

**Overview and Scrutiny in Salford
Annual Report 2004/05**



Contents

Chairs Foreword	1
Recent Developments	1
Work of the Committees	
Budget and Audit	3
Children's Services	6
Community, Health and Social Care	8
Customer and Support Services	10
Environment, Housing and Planning	12
Strategy and Regeneration	14
Commissions	16
Best Practice	20
Future Developments	20
Contacts	21

"The role of overview and scrutiny is to look at the services and issues that affect the lives of people in Salford. It is about listening to the concerns of local people, to check how the council and other organisations are performing and where necessary seek improvement."



Cllr James Dawson
Cllr David Jolley
Cllr Roger Lightup
Cllr Bernard Murphy
Cllr Bernard Pennington
Cllr Alice Smyth

Foreword by Scrutiny Chairs

It has been another exciting and challenging year in the continuing development of Overview and Scrutiny within Salford City Council.

It is pleasing to report that Overview and Scrutiny has built on the solid platform that Professor Stephen Leach identified in his independent assessment of how Overview and Scrutiny was operating at Salford City Council. The Improvement Plan, which was agreed following Professor Leach's report has been achieved and many of its recommendations are included within this our third annual report.

During this past year more reports have been produced for Cabinet and council covering significant issues of both local and national relevance. Examples of these are highlighted in this report.

It has also been a year in which the overview and scrutiny committees responded to the challenge of change brought about by the city council's Strategic Review of Governance, which resulted in revisions to the overview and scrutiny committees structures. I think we would all agree those committee changes took place seamlessly.

We are also pleased to report this past year has seen some national recognition for the work which we are doing which contributes to the ever increasing acknowledgement of the good work which is being delivered by the city council for the people of Salford.

We hope you will agree this report provides good evidence in demonstrating an Overview and Scrutiny function that is responsive to the issues that matter for local people, can ensure appropriate partners contribute to this work and in doing so act as a catalyst and champion for change in these areas.

Recent Developments

Following an independent evaluation of scrutiny within the city council, carried out by Professor Stephen Leach of De Montfort University in spring 2004, there have been a number of developments in response to the recommendations made with a view to continually reviewing and striving to improve the scrutiny process. These include:

Scrutiny Chairs Group

The six scrutiny chairs meet on a monthly basis to act as a co-ordinating body across the committees and to ensure they:

- Maintain effective communications with the Executive through the attendance of the Leader/Deputy Leader
- Oversee and lead on the continued development of the overview and scrutiny function in Salford
- Discuss the Cabinet workplan and forward plan
- Determine the appropriate committee or commission for any cross-cutting/ thematic work programme issue
- Agree the establishment of any scrutiny commissions
- Monitor and evaluate outcomes from overview and scrutiny committees
- Share good practice across committees

Member Training

Two specific scrutiny sessions have been offered through the Members Training Programme. These are:

November 2004: Scoping and choosing issues for the work programme

January 2005: Interviewing skills

Both sessions were facilitated by the North West Employers Organisation.

In addition there was an opportunity for an introductory workshop session on E-learning, focusing on the module on questioning skills, prior to the December scrutiny meetings.

These sessions were offered to both elected and co-opted members.

Scrutiny Newsletter

The first scrutiny newsletter was released in November 2004 and will be produced 3 or 4 times per year. The aim of the newsletter is to bring members, officers, partner organisations and members of the public up to date with latest developments and how the various items on the work programme are progressing. In addition it allows for feedback on how we can make scrutiny more effective.

You can access the **Overview and Scrutiny Newsletters** by using the following link: www.salford.gov.uk/council/councillors/scrutiny/scrutiny-downloads

Protocols for Overview and Scrutiny

The protocols have been developed to assist all those involved with the effective delivery of overview and scrutiny.

They outline the roles and responsibilities of the various parties concerned in the scrutiny process, as well as clarifying what can be expected for those contributing to the work of the scrutiny committees, commissions or sub-groups.

The protocols were agreed at the scrutiny conference held in November 2004 and include:

- Protocol for Members of Scrutiny Committees
- Protocol for Chairs of Scrutiny Committees
- Protocol for the Meeting of the Scrutiny Chairs Group
- Protocol for Lead Members and their relationship with Overview and Scrutiny
- Protocol for Officers attending Scrutiny Committees
- Our Charter for those attending and contributing to scrutiny meetings

You can access the **Protocols for Overview and Scrutiny** by using the following link: www.salford.gov.uk/council/councillors/scrutiny/scrutiny-downloads

Scrutiny Conference

Over 40 people from a range of services and partner organisations attended the scrutiny conference in November.

The conference provided an opportunity to discuss a number of issues facing scrutiny and for members to hear feedback on “how was it for you”.

Councillor Dawson also used the opportunity to launch the scrutiny “protocols”, outlined above.

Key action points from the conference were identified and reported through the scrutiny chairs group. It was felt that some of the issues had already been picked up, for example the Annual Report for Overview and Scrutiny 2003/04 had been produced, but was recirculated, as it appeared some people were unaware of its existence. In addition, it was agreed that the production of the scrutiny newsletter should help in raising awareness of the role of overview and scrutiny and highlight the contributions being made.

