

DONCASTER METROPOLITAN BOROUGH COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 7TH JULY, 2016

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 7TH JULY, 2016 at 10.00 AM

PRESENT:

Chair – Councillor John Mounsey

Vice Chair - Charlie Hogarth

Councillors – Neil Gethin, Jane Kidd, Paul Wray

ALSO IN ATTENDANCE:

Councillors Jane Cox, Majid Khan

Officers;

Peter Dale – Director of Regeneration and Environment

Kim Curry - Director of Adults, Health and Wellbeing

Dr Rupert Suckling - Director of Public Health

Allan Wiltshire - Head of Performance and Data

Dave Wilkinson – Assistant Director of Trading Services and Assets

Leanne Hornsby - Head of Transformation and Business Support

Andy Hood – Head of Service Youth Offending Service

Steve Mawson - Assistant Director of Finance

Judith Jones - Director of Housing Services & Deputy CEO (St Leger Homes Doncaster)

Stephen Thorlby-Coy - Head of Business Excellence

| | | <u>ACTION</u> |
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| 7 | <u>APOLOGIES FOR ABSENCE.</u> | |
| | Apologies for absence were received from Councillor Rachael Blake, Councillor John Cooke and Paul Smillie (Unite) | |
| 8 | <u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u> | |
| | None | |
| 9 | <u>DECLARATIONS OF INTEREST, IF ANY.</u> | |

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| | Declarations were made by Councillor Paul Wray by virtue that he is a member of the St Leger Homes of Doncaster (ALMO) Board. | |
| 10 | <u>MINUTES FROM THE MEETINGS OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 24 MARCH, 20TH MAY (EXTRAORDINARY) AND 10TH JUNE, 2016.</u> | |
| | RESOLVED that the minutes of the Overview and Scrutiny Management Committee held on the 24th March, 20th May (Extraordinary) and 10th June 2016, be approved as a true record and signed by the Chair. | |
| 11 | <u>A. ITEMS WHERE THE PUBLIC AND PRESS MAY NOT BE EXCLUDED.</u> | |
| | None | |
| 12 | <u>PUBLIC STATEMENTS.</u> | |
| | <p>Mr Tim Brown attended the meeting. It was explained that in respect of accessing the reports referred to at the previous meeting of the Committee, this was for Members to undertake themselves for them to access the truth. Reference was made to Members looking at the veracity of statements made by a previous DMBC Officer who had been on the brink of suicide and it was added that Doncaster Free Press investigations had been blocked.</p> <p>Mr Brown made comments in relation to the Brexit vote and raised concern that people had voted in relation to immigration issues. Mr Brown referred to his father who came here in the late 50's and had made a significant contribution which had not been recognised.</p> <p>Remarks were made in relation to the Council's workforce representing Doncaster's population. Reference was made to a previous scrutiny meeting from which hate crime figures still hadn't materialised and that the latest hate crime strategy was still being reported as being under development. It was added how the BME Health Needs Assessment was 14 years old and added that Mr Brown asked why there was no evidence base from Public Health England and that no local authority would allow its strategy to elapse. Mr Brown informed the Committee how he was asked to Chair the last LARs BME meeting which considered issues resulting in cuts for Doncaster BME residents. Mr Brown expressed that it pains him that the former Mayor was held responsible for many cuts which wasn't the case and now 6 years on there had been no feedback.</p> <p>Mr Brown expressed his gratitude for tweets reporting that there had been no change since 2000 to 2015 for Doncaster within the Indices of Multiple Deprivation, it was questioned why this was and who it impacted upon. Mr Brown raised his concern that there hadn't been</p> | |

any movement over the last 15 years and someone like Mr Brown had been coming to meetings time and time again. Mr Brown referred to the report being looked at today and stated that there was good news including the number of apprenticeships adding that he hoped the BME population was being represented.

Councillor Mounsey acknowledged Mr Brown's statement and referred the Committee to the 23rd May 2016 minutes contained within the agenda pack. Councillor Mounsey relayed a paragraph contained within the report stating that "due to the increasing diverse population in the Borough need of the aging population would change, with an expected rise in BME groups accessing formal support in the future" that "provision would require designing to meet their care and cultural needs appropriately."

