



# Scrutiny Annual Report

2017/18

## Introduction

By Cllr John Cotton, Chair, Co-ordinating O&S Committee

Overview and Scrutiny makes a unique contribution to decision-making and policy development, because it is led by elected Councillors who bring a rich blend of skills, experience and local knowledge to the table. It is a powerful forum - for questioning, for holding power to account on behalf of the citizen and for exploring new ideas and innovations.

That is why our Overview and Scrutiny Committees are crucial to helping this Council and our partners to meet the challenges and seize the opportunities that Birmingham faces in the years ahead.

The 2017-18 Overview and Scrutiny work programme demonstrates how scrutiny committees have provided Councillors with the means to make a difference and drive improvement in council services across the city. This report summarises some of the work undertaken in the last municipal year, demonstrating how scrutiny can represent the views and needs of Birmingham's citizens, businesses and community organisations. The work, although sometimes critical, has assisted the Executive and demonstrated the key role Overview & Scrutiny plays in breaking down silos between departments and making connections across organisations.

It was also a year where we took a step back and re-examined the role Overview and Scrutiny plays in the governance of the city, and how that can be strengthened. Welcome changes were made to scrutiny arrangements in May 2018 as a result of that review – most notably, the increase in the number of scrutiny committees to enable members to properly cover the full extent of the work required of them and give key issues the required focus.

It is now my job, alongside the other Scrutiny Committee Chairs and members to implement a work programme that is challenging, productive and makes a real contribution to improving the lives of Birmingham citizens. To ensure we do this, I have agreed with the Scrutiny Chairs and the members of the Co-ordinating O&S Committee that there are four key areas we need to prioritise:

Firstly, Overview and Scrutiny needs to focus on the big strategic issues facing the City Council and the city as a whole. From tackling inequality to addressing the financial pressures, Scrutiny can play a key role in taking forward the policy debate and ensuring we focus on the long-term challenges for Birmingham.

Secondly, Scrutiny should be consistent in holding the Council to account for the performance of its services. The Executive is already taking welcome steps to strengthen performance measurement and Scrutiny will support this work by providing constructive challenge to performance data and ensuring that it is used to drive the improvement of services.



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Thirdly, Scrutiny needs to be more closely involved in policy development. By involving Scrutiny at an earlier stage of the policy process, we can make full use of the skills, experiences and insights of individual Members. We will work with Executive colleagues to develop a new approach to policy development over the course of this year.

Finally, Scrutiny should be the voice of the citizen, championing issues that are of concern to the people of Birmingham and asking questions on their behalf. Therefore, we will be exploring how all Scrutiny Committees can properly and appropriately respond to issues of public concern.

Scrutiny is not an optional extra for this Council. It isn't something that is just "nice to have". A strong scrutiny function, providing robust, but constructive challenge and feedback to the Executive, is an essential part of good governance. I look forward to working with all Councillors to deliver this important agenda over the coming year.



# 1 Scrutiny Arrangements in 2017/18

- 1.1 There were five O&S Committees, one sub-committee and one task and finish group in 2017/18:
- Corporate Resources and Governance (chaired by Councillor Mohammed Aikhlaq with Cllr Randal Brew as Deputy Chair);
  - Economy, Skills and Transport (chaired by Councillor Zafar Iqbal with Cllr John O'Shea as Deputy Chair);
  - Health and Social Care (chaired by Councillor John Cotton with Cllr Andrew Hardie as Deputy Chair);
  - Housing and Homes (chaired by Councillor Victoria Quinn with Cllr Penny Holbrook as Deputy Chair);
  - Schools, Children and Families (chaired by Councillor Susan Barnett with Cllr Barry Bowles as Deputy Chair);
  - Finance O&S Sub-Committee (chaired by Councillor Mohammed Aikhlaq);
  - Trees Policy Task and Finish Group (chaired by Councillor Fiona Williams).
- 1.2 The remits of each of the committees was set out in the Constitution and covered the breadth and depth of City Council policy and service delivery. Three of the Committees had additional statutory responsibilities. The Health and Social Care O&S Committee was responsible for discharging the council's statutory responsibility to review and scrutinise matters relating to the planning, provision and operation of health services as provided for by the Health and Social Care Act 2012 (the 2012 Act). The Housing and Homes O&S Committee had statutory responsibilities in relation to crime and disorder, and the Economy, Skills and Transport O&S Committee for the scrutiny of flood risk management.
- 1.3 In addition, Birmingham members were involved in regional scrutiny:
- Birmingham and Sandwell Joint Health Scrutiny Committee;
  - Birmingham and Solihull Joint Health Scrutiny Committee;
  - West Midlands Combined Authority Scrutiny Committee;
  - Greater Birmingham and Solihull Local Enterprise Partnership Scrutiny Committee;
  - West Midlands Police and Crime Panel.