Budget and Audit Scrutiny Committee

Chair: Councillor David Jolley

Formerly the Budget Committee, this committee, established in May 2003, operates slightly differently to the other five overview and scrutiny committees. It has a crucial role to play, overseeing the city council’s finances, continually monitoring, identifying and investigating risks and variations to the city council’s revenue and capital budgets, and also reviewing financial procedures. The committee has successfully adapted to its role and is developing its work programme to ensure it effectively contributes to the financial stewardship of city council affairs.

Work in 2004/2005

The committee

- Received and commented on the budget proposals for 2005/06 from all directorates.
- Reviewed the public consultation on the budget and made recommendations to the Lead Member to improve the exercise for the 2006/07 budget.
- Reviewed the implementation of savings proposals across directorates.
- Scrutinised and responded to Cabinet on any budget matters referred to it by Cabinet or other scrutiny committees, for example, the Budget Strategy
- Reported to Cabinet on a monthly basis on any issues of concern

and recommendations, for example government's proposals for free off-peak public transport for the over 60's and disabled people, and the proposals to revise funding for schools.

- Reports from the District Auditor in respect of the 2004/05 budget and aspects of concern were received, along with the action plans devised to address these issues.
- Endorsed the contents of the Annual Efficiency Statement and is kept informed of the council developments in response to the Gershon Efficiency Review.

Case Studies

Budget Consultation

Following its involvement in the 2005/06 budget consultation exercise this committee was in a position to draw together a number of recommendations based on its own observations, historical information and examples of best practice from elsewhere, which it feels will improve the level of public engagement and the quality of responses in next year's exercise.

By starting the process a lot sooner and making better, more constructive use of Community Committees and other forums; by improving the focus and quality of information available; by making use of the newly established citizens panel and also by reducing the number of public meetings, it is hoped that the council will get a better return from a more efficient use of resources.

The committee will maintain its involvement and ensure that any lessons learned this year are considered in future budget consultation exercises.

Identification of Training Costs

The Committee began an investigation into the cost of training within the city council. Accurate information would enable internal comparisons between directorates and like for like comparisons with other councils and other organisations via the People Skills Scoreboard. Benchmarking information would help the city council ensure that investment in training is hitting the right levels and is committed in the right areas to improve staff skill levels, productivity and efficiency and secure continual improvement.

Initially the committee found that the information on training costs was not recorded in sufficiently accurate detail to be able to confidently reach any conclusions about external comparisons, nor was information treated consistently across directorates to allow internal comparisons. With the cooperation of strategic human resources management, financial managers and directorate staff, actions were agreed to begin recording in a consistent helpful way which will enable future valid comparisons.

Future developments

- Last years training for committee members, specifically on budgetary and financial matters provided a knowledge base, which is currently being enhanced and developed. Further more in-depth training is being planned for the coming year.
- The committee will look at other authorities and the way they scrutinise budgets to ensure that best practice is reflected in their operating methods.
- The committee undertake to further develop and improve the public consultation exercise on the 2006/07 Revenue Budget.

- The committee are looking to improve the engagement of partners and the local community on matters of budgetary concern.
- Scrutinising the financial implications of the challenge, outcome and improvement plan proposals of Best Value and other service reviews, for example, the Best Value Review of ICT Services.

The Budget and Audit Sub-Committee

This sub-committee of Budget & Audit Overview & Scrutiny Committee is specifically looking at audit related issues. At the moment this group meets on a quarterly basis, which may be reviewed in the future depending on the work that is to be undertaken.

Work in 2004/05

- The Audit and Risk Management Unit outlined their progress against their planned activity undertaken during the year in respect of Risk Management.
- The committee receives regular updates on the anti-fraud and anti-corruption strategies.
- The Energy Management Team informed the committee as to the extent of their activity and set out clearly the savings that have been made in this area of work.
- The outcomes of various audit investigations were brought to the attention of members.
- The sub group work with the Audit Commission. Representatives of District Audit have brought reports that outline the work plans for the coming year and review the work done in the previous financial year.
- Appropriate issues requiring more in-depth consideration have been referred to other overview & scrutiny committees, for example performance indicators that were in danger of being qualified by the Audit Commission were referred to Customer & Support Services Scrutiny Committee, to ensure everything possible was being done to avoid qualification.

Future developments

- The sub-committee will keep abreast of the revised CPA framework to ensure everything possible is being done to keep the city council moving in the right direction in terms of improvement.
- The sub-committee will develop the practice of holding appropriate personnel accountable for the contents and recommendations of audit investigations either directly or by referral to the Budget & Audit Scrutiny Committee.

Children's Services Scrutiny Committee

Chair: Councillor Bernard Pennington

Work in 2004/2005

The Children's Services Overview and Scrutiny Committee was established in October 2004 and replaced the former Lifelong Learning and Leisure Scrutiny Committee. Due to the realignment of organisational arrangements Children's Services Overview and Scrutiny Committee will work with both the former Education and Leisure Directorate and Community and Social Services Directorate until the establishment of the new Children's Services Directorate in September 2005.