Allan Wiltshire, Head of Performance and Data explained that the tweets were provided via Team Doncaster and made in relation to an anti-poverty summit. Clarification was made that some parts of the Borough which had seen high levels of deprivation in 2000 still showed high levels of deprivation in 2015.

Dr Rupert Suckling, Director of Public Health made reference to the BME Health Needs Assessment which was last officially produced in 2004. It was commented that due to changing responsibilities with the Health and Well-Being Board, this was now being undertaken through four stages with phase 3 seeing work being undertaken with community groups before the final document was produced. Assurances were sought about when the final document would be available and Members were informed that a draft report would be agreed in December 2016 along with sharing the outcomes from the four stages.

Councillor Jane Kidd commented that issues could be acute where individuals were isolated by cultural issues and language. Councillor Kidd also added that she had requested information about how hate crime has been affected by Brexit.

In relation to hate crime reports, further clarification was provided as to how this was currently held and processed.

Councillor Mounsey added regardless of the person's colour of skin hate crime would not be tolerated.

A Member of the Committee reported that the dedicated hate crime phone number wasn't working (which had been reported) and that this might influence the Council's reporting figures.

The Chair welcomed Officers to the meeting and invited them to address the Committee with regard to any new information, and respond to any queries in terms of budget and performance.

The report before the Committee provided an update with regard to Finance and Performance Improvement for Quarter 4 of 2015/16, and the report aimed to give a clear overview of the financial position of the Council. The report focused on the latest financial and performance information and provided an indication of the Council's position towards the 2015/16 budget and progress made towards outcomes as set out in the Corporate Plan. The financial position was reported as being a £1.3M overspend with 89% of service measures being at or close to target achieved. The Chair of the Committee expressed his thanks to employees who had provided support in achieving these figures.

Finance and Corporate Services

Steve Mawson, Assistant Director of Finance, was in attendance at the meeting, and endeavoured to alleviate any concerns and respond to any queries on the matters raised by the Committee. Some of the areas highlighted included:

- Achieving 67% of spend with local providers.
- Achieving 95% of PDRs
- Slippage for Modern Productive Workforce
- Overall Council sickness is 9.11 days lost per FTE compared to a target of 8.5 for 2015/16 – target not achieved and needs monitoring.
- The Council's reserves at £14.5M – not as high as before but acceptable.

Local Authorities Credit Rating – Members were informed that the Council does not have a credit rating and that local authorities that did will have issued a bond. It was added that there had been a noticeable shift in the market and that the Council was monitoring the position carefully. Members were told that the Council experience cash flow surpluses and that these were placed in short, medium and long term deposits. It was commented that if rates went down too low then the Council would look to see if there were more favourable rates elsewhere.

Outcome 5: Council services are modern and value for money – Regarding the number of identified emerging HR and OD risks, Members were informed that signs indicated that there was now more stability across the majority of Directorates across the Council. It was explained that with planning transformation and reductions over 3 years, the Council would have a clear idea of what is coming. It was stressed that it was vital to ensure that PDRs and day to day management activity were continued and sustained.

Local Providers: The Committee complimented the progress that this area was making with 67% of local authority spend being with Doncaster companies/suppliers. It was clarified that there was a procurement system in place where three quotes needed to be obtained with one being a Doncaster firm. Members were informed about the work undertaken outside of the tender process such as working with providers alongside Doncaster Chamber.

Adults, Health and Well-Being

The Director of Public Health, Dr Rupert Suckling, and the Director of Adults, Health and Wellbeing, Kim Curry, were in attendance at the meeting and provided updates to the Committee with regard to any performance and budget issues.

The following areas were considered and discussed;

Proportion of people who access Direct Payments - Members raised a number of queries with regard to performance around direct payments being low. Members were provided assurances that this was being addressed and was included within immediate business improvement projects being taken forward the Transformational Programme.

Stronger Families – Members were informed that Stronger Families continued to produce outstanding work. It was recognised that there was more to do and that more consideration need to be given to all services and a “whole family approach”. It was commented how Area Teams that successfully met Government set targets were eligible for further money through ‘payment by results’.

