

DONCASTER METROPOLITAN BOROUGH COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 23RD MARCH, 2017

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the ROOM 210, FLOOR 2 CIVIC OFFICE, DONCASTER on THURSDAY, 23RD MARCH, 2017 at 10.00 AM

PRESENT:

Chair - Councillor John Mounsey

Councillors Charlie Hogarth, Jane Kidd and Paul Wray

ALSO IN ATTENDANCE:

Simon Wiles – Director of Finance and Corporate Services
Patrick Birch - Programme Manager - Commissioning and Contracts
Damian Allen - Director of Learning and Opportunities
Paul Tanney - Chief Executive, St Leger Homes Doncaster
Allan Wiltshire - Head of Policy and Partnerships - Strategy & Performance

		<u>ACTION</u>
6	<u>APOLOGIES FOR ABSENCE.</u>	
	Councillor Neil Gethin and Councillor John Cooke	
7	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
8	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Jane Kidd declared an interest in Agenda Item 9 - DMBC Finance and Performance Quarter 3 16/17 when discussing direct payments in her capacity as an employee of a disability organisation. Councillor Paul Wray declared an interest in Agenda Item 7 - St. Leger Homes of Doncaster (SLHD) in his capacity as a board member of SLHD.	
9	<u>MINUTES FROM THE MEETINGS OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 15TH DECEMBER, 2016, 19TH JANUARY AND 15TH FEBRUARY, 2017</u>	
	The minutes of the meetings held on 15th December, 2016, 19th	

	January and 15th February, 2017 were agreed and signed as a correct record by the Chair.	
10	<u>PUBLIC STATEMENTS.</u>	
	<p>Mr Brown raised the issue that external consultants were being paid to look at equality and diversity which was encouraging although there were members of the public and people in the building that could tell us what needs to be done. Mr Brown stated that DMBC was still reporting that there was neither an engagement plan nor a BME Health Needs Assessment. It was further said that this was not a recent incident and Councillors would know it had been previously raised in the Corporate Governance Report 2010. Mr Brown asked why there was still no engagement plan and needs assessment (which was 13 years out of date) and that BME groups did not have a voice. It was commented that those documents were not just about health but also about housing, education and jobs. It was questioned what the impact of this was on protected characteristics groups (of which there are 9 under the Equalities Act). Mr Brown continued that he had a son aged 18 and stated that he was speaking as someone who though protected in law felt that his needs were being disregarded. Mr Brown gave credit to the Director of Finance and Corporate Services for the information provided to his son and those young people who aspire to work in accountancy and finance. Mr Brown stated that it had been alluded to that higher aspirations would be introduced for people in Doncaster. Mr Brown stated that it pained him that there was no engagement, no needs assessment and no voice and asked to be informed when this was going to be addressed when these issues have been neglected for so long.</p> <p>The Director of Corporate Services and Finances stated that the Health Needs Assessment had been launched. It was responded to by Mr Brown that there was neither action plan nor strategy and that only a timeline had been provided.</p> <p>Regarding the Engagement Strategy, it was explained that there was a previous one in existence and this needed expanding not just for BME groups but wider. It was commented that the Council had been too paternalistic in its approach and needed to do more to engage with communities and the different groups. It was advised that further information could be sought from the Assistant Director of Adult Social Care and Director of Health and Wellbeing.</p> <p>Members were directed to the Finance and Performance Report for further information on employment and BME apprenticeships and the Director of Corporate and Finance Services stated that he was open to suggestions about how the information could be monitored.</p> <p>In regards to equality and diversity, the Chair of Overview Management and Scrutiny Committee offered to ensure that further details are made</p>	