In addition to 10 elected members the committee benefits from the involvement of 7 co-opted members, appointed on to the committee so that their expertise and experience can assist in the scrutiny process.

The committee has also established reciprocal links with officers from a neighbouring authority (Blackburn-with-Darwen) so that their respective skills and knowledge can provide independent guidance to complement both council's education scrutiny.

The committee is responsible for scrutinising all issues that fall within the remit of the Children's Services Directorate and the council's pledges relating to **Investing in Young People** and **Encouraging Learning, Leisure and Creativity**.

Case studies

Young people, obesity and a healthier lifestyle

Following various Government initiatives including the statutory standards for school lunches and the national fruit scheme, members undertook a review of this area with the following objectives:

- To determine the extent to which child obesity exists in Salford
- Determine government strategies and initiatives
- Determine what strategies, initiatives and support is available to young people in Salford.
- Consider the issues facing those who are considered to be obese.

A report on the scrutiny committee's findings with regard to the work undertaken was submitted to Cabinet in May 2005. As a result a Food and Physical Activity Partnership will be established.

Young People and Bullying

A special meeting in relation to Young People and Bullying took place in November 2004. The aim of the meeting was to share good practice with other external agencies. Input was made by various organisations, including representatives from the NSPCC, Manchester Education Partnership and Wigan Behaviour Support Team and Swinton Lions. We were delighted that Dean Bell a former Wigan Warriors rugby player could attend the meeting too, through his links with the Wigan Behaviour Support Team. Information will now be collated and distributed to all schools as a reference to available resources.

Other issues considered or undertaken during the past 12 months were:

- The Fostering Service Inspection report
- The outcome of the Local Education Authority Ofsted Inspection
- Public Service Agreement No1 – the attainment of young people in care
- Developments within the creation of a Children's Services Directorate
- The Connexions Partnership
- Primary School Performance in Salford
- Home to School and Social Transport
- The Secondary School Admission Policy for Salford
- Barton Moss Secure Care Centre
- Climbie Inquiry Audit
- Post 16 Education
- 14-19 year old Strategy
- The Best Value Review of the Youth Service
- Primary School Review
- Education and Leisure Directorate Service Plans
- Salford Consortium Update
- High Schools Private Finance Initiative
- Inclusive Strategy for Children and Young people
- Intensive Support programme
- Best Value Performance Indicators
- Workforce remodelling

- School Improvement Services
- Secondary Schools Performance

Future Developments

In September 2005 the structure of the local authority is about to change. A new Children's Services Directorate is to be created following a review of strategic governance that took place in the summer of 2004 and in accordance with the requirements of the Children Act 2004.

Over the coming months a period of transition will exist whilst sections and divisions in the former Education & Leisure and Community & Social Services Directorates are transferred into the new Children's Services Directorate and the overview and scrutiny committee will have a key role in ensuring that the delivery of services is not affected.

At the same time as the Children's Services Directorate is being formed, work has been going on across the city, to co-ordinate all services for children and young people (including those provided by the Local Authority, Primary Care Trust, Police, Voluntary Sector etc) to form a Children's Trust. In Salford this will be called the Children and Young People's Partnership and it is vital that during the coming year the relationship between the partnership and the scrutiny committee is forged.

In addition, the forthcoming year will see an emphasis on the training and development needs for the scrutiny committee in developing the new agenda for Children's Services, in particular ensuring a focus on the five outcomes for children (Every Child Matters)

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

The Children's Services Overview and Scrutiny Committee is also expected to be given the responsibility for monitoring the Corporate Parenting Commission which is due to report later in 2005. This will be an important role to ensure that the recommendations of the Corporate Parenting Commission are acted upon.

The formal consultation on the reconfiguration of Children's Health Services in Greater Manchester will also be considered jointly with the Community, Health and Social Care Scrutiny Committee.

Community, Health and Social Care Scrutiny Committee

Chair: Councillor Bernard Murphy

Following the strategic review of governance that took place during the year, the service areas covered by the committee changed to include culture and leisure services, with children's social services now falling within the remit of the Children's Services Scrutiny Committee.

Work in 2004/05

Key areas of work considered or undertaken during the year included:

- MRSA/Infection Control
- Service Redesign, Bolton, Salford and Trafford Mental Health Trust
- Update on the progress of the Primary Care Strategy
- Access to Primary Care
- Foundation Trust application, Salford Royal Hospitals NHS Trust
- Palliative Care – update on implementation of the recommendations from a review conducted in 2003/04
- Inspection reports – Learning Difficulty Service
- Six monthly update reports from Salford Community Leisure Ltd.
- Best Value Review of Culture – progress on implementation of the improvement plan

- Neighbourhood Management/Community Engagement
- Regular updates on Salford Health Investment For Tomorrow/Local Improvement Finance Trust programmes
- Regular updates on public health from a local perspective from a member of the Public Health Team
- Delayed Transfers of Care
- Smoking and Tobacco Control
- Annual complaints reports for Community and Social Services and Salford Royal Hospitals Trust and reports from North West Independent Complaints and Advocacy Service
- Waiting Times for Aids and Adaptations
- Service Plan for Community and Social Services 2004/05

Case Studies

Waiting Times for Adaptations

Some members of the committee, in their role as ward councillors, were dealing with a number of cases of people experiencing lengthy delays with adaptations to their homes.