Proportion of all in treatment, successfully completed drug treatment and did not represent within 6 months – Members raised concern as this was in the red and questioned whether the target was too low at 14%. Members were assured that this wasn’t the case as managing about 15% would place us in the top quartile. It was explained that this area included alcohol and opiates and was very challenging, particularly when dealing with those who had long histories of opiate addiction. It was noted that some areas gave people a time limit, such as 2 years to take them off or just discharge them back to the GP. It was viewed that this wasn’t necessarily good for the person or the community whereas support provided to get people back into housing and paid employment had demonstrated successful exits.

Infant Mortality – It was observed that although this was currently lagging behind, it showed improvement over the last 3 quarters. Concern was raised about how up-to-date the information was and the Director of Public Health offered to find out when the next update was due. Members were informed how proxy measures were used such as low birth weight and smoking data which was in real time and could

Director of
Public Health

provide quarterly information. Regarding the breakdown of reasons for death, Members were informed that this was reviewed by the Children's Safeguarding Board on an annual basis. Members briefly discussed whether reference to 'aspiration' was the right term when referring to the target.

Financial Position – Reference was made to the £4.6 million overspend and examples of pressures currently residing within Adult, Health and Wellbeing. Members were reminded that there was a whole raft of transformational projects underway. Members were told that the numbers in long term cases had started to reduce since December 2015 and was continually being monitored.

Business Related Bad Debt – Members briefly discussed how the bad debt of £132k (that has been written off after all recovery attempts) had occurred. It was commented that similar occurrences could be addressed through new strategic risks contained within the corporate plan.

The Chair thanked Officers for their attendance and for their valued input to the meeting.

Learning, Opportunities and Skills

Leanne Hornsby, Head of Transformation and Business Support was in attendance at the meeting to provide updates to the Committee, and information as to how DMBC was working alongside the Doncaster Childrens Services Trust.

Members were told of work being undertaken with schools and areas being developed through the School Improvement Team. It was explained that there were targeted discussions about areas of concern, gaps between where we were now and before the next inspection as part of the action plan that had been developed.

Ofsted and Exam Results - Members enquired about the link between a schools Ofsted outcome and exam results i.e. if the Ofsted outcome was 'outstanding' would the exam results be outstanding as well. It was explained that it didn't necessarily work that way but that both the Ofsted and exam process were being supported.

Absenteeism – It was explained that when a child moves from school to school then absenteeism figures would be affected and the pupil would be shown as persistent absenteeism. It was questioned how we could make a difference with the traveller population which is a transit group. Members were informed this information was based on the whole academic year and although we could lobby against it and have those conversations; it was a system that wasn't within the authority's gift as the DFE set the guidance and protocol.

Provision of School Places – A Member queried about the provision of school places for children of armed forces veterans and it was commented that the Council had signed up to a Armed Forces covenant and that there was a Armed Forces champion. It was noted that a report had gone to the Government reporting that this area was failing and that there was no provision to combat this problem. It was reported by the Head of Transformation and Business Support that this discussion was timely as there was an interim strategy going to Cabinet in December that provided a much broader scope incorporating these children.

Care leavers - A Member raised concern that the percentage of care leavers aged 19 in suitable accommodation was looking positive yet on the other hand under the Doncaster Childrens Trust Contract Measures it was showing as red. It was explained that there was a transition of young people moving towards independence with a floating support, and that at age 17-18 this reduced. Members were informed that work was being undertaken with St Leger to improve this. It was noted that there was an innovation bid with DfE of £3M to improve outcomes for those in care and care leavers generally, including public interest companies possibly employing care leavers which would also result in savings.

Members were told how at the moment, the care leavers service stops when the individual reached 21 (unless in Higher Education). Members were provided with assurances that the additional work would lead to a significant improvement although there was less certainty should the new cohort (to 25 years) mean that the numbers of care leavers being supported should rise significantly.

Concern was raised about how well care leavers were supported and it was stated that they fared worse in Doncaster than in other areas. It was stated that as well as the DfE bid there were a range of initiatives in place such as; weekly cooking programmes and training to BTEC standards. In regards to care leavers undertaking apprenticeships, it was commented that supporting care leavers through this route be quite time intensive. Reference was made regarding the challenges faced by care leavers and how the Trust was looking to work with them and make interventions at an earlier stage. It was noted that in regards with the Department of Work and Pension, care leavers benefits weren't sanctioned until they had been talked to. It was also noted that care leavers were exempt from universal credit.

