

DONCASTER METROPOLITAN BOROUGH COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 15TH DECEMBER, 2016

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 15TH DECEMBER, 2016 at 1.00 PM

PRESENT:

Chair - Councillor John Mounsey

Councillors Charlie Hogarth, Richard A Jones and Neil Gethin

ALSO IN ATTENDANCE:

Simon Wiles, Director Finance and Corporate Services
Julie Grant, Assistant Director Customers, Digital and ICT
Rupert Suckling, Director Public Health
Jon Tomlinson, Interim Assistant Director Modernisation and Commissioning
Paul Thorpe, QA and Performance Manager
Christine Hargreaves, Virtual School Headteacher
Peter Dale, Director Regeneration and Housing
Louise Parker, Head of Service Strategy and Performance Unit Manager
Susan Jordan, Chief Executive St Leger Homes of Doncaster
Steve Waddington, Director of Housing Services, St Leger Homes of Doncaster
Liz Osbourne Doncaster Childrens Trust

APOLOGIES:

Apologies for absence were received from Councillors John Cooke, Rachael Blake, Jane Kidd and Paul Wray and Bernadette Nesbitt (Catholic Diocese representative).

		<u>ACTION</u>
41	<u>APOLOGIES FOR ABSENCE.</u>	
42	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	None	
43	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	Councillor Gethin declared and interest in Agenda Item 9 DMBC Finance and Performance Quarter 2 16/17 when discussing the	

	Authority's change of banks from the Co-operative to Lloyds.	
44	<u>MINUTES FROM THE MEETINGS OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 2ND AND 10TH NOVEMBER, 2016.</u>	
	The minutes of the meetings held on 2 nd and 10 th November, 2016 were agreed as a correct record and signed by the Chair.	
45	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made to the Committee.	
46	<u>PROGRESS ON DIGITAL COUNCIL.</u>	
	<p>The Assistant Director Customers, Digital and ICT presented a report providing an update on the Council's Digital Programme as at quarter 2 2016/17.</p> <p>The headline statistics included £2.8m savings achieved, 65% of programme scope had been achieved, 20% of residents were accessing services online with 1538 members of staff trained. There were a number of achievements noted that included waste and recycling including missed, additional and bulkies collections, planning enforcement, track my service request and booking and payment for pest control now being available online. With regard to key deliverables in the final two quarters includes working with Children's Social Care, Registrars and adult social care teams to improve online systems.</p> <p>The following issues were addressed:</p> <p>Contacting people who do not currently have any contact with Council services. These people were very difficult to contact with people still requiring the more traditional means of contact. It was stressed therefore that communication and promotion was essential and if anyone contacted the council for a new service, eg. Blue badge service then services be promoted. The Committee was assured that staff were interacting with older people all the time. Members suggested if information relating to online services could be circulated with Council Tax bills and ensure all staff be trained to promote service availability.</p> <p>One stop shop Civic Office – continue to provide customers with a single access point to all Council and Housing Services;</p> <p>Reduction in the use of paper and improved usage of the Modern.Gov system. Members expressed concern that page numbering on the paper version of agenda was not synchronised with the computerised</p>	

	<p>version. It was also stressed that material provided for any agenda despatch needed to be appropriate eg. Reduce the requirement for coloured graphs. A Member stressed that all agendas should be provided in computer version only removing the need for paper versions.</p> <p>Service Managers – concern was expressed that some service areas had failed to identify a business change manager but this was due to lack of availability, skills and capacity. Members noted that sometimes capacity versus workload could create an issue, but stressed that there needed to be a buy in from Service Managers to ensure the programme could reach its full potential and desired savings.</p> <p>CYP Learning and Opportunities - Financial Position Overview – Members expressed concern that the Directorate had not achieved its digital priorities and savings and that the figures were out of date. It was noted that following the Directors appointment a programme of efficiencies have been set for the year. It was noted that some Directorates had been struggling in earlier years to support the actions required to become a digital council and assistance with core savings had been offered from other Directorates. However, all Directorates were now responsible for making their own digital savings and the programme was about producing a Council that people could interact with and not just provide traditional ways of undertaking business. There was a push to introduce members of the public to a more modern and effective Council, for example, Pest Control would have traditionally undertaken the work then sent out a paper invoice. However this service can now be booked and paid for online. The main aim was to ensure the Council was providing a much quicker and responsive system to the customer. The Chair stated that digital services were a vital resource providing a 24/7 service and all Directorates must support and contribute to the changes.</p> <p>Members expressed concern that the financial information provided was not clear and asked if the Assistant Director could provide a simple breakdown to the Committee.</p> <p><u>RESOLVED:</u> that the report, be noted and work being undertaken, be supported.</p>	
47	<p><u>DONCASTER CHILDREN'S SERVICES TRUST LIMITED UPDATE REPORT</u></p>	
	<p>The Chair proposed that the item be deferred because the current report does not adequately set out clear actions, and responsibilities and timescales for the Trust to respond to the significant financial and operational issues that it faces,</p>	