The committee received a report in September 2004 on the current policy in respect of adaptations and information on the waiting times clients were experiencing. The report also made a number of proposals as to how this situation might be improved.

Members were extremely concerned about the delays being experienced and the impact this had on the quality of life for those people. They recommended that this be addressed as a priority. In addition, it was agreed that a longer-term solution would be to ensure that basic access

requirements were included when properties were being refurbished, which would negate the need to carry out such adaptations at a later stage. To this end a request was made through the three local MPs, to extend the provisions of Part M of Building Regulations to cover refurbishment of existing dwellings, not solely new dwellings.

A further report was presented by the Strategic Director in January 2005, outlining a package of proposed measures to improve waiting times. Following the endorsement of the committee a report went to Cabinet to progress the policy changes required.

Since these changes have been implemented, members have stated that there has been a tangible improvement in people's experience of this service.

MRSA/Infection Control

Following coverage in the national press about this issue of great public concern, the committee received a report from the Director of Infection Control, Salford Royal Hospitals Trust, which covered the myths and reality of MRSA and other "superbugs", as well as the practical measures which the hospital were undertaking to combat infection control.

The committee wished to keep a close eye on progress in this area and it was agreed that a further report should follow. Members decided that the best approach would be to actually combine this with a site visit to allow staff to demonstrate the practical measures in place and also allow members to experience some of the challenges faced, particularly in relation to the design of some of the older wards.

It was also an opportunity to hold the regular meeting of the committee on the hospital premises and it was encouraging that members of staff and the Patient and Public Involvement Forum took the opportunity to attend.

Members continue to take a close interest in infection control measures at the hospital and it will remain a priority in next year's work programme.

Future Developments

A review of Access to GPs has recently commenced and will report later in 2005. The sub group carrying out this piece of work includes a representative from the Patient and Public Involvement Forum for Salford Primary Care Trust. The work is supported by a Health Scrutiny Adviser under the Centre for Public Scrutiny Health Scrutiny Support Programme.

The committee will continue to keep updated with the progress of the application for Foundation Trust status by the Salford Royal Hospitals Trust and will meet with the Chief Executive later in the year during the formal consultation stage. The Chair has also attended a number of related community events.

Members will continue to monitor progress on recommendations from a number of previous reviews, including Palliative Care and Smoking and Tobacco Control.

The formal Consultation on the reconfiguration of Children's Health Services in Greater Manchester will also be considered in conjunction with the Children's Services Scrutiny Committee.

Customer & Support Services Scrutiny Committee

Chair: Councillor Jim Dawson

Work in 2004/2005

- The Committee is responsible for the monitoring of the Service Plan for the Customer & Support Services Directorate
- The city council's Best Value Performance Plan, a legal requirement, came to the committee, whose comments and observations were incorporated prior to its publication.
- It ensures the processes for the collection of the city council's Performance Indicators (PIs) are robust, as well as the monitoring of the corporate PIs and the challenging of performance improvement proposals.
- It monitors delivery on the city council's Attendance Management Policy, which was revised the previous year.
- It ensures delivery on proposed improvements on attendance management made in the previous year.
- The committee reviews progress on the Local Public Service Agreements 1 and 2.
- Monitors progress of the strategic review of support services.
- The committee had concerns over the Forward Plan of Key Decisions, a key council document that is available to the public. The plan was reformatted as a consequence of the investigation and continues to be an issue where the committee looks for improvements.

- The committee worked with the then Lead Member for Personnel to develop the city council's Human Resource Strategy taking it from a first draft to a flexible working document.
- The committee has kept up to date with progress on the council's Job Evaluation Exercise

Case studies

HR Strategy

During the year the committee worked with the Lead Member and Head of Human Resources (HR) to develop the HR strategy document from an original draft.

The committee's comments and suggestions were incorporated into the strategy, as were those of the employees and trade unions and the outcome was, the committee feels, a workable, flexible strategy, which provides a framework for improvement and success to be delivered through our employees with appropriate support and encouragement.

The strategy is designed as a framework and sets out the contribution of effective people management policy and practice to achieve the council's aims and objectives, to make Salford City Council an employer of choice who people want to work for and be proud of and to ensure we provide customer focused high quality services to the people of Salford.

The committee now faces the challenge of how to ensure the HR strategy is implemented and its objectives are achieved.

Fire Risk Assessments

Following a legal judgement against the city council, the Leader of the council asked the committee to look into the current position as to the requirement for, and the existence of, fire risk assessments (FRA) for all council properties.

The committee considered the detail of the court case and looked into potential responsibilities and consequences of a recurrence. It gathered evidence from the various directorates to uncover if there were any issues with the procedure for carrying out FRAs, if there were any outstanding, and if so, why this was the case.

Whilst the committee were concerned that there were a number of FRAs outstanding, within a month these were completed or scheduled in. Steps were also taken to ensure that the council would in the future avoid a repetition of the court case and the development of a new computerised health and safety database was highlighted and fully supported by the committee, who will revisit the issue later during this next year to monitor progress.