## Who Sat on the Scrutiny Committees?

- 1.3.1 Scrutiny is carried out by independent minded members who lead and own the scrutiny process.
- 1.3.2 Each committee has a Chair and a Deputy Chair and in total 55 Birmingham Councillors (or 46%) sat on a scrutiny committee in 2017/18 (several sat on more than one committee). The Schools,



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Children and Families O&S Committee also had four co-opted members (two church and two parent governor representatives).

- 1.3.3 For members who do not sit on a scrutiny committee, there are many ways to be involved, including contributing evidence to inquiries and participating in debates at City Council. This report, and the discussion that will follow at City Council, is one way in which members of the City Council can support that member-led process.

## 2 What We Did

### Scrutiny in Numbers – Key Observations

- 2.1.1 The infographic opposite gives some indication of the quantity of work undertaken by scrutiny last year. Whilst a full work programme was completed throughout the year, the impact of two elections being held within the year saw the number of meetings decrease (from 116 to 86). The number of inquiries completed also decreased, as more of the work focused on overview of policy and performance.
- 2.1.2 Cabinet Members are asked to report to the relevant scrutiny committee in public at least once (usually twice or more) a year. These are fruitful sessions that not only allow members to question the decision-makers but also feed into on-going work. This, along with the call-in function, brings an accountability to decision-making and encourages the Executive and senior officers to consider a wider range of views before finalising policy. Six requests for call-in were heard this year, and one decision was referred back to Cabinet as a result.
- 2.1.3 One petition was referred to Scrutiny by Council Business Management Committee: "Birmingham City Council to refund residents for missed collections". This was discussed by the Corporate Resources and Governance O&S Committee in December 2017.
- 2.1.4 O&S Committees also monitored the progress against the implementation of previous scrutiny inquiries: of the recommendations tracked, 23% were achieved, 53% not achieved and 24% were still in progress.

### Adding Value

- 2.1.5 Appendix 1 sets out a summary of the significant pieces of work undertaken by scrutiny over the last 12 months, identifying where scrutiny has added value linked to the council's priorities.



# Scrutiny in numbers

## 5 Overview and Scrutiny Committees:

Corporate  
Resources and  
Governance

Economy, Skills  
and Transport

Health and Social  
Care

Housing and  
Homes

Schools, Children  
and Families



# 86 meetings

## 55



Public  
Committee  
Meetings

- With 70% member attendance

## 3



Visits

## 28



Sub groups,  
member  
briefings and  
workshops

## 4



Inquiries/task and  
finish groups

- With 4 reports to City Council

## 34



Recommendations from  
earlier inquiries were  
tracked

## 6



Call-Ins

- 1 sent back to Cabinet

# 136

 items on committee meetings agendas including:

