

DONCASTER METROPOLITAN BOROUGH COUNCIL
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THURSDAY, 27TH JUNE, 2019

A MEETING of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on THURSDAY, 27TH JUNE, 2019 at 10.00 AM

PRESENT:

Chair - Councillor Jane Kidd

Councillors John Healy, Neil Gethin, Richard A Jones, Majid Khan and Andrea Robinson

ALSO IN ATTENDANCE:

Councillors Frank Tyas and David Nevett

Officers:

Peter Dale – Director of Regeneration and Environment
Laura Gough – Head of Service, Performance and Improvement (DCST)
Debbie Hogg – Director of Corporate Resources
Andy Hood – Senior Head of Service, Youth Offending Service (DCST)
Patrick Birch – Strategic Lead for Adults and Transformation
Julie Mepham – Acting Director of Childrens Social Care (DCST)
Robert Moore – Director of Corporate Services & Company Secretary (DCST)
Riana Nelson – Director of Learning and Opportunities
Louise Parker – Head of Service, Strategy and Performance
Victor Joseph – Consultant in Public Health
Paul Tanney – Chief Executive, St Leger Homes

APOLOGIES:

Apologies for absence were received from Councillors Mark Houlbrook and Paul O'Brien.

		<u>ACTION</u>
1	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest.	
2	<u>MINUTES FROM THE MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 21 JANUARY,</u>	

	<u>2019, 7, 19, 27, 28 FEBRUARY, 2019, 29TH APRIL 2019 AND 7TH MAY 2019</u>	
	<u>RESOLVED</u> that the minutes of the meetings held on 21st January, 7th, 19th, 27th and 28th February, 29th April and 7th May 2019 were agreed as a correct record and signed by the Chair.	
3	<u>PUBLIC STATEMENTS.</u>	
	There were no public statements made at the meeting.	
4	<u>YOUTH JUSTICE PLAN 2019/20</u>	
	<p>Andy Hood presented the report to the Committee highlighting there was a statutory requirement to approve and submit the report to the Youth Justice Board of England and Wales annually. It was reported there was some exceptional performance against targets detailed in the plan particularly in relation to reducing the number of young people entering the Youth Justice System for the first time and for the use of custody. Reducing the number of young people entering the formal Youth Justice System has enabled the service to shift some of its resource further “upstream” into Team EPIC (Encouraging Potential Inspiring Change) to work preventatively and creatively with those at risk of entering the system. Early intervention together with a whole family approach was seen as a more effective way of tackling issues early, by diverting young people away from entering the youth justice system by other positive activities.</p> <p>Following the presentation Members were given the opportunity to ask questions and the following issues were raised:</p> <p>Members enquired if the statistics detailing youth crime, particularly relating to gangs represented the perception of people living in communities, particularly where there were high rates of criminal activity and anti-social behaviour.</p> <p>It was reported that crime and perception of crime differed across communities within the Borough. In addition, crimes relating to gangs and anti-social behaviour were not always committed by young people even though that was sometimes the perception. Team EPIC and other services, such as Expect Youth had undertaken a significant amount of work in areas where there were known criminal activities involving young people. In terms of the accuracy of the figures in the report, there was a general view that relevant crimes were being reported and a confidence in the robustness of the figures.</p> <p>Reference was made to the performance of Youth Offending Service in Stockton and Wigan who had been reference within the report as a statistical neighbour. Members asked if best practice had been identified from these or any other local authorities. It was reported that</p>	

the Youth Offending Team were engaging with East Riding of Yorkshire who had recently been awarded outstanding in all areas of its Youth Justice Plan to identify any areas of best practice.

Members asked for further information on gang affiliation of those entering the criminal justice system. It was reported there was an issue of gang affiliation in the Dearne Valley corridor and this was predominantly male gangs. This had been an area of focus for EPIC and other services in terms of identifying support for individuals and initiatives to reduce this through positive diversionary activity.

Members identified that a significant number of young people entering the Criminal justice system had speech and language issues and asked what measures were in place to support them. It was reported that this was identified early by the Triage Panel which would ensure any issues were reported to the relevant agencies and that relevant support mechanisms were put in place. Members also enquired how the Youth Offending Team worked with schools to identify speech and language issues early. It was reported that EPIC worked successfully with academies to deliver training. It was also explained that dyslexia among school children was a national issue and the Committee queried whether screening methods were in place in schools to identify dyslexia early. It was agreed this information would be circulated to the Committee at a later date.