	<p>publicly available.</p> <p>To conclude, reference was made by Mr Brown to the use of Consultants by the Council.</p>	
11	<p><u>FINANCE AND PERFORMANCE QUARTERLY MONITORING REPORT - QUARTER 3</u></p>	
	<p>The Committee considered the quarterly finance and performance report, with the following areas addressed by Directors or their representatives when responding to Members questions:</p> <p>Finance and Corporate Services</p> <p><u>Sickness</u> - In respect of sickness, it was reported that although progress had been made there had recently been a downward trend. It was outlined that the aim was to reach the national average of 8.7 days. It was stated that last year this figure had reduced to 7.9 days before increasing to 9.2 days and at an additional 1.3 days per person this amounted to 5,000 people days lost which was about £1million in value. Members were informed that individual Managers received sickness reporting on their teams and some did not monitor their systems effectively which was essential in improving the figures. Members were assured that more would be done to try and identify the underlying causes.</p> <p>A Member raised their concern about stress related sickness caused by cuts within the Council. Reference was made to figures showing stress at 14% and depression at 20%. It was felt that these figures were in reality higher as many individuals were not making full declarations about their illnesses. It was questioned what was happening to support this and suggested that a blind survey might be useful in addressing it.</p> <p>It was commented that about two thirds of stress related sickness was non-work related (for example, due to relationship breakdown, financial issues and death) and that only some of this sickness was partially contributed to by work related stress.</p> <p>It was noted that reports of musculoskeletal issues were quite high although to a point this was expected when considering some of the services being provided by the Council. Members were informed that steps were being taken such as physiotherapy and changing working practices which may in time reduce these figures.</p> <p>Finally, it was acknowledged that infections/viruses had been the main causes of short term illnesses. It was concluded though that the two main areas being concentrated at this present time included infection and musculoskeletal reports.</p>	

Impact of Brexit - Members were assured that the Council was monitoring inflation rates following the 'Brexit' outcome. It was mentioned that inflation rates may rise in 2019 and that the Council needed to put extra inflation into next year. Members were informed that more cash has been used as part of a deliberate under borrowing strategy and that the Council will need to consider getting back to borrowing the full amount if it can borrow at the right time. It was reported that the Council were monitoring interest rates on a daily basis and had the tools in place ready to do this.

Public Health/Adults Health & Well Being

Direct Payments - In respect of direct payments, it was explained that although they had increased significantly compared to other places, Doncaster was not quite where it wanted to be. Members were informed that the commissioned care and support at home contract was seeing individuals taking on direct payments to remain with their current provider of care and support, so therefore the increase in direct payments was influenced as a result of this tender award in November 2016.

Concern was raised by a Member in respect of the number of people using direct payments through agencies and asked what support was available for people to be able to use the money to pay for their own employed care personnel. It was explained that there were organisations in place that were able to undertake that element of care for individuals but the Director of Improvement was not aware of how many people used direct payments to pay for a personal assistant.

In relation to permanent admissions to residential and nursing care homes per 100,000 populations, Members were reminded that Doncaster has far more residential places compared to other areas. Members were informed that figures for all client groups had been brought down by 150 by 1st April 2017. It was added that by next year a further 60 or 70 places should be removed from the system. Members were informed that there had been lots of work undertaken with staff to be able to present Direct Payments as an option.

It was noted that the number of people currently in long term care had reduced and it was felt that a further 100 reduction could be achieved.

It was suggested that the relevant O&S Panel should consider what support structures were in place and what the money was being used for.

Proportion of all in treatment, who successfully completed drug treatment and did not re-present within 6 months – Members were informed that although this figure had recently fallen, it was going in the right direction over the long term. It was explained that Doncaster has one of the best recovery rates in Yorkshire and Humber for treating

alcohol addiction but not for heroin addiction with around 500 individuals remaining in treatment for more than 5 years.

Clarification was sought on the number of repeat victims of domestic abuse and whether there was a link between that and substance misuse. Members were informed that there were links between domestic abuse, substance abuse and mental health issues with lots of work being undertaken in this area amongst all three service providers including undertaking joint training. It was recognised that the challenge was breaking the links where multiple issues existed and that the one being to domestic abuse being the last and most difficult one to change.

Community Equipment – Concern was raised that there had been an overspend on community equipment. It was acknowledged that this was helping supporting people to live more independently, it was recognised that there had been a lack of control and variance on short term stay which would be looked at.

Modernisation and Commissioning Revenue Variance - Members were told how the forecasted underspend shown was mainly due to unfilled posts under the Care Act Grant. Members were provided with assurances that the Council was Care Act compliant. It was explained that individuals were picking this up but more needed to be done in terms of investment and time to make sure that it is right and carers were being supported in the right way. Members were informed that recruitment complications had been caused by IR35 issues.

Learning and Opportunities

Care Leavers in Employment Training and Education - In respect of areas for improvement, Members raised concern about the target set at 45%. Members were told that although an aspirational target was at 100%, a more realistic one had been set. It was added that a true picture was around 60%, it was explained that the Trust had wrongly reported the make-up of those figures including those that were not care leavers. Members were informed that work was being undertaken with the Trust and other partners, to work with care leavers on enhancing their employability through various initiatives.