## 31



Attendances by  
Cabinet Members

## 15%



Involving members of the  
public or customer views

## 28%



Involving partners and  
external organisations



## 3 Preparing for the New Municipal Year

- 3.1 In late 2017, the Council Business Management Committee established a cross-party sub-group to undertake a review of Overview and Scrutiny. Three years on since the number of committees was reduced, it was considered timely to review the role of scrutiny in light of changes to council governance and in anticipation of further changes taking effect from May 2018.
- 3.2 The key lines of enquiry were:
- To review the role of scrutiny: what role does the City Council want scrutiny to play in the governance of the City Council?
  - To review the relationship with the Executive – how can scrutiny's role be better facilitated through the scrutiny / executive relationship?
  - To review the structure of scrutiny – what structure (i.e. numbers and remits of committees, balance of standing committees and task and finish) will best deliver scrutiny's role?
  - To review the resourcing of scrutiny in light of any proposed changes, bearing in mind the current financial context.
- 3.3 The members took evidence, including from the Group Leaders, and presented a [report to City Council](#) in March 2018.
- 3.4 Just before the group started this process, the Communities and Local Government (CLG) Select Committee published its report on the [Effectiveness of local authority overview and scrutiny committees](#) on 11 December 2017. The themes in this report reflected a number of findings in the Review of Scrutiny undertaken in Birmingham.
- 3.5 The role of scrutiny was explored, underpinned by the acceptance that scrutiny is an integral part of the governance of the city and should be systematically engaged at the earliest possible stage. The key findings were:
- **Parity of Esteem:** the CLG Select Committee report was concerned with the overall relationship between local authority scrutiny and executive members, and notes that "there is no parity of esteem between the scrutiny and executive functions". This was also a concern of members in Birmingham, particularly around transparency of decision-making and policy development to facilitate early scrutiny involvement; information sharing and attendance at committee meetings;
  - **The number of Scrutiny Committees should be increased** from five to eight. Members agreed that the reduction in the number of scrutiny committees in 2015 had not worked as Committees have struggled to cover the full extent of the work required of them and as a consequence have had a reduced focus on some key issues. These changes were implemented in May 2018;
  - Scrutiny can add most value by **active involvement in policy development**. The CLG Select Committee also noted the benefits of what is sometimes called "pre-decision scrutiny":



"By commenting on and contributing to a decision before it has been made, scrutiny committees are able to offer executives the benefit of their ability to focus on an issue in greater depth over a longer period of time.";

- Scrutiny members do not always have **access to the information** they need to scrutinise areas properly. This can be about timeliness of information (there is often a reluctance to share early information with scrutiny members); or about reduced resources to provide the information; or a lack of understanding of what information members are entitled to. The Select Committee is clear that "councillors working on scrutiny committees should have access to financial and performance data held by an authority, and that this access should not be restricted for reasons of commercial sensitivity". Committees must be able to "*follow the council pound*" and have the power to oversee all taxpayer-funded services.";
- **Reporting to City Council** is a key line of accountability and one area where Birmingham is ahead in terms of good practice; however members of the review group were clear that producing reports for City Council was not scrutiny's only role. These concerns are reflected in Birmingham, where scrutiny members do not always feel that scrutiny is given sufficient weight or access to enable them to carry out the role effectively
- It is crucial that scrutiny can demonstrate a **positive impact**. Consideration also needs to be given to the "feedback loop" of scrutiny work back to the Executive. Recommendations are routinely "tracked" for implementation but there's little consideration of impact or outcomes. There is a need for a more outcome-focused approach;
- The Executive should consider allocating **Scrutiny Chairs** on a proportionate basis; however it was noted that this is a political decision, and since scrutiny's inception Birmingham has allocated these posts to members of the controlling group(s), with the exception of the 2003-4 municipal year;
- The four-year election cycle is also an opportunity to have more **stability of membership** on scrutiny committees. There is a need to balance those members who are "experts" in that area and those who would bring a fresh perspective.

3.6 Throughout the range of issues covered in the review, the underpinning theme is that of the culture of the City Council and its openness to challenge. The Select Committee came to the same conclusion, stating:

"We have found that the most significant factor in determining whether or not scrutiny committees are effective is the organisational culture of a particular council. Having a positive culture where it is universally recognised that scrutiny can play a productive part in the decision-making process is vital and such an approach is common in all of the examples of effective scrutiny that we identified. Senior councillors from both the administration and the opposition, and senior council officers, have a responsibility to set the tone and create an environment that welcomes constructive challenge and democratic



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accountability. When this does not happen and individuals seek to marginalise scrutiny, there is a risk of damaging the council's reputation, and missing opportunities to use scrutiny to improve service outcomes. In extreme cases, ineffective scrutiny can contribute to severe service failures."

- 3.7 The Leader of the Council will report back to Co-ordinating O&S Committee on the progress with taking forward these proposals in July.