	<p>which are having knock on effects within the Council. Overview and Scrutiny require a clear Financial Recovery Plan from the Trust, including actions with timescales for delivery to address the overspend for 2016/17 and the ongoing implications of the current situation into 2017/18 and beyond.</p> <p><u>RESOLVED</u> that the report from Doncaster Childrens Trust, be deferred, to an extraordinary meeting of the Overview and Scrutiny Management Committee in mid February.</p>	
48	<p><u>LOCAL AUTHORITY RESPONSE TO TRUST FINANCIAL RECOVERY PLAN - PRESENTATION.</u></p>	
	<p>The Chair proposed that the item be deferred because the Committee had resolved to defer agenda item 7 Doncaster Children’s Services Trust Limited update report.</p> <p><u>RESOLVED:</u> that the report, be deferred.</p>	
49	<p><u>DMBC FINANCE AND PERFORMANCE QUARTER 2 16/17.</u></p>	
	<p><u>Quarterly Finance and Performance</u></p> <p>The Committee considered the quarterly finance and performance report, with the following areas addressed by Directors when responding to Members questions:</p> <p>Director Finance and Corporate Services</p> <p><u>Value for money</u> – it was noted generally that some areas across the Council were achieving Value for Money but others not and these areas were being addressed by individual Directorates.</p> <p><u>Sickness</u> – it was noted that the Finance and Corporate Services Directorate was on target. In response to questions from Members it was noted that all Directors were being robustly challenged. Sickness return to work interviews were essential and if a person’s sickness relates to a serious issue they are offered support from or automatically referred to Occupational Health. It was recognised staff needed to be supported, with, for example, more homeworking if that is what was required. It was noted that occasionally some managers did not apply the sickness policy, simply due to being so busy, but this only applied to a small number of teams and was being addressed. The costs associated with staff sickness, particularly when agency staff were</p>	

required to cover posts, was highlighted by the Committee.

The Committee also commented that a manager's most valuable asset was staff and that if, for example 10 people were off sick, then they were concerned that the function would continue to run efficiently.

Internal Audit – It was reported that the Authority had changed banks from the Co-operative to Lloyds and associated issues relating to changes made and delivery of banking services for the Council.

The Director of Finance and Corporate Services concluded this section by highlighting that whilst services were performing well with 80% of Performance Indicators being on target there were a few that were showing concern. He highlighted the potential overspend in the Children's Trust, which could worsen and how the Council's reserves could be affected by this, issues relating to White Rose Way and the requirement to balance future budgets.

Director Adults Health and Well-being and Public Health

Safeguarding referrals for people who had a separate referral in the preceding 12 months – it was explained that the figure was higher than the 10% target and work was being undertaken to understand why there had been an increase. Members were assured that officers were now far more proactive and the position was improving.

Care and support at home contract – it was noted that a joint management action plan had been provided to increase the take up of direct payment users. Members stressed there was a need to support service users who wish to receive a direct payment and become an employer.

Sickness – It was noted that the Adult Health and Well-being Management Team was working with managers to ensure expectations with regards to sickness management were clear. It was confirmed that sickness hotspots within the Directorate were actively being addressed. It was also noted that there were no major issues with regards to sickness in Public Health as the Directorate was a more administration based team that suffered more with people having bad backs and flu like symptoms.

Local targets (stretch and budget) – It was explained to Members why some indicators had a stretch target which is what the Directorate was aiming for, essentially setting itself a bigger challenge. With regard to measure no. 43 the number of people that were currently in long term care, the combination of the Transformation Programme initiatives and stretch targets reduced the number of people going into care and helped them to live at home longer.

Proportion of all in treatment who successfully completed drug treatment and did not re-present within 6 months – It was noted that there was the ambition to reach the 14% target which would result in being in the top 25% in the country. When the figures are broken down further it highlights whether people suffered from alcohol abuse or opiate users. With regard to alcohol 50% and over exit the programme successfully and do really well whereas those in treatment for opiate addiction struggle. When people use opiates, the Committee was reminded that often people have chaotic and complex lifestyles and require wrap around support to ensure successful rehabilitation. It was recognised that the long term trend was improving, particularly with the access to drug treatment services in Mexborough, Thorne and Bentley.

Hard to reach communities – After considering life expectancy in Doncaster being shorter than other areas due to heart disease and cancer, Members received assurances that people in all communities were being offered required services. Additionally chronic disability was an issue as this could make a person's life uncomfortable for some considerable time.

Health Needs Assessment – This was due to be forwarded to the Cabinet Member by the end of January, 2017. Over 200 different stories had been captured, including issues from within the BME community relating to access to health care in Doncaster.

Director Learning and Opportunities: Children and Young People

Persistent Absence of Children in Care Secondary Schools – it was explained that absence of children in care from school was tracked on a daily basis to gain a greater understanding of whether children are persistently absent due to ill health, placed outside the school area or persistent absence due to a child having to deal with complex circumstances and needs. Good data will assist with reducing the absence percentage by putting the correct support mechanisms in place.