Sickness – Members commended the Directorates sickness levels which were lower than the target. Members were informed that this had been positively influenced by clarity of direction, quality of line management, standardised practises and a culture of good attendance. Members learnt how firstly, there had been a management review that had seen the top 4 tiers of management compressed (through being transferred over the Trust along with the front line) and secondly, through a reduction in management grades and bodies.

(L&O:CYP) A3. Percentage of Case File Audits rated Requires

<p><u>Improvement or better CT Contract Measure</u> – Members were informed that this was showing a more positive improving picture, but had been impacted by a small sample of audit that had been used. It was acknowledged that Ofsted had reported that this was a tight target with very strict thresholds which was higher than its own requirements. It was explained that the Trust had been targeting specific case types looking to identify where the potential risks. This meant that the sample was not necessarily random as they were targeting those in need of more improvement.</p> <p><u>(L&O:CYP) A2. Percentage of Single Assessments completed within 45 days (YTD cumulative) CT Contract Measure</u> – This referred to assessment timeliness as an indication of demand pressures/caseloads. Members were informed that it was a good indicator that demonstrated whether there was consistency across services. It was commented that too much time was possibly being spent producing a good audit trail, trading off getting assessments done in a timely fashion with more emphasis on quality. It was stated that management had been applying different standards to pull up quality and as a result this indicator was levelling up with a positive trend.</p> <p>Members raised concerns over austerity cuts such as Universal Credit and Bedroom Tax and what impact they will have on families. Members were informed that there will be a fact finding meeting with the Government Communication Team, which will present a good opportunity to pitch and sell the borough as well as find out more about impact of cuts.</p> <p><u>(L&O:CYP) Percentage of Care Leavers in Employment, Training and Education (age 19-21 years) (Childrens Trust)</u> - Members felt that as a major employer, the Council should target Care Leavers within the Borough. It was added that steps ned to be considered such as improving access around qualifications and enabling traineeship placements.</p> <p>Members requested a breakdown to be provided on how many care leavers were employed within the Council taken on in the last year, in what areas and at what level.</p> <p>Members were reminded that Doncaster Council had been selected as a social mobility area with potentially up to £6m targeted money being made available that would provide additional resources to benefit youngsters from disadvantaged backgrounds. It was stressed was that the Council needed to ensure that it maximised outcomes in targeting those additional resources.</p> <p><u>Absenteeism</u> - It was reported that there was a rise in persistent absenteeism indicating that this was a trend. There was an attendance initiative targeting those schools showing a particular higher trend and</p>	<p>Director of CYP: Learning & Opportunities</p>
---	--

	<p>that one of the outcome areas was to target families that had persistent absenteeism.</p> <p><u>(L&O:CYP) Achievement of 5 or more A*- C grades at GCSE or equivalent for Children in Care (incl. English and Maths)</u> – It was explained that with a value at 4% this comprised a very small cohort. Members were informed that a Peer review had been undertaken on Looked After Children that indicated three areas to be measured including; progress made year to year, overall achievement and attainment. It was explained that Doncaster provides a virtual school for every individual Looked After Children which links into their educational objectives. It was recognised that this area needed further improvement.</p> <p>Members observed there were no targets featured on pages and requested that such data be included in future performance reports.</p> <p><u>Regeneration and Environment</u></p> <p><u>09. (R&E) Total new, FTE jobs, created through Business Doncaster, which have a life expectancy of at least 1 year</u> – Members were informed that 722 jobs had been created and that it was believed that the majority of these had been taken up by local people. Members were told that the Councils contracts would have these within them as part of their contractual requirements.</p> <p>There was a brief discussion regarding the Windhill Estate in Mexborough and the Director of Regeneration and Environment offered to provide more detail outside of the meeting.</p> <p>In respect of Level 3 Apprenticeships, Members were informed that the Council was aiming to achieve 100% through but not within the original timeframe.</p> <p>Regarding trading assets Members were told how this was not progressing as planned and therefore this had been re-profiled to take place in 2017/18.</p> <p>RESOLVED that the report and discussion, be noted.</p>	
12	<u>SLHD PERFORMANCE & DELIVERY UPDATE: 2016/17 QUARTER THREE</u>	
	<p>The Committee gave consideration to the St Leger Homes Doncaster (SLHD) Finance and Performance report for Quarter 3 and addressed the following areas:</p> <ul style="list-style-type: none"> • <u>Days Lost to Sickness per Full Time Equivalent</u> (below target – red) – Members were informed that this was a slippage that had worsened mainly due to short term illness such as viruses and 	