## 4 Scrutiny in 2018/19

- 4.1 The Review of Scrutiny also made recommendations with regard to the structure and composition of the Scrutiny Committees. These were implemented in the changes to the Constitution agreed by City Council on 22 May 2018:

- The number of Scrutiny Committees was increased to eight;
- A lead scrutiny committee to be created, responsible for oversight of the work programme and overseeing the scrutiny function alongside its substantive remit. The membership of this Committee includes all the Scrutiny Chairs and the Chair of the Committee would be the Lead Scrutiny Member. This gives a clear cross-party steer to the scrutiny work programme as a whole and facilitates transparent prioritisation of scrutiny work;
- An O&S Committee with a clear remit for finance now forms part of the new arrangements;
- The health and social care responsibilities and statutory duties are onerous and sufficient for one committee and therefore, the Health and Social Care O&S Committee should have no other areas of responsibility.

- 4.2 The new committees are:

- Co-ordinating O&S Committee (chaired by Cllr John Cotton); including governance, performance and customer services;
- Resources O&S Committee (chaired by Cllr Sir Albert Bore); to cover finance, HR and contracting/commissioning;
- Health and Social Care O&S Committee (chaired by Cllr Rob Pocock); including health, adult safeguarding and statutory health functions;
- Children's Social Care O&S Committee (chaired by Cllr Mohammed Aikhlaq); including the Children's Trust, child safeguarding and corporate parenting;
- Sustainability & Transport O&S Committee (chaired by Cllr Liz Clements); including air quality, transport strategy and highways;
- Economy & Skills O&S Committee (chaired by Cllr Tahir Ali); including economy, skills and investment;





- Housing & Neighbourhoods O&S Committee (chaired by Cllr Penny Holbrook); including housing, social cohesion and waste management;
- Learning, Culture & Physical Activity O&S Committee (chaired by Cllr Mariam Khan); including education, arts and culture and parks.


4.3 Appointments have also been made to the regional scrutiny bodies.

4.4 Appendix 2 sets out some of the emerging areas for scrutiny to consider in 2018/19.

## Appendix 1

### CHILDREN

#### A great City to grow up in

	Scrutiny themes	Scrutiny – Added Value/Impact
	<b><i>Corporate Parenting</i></b>	Followed up an in-depth inquiry into the important role Councillors play with regards to corporate parenting. Councillors have been supported in their role to enable them to be better advocates for children in care; for instance, targeted support and training has been given to members following the completion of a 'menu of involvement'. The Schools, Children and Families O&S Committee continued to monitor this through the year.
	<b><i>Safeguarding</i></b>	<p>Identified where progress was still needed with regards to safeguarding through scrutiny of the Birmingham Safeguarding Children's Board (BSCB) Annual report.</p> <p>Followed up on earlier inquiries into children missing from home and care and child sexual exploitation by evaluating progress made in implementing the recommendations. As part of this, the committee continued to examine Ofsted's comments regarding problems identified with the missing from education service.</p> <p>Has been part of the transfer of children's social care to a Trust. This has included investigating ways of strengthening governance arrangements and ways in which the committee can assist with making a positive difference for children, young people and families in the city.</p> <p>Updated on the Youth Justice Strategic Plan 2016-17 and deliberated with West Midlands Police and Council Officers on how the issues with gangs are being addressed.</p> <p>Supported officers by examining how the council is using the Prevent Duty in schools and to help families earlier.</p>


## Appendix 1

	<b><i>Education &amp; School Improvement</i></b>	<p>Continued focus on school improvement through engagement with the Birmingham Education Partnership and through analysis of the school attainment statistics for Birmingham children who attend schools in Birmingham.</p> <p>Part of the consultation for the Fair Access Protocol, which each local authority must have, to ensure that outside the normal admissions round unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. A number of issues to improve this were raised and a further report is expected.</p>
	<b><i>Childcare Sufficiency</i></b>	Members contributed to the Childcare Sufficiency report. This report gives an update on the Council's ability to meet the statutory duty regarding sufficiency of childcare for children 0-14 (and 17 for children with SEND). This includes free entitlements for 2, 3 and 4 year olds and wider parental childcare requirements.
	<b><i>Child Poverty</i></b>	Members deliberated and contributed to the work of the cross party group who have been overseeing the implementation of the recommendations made by the Birmingham Child Poverty Commission to reduce levels of child poverty.
	<b><i>Special Educational Needs and/or Disabilities</i></b>	Contributed to the Inclusion Strategy and highlighted to the Cabinet Member and Officers the concerns of the committee. The committee will continue to be involved as a crucial element of the development of the strategy.