Members asked how the service positively engaged with families and parents to intervene early and provide support. It was reported there were a range of interventions requiring a whole family approach including use of family therapists and where appropriate, the Stronger Families Team particularly where there were significant issues around parenting, drug abuse and mental health.

A Member queried the presentation of the performance information and statistics used in the report. The Committee was informed that there was a requirement to present the information in accordance with government requirements. In future additional information could be provided where required to ensure the information was meaningful to councillors.

RESOLVED that:-

- (1) The Committee support the report and the excellent progress made in a number of areas including reducing the number of First Time Entrants (FTE's) in the Youth Justice System;
- (2) Further work be undertaken to understand the current position in relation to early identification of speech and language issues across the Borough; and
- (3) The Youth Offending Team continue to identify and reviews

	best practice across other Local Authorities.	
5	<u>2018-19 QUARTER 4 FINANCE AND PERFORMANCE IMPROVEMENT REPORT & 'DELIVERING FOR DONCASTER' BOOKLET</u>	
	<p>The Director of Corporate Resources introduced the report informing the Committee it represented a positive year-end with a £2.1m underspend and the majority of Performance Indicators on track. The key areas of success and areas of challenge detailed in the report were also highlighted. The Chair invited Members of the Committee to ask questions on the content of the report.</p> <p><u>Connected Council</u></p> <p>The Committee enquired about the strategies in place to reduce the number of agency staff employed by the Council for more than 6 months. It was reported that the direction of travel for spend on agency staff was positive and there had been a reduction with overall spend down from £4.68m in 17/18 to £3.19m for 18/19.</p> <p>The use of agency staff was still necessary in certain areas such as ICT, Adult Social Care and social services where there were skills shortages. Management were aware of the issue and were monitoring carefully and undertaking a range of measures to address this. In Adult Social Care, the use of agency staff was reviewed on a monthly basis by the management team to monitor need and effectiveness. It was recognised that the Council was trying to improve the resilience of its work force to reduce the use of agency staff but struggled to recruit to some specific posts.</p> <p>It was noted that 61% of the Council's workforce was over 45 years old and Members queried whether the skills and knowledge of experienced employees were being fully utilised and whether processes were in place to ensure effective workforce management and training and skills assessment. It was reported that the Council would need to be more dynamic moving forward in the management of its work force. Whilst there were positive aspects of having a stable workforce, bringing new people in to the organisation often lead to the introduction of new ideas. This had been noted through the Council's involvement with the National Graduate Trainee Programme where talented individual's had been given the opportunity to bring fresh ideas to the Council during their placements.</p> <p>Members asked how the Council encouraged wider customer interaction in the communities. Reference was made to Amazon's virtual assistant Alexa being used to respond to queries relating to bin collections. This ongoing trial was helpful in identifying the types of questions and queries the public may raise when contacting the Council.</p>	

The introduction of digital support in the one stop shop had resulted in an improved customer offer by reducing the wait for face-to-face customer services.

Reference was made to the number of internal Audit recommendations completed within the stated period and asked how these were being effectively reviewed by the Audit Committee. It was reported that this referred to completion within agreed timescales rather than non-completion. The Audit Committee ensured the most significant recommendations were completed on time. Historically there had been a significant number of recommendations outstanding but this had now significantly reduced.

Doncaster Working and Doncaster Living

Peter Dale Director of Regeneration and Environment identified the key highlights and challenges identified within the report relating to the Directorate.

Whilst recognising the target for the net number of new houses built had been exceeded, Members asked whether this could lead to negative factors such as flooding the local house market thereby stagnating the economy. It was reported that house building was driven by demand and currently there was no evidence indicating new houses were not being bought. Developers knew how to effectively assess this risk. The recent Housing Needs Study had however, identified a gap in delivering sufficient affordable housing to meet demand. It was explained that as more houses were built, Section 106 agreements would support the building of affordable houses but there was still a gap in meeting demand. Further work would be undertaken to identify ways of developing a programme to inject funding in to this area to encourage more affordable housing and to reduce the gap. Further work was also required to identify where affordable housing was required.

Members asked about implications for perceived over development in certain areas in communities and mechanisms in place to encourage developments in other areas preferred by the local community. It was reported that development was driven by the Local Plan and local Neighbourhood Plans that supported an integrated approach to Planning. Neighbourhood Plans took precedence over the Local Plan and this provided an opportunity for communities to help identify and guide development in their local areas. The Council was able to support this process, which helped balance the needs of the wider Borough with local communities.