Future developments

- The recently revised Attendance Management Policy has been considered by the committee and members decided to look more closely at its implementation. By taking evidence from directorates and comments from Unison, following their consultation on the subject, the committee hopes to ensure the policy is applied fairly, consistently and with dignity and any examples of best practice are shared.
- The committee will be monitoring all services in relation to Equalities, Community Cohesion and Social Inclusion and ensuring the city council adopts the principles of the Race Equality Scheme and also builds on the achievement of Level 2 of the Equalities Standard for Local Government and continues to work toward to Level 3.

- Monitoring progress of the city council's procurement strategy.
- This committee will review the existing provisions and consider proposals to encourage the recruitment of young people by the city council.
- The committee will check the new performance management framework, that its base data is populated properly in line with the balanced scorecard approach and ensure the potential benefits are realised.
- The committee will oversee the introduction of the new computerised corporate complaints system and review the detail of complaints to inform this and other overview and scrutiny committees of issues that need their consideration and how as an organisation we can learn from such matters.
- The Appraisal System – the city council has launched a revised staff appraisal and development scheme, the committee will be involved closely in its development and implementation.
- The committee will monitor the action plan arising from the Best Value Review of ICT (Information & Communication Technology) Services to ensure its recommendations are implemented.
- Following the introduction, this year, of a new computer system for council tax and benefits the committee will review its effectiveness after 12 months in operation.

Environment, Housing and Planning Scrutiny Committee

Chair: Councillor Roger Lightup

Work in 2004/05

Environment, Housing and Planning Scrutiny have considered a number of issues over the past year working with officers within the authority and external partners. Managers from United Utilities attended a meeting in January 2004 which was also attended by the Leader of the Council, the Chief Executive and other directors. A number of issues were raised and in May 2004, representatives from United Utilities attended scrutiny again to present their final business plan. The managers from United Utilities who attended felt that this was a useful process, and has resulted in a better working relationship between United Utilities and the city council, at the time Salford was the only local authority who had requested the company to present their business plan.

As a result of the work with scrutiny discussions are also underway as to how United Utilities can work with representatives within the Langworthy and Seedley area regarding joint working to educate children and parents regarding the consequences of setting off fire hydrants, in view of the problems this can cause to the local community. This issue is something that the committee will be monitoring and will look to roll this practice out across the city, as United Utilities will with neighbouring authorities.

Discussions have also taken place with representatives from Greater Manchester Passenger Transport Executive in respect of

the issues surrounding railways in Salford, and with the Environment Agency in terms of improving working relationships with the authority.

Both agencies have stressed the importance of working with scrutiny in aiding better working partnerships with officers within the authority. Scrutiny will be looking to monitor the working relationships with the agencies and having further discussions when necessary.

A number of meetings were held to discuss the work around Stock Options Appraisal. A number of further housing issues and reports have been presented to the committee, as a result of the stock options appraisal and monitoring the work in respect of this, along with the many other changes and developments in this directorate. Some of which are:

- Understanding Change
- Fit for Purpose Housing Strategy
- New Prospect Recovery Plan and Action and Delivery Plan
- Equity Loans
- Supporting People
- My home, in Salford

Arrangements have now been made with representatives of New Prospect Housing Ltd., as to the frequency that they will attend the scrutiny committee in order to help improve communication and accountability with members. It is also envisaged that this relationship will be developed with other housing providers within the city.

Members have also looked at issues such as

- Conservation
- Tree Protection Orders
- Parks Strategy
- Environmental Directorate Service Plan
- Urban Vision – the joint venture company
- LA 21 Agenda

Case Study

Homelessness

The issue of homelessness was raised in one of the meetings the committee held with housing officers and it was agreed that a more detailed piece of work would be carried out in this area. As a result of this a working group was established, with membership from across a range of scrutiny committees, to carry out a more detailed analysis of the picture of homelessness in Salford and reasons for people presenting homeless. It was apparent that a key factor in people presenting was as a result of fleeing domestic violence. Members therefore focussed their review on the services available and the client experience for this group.

The committee have met with a number of representatives who deal with survivors of domestic violence in respect of homelessness and the issues they face. This piece of work will be completed in September 2005 with a number of recommendations for the city council and other key agencies.

Future Developments

Issues for the future work programme of this committee include:

- S106 monies
- Street scene
- Investment strategy for council housing
- Affordable housing
- The Recycling Commission will continue to look at further issues
- Monitoring of progress of Urban Vision
- An event is planned with partners from the Highways Agency, construction industry, and council officers to look at issues surrounding air quality in Salford.

Strategy and Regeneration Scrutiny Committee

Chair: Councillor Alice Smyth.

Work in 2004/05

This scrutiny committee has identified the following priorities:

- Regeneration.
- Promotion of the City of Salford.
- Crime.
- Economic Development.

Crime

The committee have continued to give a considerable amount of time to this issue and will continue to gather information and monitor performance.

The GMP Divisional Commander for Salford attends the overview and scrutiny committee on a six monthly basis to provide information and comment on the performance of the police within the city.