## Appendix 1

### HOUSING

#### A great city to live in

	Scrutiny themes	Scrutiny – Added Value/Impact
	<b>Reducing Homelessness</b>	<p>Considered in detail the progress made with implementing the recommendations in the scrutiny report on Rough Sleeping &amp; Prevention, identifying where further steps could be taken to help address the level of rough sleeping within the city.</p> <p>Contributed to the development of the Homelessness Prevention Strategy through regular scrutiny at committee and member participation in the positive pathway task and finish groups set up to help shape the strategy.</p> <p>Scrutinised the implementation plan developed to deliver the required changes stemming from the Homelessness Reduction Act (which came into force in April) and undertook to continue to monitor the impact of the Act as part of their future work programme. The Act places numerous additional duties on Local Authorities with an increased focus on identifying those at risk of homelessness as early as possible and maximising the opportunities for preventing their homelessness.</p>
	<b>New Housing Allocations Scheme</b>	<p>Continued focus on issues arising from the introduction of the new allocations scheme, with members providing robust challenge with regard to the number of people who had not re-registered and the action being taken to identify the reasons why.</p>


## Appendix 1

	<b>The city's repairs contract</b>	Followed up on previous monitoring of the new repairs and maintenance contracts, meeting representatives from the three contractors, who attended committee to answer members' questions around service delivery and performance. This was a really useful session, giving the contractors the opportunity to share with members their efforts to drive up performance and how they invest in social value, and giving members the chance to directly question the contractors about their performance against key targets.
	<b>Private Rented Sector (PRS)</b>	Commenced evidence gathering on how the City Council should work with HMOs to get the best outcomes for landlords, tenants and local residents. This was in response to a Motion for Debate brought to City Council raising concerns about an increasing reliance on HMOs to address homelessness, the impact of HMOs on local communities and the need for decent, high quality accommodation.
	<b>Investment in existing council homes</b>	Considered a request for call-in of the Birmingham Council Housing Investment Programme 2017/18 to 2019/20. The focus of the call-in was the decision to amend the programme to include fire suppression measures (ie sprinklers) at a total cost of £31m. Whilst Members expressed clear support for the retro-fitting of sprinklers, the decision was "called in" with the request that Cabinet reconsider all the information and evidence available to assure itself that the expenditure was wholly justified and to consider an alternative approach whereby each case was looked at individually to ensure each tower block had its own particular needs met in terms of safety and saving lives.
	<b>Neighbourhoods</b>	Kept a watchful brief on operational issues within the Waste Management Service, implementation of the new operating model and governance around service improvement.

## Appendix 1

### JOBS AND SKILLS

#### A great city to succeed in

	Scrutiny themes	Scrutiny – Added Value/Impact
	<b>Inclusive and Sustainable Growth</b>	<p>Contributed to the development of the Birmingham Design Guide by participating in the consultation exercise and discussion following the launch of the Vision document in September 2017. As Birmingham continues to experience strong growth and investment it is important for this growth to be sustainable and to adapt to changing environments and respond to the requirements of businesses and citizens. The intention is that the Birmingham Design Guide will replace all the current area based policies and documents and will provide clear guidance to aid decision making and pre-application discussions and will promote and ensure that the highest standards of design are achieved.</p> <p>Considered the Flood Risk Management Annual Report which highlighted progress in addressing the statutory responsibilities of Birmingham City Council as a Lead Local Flood Authority and the publishing of the Local Flood Risk Management Strategy for Birmingham in October 2017. The Strategy has the overarching aim of ensuring that local flood risk is understood and managed in a coordinated way in the city.</p>
	<b>Improving our local highways and streetscene</b>	<p>Maintained a watching brief over the Highway Maintenance and Management PFI Contract with Amey. Ensured that members were appropriately briefed about quality and commercial issues in relation to improving local roads and pavements, maintaining and improving street scene appearance, response to urgent defects and customer service, to facilitate the members to take an overview of actions being taken.</p>