PDRs - In reference to PDRs showing as red, Members were informed that there had been a downward trend and that a fundamental training programme was underway across a number of areas. It was reported that a directorate wide management group had been established to manage such areas. Members were told how there was now a collective ownership, processes that were being improved and that better communication was being undertaken.

Early Help Hub - Members expressed concern regarding referral levels received by the Early Help Hub and were informed that there had been difficulties with translation services which were now looking to be improved. It was also commented that form filling had become a barrier in accessing the system. Members were worried that professionals could be losing faith in what Doncaster has in place. It was outlined that the real test would come in six months' time.

Regeneration and Environment

The Director of Regeneration and Environment was in attendance at the meeting to provide any updates where needed on the areas Members felt were cause for concern.

Average recycling rates for household domestic waste - which currently stands at 47%, an increase on last year's average of 42.8%. A Member referred to previous scrutiny discussions about Manvers recycling side which was expected to increase to 55% and whether there was a risk to funding if the target wasn't increased. The Director of Regeneration explained that there was an expectation in place which was being followed. It was commented that the Manvers system removed huge amounts from going to landfill.

Grass-cutting – Members expressed their unhappiness regarding the poor state of grass-cutting in the Borough, the number of complaints received as well as the state of the streets and bins not being emptied. It was felt that this situation was getting worse and was at odds with a statement made within the report that stated “street inspections continue to report that our streets remain cleaner for both litter and detritus and at an acceptable level”. It was shared that Members had met with Officers and that there was a strategy in place in regards to grass-cutting. Members were informed that there had been a problem across the Borough due to a delay in introducing, starting and resourcing the new structure. Members were informed about new, better and more efficient equipment that had been invested in. It was added that there was now a recovery plan in place and the team would have caught up with back-logs in the next 2 to 3 weeks. The Chair expressed concern that processes laid out were not being adhered to, for example, litter not being picked before the grass had been cut. Reference was made to the new structure and roles within the team. The Director of Regeneration recognised that there were issues and a need to change the culture within the team which needed to be given a chance to settle within the new structure.

In respect of complaints made, it was commented by other Members of the Committee that within their own wards they had not experienced a high number of complaints. It was acknowledged that the levels of complaints across the borough were inconsistent and questioned whether it was down to the standards of teams which should be

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| | <p>operating at the same standard.</p> <p>Complaints – In reference to complaints at 58%, the Director of Regeneration advised Members that this was being looked into. It was suggested that it was possibly due to the rerouting of waste in some areas and large number of complaints coming in at that time, and responses being issued through social media.</p> <p>Principal classified roads where maintenance should be considered – Further to Members queries, it was explained that the 4% target was a standard used across the country. It was commented that this service was provided by independent organisations using their own machinery. Members expressed concern that standards had deteriorated, for example, the number of potholes present. It was questioned whether it was a service that the Council could provide in-house and the Director of Regeneration offered to find out more.</p> <p><u>RESOLVED</u> that the Chair and Members of OSMC:-</p> <ol style="list-style-type: none"> 1) Note the areas of performance and financial information; 2) Note the virements approved by the Chief Executive and approve the virements for Cabinet detailed in paragraph 33 and Appendix B; 3) Note the new additions to the Capital Programme, as detailed in Appendix | <p>Director of Regeneration</p> |
| <p>14</p> | <p><u>SLHD PERFORMANCE AND DELIVERY UPDATE REPORT 2015/16 QUARTER 4</u></p> | |
| | <p>The Director of Housing Services and Deputy CEO, Judith Jones was in attendance at the meeting, along with Stephen Thorlby-Coy, Head of Business Excellence in order to update the Committee with regard to any performance issues for Quarter 4.</p> <p>Members noted that of the ten key performance indicators, three were currently on target, six were within acceptable tolerance levels, and one was below target. The indicator that was currently below target is detailed below:-</p> <ul style="list-style-type: none"> • Void Rent Loss – Percentage of rent loss through vacant dwellings (lettable voids) - Members were informed that this equated to 58 days at the end of the 2015/16 financial year and reduced to 49 days at the end of May 2016. It was explained that there had been a particular problem in Craggs road due to Bedroom Tax, however, new ways of letting had been introduced and it was reported that this will show a reduction in the overall period. | |