Rather than exclusively receiving statistical information members of the committee have asked for more meaningful reports to be presented e.g. partnership initiatives, resource allocation and the progress of the Crime and Disorder Reduction Partnership, etc.

Having considered CCTV best practice from information provided from Oldham Borough Council which is acknowledged as a good

practice authority, members of the scrutiny committee visited the CCTV control room in Salford to determine and inform Salford City Council's CCTV Strategy.

In the forthcoming months the scrutiny committee in partnership with the Community Safety Unit will be considering in more detail Section 17 (details of strategies and measurable targets across the city council).

Case Study

Crime and Disorder Sub Group

Achieving a reduction in crime is one of the biggest challenges facing Salford.

It is recognised that crime and disorder, anti-social behaviour and the fear of crime have a significant and damaging impact on our city and its various communities.

As crime continues to be a major priority both locally and nationally and is a key concern regularly raised by members of the public, members agreed that there was a need to consider various aspects of crime in more detail. Therefore the Strategy and Regeneration Scrutiny Committee agreed to undertake an in-depth piece of work and form a Crime and Disorder Sub Group, which was open to all scrutiny members to join.

The sub group is presently considering anti-social behaviour and initiatives for young people. Evidence has been gained from a variety of officers from the city council and representatives from external partner agencies.

A report of the sub group's findings will be available from October 2005.

Regeneration

The scrutiny committee will continue to comment on and receive progress reports on regeneration programmes and projects including the impact on a community with regards to the number of jobs created, etc.

Economic Development

The Best Value Review of Economic Development was completed in 2003, since then the committee have continued to monitor progress against the final plan.

Members of the scrutiny committee are continuing to review construction partnerships and apprenticeship opportunities for local people.

Promotion of the City

This scrutiny committee has continued to receive updates throughout the year.

A number of strategies are currently being developed with members continuing to monitor their effectiveness e.g. Salford Awareness Campaign, City Branding and the various marketing campaigns for events such as the Triathlon.

Partners in Salford (Salford's Local Strategic Partnership)

Following on from a presentation in April 2004, the committee are due to receive an update focussing on progress and performance management later this year.

Future Developments in 2005/06

The Crime and Disorder sub-group is reconvening in October 2005 to consider in depth another key crime and disorder issue.

In September 2005 members of the scrutiny committee, officers from the city council and partner agencies will visit Knowsley Metropolitan Borough Council, to consider best practice with regards to construction partnerships and to inform the way forward for Salford Construction Partnership.

Local construction businesses have been invited to a meeting in September 2005.

Commissions

In addition to the reports received at regular scrutiny committee meetings, a number of more detailed reviews have been undertaken or commenced this year, via the establishment of a commission.

The commission approach allows members to work across committees and carry out a more detailed study of an issue, comparing the national and local picture and examining best practice. It allows for different and innovative ways of working, including the co-option of expert advisers; the use of independent witnesses and visits to centres of best practice.

Scrutiny Commission on Asylum Seekers and Refugees

In 2003 overview and scrutiny completed a commission on services to asylum seekers and refugees living in the city. The commission challenged the way that services are provided by asking witnesses to identify barriers to and gaps in service provision and suggest possible improvements that could be made to the system.

A meeting was held in November 2004 to provide an opportunity for members of the commission to consider progress made around the implementation of the recommendations. Further meetings have been held on an individual basis with officers representing the various organisations highlighted in the report.

In August 2005 Overview and Scrutiny Support will present an update on the recommendations made by the commission. Out of the 26 recommendations 13 have now been completed. You can access the original

report by using the following link: www.salford.gov.uk/council/councillors/scrutiny/scrutiny-downloads

Regeneration Commission

This commission was launched in April 2004 and its membership included Professor Brian Robson from University of Manchester and local business people.

The commission was established to look into previous regeneration initiatives in the city to examine both successes and lessons learned. The main aim was to ensure that the city council and its partners involved in the process were doing all that they could to maximise the regeneration of Salford and that new partners and businesses were being encouraged into the area. Also to investigate whether the city council was achieving the statement set out in their "Vision".

The commission visited Gateshead in April 2004, where a tour of the city was organised by their Economic Development Manager, to observe areas of regeneration as well as meeting officers from the Economic Development Service and partners of the council on issues affecting regeneration in Gateshead.

The commission set out to develop a clear indication of regeneration initiatives in Salford and offer some direction for the city council and its partners on this issue, with the intention of producing recommendations as to how the city council and other agencies can work together to best carry out future urban regeneration and neighbourhood renewal. This included the views of local people who had experienced or were experiencing regeneration initiatives in their area.

The commission presented its final report to Cabinet in March 2005. Members of the commission aim to review the recommendations in January 2006. You can access the report of the scrutiny commission by using the following link: www.salford.gov.uk/council/councillors/scrutiny/scrutiny-downloads

Smoking and Tobacco Control

The Community, Health and Social Care Scrutiny Committee of Salford City Council set up a commission to undertake in-depth scrutiny of smoking and tobacco control in the city. The committee was primarily concerned with the health effects of smoking, however, the exercise took a broad look at smoking, and considered the importance of indirect issues, as well as focusing on services that are directly concerned with smoking.