## Appendix 1

	<b>Developing a modern sustainable transport system that promotes and prioritises sustainable journeys</b>	<p>Reviewed progress made by Transport for West Midlands with the development and delivery of integrated ticketing on public transport. This included the increasing numbers of journeys taken using Swift ticket types across the West Midlands and plans for further developments to facilitate easier, better value and contactless options for travel across the region.</p> <p>Took an overview of the pilot of Bus Stop Rationalisation in South Birmingham which is part of a wider strategy by Transport for West Midlands aimed at ameliorating the recent increases in congestion for buses as traffic in the West Midlands reaches record levels of peak hour congestion. Without action the effectiveness of buses in supporting the city's inclusive economic growth agenda will reduce and urban mobility and social inclusion for those people most reliant on public transport will reduce.</p> <p>Scrutinised the improvements to be delivered through the new West Midlands Rail Franchise during a session with Transport for West Midlands, West Midlands Trains and West Midlands Rail. Members had an opportunity to hear about and raise questions relating to planned improvements to existing stations, plans for new stations, increased capacity, new fleet, planned improvements to the operation of trains and timetabling of services and the introduction of 'Smart' ticketing, following the start of the new rail franchise in December 2017.</p>
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## Appendix 1


	<b>Maximising employment through improved access to jobs and raising skills levels</b>	<p>Continued to contribute to and review progress with the on-going development of the East Birmingham &amp; North Solihull Regeneration Strategy. This is aimed at addressing the long-term complex issues in greater depth than has happened previously with a view to improving the high levels of unemployment and low skills levels of its residents in an area with deprivation levels amongst the highest in the country.</p> <p>Maintained focus on the performance and delivery of the Birmingham Youth Promise Plus Programme across Birmingham and Solihull in working with a range of partner organisations to support young people into employment, education and training. This is driven by the Birmingham Skills Investment Plan which is our 10-year plan to help close the local skills gap by taking an integrated approach to employment and skills support.</p> <p>Monitored the City Council Step Forward initiative aimed at closing the skills gap and increasing productivity by supporting low skilled or unqualified workers who are in employment to make skills and career progression, progress in Birmingham in reducing NEET and Not Known figures for young people and the development of Local Employment and Skills Boards in four quadrants of the city.</p>
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## Appendix 1

### HEALTH

#### A great city to grow old in

	Scrutiny themes	Scrutiny – Added Value/Impact
	<b><i>Creating a healthier environment for Birmingham</i></b>	<p>Followed up from previous inquiry ‘The Impact of Poor Air Quality on Health’ into the evidential link between poor air quality and health and what can be done to improve air quality to minimise adverse impact on health outcomes in Birmingham.</p> <p>Informed about the implementation of a vehicle emissions policy for taxi and private hire vehicles which was adopted by the Licensing &amp; Public Protection Committee (LPPC) in October 2017 and which is currently being implemented requiring them to meet the emissions standards for a Clean Air Zone (Euro 4 for petrol and Euro 6 for diesel) by December 2019. The work was already in progress but members were told that the scrutiny report provided written evidence to link poor health outcomes to air pollution and provided LPPC members and officers with a corporate policy framework within which to work.</p> <p>Provided with an overview of a comprehensive research project being carried out by Birmingham University and Network Rail. They are collaborating in carrying out air quality data analysis of results from monitoring of air quality at various locations in and around New Street Station. The information obtained has been used to better understand the air quality environment in and around the station and has informed an ongoing action plan by Network Rail to optimise and improve the systems in place at New Street. The information will also enable future discussion with train operators and other stakeholders to be based on measured evidence to facilitate a multi-faceted approach to improving air quality.</p>

## Appendix 1

	<b><i>Improving the quality of care/ performance</i></b>	<p>Identified specific under-performing measures as areas for further ongoing examination through scrutiny of the Local Performance Account, which provides a summary of progress against a set of measures for adults who receive social care support.</p> <p>Monitored quality of adult social care provided in the city on an ongoing basis throughout the year through regular examination of the performance of adult social care via the Adults Service Scorecard and through feedback from the Carers Survey.</p> <p>Reviewed the partnership working being done with health partners through the Delayed Transfers of Care Dashboard. This reflected intensive partnership work being done focussed on reducing delayed transfers of care. The aim is to reduce delays in hospital by improving how people are discharged and making sure the right care is available when needed to facilitate timely discharge of patients.</p> <p>Actively engaged with NHS England, Sandwell &amp; West Birmingham Hospitals NHS Foundation Trust and University Hospitals Birmingham NHS Foundation Trust around the potential adverse impact on service delivery of a cancer review and proposed changes to the way oncology services are delivered across Sandwell and Birmingham. Raised concerns and emphasised the need to find a safe and sustainable long- term solution for patients needing these services. Reviewed ongoing communication and engagement with patients, the public, staff and other stakeholders.</p> <p>Regularly engaged with SWBH trust chief executive in relation to implications of delay in completion of Midlands Metropolitan Hospital in the wake of the collapse of the main contractor Carillion. Maintained regular briefings about efforts to ensure completion and implications of Sandwell and City Hospitals and the risk to the quality of service the longer the completion and opening of the new hospital is delayed.</p>
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## Appendix 1

