

# **FOR PUBLICATION**

## **AGENDA ITEM 11**

## **AGENDA ITEM 12**

### **CONSIDERATION OF RECOMMENDATIONS FROM THE ENTERPRISE AND WELLBEING SCRUTINY COMMITTEE**

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MEETING: OVERVIEW AND PERFORMANCE SCRUTINY FORUM

DATE: 8 SEPTEMBER 2015

REPORT BY: POLICY AND SCRUTINY OFFICER  
COMMITTEE AND SCRUTINY CO-ORDINATOR

WARD: ALL

KEY DECISION REFERENCE (IF APPLICABLE): N/A

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FOR PUBLICATION

BACKGROUND PAPERS  
FOR PUBLIC REPORTS:

#### **1.0 PURPOSE OF REPORT**

1.1 To provide supporting information to aid the Forum's consideration of recommendations from the Enterprise and Wellbeing Scrutiny Committee.

#### **2.0 RECOMMENDATION**

2.1 To consider the recommendations of the Enterprise and Wellbeing Scrutiny Committee with the supporting information detailed in this report, and agree any further action Members wish to take.

### **3.0 BACKGROUND**

- 3.1 At its meeting on 23 April 2015 the Enterprise and Wellbeing Scrutiny Committee considered the interim report from the Scrutiny Project Group on Leisure Facilities.
- 3.2 The Cabinet Member for Leisure was of the view that the Project Group and its work had been an excellent example of how Scrutiny could positively improve the implementation of projects and that it had been an excellent example of best practice for scrutiny work, adding value to the project and its implementation.
- 3.3 Members noted that by having scrutiny involvement from the start of the project had been a productive way of working and that it had enabled Members to be involved and have an impact before and part of the implementation.
- 3.4 The Committee agreed the following recommendations which were initially considered and deferred, pending further supporting information, at the last Forum meeting on 16 June :

Recommendation 1. 'That the Forum consider undertaking an evaluation of the impact and effectiveness of integrated working across different service areas and teams more widely across the Council, focusing on the potential for integrated and added value outcomes; and that 'Cabinet be recommended that this evaluation be undertaken working jointly with Cabinet'.

Recommendation 2. 'That consideration on adopting the continued use of the scrutiny approach used by the Leisure, Sport and Culture Activities Scrutiny Project Group for other Project Group work be deferred to the September meeting of the Forum'.

### **4.0 SUPPORTING INFORMATION FOR RECOMMENDATION 1**

- 4.1 The Project Group recognised that there were a number of areas of its work where issues and strategies involved input from different teams, services and Cabinet portfolios, eg Parks and Open Spaces. It noted that such integrated working was likely to become more prevalent and important in the future across the Council in line with the Council's value of 'One Council, one team' and updated management structure.
- 4.2 The Group proposed the Forum undertake an evaluation in order to :

- i) Enable the impact and effectiveness of integrated working across different service areas and teams to be considered and evaluated; and,
- ii) Inform and support the potential for cross service working going forwards under new corporate values and management arrangements.

4.3 It was proposed that this be undertaken jointly with Cabinet as it recognised that this was an issue which Cabinet (with the Senior Leadership Team) would most probably be intending to consider in any case.

## **5.0 SUPPORTING INFORMATION FOR RECOMMENDATION 2**

5.1 The following information is provided to help consider the need to secure corporate support for the scrutiny approach used by the Leisure Scrutiny Project Group.

5.2 Members of the Scrutiny Project Group, the relevant Cabinet Member and Leisure Service Manager all gained benefits from the way this project group worked and felt it could be a standard, adopted approach.

5.3 However learning and support for this would need to be wider than the adoption by Overview and Scrutiny Committees / scrutiny practitioners alone. The collaborative style of the approach also requires a level of understanding, commitment and support by Cabinet Members and Managers, and adopted and developed as 'corporate' policy, aligning with our 'one-council, one team' value.

5.4 It is intended, having initially received support of this Overview and Performance Scrutiny Forum, that the further development, use and embedding of the approach be then proposed and considered at a corporate level to ensure organisation wide understanding and buy-in. It is further hoped this will assist the embracing of important cultural changes to the way we work.

### **5.5 What Worked for both Members and Officers ?**

5.5.1 Scrutiny was pro-actively engaged at the very beginning of the process / project – ie at the initial 'ideas' and before 'options planning' stages (which will often be months before entry into the Forward Plan). Cabinet Members and Service Managers made scrutiny aware well in advance of key forthcoming policy and strategy developments, and corporate projects for the year and even further ahead.

- 5.5.2 The Scrutiny Project Groups (SPGs) (internal working groups) once appointed by Scrutiny Committee, involved and worked closely with relevant Service Managers / Service Leads. At the outset the relevant Cabinet Member and Service Manager(s) were consulted / engaged in the drawing up of the working group's brief and scope of work.
- 5.5.3 The SPG meetings and project plans – as far as possible - were scheduled to accommodate service delivery and project plan timescale and timetable so as to complement and not impede agreed Executive delivery plans.
- 5.5.4 The SPGs 'real time' involvement helped avoid the need for some written scrutiny / executive communications (formal reporting) making many smaller communication matters instant, avoiding usual time lapses and added bureaucracy. (This was very effective in scrutiny monitoring delivery of the corporate project / contract, ie after Cabinet decision, but did not replace important scrutiny reports and recommendations to Cabinet).
- 5.5.5 Similarly the SPGs 'real time' involvement in challenging and informing actions and decisions, avoided duplication and extra workload through the need to attend and supply information / documents to separate executive / scrutiny led meetings – ie many key documents were shared/accessible electronically from a central folder location on the server.
- 5.5.6 The SPGs approach helped inform Service Manager / officer led decisions and actions, providing a wider understanding of elected Members' expectations in ensuring the best outcomes for their communities, including (for example) any necessary stakeholder consultations needed, and if so suitable timing and design. The collaborative approach further assisted officers through the general endorsement of intended plans and actions, providing more robust accountability and quality outcomes.
- 5.5.7 The collaborative approach assisted the building of Member and officer relationships which added value in terms of Member / officer connectivity more generally (ie outside of scrutiny in wider council day to day working).

- 5.5.8 The SPGs approach helped to facilitate better cross service communications and identify needs for cross service actions and service delivery. This inclusive 'whole system' scrutiny approach helped enable a stronger focus on service outcomes needed for communities, and the need for teams to engage, plan and deliver across individual service delivery boundaries to achieve outcomes more effectively and efficiently. (This also links closely with Recommendation 1).
- 5.5.9 The 'whole system' approach also included the opportunity to work easily with and involve other public sector partners and teams, such as in this particular project, Public Health and the voluntary sector eg Accessibility Derbyshire. There are additional benefits also in enhancing officer learning and innovation whilst also making their work more interesting and fulfilling.

## **6.0 CORPORATE CONSIDERATIONS**

- 6.1 There are no risk, legal, financial or equalities considerations arising from the contents of this report.

## **7.0 RECOMMENDATION**

- 7.1 To consider the recommendations of the Enterprise and Wellbeing Scrutiny Committee with the supporting information detailed in this report, and agree any further action Members wish to take.

## **8.0 REASON FOR RECOMMENDATION**

- 8.1 To respond to the recommendations of the Enterprise and Wellbeing Scrutiny Committee.

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