In particular, the committee was concerned with how smoking is disproportionately associated with poorer communities. The committee wanted to interrogate the effectiveness of local efforts and ask whether investment mirrored need.

The process began with an initial scoping of the issues, with the support of the public health adviser. Policy makers, managers and practitioners gave evidence at a series of meetings, where members identified what is currently in place, the effectiveness of local action and gaps in services. Views from members of the public were also taken into account.

A final report has since been produced, making a number of recommendations and the council and PCT are looking to take forward the recommendations, including the development of a Tobacco Control Partnership and correspondent action plan. It was also recommended that the Healthy City Forum – the citywide partnership responsible for implementing the Health Inequalities Strategy – should be accountable for its work through this scrutiny committee

The scrutiny process has also been very positive in developing partnership working throughout the city, in particular pointing to the importance of joint accountability, as well as joint actions. Partners see the value in scrutiny and have made a commitment to acting upon scrutiny recommendations.

“The overview and scrutiny committee reviewed tobacco control in the city and put forward a series of recommendations so that Salford can reduce the level of smoking in local people and therefore make one of the greatest contributions to their health. This is a courageous thing for a city council to do as generally overview and scrutiny committees focus predominantly on sickness and sickness services, such as ‘What is happening in hospitals’. However, the overview and scrutiny committee actually reviewed an issue that would prevent ill health in the first place and in doing this has gained an understanding of health inequalities locally and a passion for reducing these.”

Julie Higgins

Director of Public Health,
Salford Primary Care Trust

You can access the report of the scrutiny commission by using the following link:
www.salford.gov.uk/smoking-and-tobacco-control-in-salford--scrutiny-commission-report.pdf

Recycling

The commission was launched at a meeting in November 2004 where the scope of the review was agreed by the officers and agencies involved. This meeting was also attended by Judith Moore, Procurement and Project Manager at WRAP (Waste and Resources Action Programme). Issues that were

highlighted to be looked at in further detail are outlined below

- Green Procurement Policy for the authority
- Green Procurement Policy for schools
- General Public – How can we influence residents approach to recycling and the purchasing of recycled goods?
- Establish a charter of good practice for the authority and relevant partners in terms of encouraging and promoting the procurement of recycled goods
- Greening the supply chain – working with our suppliers
- Supermarkets
- Best Practice

The Commission is due to report in summer 2005 and copies will be available from linda.sharples@salford.gov.uk.

“We are extremely pleased that Salford City Council has made the decision to implement a policy for procuring recycled copier paper, tissue paper and paper for printed publications. This demonstrates a clear commitment to reducing their environmental impact through closing the ‘collection-buy recycled’ loop. This reinforces the council’s recycling message and directly diverts waste from landfill. The scrutiny process has provided an effective and efficient means of translating high level policy into tangible action”.

Jonathan Tame

Recycled Paper Advocacy Team Manager
WRAP

Corporate Parenting Commission

“Our Children First”

In January 2005 a commission was established to investigate the current service provision in relation to corporate parenting within the city council and how it compares with best practice elsewhere.

“Corporate Parenting” emphasises the collective responsibility of local authorities to achieve positive parenting for all children in their care – an essential part of which is to safeguard and promote education. For corporate parenting to be successful it requires ownership and leadership at a senior level, including elected members.

The terms of reference for the commission were to support the delivery of the 7 pledges in particular “Investing in Young People in Salford” by:

- Investigating the contribution to Corporate Parenting from lead members and directors from each directorate within the authority. What arrangements were in place and did they support the achievement of best practice.
- Identifying best practice within other local authorities.
- Consulting with the various stakeholders to determine whether the council, as corporate parent, meets the needs and aspirations of the young people it is looking after.

The commission was pleased to be able to call on the services of Dr Hugh McLaughlin, Director of the Social Work Directorate, University of Salford, as expert adviser to the commission.

The commission is continuing to consider a wide range of evidence from the following:

- The Leader, Chief Executive, council lead members, strategic directors and relevant members of staff from each directorate as appropriate
- Stakeholder groups, including looked after children, foster carers and staff groups
- Partners, such as voluntary agencies, health organisations – Salford Primary Care Trust, Spurgeons, Connexions Service and STARLAC.
- Other local authorities identified with excellent children’s services namely Bolton MBC and Knowsley MBC

The commission will report in September 2005. For further information contact amanda.carbery@salford.gov.uk.

“I am very impressed by the commitment and energy of the commission to greatly improve the life chances of the city’s looked after children.”

Dr. Hugh McLoughlin

Director of the Social Work Directorate,
University of Salford

Best Practice

We are continually seeking new ways of working and further developing the scrutiny function within the city council. This involves keeping up to date with best practice nationally and adapting this to work at a local level.

Scrutiny chairs and support officers have attended a range of training events, seminars and conferences this year, which have helped to develop further the scrutiny function or informed specific pieces of work.

In addition, we were pleased that the city council’s overview and scrutiny function is identified as good practice or case studies in a number of recent national publications (see table below).

Future Developments

Work Programme Event

A round table event is planned in May, to help begin develop the scrutiny work programme for 2005/06.