	<b><i>Improving mental wellbeing</i></b>	Continued to evaluate and monitor the mobilisation and implementation of the new service model and delivery of the contract by Forward Thinking Birmingham which provides mental health care for 0-25 year olds in order to monitor progress made and challenges faced by the service since the beginning of the new contract.
	<b><i>Joining up services</i></b>	Actively scrutinised the various challenges presented by and progress towards the merger of University Hospitals Birmingham NHS Foundation Trust and Heart of England NHS Foundation Trust which merged to form a single trust on 1 <sup>st</sup> April 2018. The single trust has approximately 50,000 Foundation Trust members and employs around 20,000 members of staff and is one of the largest trusts in England treating c2.2million patients in a year, with 2,700 beds and a turnover estimated to be in the region of £1.6billion. This is a cross-boundary issue that will have an impact on services for populations across both local authority areas and the committee wanted to ensure that the interests of particular service users were not disadvantaged.

## Appendix 1

	<b><i>Joined up commissioning of services</i></b>	<p>Maintained a regular and active focus on plans for and progress with the merger of the Birmingham CrossCity, Birmingham South Central and Solihull Clinical Commissioning Groups (CCGs) and their transition to form a single Birmingham and Solihull CCG, which is the largest CCG in England, from 1<sup>st</sup> April 2018. This merged organisation is responsible for exercising the joint commissioning functions for planning and commissioning health services for people living in Birmingham and Solihull and for ensuring that a single commissioning plan for West Birmingham is developed and ensuring that the two CCGs which now operate across Birmingham, Solihull and Sandwell, are working collaboratively for the benefit of the population.</p> <p>Regularly evaluated and monitored the City Council contracts with Umbrella who provide sexual health services and advice in Birmingham and Solihull and with Reach Out Recovery, who provide drug and alcohol advice in Birmingham. Further examination of services has been conducted through visits allowing committee members to see services at first hand and to speak with staff and service users directly.</p>
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## Appendix 1

### ORGANISATIONAL HEALTH

As well as the four priorities above, the Vision and Priorities document agreed by Cabinet also set out a set of indicators developed to take into account organisational health. These fall into three key areas:

<b>GOVERNANCE</b>	<p>Provided robust challenge to Cabinet members with a series of public sessions to hold them to account for decisions and policy. Overall Cabinet members attended scrutiny meetings 31 times.</p> <p>Undertook robust challenge to the council's budget proposals via a session in each of the committees where the portfolio budgets were analysed. Members sought reassurances that the voice of the citizen would be taken on board when implementing any savings plans. In addition, the Finance Sub-committee met with the Leader and Director of Finance throughout the year to monitor financial matters.</p> <p>Held six request for call-in meetings; one decision was sent back to the Cabinet for re-consideration.</p> <p>Completed an inquiry into relationships with our parish and town councils; to explore 1) What have we learned from the experiences of setting up Birmingham's parish councils that will assist both the City Council and communities in the development of any future parish councils or other localised or devolved governance models? 2) How the relationship between City Council and the parish/town councils is working currently.</p> <p>Completed review of scrutiny, to strengthen scrutiny arrangements – some of the recommendations were implemented at the City Council meeting on 22 May 2018</p>
<b>CITIZEN</b>	<p>Continued to scrutinise the development of customer services in the City by visiting the council's Contact centre.</p> <p>Continued to monitor the council's customer satisfaction data and further developments with regards to the website and BRUM account.</p>
<b>WORKFORCE</b>	<p>Analysed and interrogated data relating to workforce and HR issues within the organisation including figures on areas such as sickness rates, workforce demographics, relationship between management and employees, data on HR policies, employee satisfaction, use of agency workers and work experience.</p>

## Scrutiny Priorities 2018/19