It was noted that the Peer Review had highlighted that a clearer pathway was required to expedite a child in care moving school, if required.

Action to improve the Fixed Term Exclusion figures and ultimately contribute toward improved persistent absence % within the Local Authority – The virtual school has developed a pilot project in partnership with two secondary academy collaboratives (a total of 8 schools).

The pilot is funded via Pupil Premium Plus funding and involves the use of each collaborative's learning centre to provide 'first day' provision (a venue) when a child is excluded and also to provide a member of staff to work with children to prevent exclusions and support

if a child is excluded.

The aim is that the child receives a consequence for behaviour which would ordinarily result in an exclusion; this is recorded as one day exclusion and then the child attends the learning centre. This means that the child is in learning and reduces pressure on the placement/home.

With regards to impact it was explained that this was a new pilot which would take place over the academic year and reviewed on a termly basis. An example was provided that a child who would have been permanently excluded pre the pilot starting, attended the Learning centre while a school placement was found for him. The current school placement was already under pressure and without this action, it would have added to this already difficult situation.

The committee noted that the data in the OSMC report includes authorised (e.g. for medical reasons) and unauthorised absences. An example of the latter was shared concerning a Year 11 child refusing to attend school. In cases like this the virtual school would work with the child to ensure they receive some form of education; this could include one to one tuition.

It was explained that the local authority did not permanently exclude children in care within Doncaster, but work alongside schools to find alternatives. Schools were challenged for the benefit of our children.

In respect of Managed school moves - it was explained that the local authority sometimes use this strategy, however, consistency and stability were important for children in care who would have experienced a move already. Therefore the Local Authority looks to schools to try to hold onto the child so that they know they are valued for who they are and not what they do.

Free School Meals – Children in care were not generally part of this cohort and it was explained that Pupil Premium Plus funding was managed by the virtual school, prior to this it was not clear how schools were using the funding to directly support children in care. The role of the Virtual School was to look at what schools plan in terms of interventions and support, to meet the child's needs.

Sickness – it was noted that the sickness in the Directorate was lower than average and on a downward trend.

Directorate Regeneration and Housing

Fly Tipping – it was confirmed that the fly tipping collection within 5 days included weekends. It was noted that there had been an increase in fly tipping for the same quarter but this was thought to be due to better online and digital reporting mechanisms. It was stressed that Plans were in place to improve performance through better working

	<p>patterns and a focus on back alley clearances.</p> <p>It was also noted that a positive action and making a difference was the sign with eyes that implies that fly tippers were being watched, that had been erected in hot spot areas.</p> <p><u>Apprentices achieving a Level 3 qualification</u> – The current position was noted but it was requested if further information could be provided in future reports relating to those people who have left the scheme and gained employment prior to achieving their qualification.</p> <p><u>White Rose Way</u> – it was confirmed that because of the financial risk relating to White Rose Way, it be identified as a risk in future reports.</p> <p><u>Sickness</u> – the current position was disappointing and to address, stress management assessments were being undertaken, the physiotherapist was working 4 days per week due to the muscular skeletal sickness being a major issue. A tougher line was being taken and sickness figures were being investigated. It was noted that there had been a lot of long term sickness for example, cancer.</p> <p><u>Total of new FTE jobs created</u> – through the support of Business Doncaster the Directorate was confident that the performance indicator would be met. It was hoped that in 2017 work on investment for the site of the railway line for the inland port would commence.</p> <p><u>RESOLVED</u> that the report and discussion, be noted.</p>	
50	<p><u>ST LEGER HOMES OF DONCASTER FINANCE AND PERFORMANCE QUARTER 2 2016/17.</u></p>	
	<p>The Committee gave consideration to the St Leger Homes Finance and Performance report for quarter 2 and addressed the following areas:</p> <ul style="list-style-type: none"> • Void rent loss was continuing to show dividends and void properties showed positive performance that were well within the year end target; • Sickness – the figures were currently below target but it was noted that had recently been a spate of flu and heavy cold symptoms; • The number of households maintaining or established independent living had slightly reduced below the contractual level and was being monitored; and • The 100% target of scheduled repairs had not quite been met but this was due to tenants not being home or the order of specialist parts did not arrive on time. <p>To conclude the discussion the Chair announced that Susan Jordan, Chief Executive of St Leger Homes of Doncaster was retiring and</p>	

	<p>stated that it had been an honour to know her. He thanked her on behalf of the Committee for all her hard work and stated that she would be sadly missed and wished her all the best for a happy future.</p> <p><u>RESOLVED</u>: that the report and discussion, be noted.</p>	
51	<p><u>OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE WORK PLAN 2016/17 UPDATE</u></p>	
	<p>The Committee considered the Overview and Scrutiny work plan for 2016/17 and noted the content.</p> <p>Resolved that: the work plan be noted.</p>	