We intend to invite a range of stakeholders, in addition to council members and officers, to encourage an open and informed discussion about some of the key areas scrutiny might focus on over the next year. This would also allow “cross-cutting” themes to be explored, which may entail more detailed scrutiny “commissions”.

Those taking part will use a matrix to score issues against a number of key questions.

Further work will then follow in the summer to gain public views on the importance and priority of suggested work programme issues.

Overview and Scrutiny Capacity

The capacity for overview and scrutiny to contribute in those areas which it can add value is continually increasing. Scrutiny chairs are aware and sensitive to this situation and will increasingly be looking at approaches that will maximise its capacity to deliver to priorities. During the next year the Scrutiny Chairs Group will take a more active role on performance management issues thus releasing capacity within scrutiny committees to concentrate on the agreed work programmes and provide more opportunities for themed work via commissions and working groups.

Publication	Issue
Child Focused Scrutiny (The Education Network)	The development of a Children’s Services Scrutiny Committee
Practice, Progress and Potential (CfPS)	Work on asylum seekers and refugees and flooding
Creating Healthier Communities – a resource pack for local partnerships (ODPM)	Smoking and Tobacco Control report
Health overview and scrutiny committees and Patient and Public Involvement Forums: working together (CfPS)	Work with the PCT PPI Forum on access to GPs

Contacts

If you would like further information about overview and scrutiny in Salford, you may find the following contacts helpful.

Assistant Director, Overview and Scrutiny Division

Russell Bernstein
0161 793 3530
russell.bernstein@salford.gov.uk

Scrutiny Support Team,
Chief Executive
Salford City Council, Civic Centre, Chorley Road, Swinton, M27 5BN.

Telephone: 0161 793 3515
Fax: 0161 794 2027
www.salford.gov.uk/scrutiny
scrutiny.support@salford.gov.uk

Budget and Audit

Monitoring the council's budgetary processes
peter.kidd@salford.gov.uk, 0161 793 3322

Strategy and Regeneration

Working to make Salford a safer place to live and work
karen.lucas@salford.gov.uk, 0161 793 3318

Children's Services

Aiming for every child to get the best possible start in life, as well as supporting young people, they work closely with the Children's Services Directorate to oversee service delivery
amanda.carbery@salford.gov.uk, 0161 793 3316

Customer and Support Services

Working with council directorates to measure efficiency and statutory compliance, making sure that public money is spent effectively by providing value for money services
peter.kidd@salford.gov.uk, 0161 793 3322

Community, Health and Social Care

Working with the Community, Health & Social Care Directorate and NHS organisations to help make Salford a healthier city in which to live
karen.dainty@salford.gov.uk, 0161 793 2513

Environment, Housing and Planning

Works with the Environment Directorate and Housing & Planning Directorate to ensure that Salford is a clean city and that every person has a quality home. They also ensure that city planning is carried out effectively
linda.sharples@salford.gov.uk, 0161 793 3324

This document can be provided in large print, audio, electronic and braille formats. Please contact the Equalities Team at Salford City Council, telephone number 0161 793 3536.

এই পুস্তিকাটি বোঝার জন্য যদি আপনার সাহায্যের প্রয়োজন হয় তাহলে সেলফোর্টে কাউন্সিলের ইকুয়ালিটি টিমের সঙ্গে যোগাযোগ করুন টেলিফোন নম্বর 0161 793 3536

如果您有關於本宣傳頁的任何問題，請聯繫 Salford 理事會的 Equalities 團隊，電話號碼為 0161 793 3536

ਜੇ ਆ ਈਕੁਇਟੀ ਸਮਝਣਾ ਮੋਟ ਤਮਨੇ ਮਦਦਨੀ ਜ਼ਰੂਰਤ ਭੋਖ, ਕ੍ਰਪੋ ਕਰੀ ਓਕਵਾਇਟੀਜ਼ ਟੀਮ ਸਕੋਰਡ ਕਾਉਂਸਿਲ-ਨੋ ਟੈਲਿਫੋਨ ਨੰਬਰ 0161 793 3536 ਪਰ ਸੰਪਰਕ ਕਰੋ.

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਲੀਫਲੈਟ ਨੂੰ ਸਮਝਣ ਵਿਚ ਸਹਾਇਤਾ ਦੀ ਜ਼ਰੂਰਤ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਲਫੋਰਡ ਕੌਂਸਲ (Salford council) ਵਿਚ ਇਕੁਇਟੀ ਟੀਮ (Equalities Team) ਨਾਲ ਫੋਨ ਨੰਬਰ 0161 793 3536 'ਤੇ ਸੰਪਰਕ ਕਰੋ।

إذا احتجت للمساعدة في فهم هذه النشرة , برجاء الاتصال بفريق المساواة في مجلس سالفورد , هاتف رقم 0161 793 3536

اگر آپ کو اس لیف لیٹ کے سمجھنے میں مدد کی ضرورت ہو تو براہ کرم اکیٹیویٹس ٹیم کو سلفورڈ کونسل سے اس ٹیلی فون نمبر 0161 793 3536 پر رابطہ قائم کر سکتے ہیں۔