	<p>heavy colds. Musculoskeletal related sicknesses were reported as being an ongoing concern, it was explained that it was about ensuring that the workforce was able to undertake safe ways of working.</p> <ul style="list-style-type: none"> • <u>Number of households in temporary accommodation</u> (below target – red) – it was outlined that this was due to the response to Tent City and by the end of Quarter 3, 10 people were placed in temporary accommodation. It was explained that it had raised the profile of homelessness services and more people were now presenting. It was explained that these people would be supported to have independent lives and that many existed with complex needs. It was felt that more could be achieved through better joined up working. <p>Concern was raised that following complaints being made about neighbours, residents were being rehoused to less suitable areas. It was responded that although effective housing management can be undertaken other services needed to be in place as well. Members were informed that St Leger Homes Doncaster had gradually taken possession of the worst cases and were now looking at solutions to anti-social behaviour in their response to rehousing. Concern was raised that Riverside were not moving people on as quickly as they should be. Members were informed that they had commissioned someone from York to consider the real issues and a suitable pathway for people outside temporary accommodation in Doncaster.</p> <p>RESOLVED: that the report and discussion be noted.</p>	
13	<u>EQUALITY, DIVERSITY & INCLUSION UPDATE</u>	
	<p>The Chair proposed that the item be deferred to the next OSMC meeting in June 2017, this was due to time constraints and other areas of the agenda that needed to be addressed at this meeting.</p> <p>RESOLVED that the Equality, Diversity and Inclusion Update report from, be deferred, to later meeting of the Overview and Scrutiny Management Committee</p>	
14	<u>REGENERATION AND HOUSING OVERVIEW AND SCRUTINY HOMELESS REVIEW</u>	
	<p>The Chair thanked Members of the Regeneration and Housing Overview and Scrutiny Panel for such a comprehensive report.</p> <p>The Chair of the Regeneration and Housing Overview and Scrutiny Panel expressed that it was positive that this issue was progressing in the right direction. It was commented that the work towards homelessness in the Borough was operating in a more holistic way and steps were being taken to break the cycle of homelessness by keeping</p>	

	<p>people stable. It was added that St Leger Housing Doncaster was benefiting from expertise through the appointed Director of Housing Services who had previously worked at York.</p> <p>RESOLVED: That the Panel agree the recommendations in the Regeneration and Housing Overview and Scrutiny Homelessness Review</p>	
15	<p><u>COMMUNITIES AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL DOMESTIC ABUSE REVIEW</u></p>	
	<p><u>COMMUNITIES AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL DOMESTIC ABUSE REVIEW</u></p> <p>The Chair paid compliments to Members of the Communities and Environment Overview for such a comprehensive report.</p> <p>The Chair spoke about the work that had gone into producing the report including visiting a refuge. In respect of accommodation for domestic abuse victims, Members heard that there were issues for victims such as targets to move them on, undertaking longer periods of stay and bureaucracy in respect of finding new housing.</p> <p>Members were informed that Members of the Panel had talked to survivors and realised how it intertwined with our own lives. It was observed that the quality of commissioning was very important. In respect of perpetrators it was noted that this was not effective if they were made to participate in available courses. It was understood that this issue affected men as well and specialised gender specific services were needed.</p> <p>The Chair of the Communities and Environment Overview and Scrutiny Panel stated that the aim of the review was for better information and better working on the ground, more joined up training and consistent use of assessment forms. It was noted that what was continuously heard from the evidence was that the designated phone line was very important and essential that callers received the right response; it was felt that this was something that needed to be improved.</p> <p>RESOLVED: That the Panel agree the recommendations in the Communities and Environment Overview and Scrutiny Domestic Abuse Review</p>	
16	<p><u>OVERVIEW AND SCRUTINY WORK PLAN 2016/2017 UPDATE</u></p>	
	<p>The Chair proposed that the item be deferred to the next OSMC meeting in June 2017, this was due to time constraints and other areas of the agenda that needed to be addressed at this meeting.</p> <p>RESOLVED that the Overview and Scrutiny Work Plan Update report,</p>	

	be deferred until the Overview and Scrutiny Management Committee meeting in June 2017.	
--	--	--