The Committee requested an update on fly tipping and measures in place to reduce this and maximise use of Household Waste Recycling Centres (HWRC). It was reported that increased fly tipping was a

national issue. Locally, there were no restrictions on residents using the 6 centres across the Borough for depositing household waste. It was suggested that many fly tipping incidents related to commercial waste. Recent changes to the permit system allowed vans and trailers and signed vans to deposit household waste at HWRCs where this was not in connection with their business. Restrictions in respect of residents depositing bags of rubble have also been relaxed. Communication with residents in respect of the facilities available at HWRCs was identified as a key issue in addressing fly tipping.

The Committee was also updated on enforcement work, which played a role in discouraging fly tipping. Just under 12,000 fixed penalty notices were issued in 2018/19 and 55 prosecutions undertaken. Members were informed that further work would be undertaken in future to learn from those areas that are managing fly tipping effectively and develop a plan/strategy to better manage this across the Borough

Members referred to the lack of data available within the Outcomes Framework section of the “Delivering For Doncaster” Booklet and questioned the value of this. It was reported that there was a lag on receiving some data however, this information would ultimately become available and was helpful in informing our long-term direction.

Doncaster Caring

In respect of the new ALMO arrangements with the Doncaster Children’s Services Trust (DCST) the Committee asked how it would seek to deliver value for money through economy, efficiency and effectiveness. It was reported that the DCST was working positively with the Council to align its priorities and medium term financial plan. It had a rebased budget for 2019/20 and would be working to identify and deliver future efficiencies. Whilst the numbers of looked after children had reduced recently, DCST was aware of the volatility of its budget and how this was driven by need which can change when supporting families and children at short notice. In particular, out of area placements were difficult to predict of due to the nature of the need and were often very costly. Plans were in place to develop a whole system placement strategy to address this jointly with the Council.

Members asked about the measures in place to manage future care ladder costs. The reduction in Looked After Children was again identified as a positive improvement however, it was expected that this reduction would plateau. In respect of Adult Social Care, it was reported that Quarter 4 had seen a reduction in residential care. Moving forward the service had an appropriate budget and would need to ensure this was robustly managed, reviewed and used to deliver the Transformation programme. It was important this was delivered effectively and in partnership with other agencies and services.

Members were also updated on issues around pooling of budgets with

the Clinical Commissioning Group (CCG). It was reported that formalised processes, such as Section 75 agreements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner(s) had been considered. However, it was considered that the current advantages of these type of arrangements were outweighed by the bureaucracy around them. Current arrangements for the alignment of budgets or joint commissioning of Health and Social Care Services appeared to be working effectively.

Members sought assurances that the culture in social services was moving to one of early intervention. Patrick Birch reported that conversations were taking place with individuals before they entered the care system to identify early intervention. The effectiveness of the current strategy had been seen in the number of residential places, which had reduced in the last 3 years from approximately 1600 to 1200 by using intermediate care as an alternative. It was recognised that more work needed to be undertaken in terms of demand management and undertaking initial contacts. It was reaffirmed that for Children's social care a whole family approach and early identification of family needs is necessary and work was underway in these area.

Members asked for an update on the Adult Market Position Statement. It was reported this was currently work in progress and would incorporate community specific issues.

The Committee enquired about the role of the voluntary and community sector in supporting Adult social care. It was reported that the diverse nature of the organisations meant this could be very complex to work effectively, although improvements had been made in building capacity. Further work needed to be undertaken to identify those organisations the Council needed to work with more closely.

Doncaster Learning

The Committee referred to figures, which showed 18.8% of young people missed more than 19 days of the school year. (the National average stands at 13.6%). Following targeted work by the Local Authority a downward trend was emerging in terms of absenteeism. All secondary schools had signed up to an inclusion charter which commits them to working in partnership and as a system to address issues like absenteeism and exclusions.

