਬਰ ਉੱਤੇ ਫੋਨ ਕਰੋ।

PUNJABI

اگر آپ ان معلومات کو کسی بھی اور زبان یا انداز میں (مثلاً بڑے پرنٹ/آڈیو ٹیپ) کے لیے حاصل کرنا چاہیں تو ذرا نیچے دیئے گئے نمبر (Scrutiny Team) کو اس نمبر پر فون کیجئے 01642 528957

URDU