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| | <p>Following the consideration of the report, Members were afforded the opportunity to pose any concerns to Officers. The following areas were discussed: -</p> <ul style="list-style-type: none"> • Effect of Universal Credit – Members raised concern about the implications of Universal Credit on residents and it was reported that currently 80-90 tenants are affected. • Housing Benefit and paying rent – It was stated that there were a number of challenges due to the change of Universal Credit and where the money is paid direct to the claimant. It was added that those people with special cases would have their money paid direct to the Council. Members were informed that work was being undertaken with a credit union although it was proving a challenge to get people signed up to them, it was noted that the Welfare Reform Group had been tasked to lead on this. <p><u>RESOLVED</u> that the Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution made to supporting DMBC strategic priorities.</p> | |
| 15 | <p><u>YOUTH OFFENDING SERVICE PLAN</u></p> | |
| | <p>Andy Hood, Head of Service for the Youth Offending Service and Leanne Hornsby, Head of Transformation and Business Support attended the meeting to present the Youth Offending Service Plan for Members consideration and comment. It was explained that the purpose of the report was to present a new statutory, strategic Youth Offending Service Plan (YOSP) for 2016-17 for the Youth Offending Service (YOS) in Doncaster where responsibility for the discharge of the Plan lies. It was noted that the YOSP was due for review and submission to the Board annually.</p> <p>Members were provided with a brief overview including performance and some of the key developments which had been instigated. These included: -</p> <ul style="list-style-type: none"> • Continued reduction in custody rate – it was reported that they had experienced their best ever custody results; • The creation of a new prevention service, Team EPIC, who will work to reduce first time entrants into the youth justice system and through a triage system. Members were informed that unfortunately the creation of Team EPIC was delayed by financial pressures placed upon the YOS and the restructure of DCST services, which impacted on the number of staff re-deployed into Team EPIC.; • Young People who offend in suitable accommodation at the end of the order - for the second year running this figure remains at 100%. • Educational (engagement by young people who offend in suitable | |

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| | <p>education, training or employment) – it was noted that there was a very aspirational target of 75% of all young people being in suitable ETE provision on the final day of their order has been surpassed.</p> <ul style="list-style-type: none"> • Reducing Re-offending – It was noted that the cohort of young people involved in the youth justice system had reduced substantially both nationally and locally. <p>Members were told how the plan had been slimmed down and that due to further financial reductions, the service needed to be smarter about improving service provisions with reduced resources. Concern was also raised in respect to the Charlie Taylor report which had been suspended until the new Prime Minister was in place and that although there are ideas about the proposals it was not known how political landscapes would affect it.</p> <p>Reference was made to care leavers under 18, it was explained that they received a direct service from Social Care and once they had finished with that service at 18 they didn't needed to be tracked. Regarding Children in Care, it was explained that although they were over-represented at 40% they were statistically more likely to offend compared to those in birth homes. It was added that statistics were not kept for those that had been adopted although the Head of Service for the Youth Offending Service offered to look into this.</p> <p>In terms of raising aspirations, Members were informed that it was about adopting a “low cost or no cost” policy and providing positive opportunities and positive peers to give young people the idea that they can change and that it's worth changing.</p> <p>It was outlined that although improvements were being made, there were also potential challenges such as further reductions in the staffing profile. It was commented that the implications of this would have a significant impact on the service. In respect to pooling budgets, Members were informed that elements of the budgets were already being pooled.</p> <p style="text-align: center;"><u>RESOLVED</u> that the Overview and Scrutiny Management Committee note the Youth Justice Plan.</p> | |
| 16 | <u>OVERVIEW AND SCRUTINY WORK PLAN 2016/17 UPDATE.</u> | |
| | <p>The Senior Governance Officer presented the current Overview and Scrutiny work plan highlighting areas of work undertaken by the Scrutiny Panels since the last meeting.</p> <p style="text-align: center;"><u>RESOLVED</u> that:</p> <ol style="list-style-type: none"> i. the 2016/2017 Overview and Scrutiny workplan, be noted. ii. the correspondence made following its meetings held on the 10th June, be noted. | |