It was reported that the local authority was responsible for children after the 6th day of an exclusion. The Council was committed to providing effective support for these children and continued to look for alternative quality learning provision. It had been identified that learning centre provision was not having the required impact and was now being decommissioned and replaced with an alternative provision framework. This would provide support to children before the point of

	<p>being permanently excluded and could also be used following the exclusion. The role of Pupil Referral Units had also been reviewed to ensure they were more effective to support children with behaviour issues back into school. Other provision and early intervention such as Big Picture Learning and building on the work of EPIC to identify positive engagement activities and undertake work with families to identify early support was identified as a positive way forward.</p> <p>The Committee was informed that a whole system approach with partners and services identifying issues and responding early was seen as the most appropriate way of addressing these issues and often permanent exclusions or poor attendance were symptoms of other issues happening within the family.</p> <p>Members were informed that exclusions and absenteeism could arise from a range of issues such as low aspirations and poor parenting. It was reported that there was a variance in the way behaviour was managed in schools and many permanent exclusions resulted from low level persistent disruption in classrooms. The Council was working with Academies and Multi Academy Trusts to address this issue and look at ensuring effective provision existed for children who had been excluded or are at risk of exclusion.</p> <p>The Chair thanked those present for their contribution and to officers for responding to the issues raised by Members.</p> <p><u>RESOLVED</u> that:-</p> <p>The Chair and Members of the Overview and Scrutiny Management Committee note the quarter 4 performance and financial information, including:</p> <ul style="list-style-type: none"> a) The changes to the Strategic Risks detailed in paragraph 45 and Appendix B; b) The new additions to the Capital Programme, detailed in Appendix A – Financial Profile; c) The virement for approval as per the Financial Procedure Rules, detailed in Appendix A – Finance Profile; d) The carry forwards approved by the Chief Financial Officer, detailed in Appendix A – Finance Profile; and e) The Brexit dashboard at Appendix D. 	
6	<p><u>SLHD PERFORMANCE & DELIVERY UPDATE: 2018/19 QUARTER FOUR (Q4) AND END OF YEAR</u></p>	

	<p>Paul Tanney Chief Executive St Leger Homes Doncaster (SLHD) was in attendance to respond to the issues raised by Members.</p> <p>Members asked about the reasons for the increase in homelessness. It was reported that this was a national issue and there were a range of drivers. One of the key issues was tenants losing their private sector tenancies. A range of initiatives were being adopted and a strategy developed to address this issue and ensure the right type of accommodation was available to meet need. A more joined up approach with partners was required to ensure appropriate alternative accommodation was developed to identify ways of preventing homelessness.</p> <p>Over the winter period, the severe weather protocol was initiated to ensure there was a bed available for everyone who needed it. Further work was being undertaken with partners looking at different types of accommodation and to meet the current need.</p> <p>Members received an update on the number of families with children in bed and breakfast accommodation. It was emphasised that this type of accommodation was mainly used as a short term measure whilst a full assessment of the needs of the clients was undertaken.</p> <p>In terms of workforce management the Committee sought information on the actions being undertaken to reduce staff absence. It was reported that a wide range of initiatives were in place. The main cause of absence was stress, depression and anxiety with 61% being personal stress and 27% being work related. The Health and Well Being Group chaired by the Chief Executive had been initiated and included representatives from each area of the work force including trades staff. A detailed action plan to address workforce absences had been developed. SLHD had signed up to the public health charter and provided 24 hours access to counselling and support for its staff.</p> <p>The Chair thanked Paul Tanney for his attendance.</p> <p style="text-align: center;"><u>RESOLVED</u> That the Committee’s comments in respect of the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities be received and noted.</p>	
7	<p><u>OSMC WORKPLAN REPORT 2019/20</u></p>	
	<p>The Chair informed the meeting that all Panels had recently met and developed draft work programmes. Members were asked to reflect on the quarterly performance report to identify if any additional issues for inclusion within the work plans should be included. In reference to the earlier agenda items the Chair referred to the following items that should be borne in mind by the Panels when reviewing their work</p>	

programmes:

- Initiatives to reduce exclusions within schools and improve attendance.
- Exclusions being made for relatively low level but persistent poor behaviour rather than more serious acts.
- Early diagnosis of dyslexia and other speech and language issues that contributed to young people entering the YouthJustice system.
- More opportunities to ensure there was a real understanding of the work of the voluntary and community centre and how this could support adult social care.

The Governance and Member Services Manager summarised the current work plans and the issues detailed within the report.

RESOLVED that the Committee:-

- (1) Approve the 2019/2020 Overview and Scrutiny work programme – circulated at the meeting (Appendix A.)
- (2) Consider the Council's Forward Plan of key decisions attached at Appendix B;
- (3) Ratify the Terms of Reference of the Joint Health Overview and Scrutiny Committee (South Yorkshire, Derbyshire, Wakefield and Nottinghamshire) in Appendix C; and
- (4) Note the appointment of the Council's representative, Councillor Andrea Robinson on the Joint Health Overview and Scrutiny Committee (South Yorkshire, Derbyshire, Wakefield and Nottinghamshire).